

# FRANCHISEE PROFILE QUESTIONNAIRE



MASTERFRANCHISING



MASTERFRANCHISING  
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Orlando FL 32837



# Franchisee Questionnaire

(To be completed by each partner of the Business Group)

PLEASE PRINT OR TYPE

## Personal Data

Name \_\_\_\_\_

Address \_\_\_\_\_ Years There \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Business Phone \_\_\_\_\_ Home Phone \_\_\_\_\_ Best time to call \_\_\_\_\_

How did you become aware of this Business/Property Opportunity? \_\_\_\_\_

Net Worth \_\_\_\_\_ Available Cash to Invest \_\_\_\_\_

Time Frame: When will you be ready to Purchase? \_\_\_\_\_

Are there any obstacles needing to be addresses prior to purchasing? \_\_\_\_\_

If so, please explain \_\_\_\_\_

## Business Experience

*(Please list company name, type of business, position held, dates positions held, and you most significant accomplishments.)*

Present / Most recent position \_\_\_\_\_

\_\_\_\_\_

Annual Earnings: \_\_\_\_\_

Previous Position \_\_\_\_\_

\_\_\_\_\_

Annual Earnings: \_\_\_\_\_

Previous Position \_\_\_\_\_

\_\_\_\_\_

Annual Earnings: \_\_\_\_\_

Other business applications (Officer, director, partner, etc.) \_\_\_\_\_

\_\_\_\_\_

Additional information or comments that you might like to share with us in evaluating your request.

\_\_\_\_\_

\_\_\_\_\_

## **Include Resume if Available**

Signature \_\_\_\_\_ Date \_\_\_\_\_



**Personal Preferences**

**Remember:**

- This is not a test – there are no right and wrong answers
- Do not spend too much time considering your answers – your initial response is likely to be the most accurate
- Respond to each statement honestly. People are often tempted to try to work out what answer is the correct one – this will not help you.
- Some questions may appear similar to others – read the statements carefully and check that you mean what you have indicated.

***Why Start Your Own Business?***

As a first (and often overlooked) step, ask yourself why you want to own your own business. Some reasons are better than others — none are wrong. You must be aware, however, that there are tradeoffs. For example, you can escape the 9:00 AM – 5:00 PM daily routine, but you may unexpectedly end up replacing it with a 6:00 AM – 8:00 PM routine. Check the reasons that apply to you.

- Freedom from the 9 AM-5 PM daily work routine.
- Being your own boss.
- Doing what you want when you want to do it.
- Improving your standard of living.
- Boredom with your present job.
- Having a product or service for which you feel there is a demand.

Which of the following phrases best describe your interest in Franchising?

- Chance to run my own business
- Financial reward
- Work / life balance
- Always wanted to work for myself
- Fits in with my other interests
- Other \_\_\_\_\_

***Do You Have What It Takes?***

Going into business requires certain personal characteristics. This portion of the checklist deals with you, the individual. These questions may require some thought. Try to be objective.



**Personal Characteristics**

**YES**   **NO**

- |    |   |                          |                          |
|----|---|--------------------------|--------------------------|
| 1. | Are you a leader?                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Do you like to make your own decisions?             | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Do others turn to you for help in making decisions? | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Do you enjoy competition?                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. | Do you have will power and self discipline?         | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. | Do you plan ahead?                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. | Do you like people?                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. | Do you get along well with others?                  | <input type="checkbox"/> | <input type="checkbox"/> |

**Personal Conditions**

This next group of questions, though brief, is vitally important to the success of your plan. It covers the physical, emotional, and financial strains you will encounter in starting a new business.

**YES**   **NO**

- |    |   |                          |                          |
|----|---|--------------------------|--------------------------|
| 1. | Are you aware that running your own business may require working 8-12 hours a day, six days a week (and maybe even Sundays and holidays)? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Do you have the physical stamina to handle the Work load and schedule?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Do you have the emotional strength to with stand the strain?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Are you prepared, if needed, to temporarily adjust your standard of living until your business is firmly established?                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. | Is your family prepared to go along with the strains they, too, must bear?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. | Are you prepared to possibly lose your savings?   | <input type="checkbox"/> | <input type="checkbox"/> |



**Personal Skills & Experience**

Certain skills and experience are critical to the success of a business. Since it is unlikely that you possess all the skills and experience needed, you'll need to hire personnel to supply those you lack. In addition to the specialized skills required for your particular business, you will also need to acquire basic business skills.

By answering the following questions you can identify the skills you possess and those you lack (your strengths and weaknesses).

|   | <b><u>YES</u></b>        | <b><u>NO</u></b>         |
|---|--------------------------|--------------------------|
| 1. Do you know what basic skills you will need in order to have a successful business?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. If you answered "Yes" to 1, can you list them?<br>_____<br>_____<br>_____  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Do you possess those skills?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. When hiring personnel will you be able to determine if the applicants' skills meet the requirements for the positions you are filling?                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Have you ever worked in a managerial or supervisory capacity?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Have you ever worked in a business similar to the one you want to start?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Have you had any business training in school?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. If you discover you don't have the basic skills needed for your business will you be willing to delay your plans until you've acquired the necessary skills? | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Do you expect to commit yourself to the business full-time?  | <input type="checkbox"/> | <input type="checkbox"/> |

**Personal Preference Q & A**

1. What impact do you think the business will have on your family life?  
\_\_\_\_\_  
\_\_\_\_\_
2. How often do you think you will be able to take holidays and for how long?  
\_\_\_\_\_  
\_\_\_\_\_



**Business Preference Q & A**

1. What is your average income over the past three years?  
 \$50,000 - \$100,000    \$100,000 - \$150,000    \$150,000 - \$200,000  
 \$200,000+
  
2. What are your income expectations once the business is established?  
 \$50,000 - \$100,000    \$100,000 - \$150,000    \$150,000 - \$200,000  
 \$200,000+
  
3. What is the minimum income you need to make to maintain your current lifestyle?  
 \$50,000 - \$100,000    \$100,000 - \$150,000    \$150,000 - \$200,000  
 \$200,000+
  
4. What type of franchisee opportunities are you currently interested in  
 (i.e. Automotive, Food, Technical etc.) \_\_\_\_\_  
 \_\_\_\_\_
  
4. How many hours do you expect to work in a typical week? \_\_\_\_\_
  
5. Hours  
 I am prepared to work whatever hours are needed to launch the business  
 I am willing to work nights and weekends  
 I want to keep my regular job and work part time on the franchise  
 I prefer traditional business hours
  
6. How long are you expecting to stay in business? \_\_\_\_\_ Years
  
7. Do you understand the need to strictly follow the franchise system?  
Yes  No
  
8. Do you plan to devote full time to this business venture? Yes  No
  
9. Will your spouse be active in the business? Yes  No
  
10. Do you plan to have equity partners? Yes  No

IF YES, PLEASE IDENTIFY ALL PARTNERS

| NAME  | PHONE NUMBER | ACTIVE IN BUSINESS |
|-------|--------------|--------------------|
| _____ | _____        | _____              |
| _____ | _____        | _____              |
| _____ | _____        | _____              |

11. Number of units planned \_\_\_\_\_ year 1-2   \_\_\_\_\_ year 3-4   \_\_\_\_\_ year 5-6



12. Planned date to open first Unit \_\_\_\_\_
13. Location Preference \_\_\_\_\_ 1<sup>st</sup> choice  
\_\_\_\_\_ 2<sup>nd</sup> choice  
\_\_\_\_\_ 3<sup>rd</sup> choice
14. Have you previously run a business?  
 Yes, my own  
 Yes, someone else's  
 No  
If yes, please state which type of business \_\_\_\_\_
15. Where do you like to do business?  
 office  
 store  
 your own home  
 Out calling on customers  
 Don't care / Not important
16. Employees  
 I prefer many employees  
 I prefer few employees  
 I prefer to work on my own
17. Relationship with Franchisor – What is your choice?  
 A franchise with strong support, but many restrictions?  
 A franchise with very adequate support, but more freedom and flexibility?  
 A franchise with good training, but freedom thereafter  
 A true entrepreneur that operates independently of processes?
18. Management Style  
 I want a business in which I will be heavily involved in every aspect?  
 I prefer to develop employees, delegate duties, and build an organization?
19. Environment  
 I like to be in a traditional “suit and tie” business environment?  
 I prefer something more casual?  
 I like a combination of environments
20. Risk / Opportunity  
 I want to go with a huge, established franchise  
 I would like to join an established franchise, but I don't mind being the first in my area  
 I would like to join an established franchise, and I would want to wait until some units are open in my area  
 I might enjoy being among the first franchisees in a young, but very promising, new franchise



## Personality Profile

### **Remember:**

- This is not a test – there are no right and wrong answers
- Do not spend too much time considering your answers – your initial response is likely to be the most accurate
- Respond to each statement honestly. People are often tempted to try to work out what answer is the correct one – this will not help you.
- Some questions may appear similar to others – read the statements carefully and check that you mean what you have indicated.

**For questions 1-16, select the answer that best describes you or that you most agree with.**

1. I have generally been regarded as:

- a. one who loves to plan vacations.
- b. always being willing to work hard.
- c. one who seeks benefits and rewards for my work.
- d. easy to supervise.

2. Financially, I:

- a. am very conservative.
- b. am very liberal.
- c. have always been able to put money aside.
- d. have never been well-off.

3. Taking directions from others is:

- a. one of my strong talents.
- b. something I do not like.
- c. often a must.
- d. acceptable if not constantly required.

4. Work-related pressure:

- a. can cause physical illness.
- b. is something I try to avoid.
- c. is a definite problem in business today.
- d. seldom causes me any discomfort.

5. I have generally been regarded as having:

- a. the ability to sell things.
- b. a good grasp of "what makes people tick."
- c. physical strength.
- d. emotional warmth.



6. To reach one's optimum level of success, one must:

- a. have luck on his or her side.
- b. be happy in his or her work.
- c. be willing to take risks.
- d. know the right people.

7. Personally, I:

- a. am dissatisfied with my current profession.
- b. have had a variety of life experiences.
- c. have strong business and sales skills.
- d. have not had much business experience.

8. A major factor in business success is:

- a. an appetite to learn more about what you do.
- b. a happy and stable personal life.
- c. physical stamina.
- d. extensive business experience.

9. I am best described as:

- a. an intelligent person.
- b. a highly verbal person.
- c. a hard-driving person.
- d. a person who relates well to others.

10. A strong desire to learn is:

- a. a valuable asset, both personally and professionally.
- b. often necessary to advance in business.
- c. not very important once you complete school.
- d. uncommon in the business world.

11. When a superior tells me what to do, I:

- a. wish I had his job so I could give orders.
- b. often try to present a new, more efficient way of doing the task.
- c. secretly resent being ordered around.
- d. learn from the instructions and complete the task.

12. To succeed in business, it is often more important to be hard-working than to be a creative, talented person.

- a. I strongly agree.
- b. I agree.
- c. I disagree.
- d. I strongly disagree.



13. I have been best known for:

- a. getting involved in my community.
- b. having good general business knowledge and skills.
- c. being a good parent.
- d. my work experience with a large organization.

14. As a business owner, it would be most important to me to:

- a. provide jobs to my family.
- b. be well-thought-of by my staff.
- c. be able to set my own work schedule.
- d. be closely aware of and prudent with my finances.

15. Work hours should be:

- a. as long as needed.
- b. paid for, especially for the boss.
- c. flexible: long only when needed for special projects.
- d. equally divided among all employees.

16. A description of someone with a good chance of succeeding in business is someone who:

- a. likes to regularly get away to help avoid stress.
- b. is always curious to learn more about doing his or her job.
- c. works best by himself.
- d. has a business degree from a top university.

**For questions 17-30, select the statement that best describes your personality.**

17.

- a. I have a strong affinity for sales.
- b. I am highly energetic.

18.

- a. I have moderate experience in the type of business I would like to get into.
- b. I am a good direction taker.

19.

- a. I am a creative person.
- b. I am a good listener.

20.

- a. I am a previous business owner.
- b. I am able to fully commit my finances to my business.



21.

- a. I don't mind working long hours.
- b. I have strong corporate skills.

22.

- a. I am a very careful, organized person.
- b. I am a people-oriented person.

23.

- a. I am a charitable person.
- b. I am a diplomatic person.

24.

- a. I am highly spontaneous.
- b. I am highly goal-oriented.

25.

- a. I am able to take charge of people.
- b. I am a quick decision maker.

26.

- a. I have some basic financial knowledge.
- b. I have previous management experience.

27.

- a. I need to be in control.
- b. I can take directions from others.

28.

- a. I have extensive business skills.
- b. I am always willing to do what it takes to get things done.

29.

- a. I often use weekends to unwind after the work week.
- b. I am very resistant to stress.

30.

- a. I have money in the bank.
- b. I am willing to do without it if necessary.

**31. For this question, select the five statements that least describe you:**

- a. I am a slow starter.
- b. I am able to sell anything.
- c. I prefer to work by myself.
- d. I am interested in learning new skills.
- e. I would rather live spontaneously than set long-range goals.
- f. I thrive on stressful, busy deadline situations.
- g. I work best by taking charge and issuing orders.
- h. I am rich in people skills.
- i. I prefer a large corporate environment.
- j. I have a history of working long hours at a favorite activity.

## **Personality Profile Results**

After you have completed the 31 question mini-profile, each of your answers were given a weight based on proven critical characteristics that successful franchisees possess. This process is only a snapshot of these explained critical traits to help you determine your strengths and weaknesses as you explore your business opportunities. We strongly recommend that you complete our comprehensive questionnaire that gets to the root of your personality and your objectives and is provided by a respected personality profiling firm that measures the candidates core values and has developed this proprietary research that focuses solely on measuring the performance of franchisees.

### **80-97 points: A prime candidate.**

Congratulations! If you have answered the quiz questions frankly and received a score in this range, your personality traits, attitude, experience and temperament are good matches with the attributes many franchisors say are found in their most successful franchisees. You likely have a well-defined desire to learn and a willingness to follow directions in the quest for your own success. If you are financially able to do so, we strongly suggest that you pursue becoming a franchisee. Good luck!

### **51-79 points: A potential candidate.**

Many of your traits are close to those found in top franchisee candidates; however, you may not be completely committed to the concept of running a franchised outlet of someone else's business. Although you may be interested in becoming a franchisee, your quiz answers indicate you might have some differences in opinion as compared with more "traditional" candidates; perhaps you have a strong streak of independence or are more comfortable giving directions than taking them. If you can ascertain those areas in which you differ from the "model franchisee"-by reading the following section analyzing important traits-you may be able to determine if these are fundamental differences (which may mean that franchising isn't for you) or are merely slight discrepancies. If the latter is true, you, too could turn out to be a good franchisee candidate.

### **0-50 points: A questionable candidate.**

A low score on this test might simply indicate that you would be more comfortable and successful as an independent business owner or as an employee of an independent business or a large corporation. Becoming a franchisee is not for every personality type; you may be more independent and have a stronger business background than most franchisees. Rather than trying to squeeze your individual talents into a field for which you may not be suited, you should probably seek other opportunities. If you still feel you are strongly committed to becoming a franchisee, examine the choices you made on the test that differ from the suggested answers. Doing this can show you which areas in your personality or background you need to reassess to improve your chances of becoming a successful franchisee. Read on, and we will closely examine those traits- and show you which ones are and are not judged to be important to success as a franchisee



## MOST IMPORTANT TRAITS

The following were the most highly rated traits; most of the respondents judged each of the following characteristics as "critical" to success:

- **Eagerness to learn.** More than three-quarters of the survey's respondents chose this trait as critical-making it the highest-rated attribute many franchisors look for among prospective franchisees. This comes as little surprise, since, in effect, franchising can be boiled down to two tasks: teaching and systematization. (These words obviously oversimplify the matter, but the point is still valid.) Franchisors teach their franchisees how to run the business (or, in the case of conversion franchises, franchisors teach their franchisees a modified-and, presumably, an improved-way of doing business); these "students" must then repeat their lessons over and over as they serve their customers. Therefore, it follows that an eagerness to learn would serve a franchisee well. This eagerness to learn is not to be confused with having an education; although it is a definite advantage to have a high school education, and at least some amount of college can be helpful, less than 10 percent of those franchisors replying said that *any particular level* of formal education was a critical requirement.
- **Willingness to work long hours.** The fact that more than two-thirds of all respondents identified this as a critical trait clearly underscores the point that there is no easy road to success in business ownership. Simply put, franchisees who want to succeed can expect, especially in the early days of running their units, to work long, hard hours to make their business successful. In other words, you will have little or no staff to rely on (except, perhaps, unpaid family members)-quite a different situation from the backgrounds of most corporate executives. Franchisors require this sort of devotion from their franchisees, and prospective franchisees who are willing and aware of this have a better chance of making it than those who may be less committed to taking on a new, large workload. It's definitely a case of perspiration, not inspiration.
- **Highly developed people skills.** Franchisees have to artfully and diplomatically deal with suppliers, employees, franchisor personnel and, most important, their customers. To best do so, franchisees need to be able to express themselves, to listen, and to have patience in dealing with a variety of situations. Accordingly, franchisors look for individuals who are at least somewhat outgoing, communicative and able to instill confidence in those around them. We can't stress enough the need for an ability to listen. The good news is that this skill, as rare as it may be, can be taught.
- **Sales ability.** Whether it is pizzas, pets or paint jobs, every franchise sells something. And while you need not be a master salesperson to survive or succeed as a franchisee, you will need at least some level of sales ability. The evaluation of this ability will likely start the instant you meet with a franchisor, including the way you present yourself, the way you enumerate your skills and the way you handle their questions. In other words, the franchisor will evaluate how well you "sell" yourself. Again, this is a skill that can be learned-just notice how many sales seminars are conducted every year.



**Resistance to stress.** It's your twelfth straight hour working at your franchised outlet. The phone is ringing, a customer's baby is crying, an employee needs you to handle a dispute with an irate customer, and you're behind on getting your required paperwork filled out and sent to the franchisor's headquarters. A bad day? Sure, but it could be *any* day in the life of a new franchisee. Especially during the period before running your franchise becomes second nature, you are likely to face some trying and stressful days (and nights). Can your temperament handle these situations? Can you focus on necessary tasks, no matter what distractions and/or deadlines accompany them? Franchisors know that being a franchisee is often stressful, which is why they will want to know how well you handle stress.

- **Ability to take directions.** This trait was rated as critical by more than half the franchisors who responded to the survey. In franchising, faith and trust must be placed in the methods the franchisor has developed; directions and requirements are not made capriciously but rather to benefit the franchisee and the rest of the franchise system. Consequently, franchisees must be able to subordinate many of their personal opinions and desires to those of the franchisor. An unyielding "my way or the highway" type of person who chafes at taking suggestions or orders is not a good candidate to become a successful franchisee.
- **Having money in reserve.** More than 90 percent of respondents rated this trait as either critical or at least somewhat important to the success of a franchisee. This may contradict the common perception of a franchisee who has his "last dime" invested in his business, but it just makes good business sense. Yes, franchisors want their franchisees to be committed, personally and financially, to the success of their units. But they also want the franchisee to be financially able to weather any hard times, either early on in the life of a particular unit or during an uncontrollable economic downturn. A franchisee with some money in reserve will be better able to deal with any hard times that may be encountered.

## LEAST IMPORTANT TRAITS

The following traits were judged to be "irrelevant" to a franchisee's potential for success by most of the franchisors who replied to the survey.

- **Experience working for a big company.** Nearly 85 percent of respondents said this trait had nothing to do with whether a franchisee could be successful in their system. While most franchisors have a number of franchisees who have bailed out (or been euphemistically "outplaced") of corporate life, in no way do these franchisors place much importance on this background.
- **Previous experience in the franchisor's field.** Most of the franchisors surveyed downplayed the importance of prior experience in their line of business. In fact, over the years, we have seen many franchisors who would much prefer to deal with franchisees who have *no experience* in their field. The franchisors often feel it's easier to train these novices than it is to retrain someone with preexisting ideas and habits.



- **Prior business ownership (or lack thereof).** This trait was posed as both a positive and a negative—for example, "Are franchisees who have previously owned their own business more likely to be successful as a franchisee?" and "Are franchisees who have *not* previously owned their own business more likely to be successful as a franchisee?" Perhaps surprisingly, neither condition rated very highly among franchisors. With the obvious exception of conversion franchisees, franchisors are neither specifically looking for people who have owned their own businesses, nor are they systematically seeking to exclude these people. Franchisors feel that *some* level of prior business experience can be helpful, but the degree of experience is far less important in the development of a successful franchise than an eagerness to learn and an ability to follow directions.
- **Personal situations (age, sex and marital / family status).** Conventional wisdom would probably dictate that most franchisors would prefer middle-aged, married males with a family as franchisees because, perhaps, members of this group are usually regarded as being responsible individuals with vested interests in succeeding (i.e., to support their families). However, respondents to this survey indicated that age, sex, marital status and family situations seem to mean little when it comes to predicting future franchisee success; the percentage who consider these "irrelevant" were as follows: age, 59 percent; sex, 79 percent; marital status, 71 percent' and family status, 62 percent. It must be noted that these questions were not qualified—for example, the question simply inquired if the sex of a franchisee matters, not if the franchisor preferred males over females or vice versa.

## THE NEXT STEP

Now that you have a better idea of how you rate as a prospective franchisee, the next step on your journey is to begin evaluating franchises toward the ultimate decision of choosing a franchise organization with which to cast your lot. Of course, the franchisor you choose must also choose *you*; but if you're pleased with your test scores and if you feel the traits described above dovetail nicely with your personality and experiences, you have a good chance of appealing to many franchisors as a possible franchisee.