



Cara



SpotOn!® Profile

Cara

Zip Code: 10005

Date: April 5, 2017

Age: 40

Marital Status: Married

Income: Less than \$36,000

Education: Bachelors Degree

Recent Business or Employment: Curves

Position: Owner

Average Years on Job: 8-12 years

Homeowner? Yes

Ever owned a business? Yes

Total Capital to Invest: \$150,000 to \$200,000

Spouse/other family member actively involved? Yes

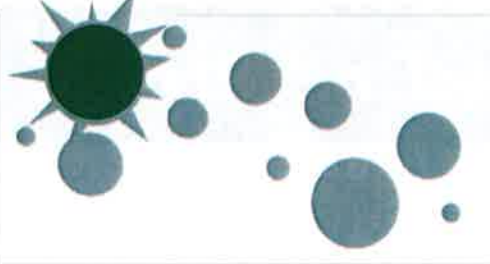
Number of Dependents: 1

Veteran: No



SUMMARY

Values: Belonger



Contribution

Consistency

Results

Security

Fairness

Work Style: Thinker

Pace

Slower-Systematic

Priority

Task

Seeks

Accuracy, Precision

Strengths

Planning, Systematization,
Orchestration

Workplace

Formal, Functional, Structured

Culture: Create

Flexibility

Rivalry



Stages of Growth



Entrepreneur



Partner



Plug & Play



Empire



Hybrid

Cara

Competencies

Executive & Management



Admin & Customer Service



Finance & Operations



R&D & Technical



Sales & Business

Sales Orientation

Consultative

Sales Potential

Low

Business Path

Corporate

Consultant

Compliance

High

Values Hierarchy

- 1) Contribution
- 2) Results
- 3) Security
- 4) Consistency
- 5) Fairness
- 6) Dependability
- 7) Safety



VALUES

What are Values?

Values determine what about the self is the meaningful core that governs people's desires and the expression of these desires. Motives are the psychological drivers of behavior. Motives are the only true predictors of behavior. It's one's values which dictate his or her motivations. There are four Value Sets.

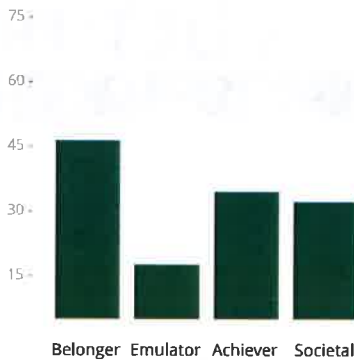
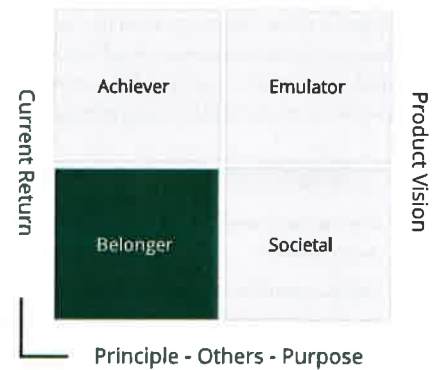
Cara is a:

Belonger

Cara is a Belonger

Scores indicate Cara is a Belonger. She is a hands-on business builder focused on long-term relationships and customer satisfaction. Motivated by a deeply rooted moral code she is hardworking and committed to providing for and protecting her loved ones. Family and security defines success for the Belonger. They favor proven, practical service or solution-based businesses.

Power - Self - Passion



Belonger

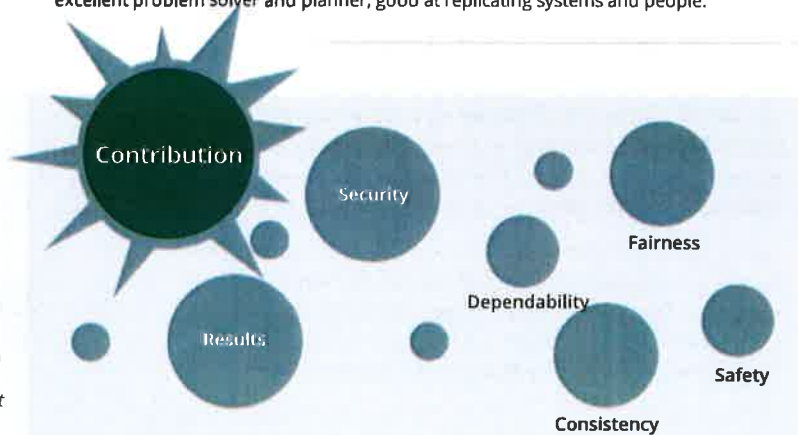
You are conservative, conventional and risk-averse. You have concrete beliefs and a predictable life. You follow established routines, organized in large part around home, family, community and social organizations to which you belong. You like it best when you can work with family, friends and people you know and trust.

Belongers are calculated decision makers. It is not uncommon for them to embrace an extensive due diligence process. They will likely find a business that is high-touch and low-tech quite attractive. They are grounded and dependable people looking for consistency, durability, functionality and value.

You are a dedicated, trustworthy and focused performer with realistic expectations. You take pride in your competence and loyalty. Although not considered flexible, a Belonger's focus on stability and sustainability will foster persistent effort. Predictably, you are an excellent problem solver and planner, good at replicating systems and people.

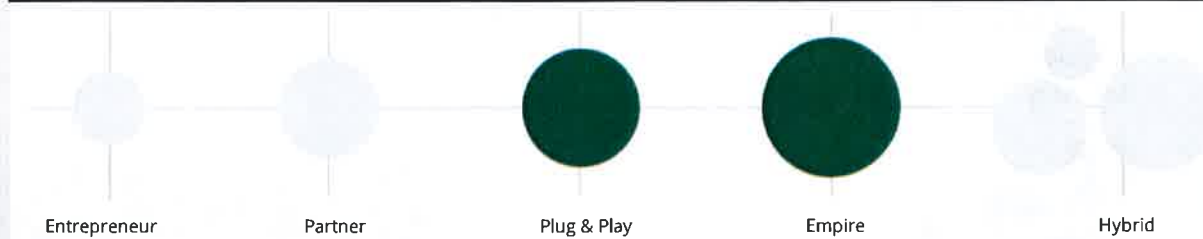


Splatter dots are values given greater attention due to current situation or recent life change.



STAGES OF GROWTH

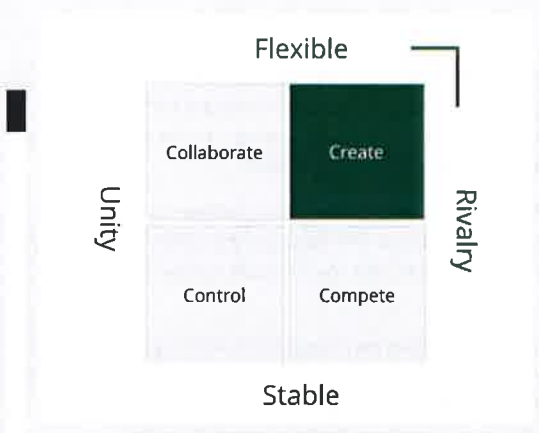
Stage of Growth



Cara's Stages of Growth: Stage 3: Plug & Play / Stage 4: Empire

Stages of Growth are determined by a company's managerial style, organizational structure, formal systems, major strategic goals and founder/owner involvement. As a franchise organization grows, the systems and procedures will adapt to support an evolving business model, the needs of the franchisees and to satisfy end-user demands. Within each phase of business a franchisee's skills and goals need to complement a franchisor's plans and market expansion strategies. There are 5 Stages of Growth.

Entrepreneur	Partner	Plug & Play	Empire	Hybrid
Evolving and dynamic Product-oriented	Collaborative and growing System-oriented	Systematic and replicable Franchisee oriented	Bureaucratic, top-of-mind Market share oriented	Intrapreneurial, renewing Innovation oriented
First to market, Better terms and territories, Fewer rules, Say in policies, Financial rewards	Market awareness, Complementary skills sets, Best practices, Desirable markets available	Faster ramp-up, Resales, Proven, replicable systems, Advisory boards, Buyer co-ops	Brand equity, Strong Financials and support, Merger and acquisition potential	Well-defined products, Flexible systems, First to market, Leveragability of resources



Cara fits well in a "CREATE" Culture

A dynamic, entrepreneurial, and creative place to work. Innovation and risk-taking are embraced by employees, leaders and franchisees. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources.

Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged. Their ability to quickly develop new services and capture market share makes them leaders and differentiates them in the marketplace and forces less agile competition to play catch-up.

CULTURE

What is a Business Culture?

Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, and behaviors. Culture is broad – encompassing all aspects of a group's internal and external relationships – and culture is deep in that it guides individual actions even to the extent that members are not aware they are influenced by it. There are four Cultural Types.

Cara's
Cultural Fit is
Similar to



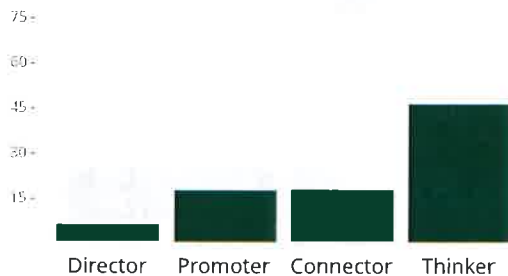
WORK STYLE

What is a Work Style?

For greatest satisfaction and effectiveness, one should seek a work or business environment consistent with their natural tendencies. Work Style is particularly important for the business owner as they will set the pace and direction for employees, partners, vendors and clients. There are four Work Styles.

Cara is a Thinker

Scores indicate Cara is a Thinker. People in this group are analytical, persistent, systematic, and excellent problem solvers. Thinkers tend to be detail-oriented, which makes them more concerned with content than style. They are task-oriented individuals who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions.



Work Style

Pace:

Slower-Systematic

Priority:

Task

Seeks:

Accuracy, Precision

Strengths:

Planning, Systematization, Orchestration

Under Stress May Become:

Withdrawn, Headstrong

Workplace:

Formal, Functional, Structured

Little Mo Says:

Disorganization drives Cara nuts. It's A-Z, folks. How tough can it be?



Deliberate

Problem Solver

Planner
Follow-through

Systematic

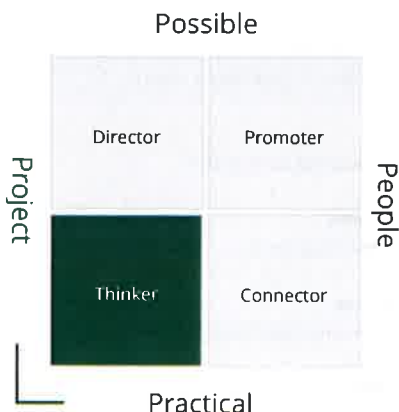
Conscientious
Persistent
Complex

Analytical
Logical

Measures

personal worth by

- Precision
- Accuracy
- Quality of Results



Cara is conscientious and deliberate when making decisions. Some may see her as serious and complex. Her intelligence and ability to see different points of view endow her with quick and unique sense of humour.

Her strengths include an eye for detail and accuracy, independence, dependability, persistence, follow-through, and organization.

The Eight Competencies in Business

Cara's Profile Pattern
is similar to:



Why

- | | |
|------------------------------|--|
| Leadership & Vision | |
| Sales & Channel Planning | |
| Marketing & Public Relations | |
| Executive & Management | |
| Human Resources & Training | |
| Admin & Customer Service | |
| Finance & Operations | |
| R&D & Technical | |

"Bringing People Together"

Development

There are 3 primary types of sales and naturally there are individuals that are suited for one over another. There are many ways to success, for some it comes from climbing the corporate ladder for others it's building a multi-unit franchise business. Cara's sales orientation and potential business path is marked below.

✓ **Consultative**

Competitive

Manages region and sells territory to others

NEEDS & WANTS

In A Franchise Business

Remember...

Success in franchising entails two major factors: Compatibility - between franchisee and franchise company. Make sure you share Values, Stages of Growth, Culture and Work Style. Complementary Competencies - between franchisee and franchise company. Make sure franchise system complements and exploits Cara's skills. Based on Cara's profile, listed below are some business considerations.

I trust this quick glimpse into Cara will prove useful in your selection process.

Fit Matters - especially in business! Based on Cara's profile listed below are business aspects that suit her well.

- ✓ Service oriented
- ✓ Hands on
- ✓ Regular hours of operation
- ✓ Few employees
- ✓ Possibly home-based
- ✓ High Touch - Low Tech
- ✓ Few products
- ✓ Long-term relationships with clients and employees

~ Little Mo



Historically proven systems



Company culture with a family-type atmosphere



Easy to replicate systems and procedures



Involvement and 'buy-in' of family



Strong head office and field support



Industry or market with minimal change



Products or services that are practical and solve a problem



Low risk and quick return on investment



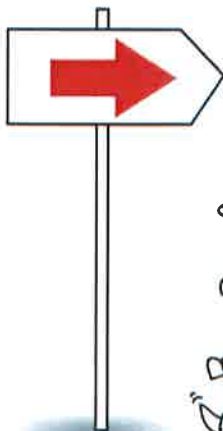
META PROGRAMS

Cara's Mental Filters

Use Stick

- Away from pain
- Problems
- Risk
- Loss

Comfort Zone



Decision Making: Optional

- Will explore many options
- Happy to test and break rules
- May procrastinate or avoid making decision
- Is there a better one?

Relate: Difference with Exception

- Will search for what is unique or different
- Might see some similarities
- Has high capacity for change

Frame of Reference: External

- Decisions based on concrete facts and evidence
- Stressed when there is a lack of feedback
- Needs feedback to make progress
- Indecisive if there is a lack of feedback

