

# FranNet Client Assessment

CONFIDENTIAL

FranNet Consultant:

Date Submitted: 02/13/2014

## PERSONAL INFORMATION

David	Home Phone:		Best place to call:	Cell
	Cell Phone:		Marital Status:	Married
	Email:		Number of Dep:	0
	Sex:	Male	Citizen:	Yes
	DOB:	10/11/1955	Veteran:	No
	Own or Rent:	Own		
	How long:	9 (yr/s)		

Spouse Name:	Linda
Occupation:	Retired
Education:	Graduate/Professional Degree
Most Recent Business or Employment Company:	Santarus Ince
Position:	SVP Medical Affairs
Annual Income:	\$ 353,000

Have you ever owned your own business?  
No

How long have you been looking for a business?  
3 years

What business(es) have you looked at?  
Massage Heights/ Envy

What attracted you to this/these business(es)?  
Get frequent Massages myself Like the fact stressed people leave happy Understand the business model Was Sr. Physician in a group practice with 20+ employees. I understand the typical personnel Issues. did not move forward with fall in economy Training and employee compensation not adequate leading to high turn over

How will you know when you have found the right business?  
A business where I can manage the manager profitable in a reasonable period of time not all consuming

How much time can you devote to working on the business?  
flexible. Going into retirement mode in next 30 days

Greatest business achievement?  
Working at a start up pharmaceutical company. Identified a drug to license, developed it and obtained FDA approval in Jan 2013. Supported commercialization efforts leading to outstanding launch. So successful that company was acquired for \$2.6B. (Thus I can retire at age 58)

Please describe the most important things to you in choosing a business?  
One that has some sustainability over time (not a fad) good profit margin can spend more time managing the manager (do not want to be at the business all day, every day)

Area preferred (City/State/Province)  
San Diego, CA  
Atlanta GA  
Chicago ?

What professional affiliations and hobbies do you have?  
various medical societies

How did you hear about FranNet?  
Lee Hecht Harrison

Resume attached: Yes

BUSINESS CHARACTERISTICS

Tell me about a work situation in which you were the happiest?

Like working with teams in a collaborative environment Like working on projects that help people I have work for large companies and start ups. Although different like both equally. Owned a clinical research company early in my medical career. Enjoyed being a business owner just not the constant need to drum up business and find the next contract

What did you like least about your past job or business?

60 hours of week plus weekend responsibilities

What things do you want to avoid when considering a business?

Interested in a business where the product or service is the draw. I do not want to spend a great deal of my time attempting to "sell someone" I do understand the value of marketing the business and yourself. Willing to work within some reason, but not the guy who can convince you to by swamp land in arizona...

Sales ability (1-10)? **5**  
 Sales interest (1-10)? **5**  
 Commitment to being in business in the next 6 months (1-10)? **8**

Based on experiences your strengths are:

good strategic thinker Good with employees and staff (often had task to fix dysfunctional teams) Fairly good with numbers A get things done kind of guy

Your weaknesses are:

too nice to people sometime low tolerance for people unable to make a decision or who dont provide a rational for decisions and/or actions low tolerance for people who make excuses all the time

To ramp up my business quickly, I enjoy spending much of my time out in the field, personally initiating contact with potential customers and strategic referral partners. I am comfortable reaching out by phone and visiting my customers' place of business:

No

I enjoy spending time out in the community creating awareness for my business. Attending several networking events on a monthly basis such as the chamber of commerce, trade shows, industry organization events where potential customers and strategic referral partners network. I can walk into an event and walk out having initiated contact with several potential customers or strategic referral partners:

No

My retail location and/or advertising (print, tv, radio) is the primary prospecting strategy that draws customers to me. Once a potential customer has called me or walked into my store, I am comfortable interacting with him/her, answering questions, asking for the sale, and training my staff to do the same:

Yes

**Would you enjoy owning a business where you:**

Consult: **Yes**

Sell: **No**

Market a product or service: **No**

Are you interested in multiple units? **Yes**

My initial involvement would be as: **Owner/Operator**

My long term involvement would be as: **Owner/Operator**

Will your spouse/other family member be actively involved? **Yes**

**My ideal business would look something like:**

Proven, easily replicated, system  
Recognized franchise brand  
Potential for significant growth  
Professional or trade preferred  
Interested in  
Business location is based at  
Business environment  
Customer type desired  
Employee type desired  
Number of employees  
Product versus service  
Your cash investment level  
Time frame for being in business  
Time frame for deciding  
Who will make the decision  
Your need for personal income

Important  
Somewhat  
Important  
No Preference  
Education,Service  
A facility  
Somewhat  
Repeat  
Don't care  
5 to 9  
Both/either  
100k+  
3-6 mos  
3-6 mos  
Me,Spouse  
\_\_\_\_\_

FINANCIAL INFORMATION

<b>Assets</b>		<b>Liabilities</b>	
Cash in checking account	\$ 5,000	Notes payable to banks	\$ 0
Cash in savings accounts	\$ 300,000	Notes payable to finance companies	\$ 0
Stocks and bonds	\$ 6,000,000	Charge Accounts	\$ 0
IRA	\$ 300,000	Credit Cards	\$ 2,500
401K / RRSP	\$ 250,000	Taxes payable	\$ 0
Real Estate value, home	\$ 1,100,000	Mortgage, residence	\$ 800,000
Real Estate value, other	\$ 300,000	Mortgage, other	\$ 0
Automobiles	\$ 40,000	Due on Automobiles	\$ 0
Other Vehicles	\$ 0	Due on Other Vehicles	\$ 0
Your own business	\$ 0	Other liabilities:	
Appraised collectibles	\$ 0		
Money due you	\$ 0		
Other Assets	\$ 0		
<b>Total Assets</b>	<b>\$ 8,295,000</b>	<b>Total Liabilities</b>	<b>\$ 802,500</b>

Net Worth (total assets minus liabilities): \$ 7,492,500

Liquid Capital: \$ 0

Amount to Finance: \$ 0

Total Investment: \$ 0

Do you have any additional income sources? **No**

If yes, please explain:

Who do you know who would benefit from the services offered by FranNet?

Name:

Phone:

# Client at a Glance

Values / Motives			
<i>Belonger</i>	<i>Achiever</i>	<i>Societal</i>	<i>Emulator</i>

Compliance			
<i>Low</i>	<i>Average</i>	<i>High</i>	<i>Very High</i>

Core Competencies				
<i>Administration &amp; Management</i>	<i>Sales &amp; Promotion</i>	<i>Marketing &amp; Advertising</i>	<i>Technical &amp; Product Knowledge</i>	<i>Client Management &amp; Support</i>

Work Style			
<i>Director</i>	<i>Promoter</i>	<i>Collaborator</i>	<i>Thinker</i>

Focus Preference			
<i>Aware</i>	<i>Focused</i>	<i>Strategic</i>	<i>Systematic</i>

Leadership Style			
<i>Autocratic</i>	<i>Paternalistic</i>	<i>Democratic</i>	<i>Laissez-faire</i>

Sales Potential				
<i>Low</i>	<i>Average</i>	<i>Above Average</i>	<i>High</i>	<i>Very High</i>

Business Development				
<i>Contractor</i>	<i>Entrepreneur</i>	<i>Single Unit</i>	<i>Multi-Unit</i>	<i>Area Developer</i>

Sales Orientation		
<i>Consultative</i>	<i>Relational</i>	<i>Competitive</i>

# Values and Motives

## Values and Motives

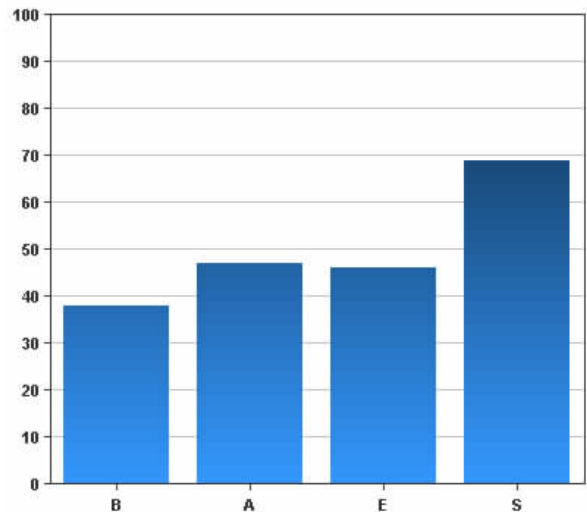
Motives are the only true predictors of behavior and performance. The **BASE Assessment** measures Buyer Motives and Value Sets which determine what about the self is the meaningful core that governs desires and the expression of those desires in life and business.

### Value Sets and Motives: Societal-Achiever

David is an intelligent investor and/or business builder with altruistic intentions. Motivated by strong ethics Societal-Achievers desire to contribute and leave a legacy. Impact and contribution to the growth of others defines success for the Societal-Achiever. They favor simple cause-driven concepts often but not limited to education, environment or economics.

They are mature, satisfied, comfortable, and reflective people who value simplicity, knowledge, and responsibility. It is not unusual to see a Societal-Achiever acting as an advocate for those they believe need protection, counsel or direction. Honorable, dependable and consistent in word and deed their reputation and credibility is tendentiously safeguarded.

Highly principled, a decisive nature, a history of achievement and an insatiable desire to make a difference describes David. Experienced, knowledgeable and dedicated advisors and mentors people in this group enjoy being involved in policy, procedures and politics. A cause-based company with an impeccable reputation that promotes others' growth and success will be a good fit for the Societal-Achiever.



# Values and Motives

## Values

It has been established that it is an individual's personal value system which directly dictates his or her motivations.



## Hierarchy of Values

Based on assessment results here are David's values:

*Honesty*

*Success*

Results

Respect

Control

*Independence*

Values italicized (if any) are Wild Cards. These values(s) may indicate a recent change, something amiss or redirecting of focus.

Wild card values will have greater emphasis or attention given them during current situation, and may reposition in hierarchy once that value is expressed.

# Work Style

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## Work Style

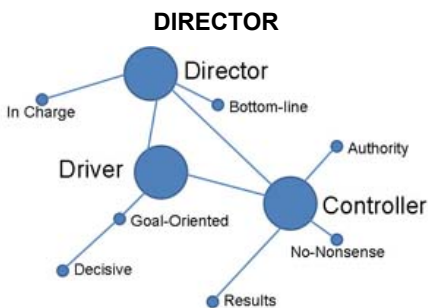
The **Work Style Assessment** measures those aspects of personality pertinent to running a business, including managing time and resources.

### Work Style: Director

Scores indicate David is a Director. People in this group are driven by two things: the need to control and the need to achieve. They are goal-oriented and most comfortable when in charge of people and situations. They want to get things done, so they focus on no-nonsense approaches to bottom-line results.

Directors seek expedience and are not afraid to enforce or bend the rules. They accept challenges, take authority, and plunge headfirst into solving problems. Others naturally respect their leadership and decisions 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. They are willing to challenge outdated thinking, systems and ideas.





# Work Style

## Work Style

	<b>Director</b>	<b>Promoter</b>	<b>Collaborator</b>	<b>Thinker</b>
<b>Pace</b>	Fast-Decisive	Fast-Spontaneous	Slower-Relaxed	Slower-Systematic
<b>Priority</b>	Goal	People	Relationship	Task
<b>Seeks</b>	Productivity, Control	Participation, Recognition	Acceptance	Accuracy, Precision
<b>Strengths</b>	Administration, Leadership, Pioneering	Persuading, Motivating, Entertaining	Listening, Teamwork, Follow-through	Planning, Systemitization, Orchestration
<b>Fears</b>	Being taken advantage of	Loss of social recognition	Sudden changes, instability	Criticism of their work
<b>Irritations</b>	Inefficiency, Indecision	Routines, Complexity	Insensitivity, Impatience	Disorganization, Impropriety
<b>Under Stress May Become</b>	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
<b>Gains Security Through</b>	Control, Leadership	Playfulness, Other's approval	Friendship, Cooperation	Preparation, Thoroughness
<b>Measures Personal Worth By</b>	Impact or results; Track record and progress	Acknowledgements; Applause; Compliments	Compatibility with others; Depth of contribution	Precision; Accuracy; Quality of results
<b>Workplace</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

# Focus Preference

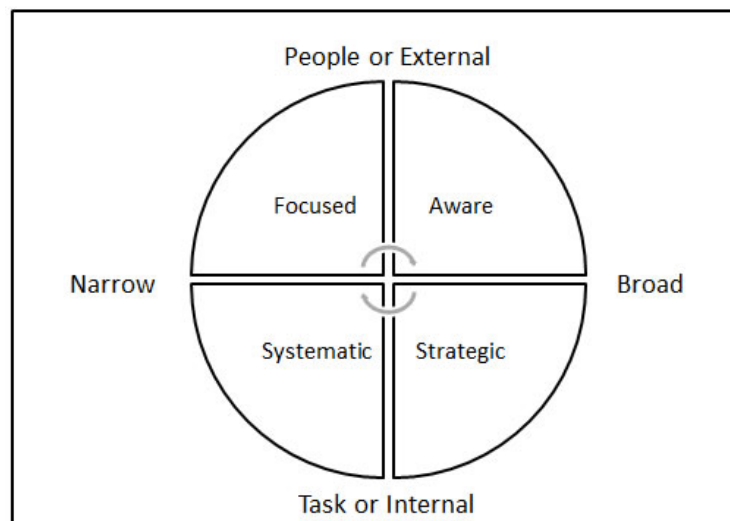
## Focus Preference

Nothing is more basic to performance, or more critical to success, than the ability to concentrate. The **Focus Preference Scale** measures basic concentration skills.

### Focus Preference: Systematic

This kind of concentration is used to create a logical set of systems and/or procedures. David is:

- Focused on effectiveness and efficiency
- Works well independently or one-on-one
- Handles feedback well and will use it to reach a solution
- Able to separate facts from interpretations and opinions
- Calculated risk taker, may be reserved



# Leadership, Rules, and Compliance

## Leadership Style

The **Leadership and Rules Assessment** measures leadership style and the ability make and/or follow rules.

### Leadership Style: Autocratic

- Manager makes all the decisions and rules.
- Keeps the information and decision making among the senior management.
- Objectives, tasks and rules are set and others are expected to do as required.
- Can lead to a decrease in motivation from the employee's point of view.
- The communication involved with this method is mainly downward.

Advantage: the direction of the business will remain constant, and the rules and decisions will all be similar, this in turn can project an image of a confident, well managed business.

Disadvantage: subordinates may become dependent upon the leaders and supervision may be needed.

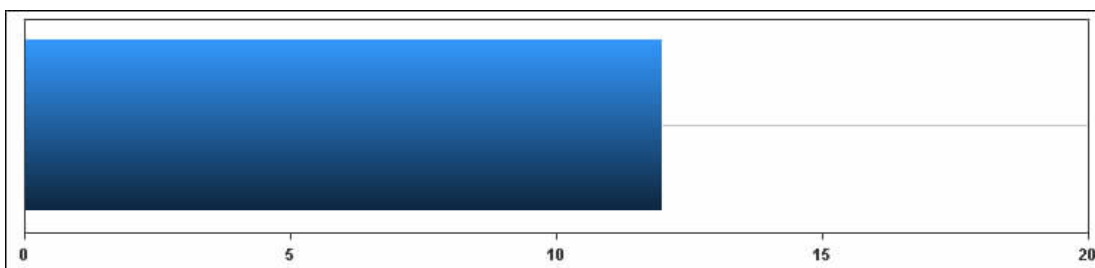
There are two types of autocratic leaders or rule makers:

- Directive Autocrat: Makes decisions unilaterally; closely supervises subordinates.
- Permissive Autocrat: Makes decisions unilaterally; gives subordinates latitude in carrying out their work.

## Compliance Ratio

It is important to understand a candidate's ability and willingness to comply with systems, procedures, policies, standards and regulations. Some systems are still dynamic and evolving thus policies and procedures not firmly instilled while other systems have precise rules, regulations and policies for doing business.

### Compliance Ratio: HIGH



Scores indicate David has a HIGH compliance for Systems, Rules, Standards and Financials.

# Core Competencies

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Highlighting competencies is not so much to alert one to skill sets but instead to determine if franchisor and business owner have complementary competencies.

## Primary: Client Relationship Management and Support

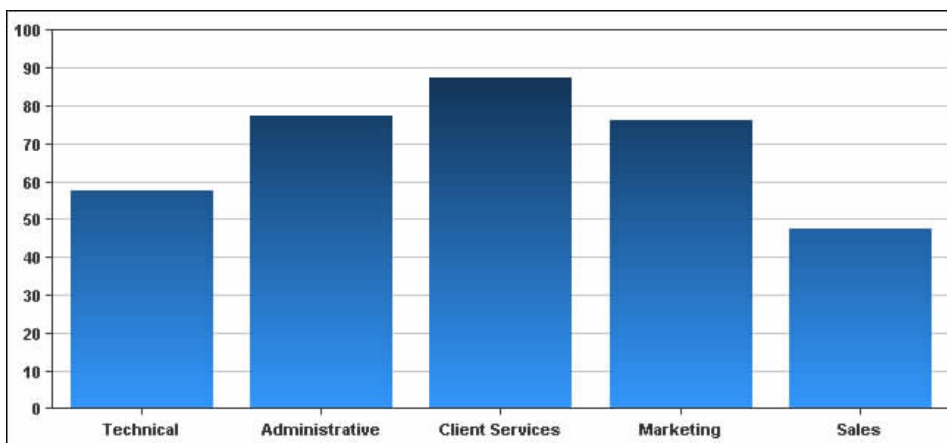
David has strong client relationship management skills. People with these skills have a strong work ethic based on dedication and passion for taking care of customers. They are aware of their internal and external customers and committed to supporting their goals and desires.

They are self-motivated, flexible and goal oriented. They have excellent communication skills and leadership ability. They are good listeners, problem-solvers and understand quality service is the competitive advantage to attracting clients and retaining business.

## Secondary: Administrative and Management

David has strong human resource management and administrative skills. People with these skills are good decision-makers, problem-solvers and natural leaders. Their talents include hiring, managing, training, supervising and developing people. They are able to organize information, budget and plan.

They recognize, refine and implement best practices. They are articulate in all forms of communication including speaking and writing. They are technically competent and self-managed. Their advice and direction is respected and followed.



# Meta Programs and Strategies

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The **Meta Programs Assessment** measures primary strategies or filters an individual uses to communicate, assess information and make decisions.

## Direction Sort: **Balanced**

Scores indicate David is both Toward and Away From. People in this group are focused on their goals, while noticing things that should be avoided, gotten rid of or fixed. They are motivated to have, get, achieve and attain. They tend to be good at managing priorities. They are excellent at trouble shooting, problem solving and pinpointing possible obstacles. Only 20% of the population score this way.

## Frame of Reference: **External**

David is an External. People in this group are receptive to outside direction and feedback. In fact to be motivated they want to know how well they are doing. They carefully weigh out feedback from various sources as they critique and fine-tune tasks, processes and themselves. Since they are open to feedback and critique on how well they are doing, as managers they tend to give feedback to others.

## Task Attitude: **Procedural**

David is a Procedural. These people like to follow set rules, processes and systems. Once they understand a procedure they will repeat it over and over again. They are focused on the how of doing something and desire to master it and become proficient. Bending or breaking rules is heresy.

## Chunk Size: **Global**

Scores indicate David is an individual who prefers having the big picture. Big chunk thinking is useful for envisioning, perspective and setting direction. It can take in broad patterns and trends and make associations between them for the benefit of the whole.

## Communication Style: **Visual**

Animated  
Exciting  
Fun  
Overwhelming  
Big Picture

Quick  
Intense  
Center of Attention  
Trendy  
Friendly

# Business Needs and Business Best Suited

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## Needs and Wants in Business

- Desire to impact policy and procedure
- Must be able to master
- Ability to replicate and/or simplify
- A product or service that solves a problem or has a cause
- Hands-off management
- Impeccable company standards
- Ability to contribute

## Businesses Best Suited

- Team oriented
- Likes freedom
- Community building business
- Hands on if desired; but not necessary
- Change or impact-based products or concepts
- Inspirational, educational or transformational
- Advising or consulting
- Investor or absentee owner
- The world is their audience all types of customers