





Dear Entrepreneurs,

There are more franchise opportunities today than ever before and the timing has never been better for investing in a franchise business. That said, there are many factors to consider when buying a franchise and clearly one of the most important factors is franchisee satisfaction.

To measure satisfaction, we ask franchisees over 40 questions related to training & support, system communication, franchisor/franchisee relations, financial opportunity, market demographics, business lifestyle and overall satisfaction with their business. And we don't just survey a select group of franchisees - we invite every active franchise owner to participate in the survey process.

Satisfaction is one of the most critical factors every entrepreneur should consider before investing in a franchise. With thousands of opportunities to choose from, franchisees hold the key to understanding which are the best opportunities. I encourage you to get as much feedback as possible from current franchise owners before making your final investment decision. This report is your first step.

I hope that you find this information both interesting and useful in your franchise research. Franchising offers some wonderful opportunities and I wish you the best of luck with your new business investment.

Happy Franchising!

Michelle Rowan  
President  
Franchise Business Review, LLC

### Average Rating: Overall Satisfaction Snapshot

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Training & Support						3.7
Franchise System						3.8
Leadership						4.0
Core Values						4.1
Franchisee Community						4.0
Self-Evaluation						4.4
Financial Opportunity						3.8
General Satisfaction						4.2
Overall (average)						4.0

## Overall Satisfaction

For anyone researching a franchise, we understand how important it is to get feedback from current franchise owners. To expedite this process we invited all The Joint franchisees to participate in our independent satisfaction survey. 116 franchise owners elected to participate (approximately 64.8%).

Each of the seven areas evaluated for satisfaction are summarized here in the overall snapshot. In the pages that follow, we will explore each of these areas in detail. On pages 8-10 we provide comprehensive demographic and market information to help paint a full picture of franchise owners.

### Average Rating: Training & Support

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Training & Support						3.8
Marketing & Promotions						3.8
Effective Technology						3.4
Communications						3.9
Overall (average)						3.7

## Training & Support

### Ongoing Training & Support

How current franchisees rate the ongoing training and support they receive.

### Advertising & Promotion

How current franchise owners rate the advertising marketing and promotional programs provided by their franchisor and how effective these programs are at developing and retaining business.

### Effective Technology

How current franchise owners rate the effectiveness of the technology systems and tools provided by their franchisor.

### Communications

How current franchise owners rate the overall communication between the corporate staff and franchise owners.

## Franchise System

### Ops & Systems

How current franchise owners rate the overall operation procedures and business operating systems provided by their franchisor.

### Products & Services

How current franchise owners rate the overall quality of the products and/or services provided by their franchisor.

### Competition

How current franchise owners rate their franchise system's competitiveness compared to other businesses in their local marketplace.

### Innovation

How current franchise owners rate the innovation of the franchise system and the openness of their franchisor to experiment with new ideas.

#### Average Rating: Franchise System

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Ops & Systems						3.7
Products & Services						3.9
Competition						4.2
Innovation						3.5
Overall (average)						3.8

## Leadership

### Clear Vision

How current franchise owners rate the big picture company vision that their franchisor promotes.

### Team Culture

How current franchise owners rate the overall culture of the company and whether or not a team environment is encouraged and promoted by senior management.

### Involves Franchisees

How current franchise owners rate if franchisees have a voice in major company decisions.

### Effective in Driving

How current franchise owners rate the overall effectiveness of the senior management team in driving the franchise company forward.

#### Average Rating: Leadership

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Clear Vision						4.3
Team Culture						4.0
Involves Franchisees						3.4
Effective in Driving						4.3
Overall (average)						4.0

### Average Rating: Core Values

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Trust						3.9
Respect						4.1
Honesty & Integrity						4.1
Cares About My Success						4.1
Overall (average)						4.1

## Core Values

### Trust

How current franchise owners rate the trustworthiness of their franchisor.

### Respect

How current franchise owners rate the overall relationship with their franchisor and their level of respect for the entire franchise organization.

### Honesty & Ethics

How current franchise owners rate their franchisor's corporate culture and the promotion of honest and ethical business practices.

### Cares About Success

How current franchise owners rate the level to which their franchisor truly cares about the success of their business.

### Average Rating: Franchisee Community

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Supportive of Brand						4.2
Supportive of Management						3.9
Active Community						4.0
Supportive of Each Other						3.9
Overall (average)						4.0

## Franchisee Community

### Support Brand

How current franchise owners rate their fellow franchisees' support of the franchise brand itself.

### Support Management

How current franchise owners rate their fellow franchisees' support of company leadership and management.

### Actively Participate

How current franchise owners rate their fellow franchisees' own level of participation within the franchise community.

### Support Each Other

How current franchise owners rate their fellow franchisees' support of each other, one of the key benefits of owning a franchise.

## Self-Evaluation

### Enjoy Operating

How current franchise owners rate their own personal enjoyment in operating their franchise business.

### Enjoyment

How current franchise owners rate their own personal enjoyment in being part of the franchise organization as a whole.

### Active Participant

How current franchise owners rate their own level of participation within their franchise organization.

### Valued Member

How current franchise owners rate whether or not that they feel they are a valued member of franchise organization.

#### Average Rating: Self-Evaluation

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Enjoy the Business	<div></div>					4.6
Enjoy the Organization	<div></div>					4.5
Active Participant	<div></div>					4.3
Valued Member	<div></div>					4.1
Overall (average)	<div></div>					4.4

## Financial Opportunity

### Fees

How current franchise owners rate the fairness of the fees they pay, given the value of the services and support they receive.

### Total Investment

How current franchise owners rate the total investment they have made into their business and whether it is in line with their original expectations.

### Financial Picture

How franchisees rate the current financial picture of their business relative to their expectations.

### Long-Term Growth

How franchisees rate the long-term growth opportunity provided by their franchise business.

#### Average Rating: Financial Opportunity

	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Fees	<div></div>					3.5
Total Investment	<div></div>					3.9
Financial Picture	<div></div>					3.8
Long-Term Growth	<div></div>					4.2
Overall (average)	<div></div>					3.8

Average Rating: General Satisfaction						
	1 poor	2 average	3 good	4 very good	5 excellent	avg rating
Overall Opportunity	<div></div>					4.1
My Overall Performance	<div></div>					3.8
Overall Satisfaction	<div></div>					4.0
Do It Again	<div></div>					4.5
Recommend	<div></div>					4.5
Overall (average)	<div></div>					4.2

## General Satisfaction

In business as in life, you experience many ups and downs. We all have our share of bad days, bad weeks and bad years. At any given time, a franchisee will be dealing with various challenges and issues, both personal and business related, that effect their levels of satisfaction in certain areas. Because of this, we ask franchisees two broad questions related to their satisfaction. Of all of the questions we ask franchise owners, these are clearly the most telling.

### Overall Opportunity

How current franchisees rate the franchisor and the overall opportunity provided by the franchise system.

### Overall Performance

How current franchise owners rate their overall performance as successful franchise operators.

### Overall Satisfaction

How current franchise owners rate their overall satisfaction with their franchise as a whole.

### Do It Over Again

How current franchisees responded when asked to rate the likelihood of making the same decision to invest in their franchise again, knowing what they know today.

### Recommend

How current franchise owners rate their likeliness to recommend this franchise opportunity to others.

## Market Information

### Units/Territories Owned

The number of franchise units/territories owned by each franchise owner.

### Additional Units/Territories

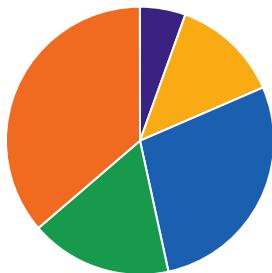
Asks whether or not current franchise owners are planning on purchasing additional franchise units/territories in the future. Please Note: In some systems, purchasing additional franchise units or territories may not be an option, or it may not be necessary given the business model.

### Geographic Location

The breakdown of franchisees by location. Please Note: The results may not be representative of the franchisor's international operations. Please contact the franchisor for more information on this subject.

### Market Size

The breakdown of current franchise owners by market size.



Very Small Market (Under 50,000 population)	5.5%
Small Market (50,000 - 99,999 population)	13%
Medium Market (100,000 - 249,999 population)	28.1%
Large Market (250,000 - 499,999 population)	17.1%
Major Metro (500,000+ population)	36.3%

### Units/Territories Owned

	0%	25%	50%	75%	100%	
5+ units / territories						25.8%
4 units / territories						9.2%
3 units / territories						13.3%
2 units / territories						20.8%
single unit / territory						30.8%

### Additional Units

	0%	25%	50%	75%	100%	
no						8.3%
probably not						12.5%
maybe						23.3%
probably						18.3%
yes						37.5%

### Geographic Location

0% 25% 50% 75% 100%



Age Group		
	0%25%50%75%100%	
65+	<div></div>	9.8%
55 - 64	<div></div>	19.6%
45 - 54	<div></div>	44.6%
35 - 44	<div></div>	19.6%
25 - 34	<div></div>	5.4%
18 - 24	<div></div>	0.9%
Ethnicity		
	0%25%50%75%100%	
Other	<div></div>	5.3%
Native American		0.0%
Hispanic	<div></div>	3.5%
Caucasian	<div></div>	77.0%
Asian	<div></div>	7.1%
African American	<div></div>	7.1%
Gender		
	0%25%50%75%100%	
male	<div></div>	69.0%
female	<div></div>	18.6%
male and/or female partnership - completing survey	<div></div>	12.4%

## Franchisee Demographics

### Age Group

The breakdown of current franchise owners by age.

### Ethnicity

The breakdown of current franchise owners by ethnicity.

### Gender

The breakdown of current franchise owners by gender.

### Education

The breakdown of current franchise owners by highest level of education.



did not graduate high school	0%
high school graduate	6.2%
associate degree	8%
bachelor's degree	40.7%
master's degree	17.7%
doctorate degree	27.4%

## Business Lifestyle

### Work Hours

Looks at the breakdown of franchisees by the average hours they work each week.

### Work-Life Balance

Looks at the breakdown of franchisees by how much work-life balance they feel they have.

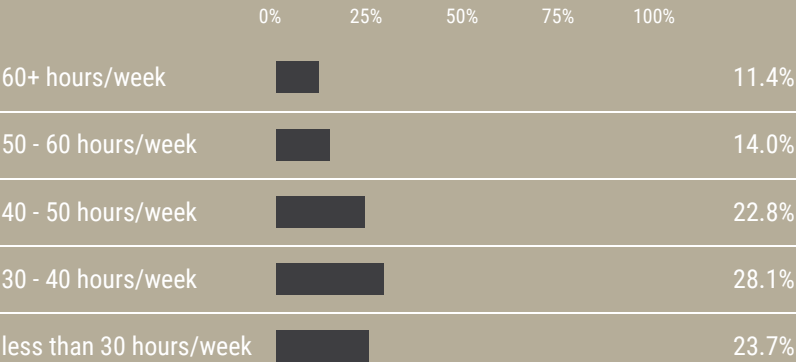
### Evenings

Looks at the breakdown of franchisees by the average number of evenings they are required to work.

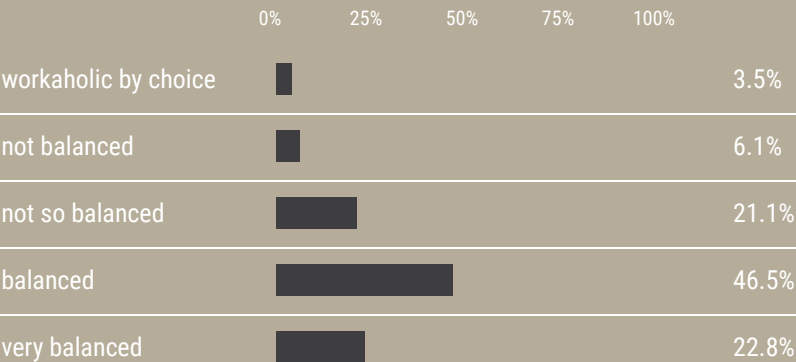
### Weekends

Looks at the breakdown of current franchise owners by the average number of weekends they are required to work.

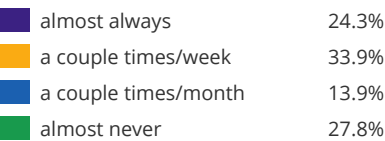
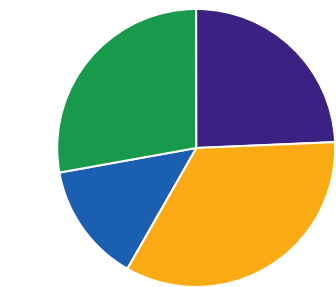
### Work Hours



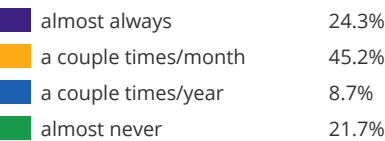
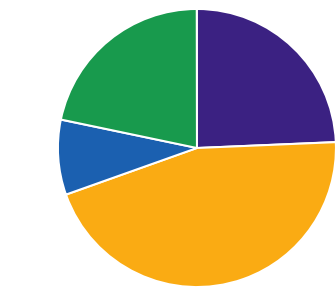
### Work-Life Balance



### Evenings



### Weekends



## About this Survey

### About Franchise Business Review

Franchise Business Review is a national franchise market research firm that performs independent surveys of franchisee satisfaction and franchise buyer experiences. Franchise Business Review's services include commissioned franchise research projects leveraging proprietary survey processes and software, as well as industry-wide studies of franchisee satisfaction open to all North American franchise companies.

The firm administers the FBR50 - Franchisee Satisfaction Awards™ - an annual rating of the top franchise companies based on the highest level of overall franchisee satisfaction by participating companies. Franchise Business Review is headquartered in Portsmouth, NH and can be reached at 866-397-6680 or by visiting their company websites at [www.FranchiseBusinessReview.com](http://www.FranchiseBusinessReview.com) or [www.FBR50.com](http://www.FBR50.com).

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Sharing the franchise experience

### Survey Methodology

All active franchise owners from The Joint were invited to participate in this survey process. FBR recommends new franchise owners that had not been operating their business for 6 months or longer were not included. Additionally, any franchise owners that had left the franchise system prior to the survey process were not included.

Franchise owners were made aware of the survey process by their corporate office and encouraged to participate and share their honest feedback regarding their franchise experience. Franchise Business Review then contacted each franchisee individually and supplied them with their unique login information to complete the survey. Franchise Business Review made at least five attempts to reach each franchise owner directly by email, the postal service and/or by telephone.

The standard survey consists of a total of 53 questions. 37 questions relate directly to the franchise owner's experience. The remaining 16 questions are focused on market, lifestyle and personal demographic questions. Franchise owners had the option to complete the survey anonymously or choose to share their personal information.

### Disclaimer

This report IS NOT intended to be an endorsement or recommendation by Franchise Business Review. Our franchisee satisfaction survey reports are designed to aid prospective investors in educating themselves about franchising. This report IS NOT intended to replace the typical due diligence process that any investor should personally undergo prior to making an investment decisions.