



SpotOn!® Profile

Vance Verdoorn

Postal Code: 32940

Date: August 26, 2022

Age: 43

Marital Status: Married

Income: \$150,000 to \$360,000

Education: Masters Degree

Recent Employment: Raytheon

Position: Ops mgr

Average Years on Job: 12 years or more

Homeowner? Yes

Ever owned a business? No

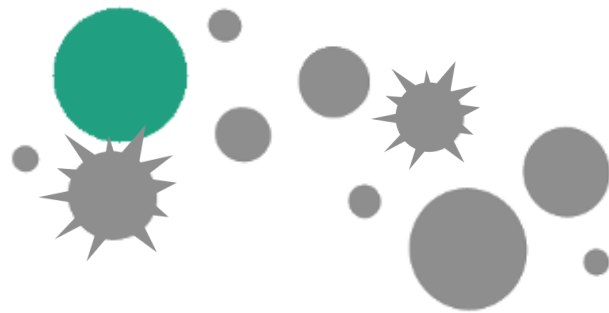
Total Capital to Invest: \$150,000 to \$200,000

Number of Dependents: 2

Veteran: No



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Values: Belonger
Security
Team
Success

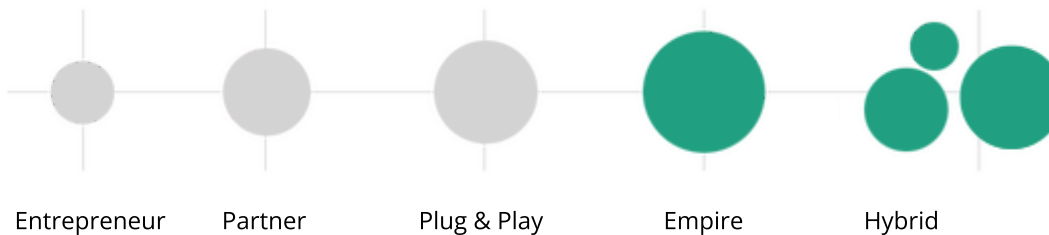
Work Style: Connector

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

Culture: Collaborate
Flexibility
Unity



Stages of Growth



Vance Verdoorn

(321) 604-9834

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Admin & Customer Service



Executive & Management



Finance & Operations



R&D & Technical



Sales & Business

Sales Orientation

Relational

Sales Potential

Average

Business Path

Corporate
Consultant

Compliance

High

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) Security
- 2) Team
- 3) Success
- 4) Impact
- 5) Independence
- 6) Dependability
- 7) Effectiveness



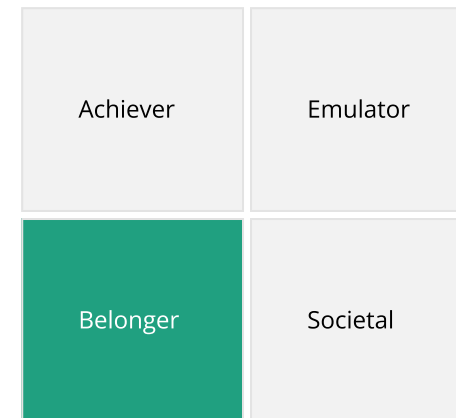
Vance is a Belonger

Scores indicate Vance 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.

Vance is a:

Belonger

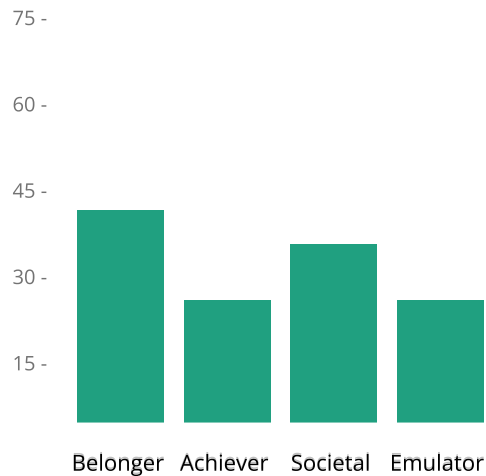
Power - Self - Passion



ROI

Innovation

Principle - Others - Purpose

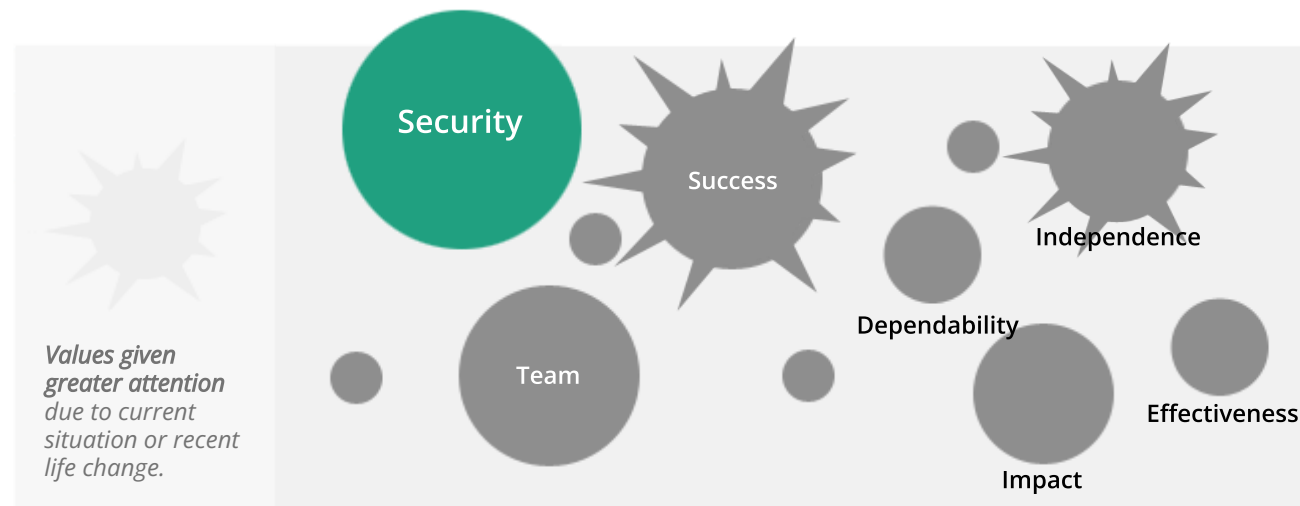


Belonger

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.

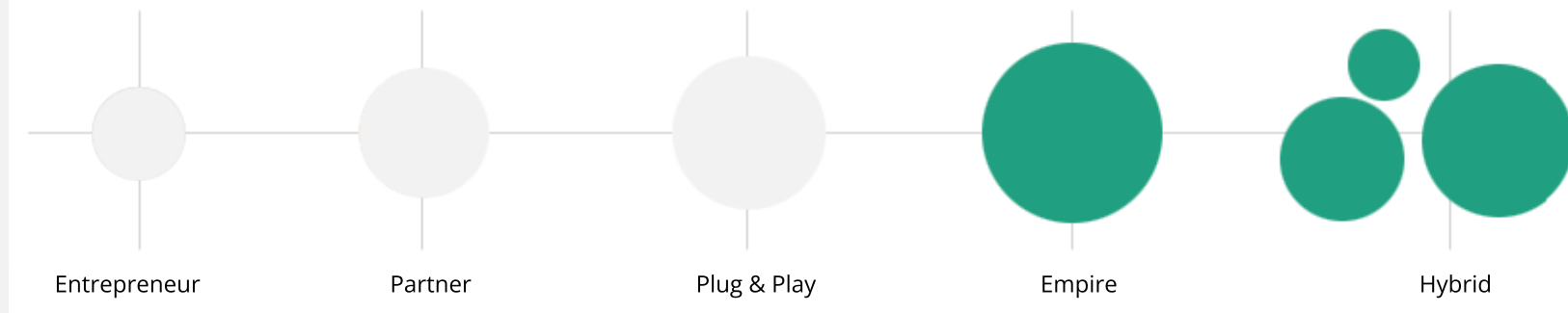
Vance is a calculated decision maker. It is not uncommon for him to embrace an extensive due diligence process. He will find a business that is high-touch and low-tech quite attractive. Belongers are grounded and dependable people looking for consistency, durability, functionality and value.

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, Vance is an excellent problem solver and planner, good at replicating systems and people.



STAGES OF GROWTH

Vance's 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 First to market, Better terms and territories, Fewer rules, Say in policies, Financial rewards	Collaborative and growing System-oriented Market awareness, Complementary skills sets, Best practices, Desirable markets available	Systematic and replicable Franchisee oriented Faster ramp-up, Resales, Proven, replicable systems, Advisory boards, Buyer co-ops	Bureaucratic, top-of-mind Market share oriented Brand equity, Strong Financials and support, Merger and acquisition potential	Intrapreneurial, renewing Innovation oriented 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.

Vance 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.

Vance's
Cultural Fit is
Similar to



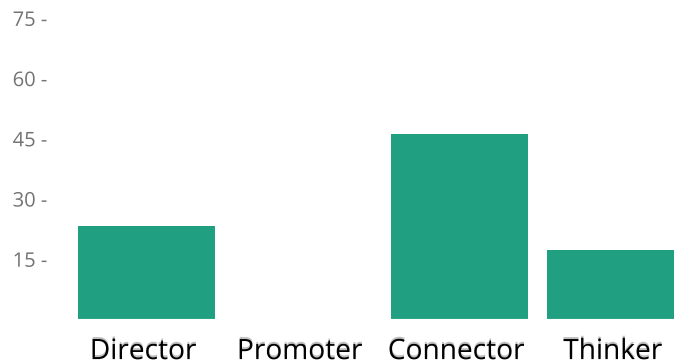
WORK STYLE

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.

Vance is a Connector

Scores indicate Vance is a Connector. People in this group are warm, supportive, and great at cultivating relationships. They are the most people-oriented of the four styles. Connectors tend to be excellent listeners, devoted friends, and loyal advocates. With their relaxed disposition, people find them approachable and understanding. They have developed strong networks of people who are willing to be mutually supportive and reliable.



Vance's Work Style

Pace:

Slower-Relaxed

Priority:

Relationship

Seeks:

Acceptance, Connection

Strengths:

Listening, Teamwork, Follow-through

Under Stress May Become:

Submissive, Indecisive

Workplace:

Friendly, Functional, Personal

Insensitivity drives
Vance nuts.
Where's the love
folks?



Team Player

Devoted

Mediator
People Oriented

Risk-averse

Listener
Friendly
Diplomatic

Supportive

Amiable

Measures

personal worth by

- Compatibility
- Cooperation
- Depth of Contribution

Possible

Project

Director

Promoter

Thinker

Connector

People

Practical

Connectors are team players and somewhat risk-averse. When faced with change, they consider their options carefully and plan accordingly. Others view Vance as composed, stable, and balanced even in the most stressful of situations.

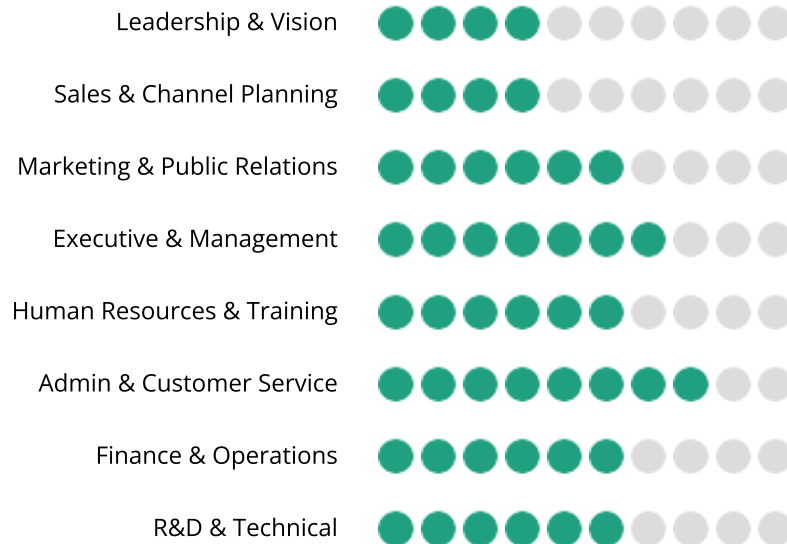
He is courteous, friendly, and willing to share responsibilities. He is a good planner, persistent worker, and good with follow-through. He is a problem-solver and consensus-maker.

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.

Vance's Competency Scores



Jack
Dorsey



Why

- They share Values
- They share Competencies
- They both thrive in a Collaborate 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. Vance's sales orientation and potential business path is marked below.

Sales Orientation

Consultative

✓ **Relational**

Competitive

Vance fits well within a business where the sales come from developing strong personal and professional relationships and advocates. He needs autonomy and likes the freedom of sales and being his own boss. He exercises self-discipline and takes responsibility for his actions. Relationship sales require great patience, over a long period to finally cement a customer. Vance is focused on accommodating the buyer. The sale is heavily dependent on the relationship between the salesperson and customer. Relationship selling is characterized by the ability of salespeople who move to a competitor and take their clients with them.

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 Vance's 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

Vance's Mental Filters

Comfort Zone

Vance has an extra-large comfort zone.

Their family oriented and security conscious nature could cause caution. They are likely either comfortable as is, or unsure about change. Connect. Reassure. Slow down.

X-LARGE

Motivate by: Using Carrot

- Future pacing where pleasure is greater.
- Pay particular attention to the Splatter Dots.
- Leverage highest values including: Security, Team and Success.
- Safety comes from: Being with and Providing for Family and Avoiding Financial Insecurity.

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

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