



SpotOn!® Profile

Chris Lake

Postal Code: 15317

Date: September 19, 2022

Age: 37

Marital Status: Married

Income: \$100,000 to \$136,000

Education: Bachelors Degree

Recent Employment: Sport Clips 2016-2021

Position: Franchisee

Average Years on Job: 4-7 years

Homeowner? Yes

Ever owned a business? Yes

Total Capital to Invest: \$50,000 to \$100,000

Number of Dependents: 4

Veteran: No



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Values: Belonger

Effectiveness

Satisfaction

Security

Chris Lake

Work Style: Thinker

Pace

Slower-Systematic

Priority

Task

Seeks

Accuracy, Precision

Strengths

Plan, Systematize, Orchestrate

Workplace

Formal, Functional, Structured

Culture: Create

Flexibility

Rivalry



Admin & Customer Service



Executive & Management



Finance & Operations



R&D & Technical



Sales & Business

Sales Orientation

Consultative

Sales Potential

Low

Business Path

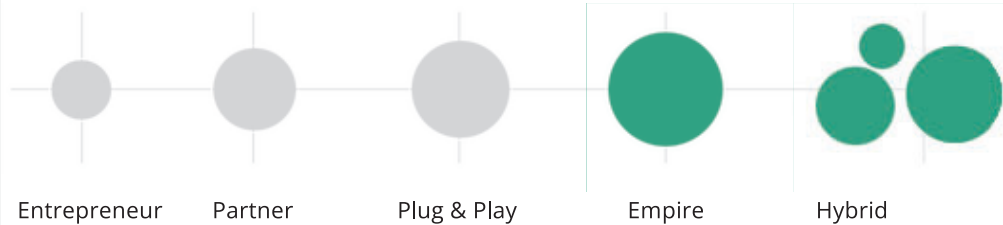
Corporate

Consultant

Compliance

High

Stages of Growth



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.

Values Hierarchy

- 1) Effectiveness
- 2) Satisfaction
- 3) Security
- 4) Loyalty
- 5) Freedom
- 6) Contribution
- 7) Independence



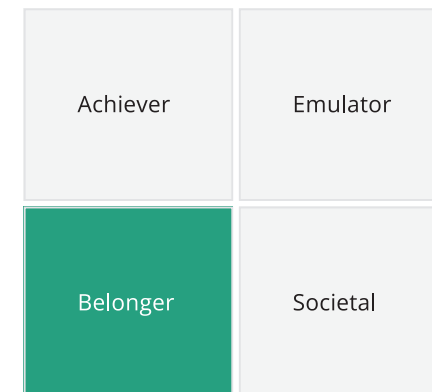
Chris is a Belonger

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

Chris is a:

Belonger

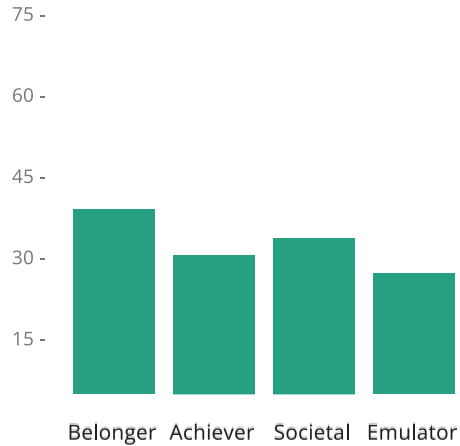
Power - Self - Passion



ROI

Innovation

Principle - Others - Purpose

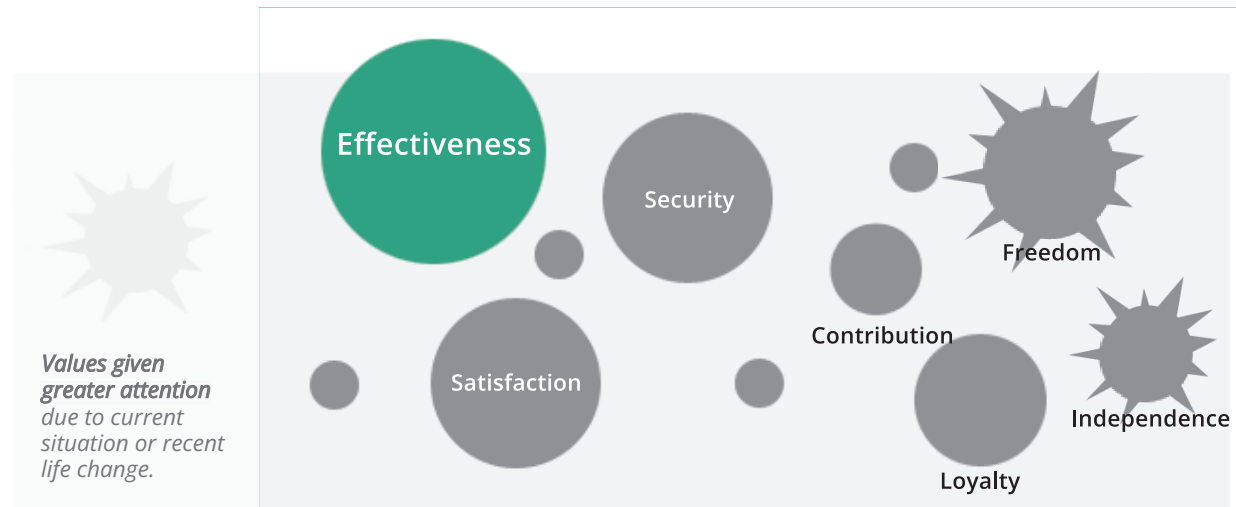


Belonger

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

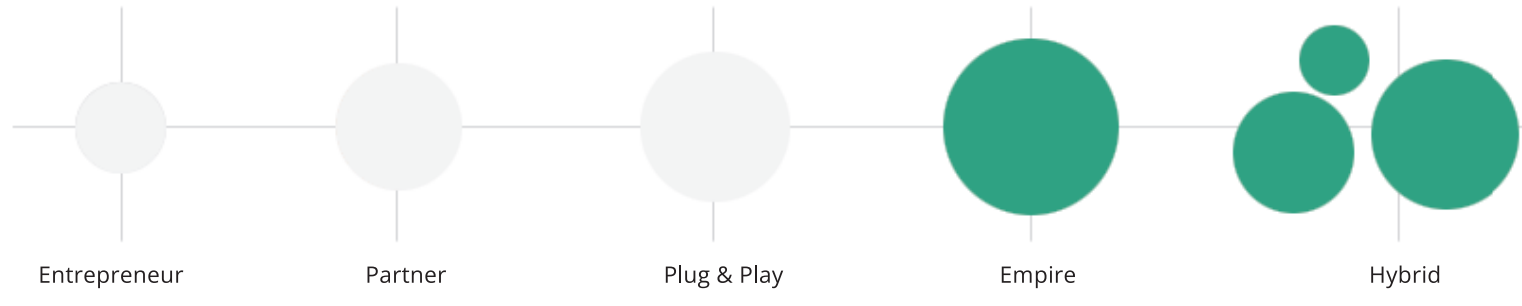
Chris is a calculated decision maker. It is not uncommon for him to embrace an extensive due diligence process. He will find a business that is high-touch and low-tech quite attractive. Belongers are grounded and dependable people looking for consistency, durability, functionality and value.

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



STAGES OF GROWTH

Chris' Stage of Growth



Stages of Growth: Stage 4: Empire / 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

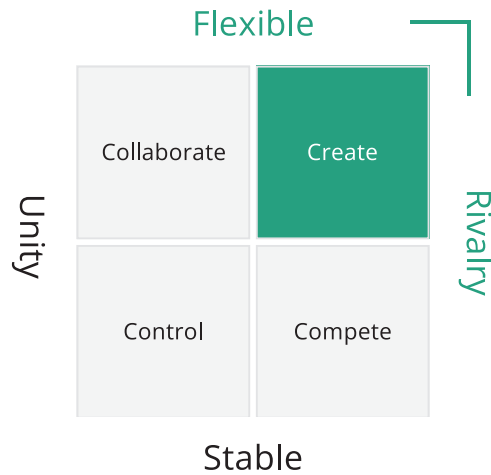
CULTURE

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.

Chris'
Cultural Fit is
Similar to

Google



Chris 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.

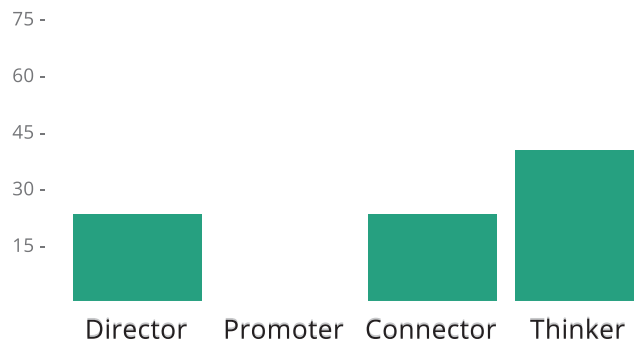
WORK STYLE

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.

Chris is a Thinker

Scores indicate Chris 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.



Chris' Work Style

Pace:
Slower-Systematic

Priority:
Task

Seeks:
Accuracy, Precision

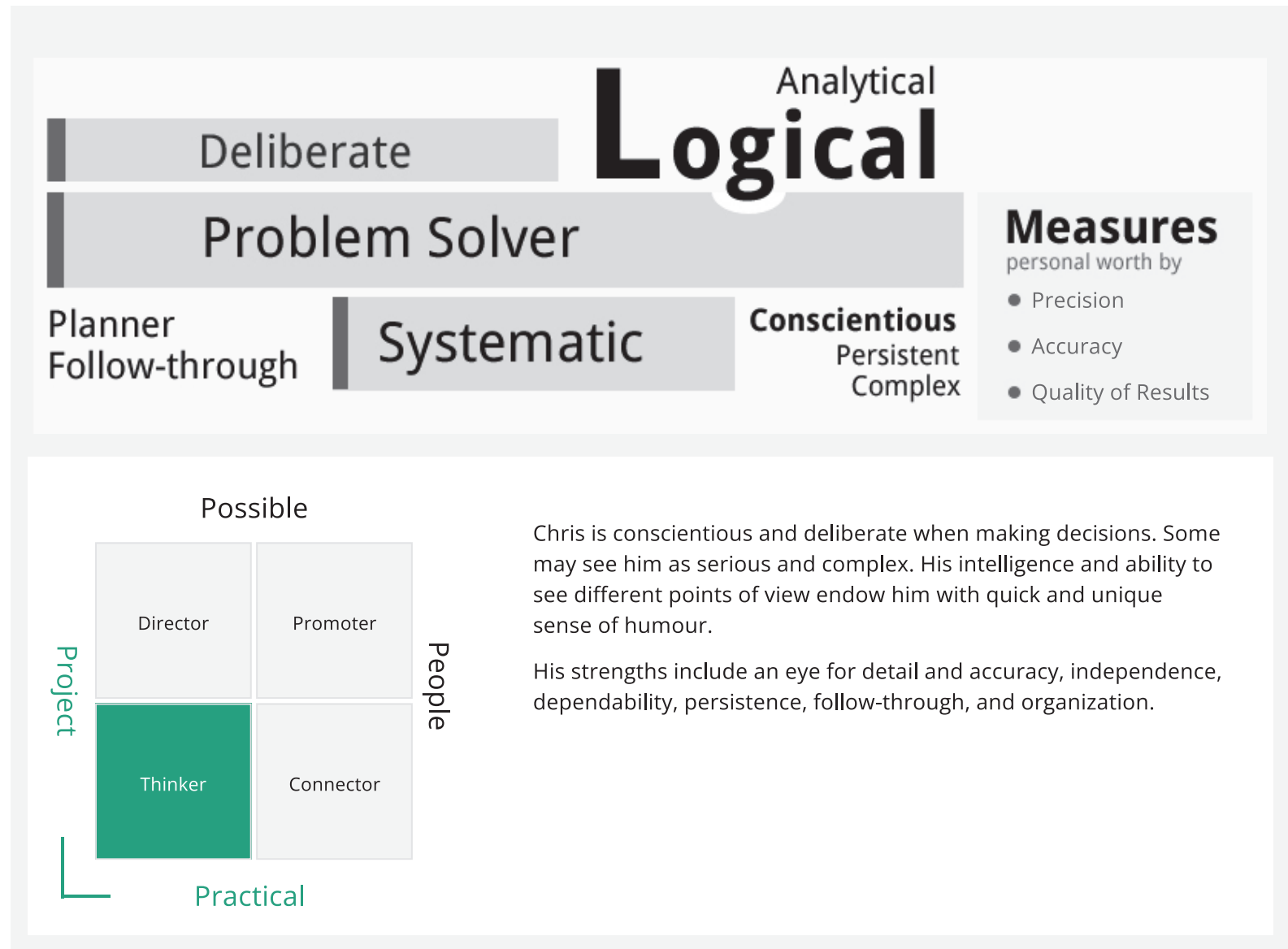
Strengths:
Plan, Systematize, Orchestrate

Under Stress May Become:
Withdrawn, Headstrong

Workplace:
Formal, Functional, Structured

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





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.

Chris' Competency Scores



Warren
Buffett



Why

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

Motto:

"Collecting Appreciating Assets"

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. Chris' sales orientation and potential business path is marked below.

Sales Orientation

✓ Consultative

Relational

Competitive

Chris 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. Chris 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

Area Developer

Appoints sub-franchisees and/or manages outlets

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 Chris' profile listed here are some business considerations.

- ✓ Service oriented
- ✓ Repeat customers; consumable products
- ✓ Regular hours of operation
- ✓ Few employees
- ✓ Possibly home-based
- ✓ High Touch - Low Tech
- ✓ Few, tangible products and services
- ✓ Long-term relationships with employees
- ✓ Historically proven systems
- ✓ Strong head office and field support
- ✓ Company culture with a family-type atmosphere
- ✓ Industry or market with minimal change
- ✓ Easy to replicate systems and procedures
- ✓ Practical, problem-solving services
- ✓ Involvement and 'buy-in' of family
- ✓ Low risk and quick return on investment



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META PROGRAMS

Chris' Mental Filters

Comfort Zone

Chris has a large comfort zone.

They are practical, conservative and security conscious focused on providing for and protecting their loved ones. Support their process by slowing down and providing safety.



LARGE

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: Effectiveness, Satisfaction and Security.
- Safety comes from: Being with and Providing for Family and Avoiding Financial Insecurity.

Decision Making: Procedural

- Efficient; one to three options
- Criteria, processes or checklists
- Doing the process right important
- Which one is the best?

Relate: Difference

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

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