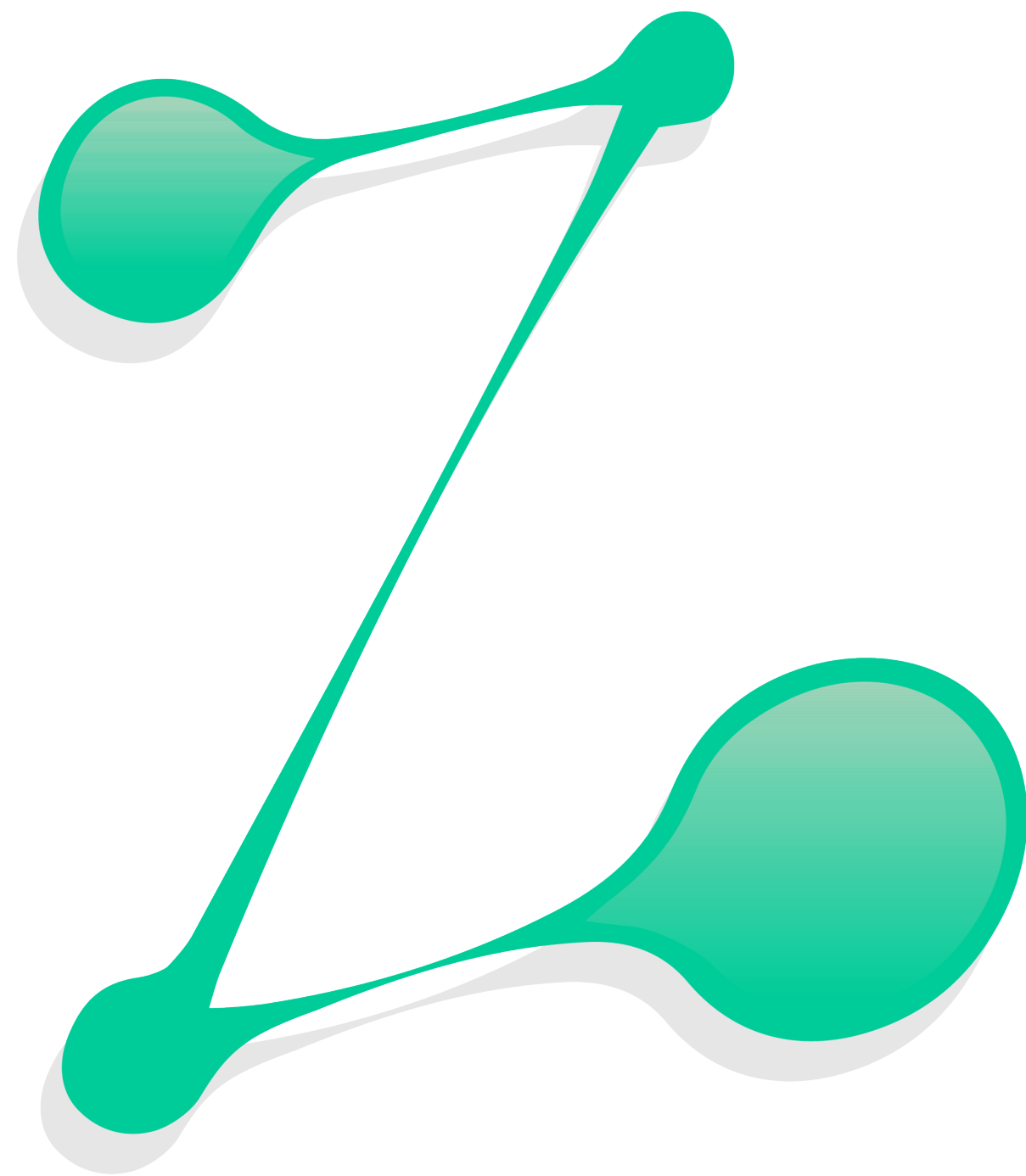




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Franchisee-Franchisor Fit

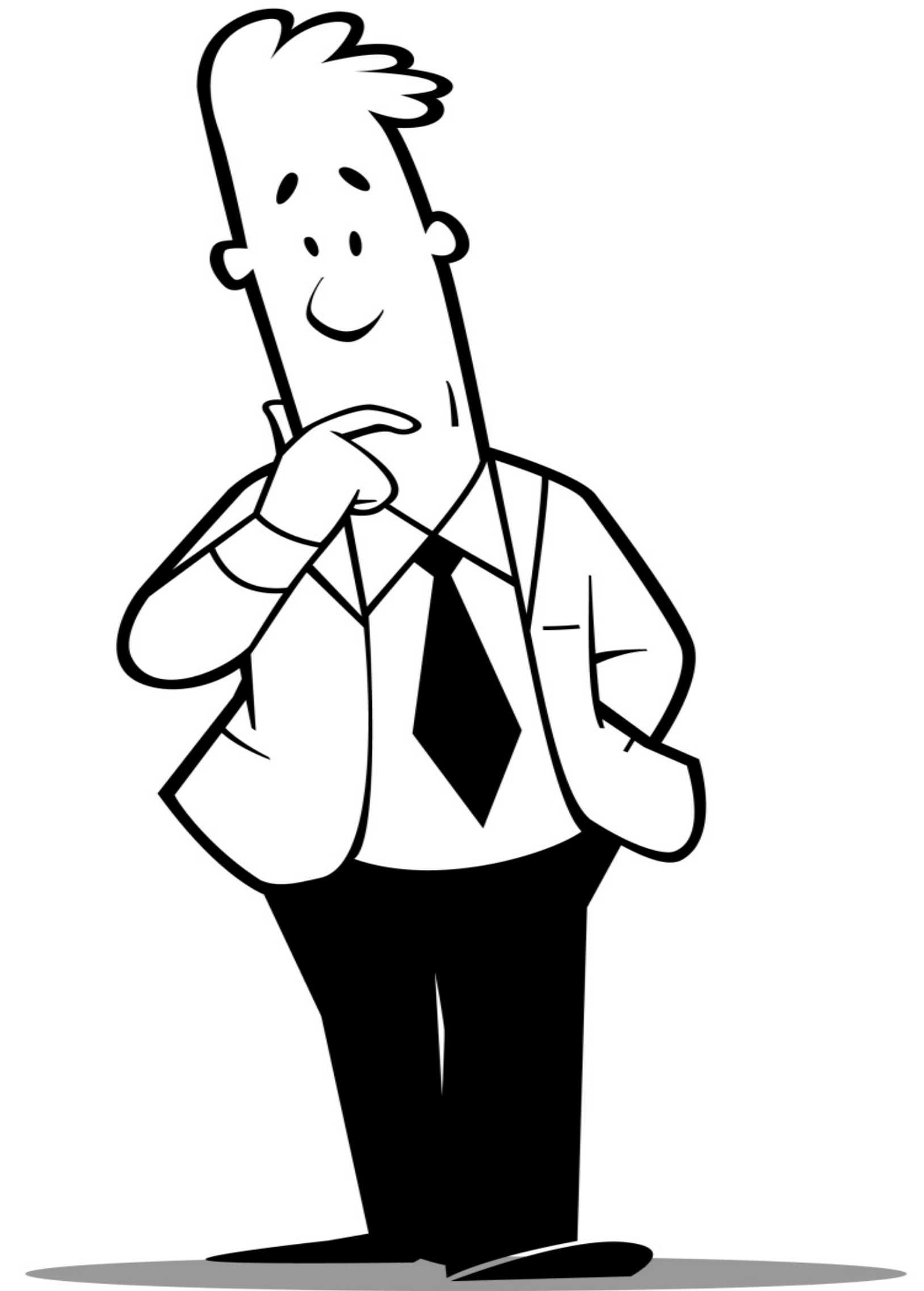
Franchisor Dilemma

Cost of franchisee acquisition is high

Poor fit franchisees:

- Cost more to train and support
- Tend to validate poorly
- Are difficult to satisfy
- Frequently cause litigation problems
- Have low retention rates

Lost opportunities if franchisee performs poorly





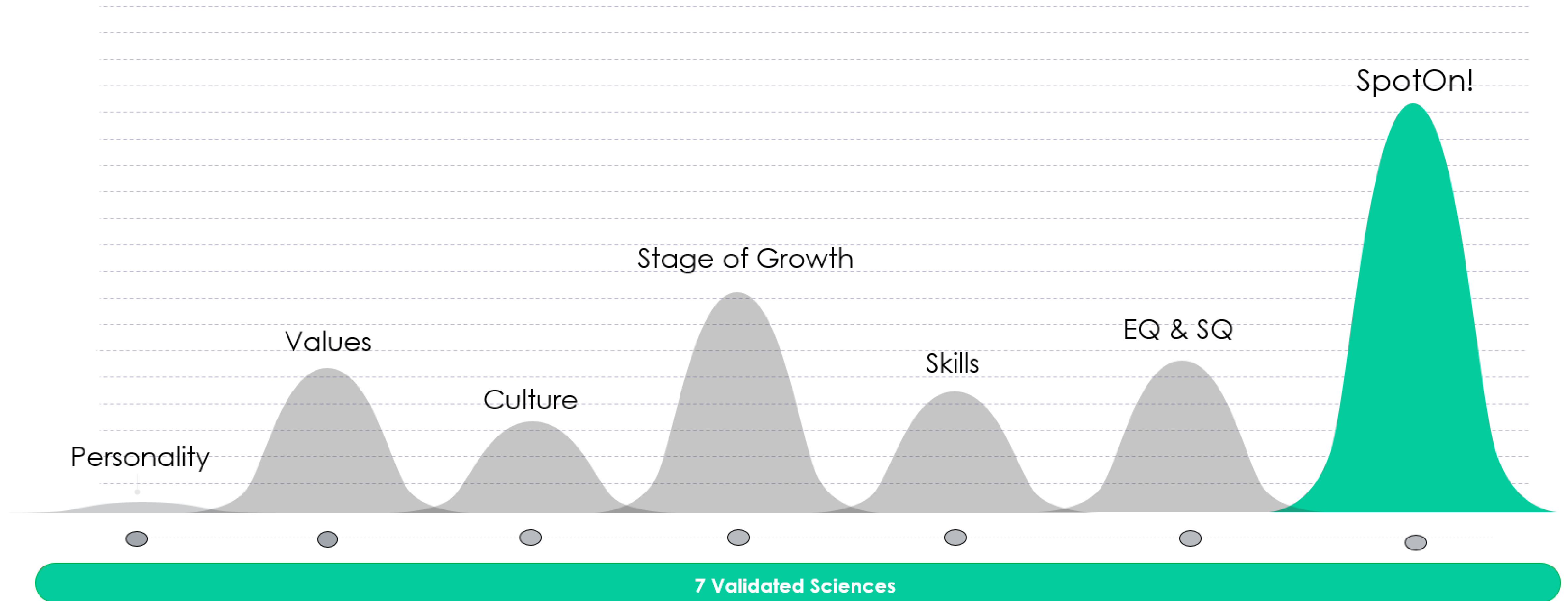
Broker Dilemma

- Impossible to fully understand 300+ franchise concepts
- No way to understand 100's of candidates
- No data driven or scientific way to facility Zee-to-Zor fit
- No common language or process between broker and franchisor

SpotOn! Science

- Values: Stanford Research & Dr. Clare Graves
- Stages of Growth: Neil Churchill, Caruth Institute
- Culture: University of Michigan
- Work Style: William Marston & Harvard Business School
- Core Competencies: StrengthsFinder, Gallup
- Focus: Dr. Robert Nideffer, University of Rochester
- Emotional Intelligence: Dr. Daniel Goleman

Zorakle Profiles Meta-Analysis



SpotOn!® Profile

William Hampton

Postal Code: 92024
(858) 756-5457
will.hampton@gmail.com

Date: March 9, 2020

Age: 49
Marital Status: Married
Income: \$136,000 to \$150,000
Education: PhD/Post-Doctoral
Degree

Recent Employment: UCSD
Position: Professor
Average Years on Job: 8-12 years
Homeowner? Yes
Ever owned a business? Yes
Total Capital to Invest: \$100,000 to \$150,000
Number of Dependents: 2
Veteran: Yes



SUMMARY

Values: Societal



Impact

Effectiveness

Challenge

Safety

Knowledge

Work Style: Connector

Pace
Slower-Relaxed
Priority
Relationship
Seeks
Acceptance, Connection
Strengths
Listening, Teamwork, Follow-through
Workplace
Friendly, Functional, Personal

Culture: Control

Stability
Unity



Stages of Growth



Dustin

@yahoo.com

Admin & Customer Service



Human Resources & Training



Executive & Management



Marketing & Public Relations



Sales & Business

Sales Orientation

Relational

Sales Potential

Average

Business Path

Single-Unit

Multi-Unit

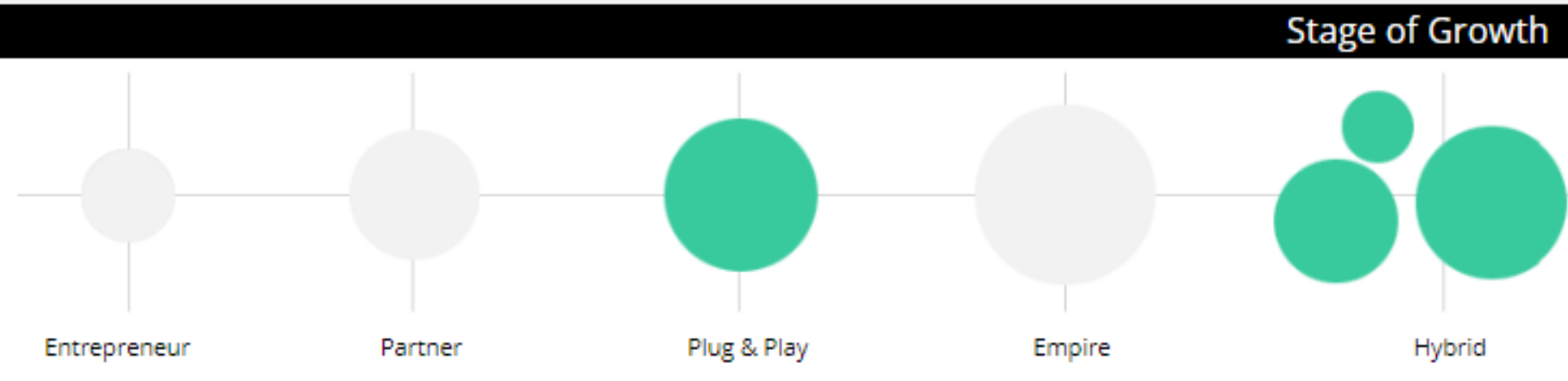
Compliance

High

SpotOn! Profile



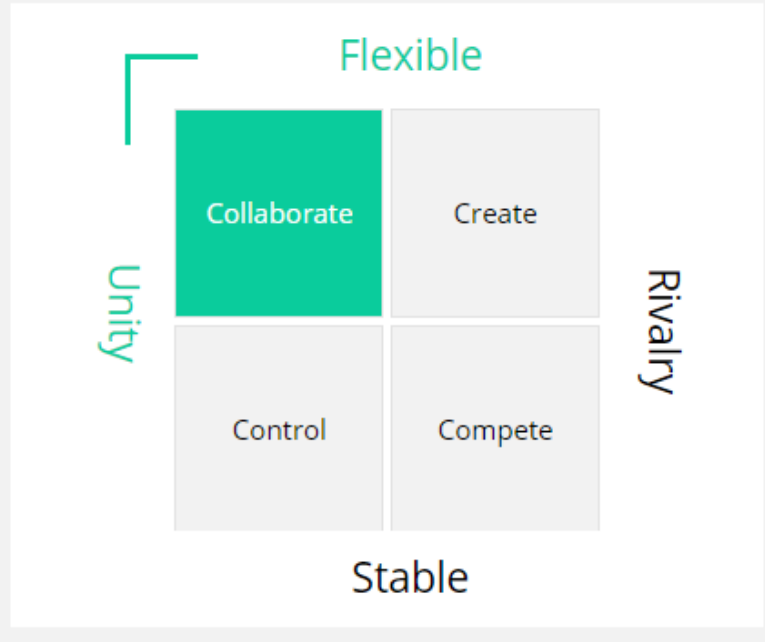
STAGES OF GROWTH



Stages of Growth: Stage 3: Plug & Play / Stage 5: Hybrid

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



Samuel fits well in a “COLLABORATE” culture

An open and friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition are strong. There is an emphasis on the long-term benefits of human resources development and great importance is given to group cohesion.

There is strong concern for people. The organization places a premium on teamwork, participation, and consensus. Collaborate organizations emphasize flexibility and discretion and are often made up of semi-autonomous teams. Collaborate organizations operated more like families—and they value cohesion, a humane working environment, group commitment, and loyalty.

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.



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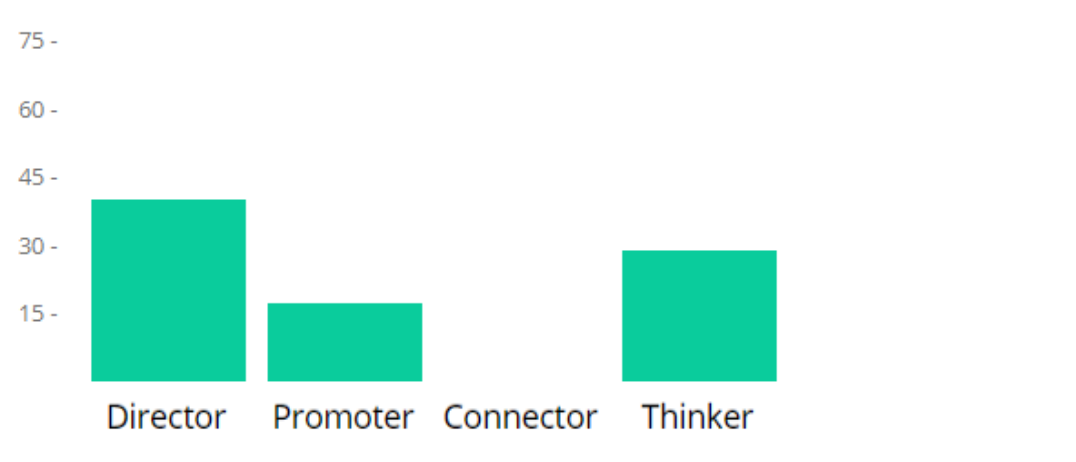
WORK STYLE

What is 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.

Justin is a Director

He is driven by two things: the need to control and the need to achieve. He is goal-oriented and most comfortable when in charge of people and situations. He wants to get things done, so he focuses on no-nonsense approaches to bottom-line results.



Justin's Work Style

- Pace:** Fast-Decisive
- Priority:** Goal
- Seeks:** Productivity, Control
- Strengths:** Management, Leadership, Pioneering
- Under Stress May Become:** Dictatorial, Critical
- Workplace:** Efficient, Busy, Structured

Indecision drives Justin nuts. Why can't folks make up their minds?

Decisive

In Charge

Authority Strong-willed

Controller

Bottom-Line Forceful Goal Oriented

Confident

Driver

Measures
personal worth by

- Results or Impact
- Progress
- Track Record

Possible

Project

Director

Promoter

Thinker

Connector

People

Practical

Directors seek expedience and are not afraid to enforce or bend the rules. They are willing to challenge outdated thinking, systems and ideas

Justin accepts challenges, takes authority, and plunges headfirst into solving problems.

Others naturally respect a Director's leadership and come to them for advice. In a crisis they are the one to take charge. They are fast-paced, task-oriented, and work quickly and effectively by themselves, which might mean they can become annoyed with delays or incompetence.

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COMPETENCIES

The Eight Competencies in Business

Understanding one's Business Competencies is important. More important however, is how those Business Competencies complement those of a franchise system and its growth strategy.

William's Competency Scores



William's Profile
Pattern is similar to:

Ron
Popeil



Why

- They share Values
- They share Competencies
- They both thrive in a Create business culture
- They are both Power driven

Motto:

"Creating a Unique Brand"

SALES & BUSINESS

Development

All businesses require some form of sales.

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. Jay's sales orientation and potential business path is marked below.

Sales Orientation

✓ Consultative

Relational

Competitive

Jay fits well within a business where the sales are of a consultative, solution-based nature. He is able to build high trust and high credibility relationships with his prospects. He is good at understanding his customer's business environment, critical business drivers, and high priority business initiatives and then crafting a solution to help the customer achieve their objectives. The consultative sale can at times be a complex, long term process involving collaboration of both the buyer and the seller. Jay is able to lay a solid foundation as an expert or consultant for future sales with this prospect.

Potential Business Path

Corporate

Corporate ladder climber

Consultant/Contractor

Consultant, contractor or subject matter expert

Entrepreneur

Starts and builds a business from scratch



Single-Unit Franchisee

Appreciates and exploits systems



Multi-Unit Franchisee

Replicates systems and manages locations

Regional Developer

Manages region and sells territory to others

SpotOn! Profile

NEEDS & WANTS

In a Franchise Business

Remember...

Success in franchising entails two major factors: Compatibility and Complementary Competencies between franchisee and franchise company. Fit Matters — especially in business! Based on Laurie's profile listed here are some business considerations.

- ✓ Purpose driven concepts
- ✓ Collaborative, solution based environments
- ✓ Business which builds community
- ✓ Inspirational, educational or transformational
- ✓ Ability to engage influential network
- ✓ Few highly skilled employees or partners
- ✓ May be an investor or absentee owner
- ✓ Diversity of clients and projects
- ✓ Desire to impact policy and procedure
- ✓ Company that appreciates innovation and creativity
- ✓ Simple business; easy to replicate
- ✓ Change or impact-based products and services
- ✓ Hands-off approach by head office
- ✓ Must leave a legacy
- ✓ Cultured, refined and deliberate business model
- ✓ Organization with impeccable principles

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META PROGRAMS

Anita's Mental Filters

Comfort Zone

Anita has a medium comfort zone.

Their strong self-confidence yet risk averse nature can at times have them acting curiously cautious. Slow down, offer more details and act as their trusted confidant.

MEDIUM

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**

- Will search for what is unique or different
- Dislikes repetitiveness
- Has high capacity for change

Motivate by: **Using Carrot & Stick**

- Future pacing where pleasure is greater and/or pain is more intense.
- Pay particular attention to the Splatter Dots.
- Leverage highest values including: Success, Freedom and Respect.
- For Anita, safety comes from: Being in Control, Being the Best and Leaving a Legacy.

Frame of Reference: **Internal**

- Motivated with little feedback or praise
- Operates by internal standards
- May override or cancel out evidence and facts
- May disregard sound advice of others

SpotOn! Profile

SpotOn! Blueprint

1: Standards

Standards and benchmarks are customized performance and compatibility standards for your franchise system

2: Assess

Based on standards, franchisees are divided into 3 groups: top, mid and low performers and provide a link to take assessment.

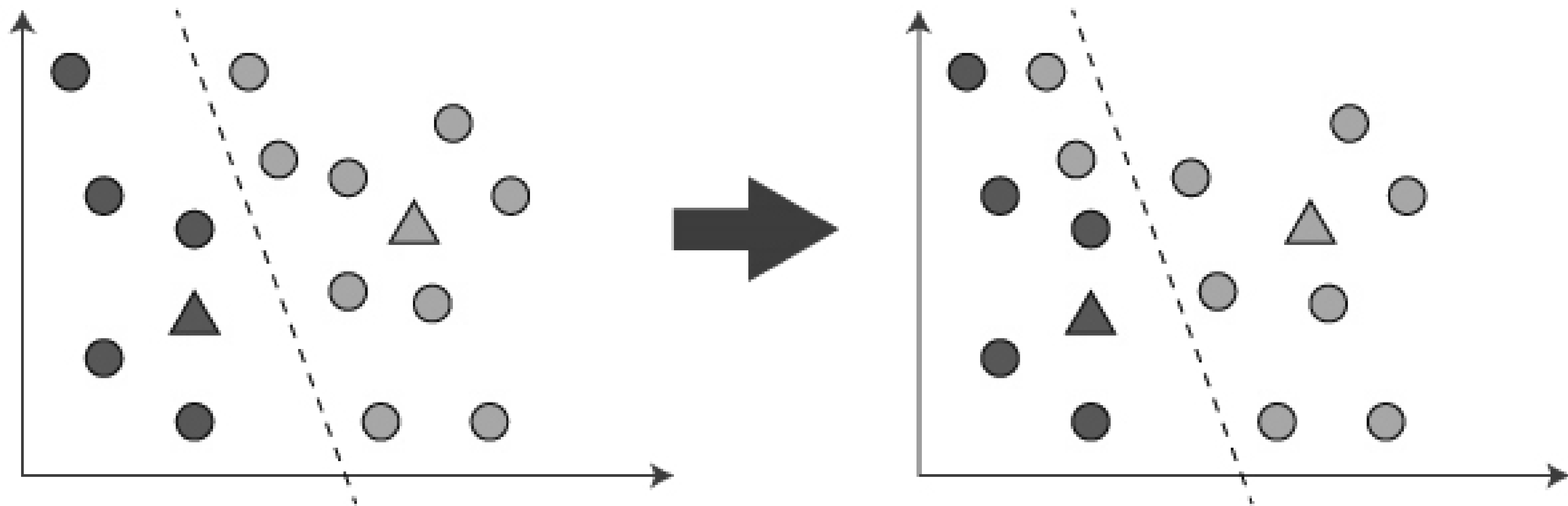
3: Blueprint

Outlines the key indicators including compatibility and competency markers that set top performers apart from mid and low performers.

4: Eclipse

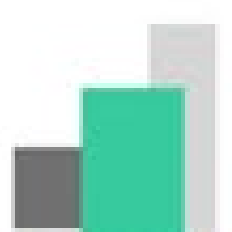
Custom algorithms implemented and *Eclipse Reports* will categorically compare prospective franchisee to top performer blueprint.

Custom Performance Algorithms



SpotOn! Match

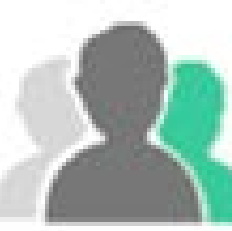




DASHBOARD



ACCOUNTS



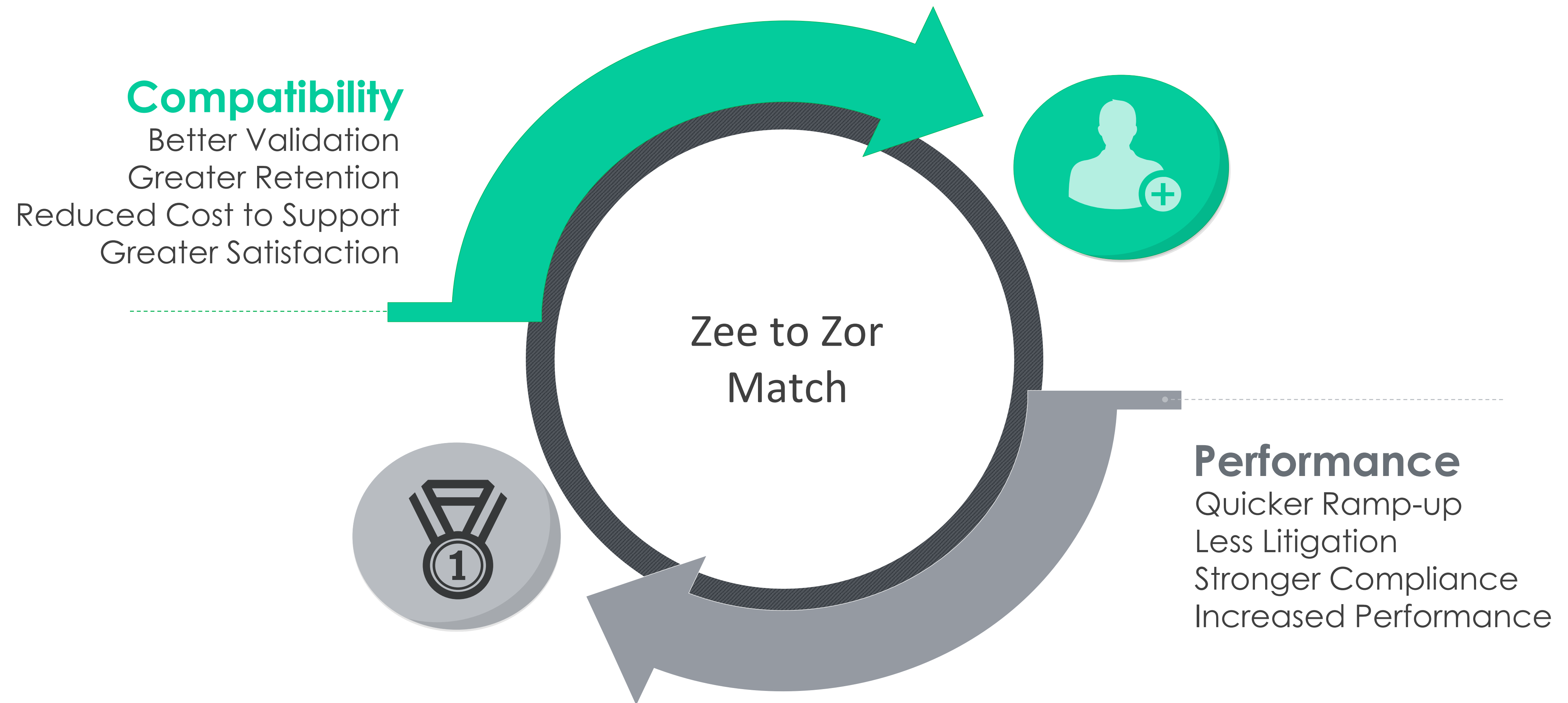
PROFILES

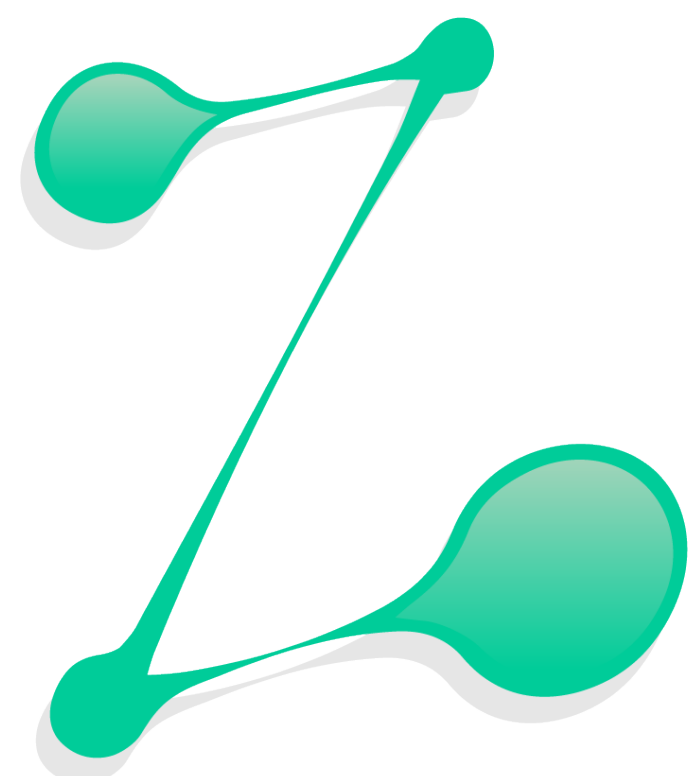
SpotOn! MatchSpotOn! ReportProspect ReportSwitch Prospects

SpotOn! Matches for: Robert [REDACTED]

Franchisor	Overall Fit	Values	SOG	Culture	Work Style	Skills	Referred	Status
BirthdayPak	99	98	100	100	100	100	Refer	New
American Family Care	99	98	100	65	100	97	Refer	New
The Alternative Board	99	98	100	65	100	98	03/25/2020	Pending
Scenthound	91	96	100	75	76	94	Refer	New
Home Caring Group	98	99	100	100	93	99	Refer	New

Zorakle Profiles Model





ZORAKLE Profiles

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