

VISION FOR THE FUTURE

BEST PRACTICES OF HIGHLY SUCCESSFUL FRANCHISORS

LEAD BY EXAMPLE WITH
ENGAGEMENT STRATEGY

QUICK TIPS FOR SALES
SUCCESS

ACHIEVE WORLD CLASS
FRANCHISE RELATIONS

SPEAKING FROM
EXPERIENCE

LESSONS LEARNED

BROKER RELATIONS

+

CREATE
ENGAGEMENT

IGNITE
GROWTH

OPTIMIZING YOUR SALES
PROCESS

KEY POINTS
OF FOCUS

BEST PRACTICE TIPS FROM INDUSTRY EXPERTS



Top Performance

From the outside, all franchising looks the same. Yet even within the same industry or vertical, some franchise systems are able to achieve unprecedented growth, while others struggle.

So what makes Top Performing franchisors different?

How are they able to...

- Sell More Units?
- Achieve Better Unit Economics?
- Improve Franchisee Satisfaction?

Inside this handbook, you will find a Blueprint for Franchise Excellence. Based on its work with over 600 franchise brands, FranConnect is proud to share insights from the top franchising minds in *Vision for the Future: Best Practices of Highly Successful Franchisors*.

Discover:

- Keys to Ignite Growth
- The Psychology of Achieving World Class Franchise Relations
- Critical Breakthroughs in Sales, Operations, and Marketing
- ...and much more!

Leverage the best practice expertise of booming franchisors, and watch your business grow!

AMIT PAMECHA, CFE
Founder and CEO
FranConnect



The Brand and Growth Velocity of a franchise system (i.e., the effort required to outshine the competition) is directly related to the investment in national and local marketing.

Manage **Every** Aspect of Your Franchise Operation.



Captivate® – Franchise Sales Manager

Don't live with substandard lead-to-sales ratios. Attract, engage, convert and manage more deals with complete visibility and control throughout the entire sales process.



Franchise Information Manager

Proactively manage compliance throughout your entire franchise organization. FIM manages all aspects of records and communication history.



Franchise Opener

Shorten your Franchisees' "days to first dollar." Franchising's most effective tool for expediting your new Franchisee's onboarding process.



Financial Data Collection & Dashboards

Increase unit performance through benchmarking, KPIs, goals and sales reporting.



Royalty Manager

Manual collection and calculation of royalties is a thing of the past. Eliminate faxes, paper checks and errors associated with manual royalty collection processes. Includes EFT and QuickBooks integration.



Franchisee Intranet

Drive culture, improve communications and create alignment throughout your network. Improve Franchisee collaboration with e-Polls, discussion forums and social networking. Publish manuals electronically.



FranBuzz - Franchisee Social Collaboration

Private social networking breaks down barriers, bridges social and cultural divides, speeds productivity, spurs a collaborative culture and captures knowledge. Own your data and control objectionable posts.



Online Training

Distributed e-learning 24/7 for ensuring knowledge retention and brand consistency.



Help Desk & Support

Help Desk and ticket-tracking system for ensuring timely management of Franchisee issues and eliminating operational bottlenecks.



PerformanceWise™

Transform Franchisee performance and improve Field Manager effectiveness. Enabled for iPads and other tablets.



Electronic FDD Management

Integrate your FDD into the sales process. Capture Item 23 receipts electronically; track status; ensure FTC compliance; speed up the sale and save on postage and shipping costs.



Zcubator™ – Local Marketing Simplified

Help your Franchisees increase their revenues and automate their local marketing. Enable Facebook Management, SEM, Email Marketing, Print Marketing, Online Ad Builder, Marketing Assets Management, Franchisee Micro-sites, Customer Feedback and Marketing Plan Management all in one integrated package.

LEAD BY EXAMPLE WITH ENGAGEMENT STRATEGY

KEITH GERSON, CFE, PRESIDENT, FRANCONNECT

Commit to action plans with robust dialogue and personal follow through will ensure your plans stay on-track.

FranConnect President Keith Gerson has had 40 years of experience growing profit-focused franchise organizations from the ground up.

Because of his leadership presence and his ability to drive execution, he is often asked to speak at national franchise events.

We asked him to share his thoughts on engagement strategy as it relates to growth. He responded with the following remarks:

Getting your strategy process right is crucial.

Are you the leader driving the process, or has it been delegated? At the heart of execution is the requirement for internal executive sponsorship and personal involvement.

Be in charge, and ensure that you are reviewing and following-up to reinforce proper performance or to strongly remind your team when they are losing sight of what's most important. This is how you acquire knowledge and authority.

Strategies typically fail because they aren't executed well.

No worthwhile strategy can be planned without taking into account the organization's ability to execute it. Start by considering what skills the job at hand requires vs. ones you have.

Give yourself a candid self-assessment, and be sure you have someone on your team who is strong in areas where you're short.



Be a catalyst for change.

Ask yourself, if there was only one thing that you could change in your organization this year that would have the most impact on your results and future, what would it be?

Keep your focus tight!

As you build your "Blueprint for Franchise Success", remember that having more than 3-6 goals is like having no goals.

Maintain balance.

Are your internal resources being allocated in relationship to opportunity?

Keep it simple.

Is your plan simple and easily understood?

Increase productivity.

Place a high premium on getting things done. Nothing is more important than key mastery of the three core processes at the heart of execution: People. Strategy. Operations.

When it comes to the creation of strategy, it's usually seen as something that executives have to do quickly so they can get back to their perceived work. How much time are you putting into this most crucial process? Most expend only a half day a year, and the sessions aren't particularly interactive.

Hopefully you'll give this the time and energy that it deserves – after all it's your "blueprint for success."

LEAD BY EXAMPLE cont.

Ensure success by planning.

Have you scheduled time to meet with your team to have a robust dialogue of strategy over the next 12 months? When will you establish goals and tactics?

Establish milestones.

You can't manage what you don't measure. When will you review milestones and schedule follow-up? Use execution technology such as Performance Wise to help you keep on top of commitments and to close performance gaps and shortfalls.

Performance reviews.

Be sure to set time on your calendar to meet with your team members to review performance and to coach for improvements.

Gamify.

Keep it fun! One of the leading trends in business right now is "gamification" (a business strategy which applies game design techniques to non-game contexts to drive user behavior). The key is to engage and motivate your franchisees and team members to achieve their goals.

Human behavior leverages off of peoples natural desires for competition, achievement, status, altruism, community collaboration and many more. What will you do to foster engagement in your culture?△



Ask yourself, if there was only one thing that you could change in your organization this year that would have the most impact on your results and future, what would it be?

CREATE ENGAGEMENT

STACEY RUTH, PARTNER, ACTIO MARKETING

As a marketing consultant for Actio Marketing, Stacey Ruth focuses exclusively on ROI meetings. Because she helps clients create and deliver measurable results, we asked for her perspective on making the most of broker relationships. She responded with the following remarks:

Don't stop short of the finish line.

Receiving input is only the beginning. If people give you their time and invest both mentally and emotionally in a subject they are passionate about, they want to see the results of their efforts.

Follow up afterwards with both acknowledgement of what they have said, and a plan to put the best ideas into action. In other words, if you don't plan to act, don't ask for direction.

Engagement = Involvement.

When you want to get participants fully engaged in any meeting content, come prepared to create an open dialog. It is almost impossible to create full engagement without full participation.

Don't be afraid to get outside of your comfort zone.

Unstructured meeting formats can make even the most experienced presenters nervous about whether the outcome will be successful.

Anyone who participates in a meeting wants to feel their time was well spent, and when they are charged with full responsibility for a meeting's outcome, they will inevitably give 100%.



You never know where the next "great idea" will come from.

Franchisors and franchisees share their primary goal – to operate a profitable and sustainable business. Create a culture of collaboration by giving everyone an equal voice, if not an equal vote, in finding solutions to an organization's stickiest problems – change, conflict, division, dysfunction.△

ACHIEVE WORLD CLASS FRANCHISE RELATIONS

GREG NATHAN, CFE, FOUNDER, FRANCHISE RELATIONSHIPS INSTITUTE

The ACE Mindset -- the next level in measuring franchisee satisfaction.



Greg Nathan is a well-known thought leader on people issues in franchising who founded the Franchise Relationships Institute. Greg is regularly invited to deliver keynote addresses at franchise industry conferences around the world. We asked Greg to tell us a little bit about the ACE Mindset and he responded with the following:

ADVOCACY is a willingness to recommend the franchise opportunity to others. This is critical for growth. For instance in a 2014 Franchise Update Survey, franchise development executives rated the most important factors for franchise recruitment success:

- Validation from existing franchisees
- Profitability of existing units
- Attracting quality leads
- Skills in franchise sales
- An effective sales process

COMMITMENT is a willingness to stay in the network despite the inevitable ups and downs. This is important because in studies of franchisee attitudes conducted by the Franchise Relationships Institute (FRI), intention to stay is significantly correlated with:

- Financial performance
- Constructive participation
- Willingness to try new initiatives
- Delivery of the customer experience
- Desire to expand into multi-units
- Advocacy

ENGAGEMENT is a willingness to enthusiastically involve oneself with brand initiatives. FRI's research has shown that the attribute of "Brand Passion," which measures a franchisee's pride and emotional connection with the brand, is the biggest predictor of whether franchisors would select specific franchisees again

ESTABLISHING THE ACE MINDSET

1. Make sure respect for franchisees is a core part of your culture.
2. Make franchisee profitability a key franchisor metric.
3. Reinforce and encourage a culture of optimism.
4. Build credible leadership through care, competence, and transparency.

Developing young franchise leaders:

- Discuss this topic at franchise sector events.
- Invest in soft skills and leadership development.
- Facilitate in-house discussions on generational differences.
- Encourage mutual sharing of skills in technical areas.
- Provide mentoring in "executive presence".
- Clarify expectations and create ground rules for honest feedback.
- Reinforce the values of patience and empathy for franchisees.

WORLD CLASS FRANCHISE RELATIONS cont.

Corporatizing franchise networks:

- Senior executives need to speak “franchisee”.
- Be straightforward, down to earth.
- Beware a loss of operational expertise; hold on to good people.
- Maintain respect for the culture and links to the past.
- Create opportunities for two-way individual and group interaction.
- Repeat your genuine concern for franchisee profitability.

About multi-unit owners:

- They are more likely to be proactive, optimistic, and energetic but challenging.
- They have better business acumen and make more money.
- They tend to have a better lifestyle with less stress.
- They expect higher caliber leadership and support.
- Because they're bigger, if they crash they make a bigger mess.

- Assess them carefully using transparent expandability criteria
- At 3 units and 8-10 units everything changes.

Conclusions from the ACE study:

- Franchised units are better at driving revenues and controlling wages.
- Overall, franchise units performed around 10% better in sales.
- Prior health of business is significant to performance after conversion.
- Company units can perform better if properly resourced.
- The resourcing load can be significant, e.g., 4 X field support needed.
- Franchised units had better customer service but lower compliance.
- Strong incentives are essential to performance in company units. Δ



“Brand Passion,” which measures a franchisee’s pride and emotional connection with the brand, is the biggest predictor of whether franchisors would select specific franchisees again.

Strategic Planning



81%
SURVEYED NOT HELD
ACCOUNTABLE FOR
PROGRESS ON THE
ORGANIZATION'S
GOALS.

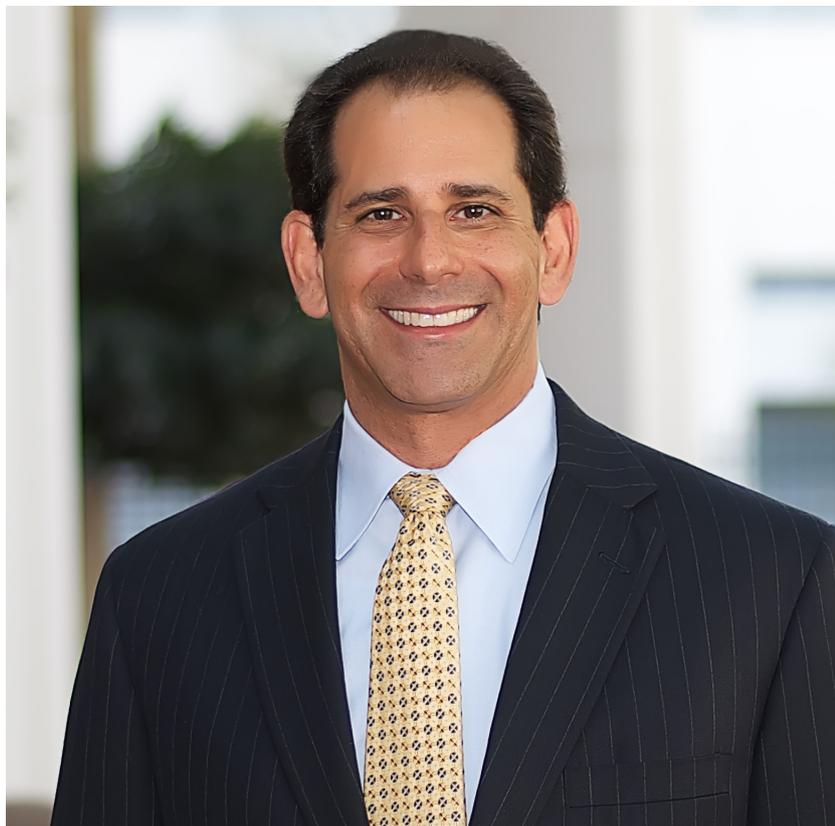


CEO Strategic Planning, Engagement & Execution
Bain & Company Key Study on Organizational Change

IGNITE GROWTH

HOWARD SHORE, PRESIDENT, ACTIVATE GROUP INC

3 Key initiatives to grow your franchise organization.



As founder of Activate Group Howard Shore has helped hundreds of executives and teams improve business performance. We asked Howard to reflect on 25-years of delivering exceptional results and provide his perspective on effective growth strategies. He responded with the following remarks:

1. Concentrate your resources on your ideal “Core Customer”

By concentrating your resources on your ideal Who - “Core Customer,” you can maximize the growth of your franchise and to help your franchisees to grow their businesses.

Your core customer is a real person with wants, needs, and fears. Fully understanding his or her needs, preferences, and prejudices is vital

to creating a robust and effective growth strategy for your business. Getting to know your customer by thinking about her or him in human terms – not as a statistic – will help facilitate positive sales outcomes.

The “Who” for a franchisor is represented by the people who are most likely to buy your franchise and to thrive after buying it.

The “Who” for franchisees represents customers who are most likely to buy your products and services in the quantity required for an optimal profit. They have a unique online identity and behavior. They pay on time, are loyal, and refer others. Every time you expand to an additional “Who” you will increase your cost structure and the complexity of your business.

2. Your Brand Promises - Create the compelling reason as to why your “Who” should buy from you.

What is the promise you’re making to your customers that both really matters to them and makes you different from your competitors? Would it be obvious if I went to your website or looked at your marketing materials?

The Brand Promise decision is at the heart of an effective strategy to differentiate your firm from the competition. And your devotion to delivering on the promise must be maniacal and complete, or the promise becomes an empty slogan.

Think back to when Federal Express burst on the scene in the early eighties. What was it that made Fred Smith’s new company such a sensation? The answer: It got packages where they were going by 10:30 a.m. the next day, no ifs, ands, or buts.

Be careful not to design your strategy around table stakes. For example, you probably know that Federal Express isn’t touting delivery at 10:30 a.m. as a brand promise anymore. Why? Because things change, and that includes brand promises.

In many ways, Federal Express lost its brand promise due to its own success. Today, there are many shippers making overnight delivery claims, even the U.S. Postal Service. Delivery by 10:30 a.m. is now merely table stakes, meaning you have to deliver on this promise to just be in the game.

3. Core values are the rules and boundaries that define the company culture and personality.

If you study any organization that exemplifies sustained superior performance, you will find a remarkable culture, one defined

POINTS OF VIEW

Get the greatest ROI for your marketing spend



As Chief Growth Officer and VP of Franchise Development for Tropical Smoothie Café, **Charles Watson** is responsible for all aspects of franchise development. When we asked for a few best practice tips recently, he responded with the following:

- Know Your Model: What are you selling?
- Know your buyer.
- Know your process.
- Franchisee financing.
- Growth-oriented corporate culture.

IGNITE GROWTH cont.

and constructed around the core values institutionalized by its executive team. In other words, the core values, when practiced on a daily basis, help top companies become more successful than their competition.

While it is true that you need products or services to make money, the prevailing attitudes and behaviors that characterize your people are what fuel success.

If you want core values to permeate your organization there are three guiding principles:

- Have no more than three to five core rules
- Repeat yourself often
- Be a role model
- A core value is not a core value if you are not willing to fire all offenders or you are not willing to take a financial hit to defend it. △



As Vice President of Marketing Services for Firehouse Subs, **Doug Reifschneider** has been instrumental in sales building initiatives and new product development. He provided the following remarks when asked for a few quick tips on best practices:

- Understanding location based actions and how to measure them.
- Mobile everything.
- Content Development – meaning become a brand network.
- Bigger Data than Big Data – micro level, transaction level, social frequency, and micro targeting and re-targeting.
- Snackable content:
- Capture attention in 6 seconds
- 3 “click” max.



As Director of Marketing for Cartridge World, **Tom McLaughlin** directs marketing for 500 franchisees at Cartridge World. When asked for a few best practice tips, Tom provided the following:

- Ensure 2-3 franchise opinion leaders are on your marketing council.
- Keep franchisee leaders engaged.
- Ensure your marketing council meets monthly.
- Encourage change that is true to the franchise mission, executable by the entire system, and profitably sustainable.
- Spend 2-3 days with 5-10 franchisees yearly -- flip burgers, go on sales calls, talk to customers, clean, take managers out for dinner.
- Be positive.
- Attend 3-4 regional meetings annually to get “face time.”



Franchisees have little time for marketing and no franchisee can truly master multiple marketing applications. To be effective and successful for franchisees, local marketing needs to be simplified and automated.

Amit Pamecha
Founder and CEO of FranConnect

OPTIMIZING YOUR SALES PROCESS

JOE MATHEWS, CFE, FOUNDING PARTNER, FRANCHISE PERFORMANCE GROUP

Design learning systems which move the middle of the bell curve towards the top performers.



Joe Mathews is the Founder of Franchise Performance Group and has more than 20 years of experience with national chains.

He shares his expertise in franchise recruitment, sales and franchisee performance regularly at IFA conferences and is an instructor for the ICFE.

Joe has also authored or coauthored four books. The following remarks were given in response to our request for his recommendation for franchise sales best practices.



Websites should convert 4% of unique visitors to leads. Franchisors should be able to close 1.5-2% of website leads.

Systems development.

Develop a best-in-category franchise sales process. A well laid out, content rich, step-by-step franchise candidate-friendly recruitment process consistent with how people buy businesses is one of your best tools for moving the weaker or average performer towards peak performer status.

Lead generation website.

Your best franchise salesperson and lead generator is your Franchise Opportunity Website. Websites should convert 4% of unique visitors to leads and franchisors should close 1.5-2% of leads coming from the website.

Team development.

Develop a top performing franchisee recruitment team. Design learning systems that move the middle of the bell curve towards the top performers with interview technique, holding candidates accountable, developing intuitive listening skills, asking tough questions which cut to the heart of the matter, etc.

Manage by the metrics: Status, Activity, Conversion.

- What does my pipeline look like?
- What happened this week, last week, last month, and ytd.
- What did we get done?
- How are we trending?
- How effectively are we moving people through the pipeline?
- Lead-to-close ratio (1%++)
- Application-to-close ratio (8-10%)
- Discovery day-to-close ratio (80%+)
- Cost per deal (under 10K in ad spend per franchisee)
- Constantly improve unit level economics.
- Maintain a participative, franchisee-friendly culture. Δ



Best Practices Recommendation: An average franchise system spends approximately \$9000 (excluding broker fees, sales commissions and internal management costs) per signed franchisee. The average cost per lead varies between \$30 - \$75 depending on the industry and the lead generation sources used.

KEY POINTS OF FOCUS

MIKE METTLER, CFE, DIRECTOR, NATIONAL FRANCHISE SALES, INTERNATIONAL DAIRY QUEEN



As Director of National Franchise Sales **Mike Mettler** is responsible for recruiting industry leading multi-unit operators to franchise with the Dairy Queen Brand in the US. When asked about lead generation and franchise recruitment, Mr. Mettler provided the following remarks.

Goal – One great new store

Keep focused on building one great store. It is very important because it defines the criteria for everything; the franchisee, the staff, the support, the training, the location, the opening, etc. Opening one great store makes everything work.

The franchisee will build more stores and refer others to do same. When compromises are made, the business model is compromised. The goal is one great store, not a development agreement for the whole area. A development agreement is opened one great store at a time.

Competition

Competition is good for franchise brands and for franchisees. It motivates people to do their best. Structure your growth and market plans so that competition is used to positively motivate people to franchise and develop new stores.

Have a plan....a market plan

A brand must invest in tools that help it identify the best opportunities in a market and then develop a plan using those tools to optimize the value for both the franchisee and franchisor in the market area. This makes the franchise opportunity real for the candidate in the target market and focuses resources on the areas that have the most value or opportunity.

Speed and responsiveness

Time kills deals. My favorite way to use FranConnect is to respond to a strong lead in a target area in seconds. Use the timing element to surprise and delight your prospects and differentiate your brand.

Look for motivation....set hurdles in your process to weed out candidates that are not motivated.

The ability for candidates to complete small simple steps tells us how motivated they are to reach the finish line and operate great stores. This business is a lot of hard work and we must look for this in our qualification process.

A pre-qualification form or a first level application is one of the best ways to set a small hurdle that also gathers more information at the same time as weeding out candidates that are not motivated or do not follow direction.

Align candidate target profiles with your market plan

Developing and operating 100 stores in Los Angeles California is a different task than developing one store in Houghton Michigan. Match the candidate with the opportunity and also understand that a first move in a market maybe different than a complete market solution.

Public relations

Use media to tell your brands story. A story and context is more valuable than a generic advertisement. Use every opportunity to tell your brands story.



Captivate Manages The Recruitment Process For You

QUICK TIPS FOR SALES SUCCESS

ERIC BELL, CFE, GENERAL MANAGER, FRANCHISE GATOR

Eric Bell lends his expertise in the franchise industry toward improved sales process and increased conversion rates.

*For more than a decade, **Eric Bell** has been entrenched in the franchise industry. Before becoming General Manager of Franchise Gator in 2013, he consulted with franchisors using Franchise Gator to find the perfect franchise opportunity as Director of Sales and Service for more than eight years. The following remarks were provided in response to our request for Eric's perspective on best practices for lead generation and franchise recruitment.*

Consider a Qualifier to Work Your Portal Leads

Portal leads come more in the form of inquiries, and the first step is focused on turning that inquiry into a qualified prospect. That goal is much different than what any sales rep will have in mind.

Someone dedicated to qualifying will be prepared for the number of calls it takes to reach a lead. They can be tasked with different benchmarks and feel proud of hitting those benchmarks.

A sales rep won't care about those benchmarks. Instead, they are likely to get frustrated with the whole process. In the end, good leads could pass you by because the initial call is not being executed properly.

Track, track, track

We've all heard the conversion stats for portal leads - 1 out of every 100 to 200 or even 250 will convert to a sale. Does that mean you need to wait till your 250th lead from a portal to determine if that source is viable? Absolutely not.

There are metrics that can help you keep your finger on the pulse of each campaign and help you understand if you are spending your money wisely. Specifically, the % of leads that are reachable by phone or email, and the % of leads that go to the 2nd step of the sales process are the two benchmarks that are most useful when it comes to franchise portal leads.

Keep Control

Do you ask your prospects to contact you at their convenience? If so, you probably need to rethink your entire follow up process once a lead first enters your system.

Another mistake often made, not specifying what the next step is. Those calls and emails that are sent in an effort to initially reach your prospects need to be short and to the point. Make it very clear that the next step is for a conversation to happen.

Most importantly, don't let the prospect dictate when the next step occurs. Inform them of when you will be calling next. Otherwise, if you leave it in their hands to call you back, you risk appearing inconsistent when you do eventually reach back out.

Take Advantage of Pixel Tracking Options

Pixel Tracking technology helps you track the amount of traffic being sent to your corporate franchise website from those that first read about your opportunity on a franchise portal.



Not only is this traffic a valuable part of your portal campaign, it could very well be the most valuable part. Not monitoring this traffic simply prevents you from understanding the true value of the money you are spending, and it could ultimately allow you to make the decision to cancel a campaign that is actually working for you.

Call Your Leads Right Away!

Don't roll your eyes at this rule. Sure, you understand how important it is to call franchise portal leads quickly. Sure, you've preached this to your crew countless times. Sure, you feel confident they are following protocol. But when's the last time you checked up on them.

Franchise Gator recently secret shopped 3 companies that swore they had an air tight follow up procedure in place. Number of calls received... 1. Stay on top of your sales reps to make sure they are calling your franchise portal leads in a timely manner.

SPEAKING FROM EXPERIENCE

Seasoned franchisors provide insights and advice based on their own proven successes.



As the former Chief Growth Officer for Sylvan Learning at Educate, Inc., **Barbara Timm-Brock** was asked to provide recommendations for managing Level 5 franchisees, she responded with the following:

Engage Level 5 Franchisees differently.

Support their initiatives (“pilots”), include in advisory groups, invite and respond to their criticism, encourage and support expansion through incentives, use as mentors, and learn from them.

Don't take Level 5 for granted.

They may not stay there through change and with their increased influence; you need to keep them informed and engaged so they continue to serve as a source of positive influence and support.

Ensure you have feedback mechanisms in place.

Know the mix of franchisees at every level and have strategies and tactics in place to move them up the pyramid. If you have a Franchise Owners Association, engage them in this conversation/process.



As Executive Vice President of Franchise Development for BrightStar Care, **Sean Fitzgerald** is responsible for franchise development marketing, website, SEM, PR, lead generation, and the franchise awarding process. When we asked for best practices for marketing communication, he responded with:

Develop clear and simple messaging to answer the following questions:

- Why this industry?
- Why choose a franchise?
- Why this brand?
- What's the ROI?



Oliver Evancho is Vice President of Franchise Development at La Quinta. When we asked him to provide franchise development tips, he responded with the following:

- Instill your brand culture to prospects and new franchisees openly.
- Reinforce a prospect's need for security.
- Advise franchisees on how best to take advantage of brand resources.



Best Practices Recommendation:
Make your sales process completely transparent to the candidate. Your candidate should be aware of what steps will happen when and what is required on the candidates' part to be eligible to take part in the franchise opportunity.

BROKER RELATIONS

JANIA BAILEY, CHIEF EXECUTIVE OFFICER, FRANNET

As Chief Executive Officer of FranNet, **Jania Bailey** has more than 25 years of experience in the banking and franchise industries. She shares her expertise as a keynote speaker and author. We asked her to reflect on the issue of increasing franchise sales. She responded with the following remarks:



Do Not Burn Bridges

If you are turned down by a Broker Group, ask what needs to change to be considered. You may not be a fit for them now but you may be in the future. Stay in touch and always be willing to listen to feedback.

Not all Broker Groups are created equal.

Ask for references before you join a Broker Group. Talk to franchisors that have been with the group for a while. Find out the success rate of the leads. Be sure you understand the process the Broker goes through in matching the lead to your concept.

Joining a Broker Group is a commitment.

If you are approved be prepared to attend their meetings, communicate regularly with the group, get to know the brokers. Look for ways to stand out from the crowd.

Handle Broker leads like GOLD

These are pre-qualified leads for your system. The table has been set for you. These leads deserve immediate attention.

Do not treat the Broker Groups as a necessary evil.

Good Brokers are important partners in your growth. They work hard for the leads they bring to you. Be sure you treat them as valued partners.

Clearly communicate the ideal candidate for your brand.

The Broker Group can bring you the best leads when they understand exactly who you are looking for. What is the needed skill set? Tell them about the background of your most successful franchisees.

Keep the Brokers informed of any changes in your system.

Timely communication is critical. You want to be sure the Broker Group hears of changes from you not the franchise grapevine. Δ



LESSONS LEARNED



Tom Pasisis is Vice President of Business Development and Strategic Initiatives at Mr. Rooter, LLC. When we asked him for his thoughts on franchise development, he responded with the following comments:

- Use FIM for referrals and Personality Profile Testing to connect with the prospect.
- Keep notes from all conversations (in FSM or FIM) to understand the needs and direction of a prospect.
- Franchisees can share best practices through the intranet or company publications.
- Franchisees can be better directed to task forces and advisory council when we leverage the notes section in FIM to help know everyone's strengths or desires.



As COO of Aurelio's Pizza, Kirk Mauriello has oversight of all franchisor operations. When we asked for his input on franchise development, he responded with the following:

- Prospects will confirm that they are a good fit for the organization through validating franchisees and confirmation day.
- They will come to know that this is right for them through constant reinforcement from continual franchisor communications.
- Franchisees need to know where they stand against their goals and the results of others.
- They need to see evidence of their accomplishments through such tools as PerformanceWise and KPI comparisons.



Franchisor marketing departments are overwhelmed with the number of traditional and digital marketing activities they have to manage. Leveraging an integrated marketing platform is critical to managing these efforts.

**Amit Pamecha
Founder and CEO of
FranConnect**



Exclusive | Inspirational | Strategic | Growth-Oriented

To learn more, register at
<http://www.franconnect.com/ceogrowthcircle/>
or contact Keith Gerson at keith.gerson@franconnect.com

“ We partnered with FranConnect during the very earliest stages of our franchising efforts. Their bundle of solutions helped us grow from a small regional chain to a national brand of over 850 restaurants in 43 states and Puerto Rico. We have watched the FranConnect solution grow as well, and as we march toward a system of over 2000 restaurants, we are confident that it will continue to evolve and meet our future needs.

Don Fox
Chief Executive Officer
Firehouse Subs

“ I've been using FranConnect for 8 years. I've seen the other products on the market, and at the end of the day, it's the best product on the market for growing a franchise system.

Scott Oaks
Senior Director Franchise Development
BrightStar Care

“ FranConnect certainly hit another home run for us with their FranConnect 9.0 Solution! We are now ahead of the pack for creating and measuring our digital online presence. It is definitely helping us generate more leads for our franchisees. I would urge anyone to sign up for this great program.

Gerry Henley
President
Kitchen Solvers

“ FranConnect allows our company to company grow steadily while managing all of the data required to successfully administer an established franchise brand. Equally important, the FranConnect system allows us to customize critical processes necessary for the unique needs of our business model and for those adjustments that might be necessary from time to time as well. Their collaborative approach to development is well defined and involves all of our team members internally so that we create the system that works best for us in our environment.

Their franchise development piece also allows us maximum customization and the Captivate program and candidate portal are what's latest and greatest in the development sales process. Lots of tools, room to grow and flexibility to customize. We are pleased to partner with FranConnect and would encourage any serious franchisor to investigate them.

Phil LeBlanc
Vice President of Franchise Development
ComForcare Health Care Holdings, Inc.

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