

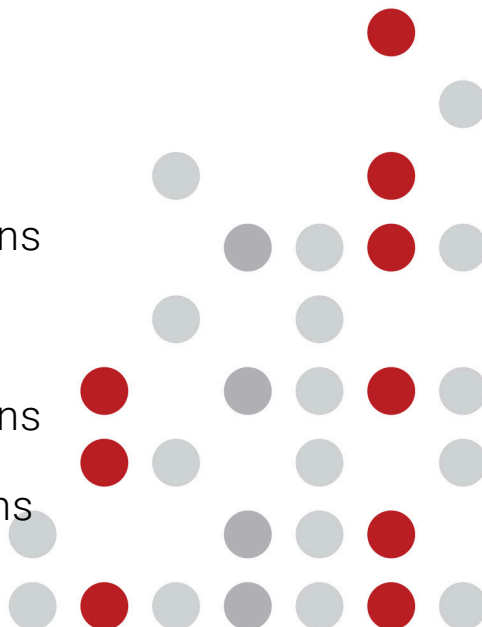
# The Joint

Franchisee Satisfaction Report | March 2024



## TABLE OF CONTENTS

- 1 | Introduction
- 2 | Overview
- 3 | Highest/Lowest Areas
- 4 | Trend
- 5 | Demographics
- 6 | Sections
- 7 | Additional Questions
- 8 | Participants
- 9 | Open Text Questions
- 10 | Recommendations



### About FBR

**Franchise Business Review (FBR)** is the leading market research firm in the franchise sector specializing in satisfaction and business performance. Since 2005, we have worked with over 1,200 leading franchise brands.

### Our mission is simple:

We gather actionable insights from your key stakeholders – your franchisees, your employees, your candidates, and your customers – and we put those insights to work to help you build a stronger, more successful company.

For us, **driving better results** is much more than a tagline. It's about helping the very best franchise companies achieve greater success.

**Franchise Business Review**  
155 Brewery Lane, Suite 201  
Portsmouth, New Hampshire 03801  
603.433.2270 | [www.GoFBR.com](http://www.GoFBR.com)

©2024 Franchise Business Review. All rights reserved.

# Introduction

## Overview of Project

**Franchise Business Review (FBR)** recently completed a franchisee satisfaction benchmark project with **The Joint**. Our research was completed in March 2024 with all current franchisees (**248**) being contacted by email and asked to complete a detailed satisfaction survey and **129** franchisees (**52%**) completed the survey.

FBR's standard satisfaction survey asks 33 benchmark questions across eight primary areas: Training & Support, Franchise System, Leadership, Core Values, Franchisee Community, Franchisee Self-Evaluation, Financial Opportunity, and General Satisfaction. The survey also asks franchisees several market information, business lifestyle, and demographic questions.

## Scoring and Analysis

### Franchisee Satisfaction Index (FSI)

Each question receives a Franchisee Satisfaction Index (FSI)™ score, which is a weighted average of the responses given to each 5-point scale question. Individual answers are given a score of 100, 75, 50, 25, or 0 across the range from most positive to the least positive response choice. FSI scores can range from 0-100 points. Generally speaking, an FSI score above 70 is considered above average, 60-70 is average, and lower than a 60 is below average. That said, FSI scores can vary significantly from question to question.

### FSI Benchmarking

All standard FBR survey questions were benchmarked to a custom **2024 FBR Benchmark** containing data from a select group of **372** brands. This benchmark includes current data from over **33,450** franchisees representing more than **157,204** locations.

Overall FSI Score



**52% participation**

129 out of 248 invited franchisees took part in the survey.



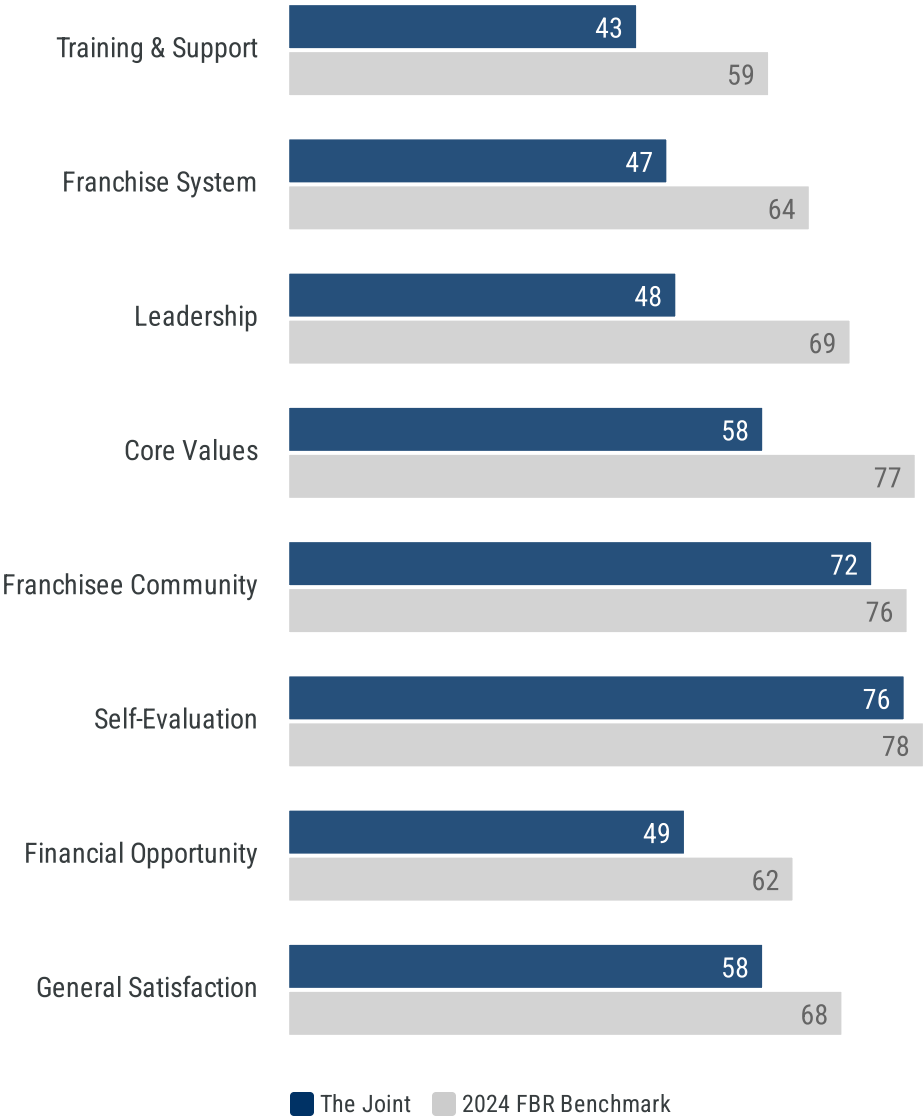
**19% below average**

Your overall score is 19% below the average 69 FSI. Of the 372 brands in the benchmark, FSI scores range from 0 to 98.



**25th percentile**

Your score is in the bottom quartile of 2024 FBR Benchmark.

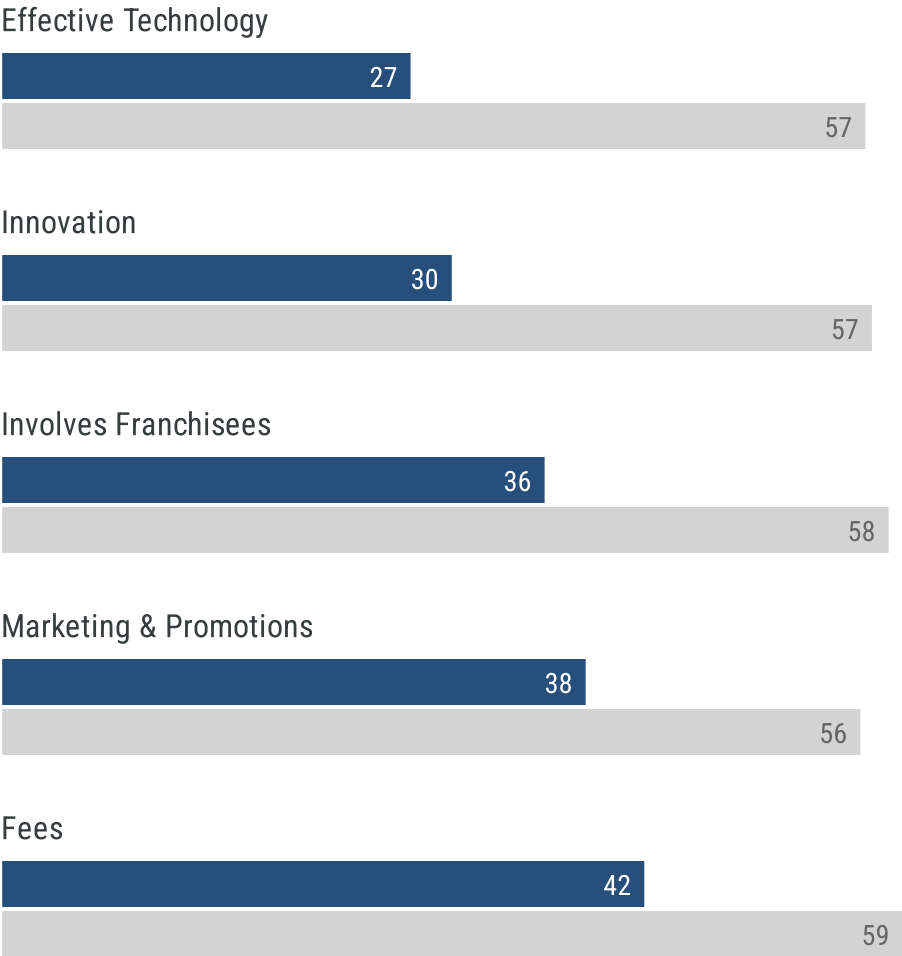


# Highest / Lowest Rated Areas

Highest Rated Questions

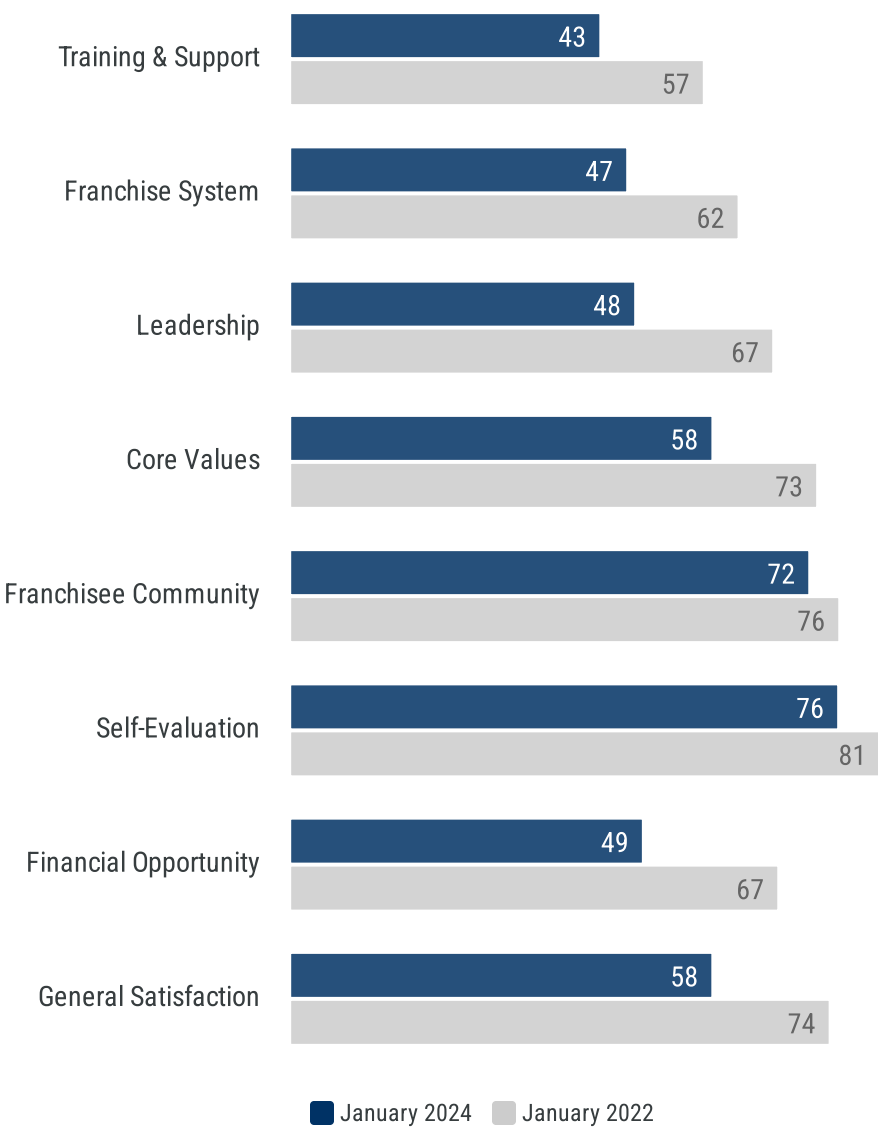


Lowest Rated Questions

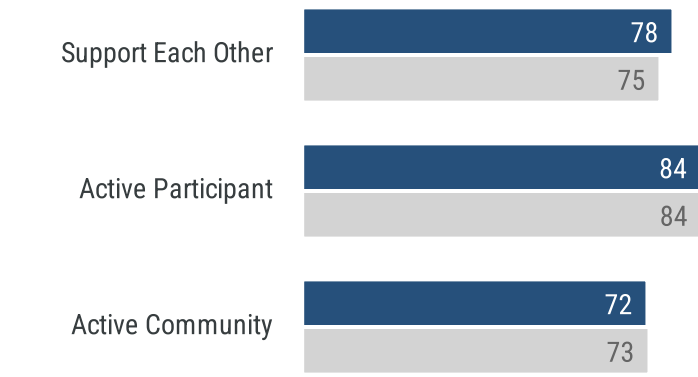


■ The Joint   ■ 2024 FBR Benchmark

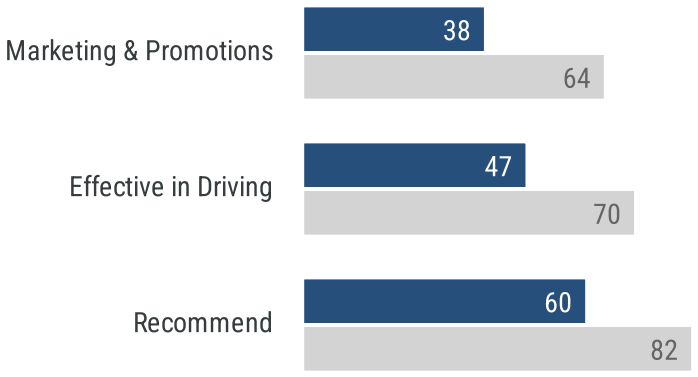
# Trend: January 2024 vs January 2022



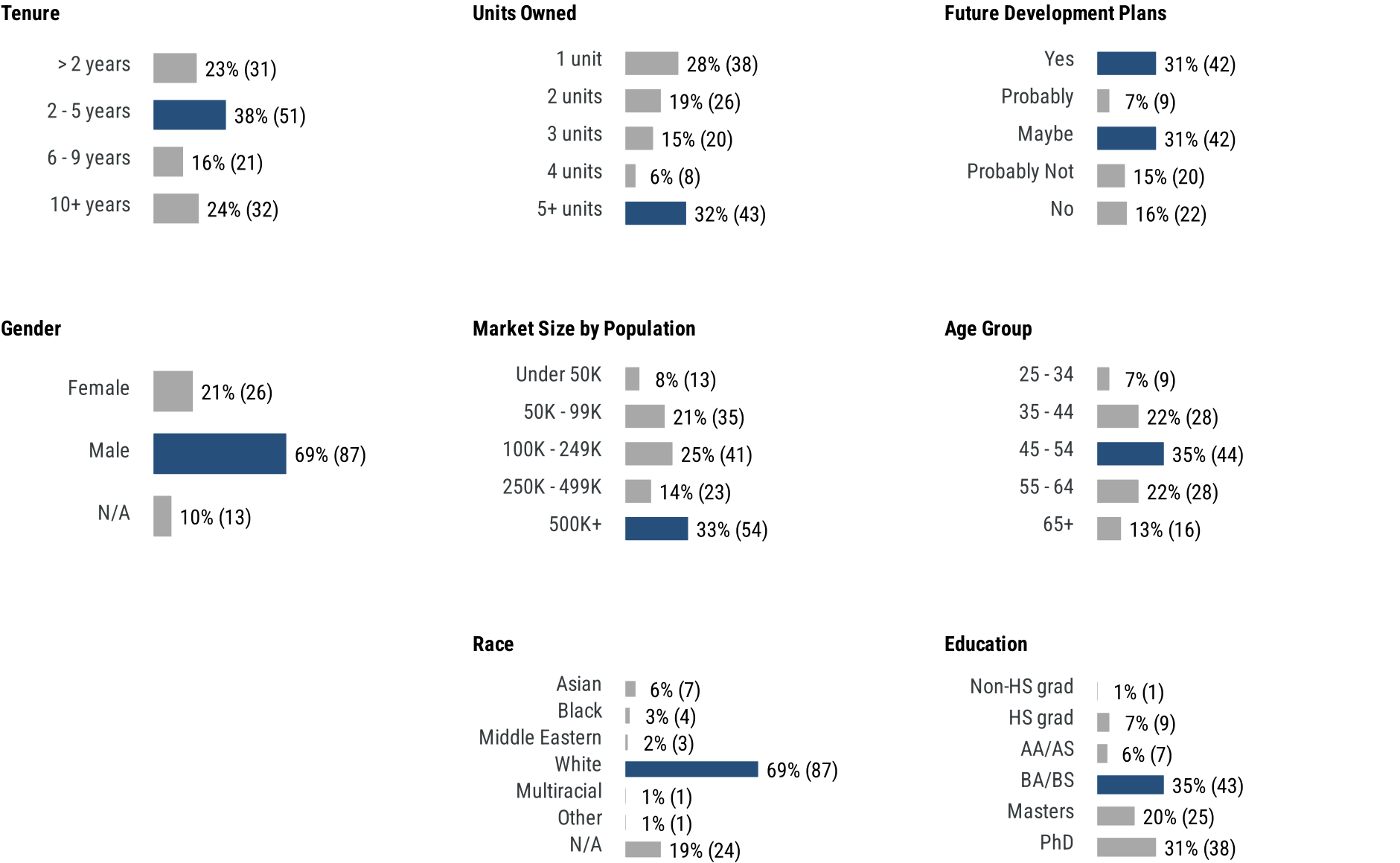
## Areas of Most Improvement







## Areas of Least Improvement



# Franchisee Demographics







	SCORE	BHMK	VAR%	LAST	TREND%
Training & Support (n=133) 	52	63	-17	62	-16
Marketing & Promotions (n=133) 	38	56	-32	64	-41
Effective Technology (n=133) 	27	57	-53	43	-37
Communications (n=133) 	54	62	-13	60	-10

KEY INDEX:

- "n" = number of responses by question.
- "SCORE" = your current Franchise Satisfaction Index (FSI) score.
- "BHMK" = the current FBR benchmark FSI score (see page 3)
- "VAR%" = the +/- percentage variance between your score and the benchmark.
- "LAST" = your previous score from January 2022.
- "TREND%" = the +/- percentage change from your previous score.



	SCORE	BHMK	VAR%	LAST	TREND%
Ops & Systems (n=131) 	44	62	-29	56	-21
Products & Services (n=130) 	53	68	-22	63	-16
Competition (n=131) 	60	67	-10	77	-22
Innovation (n=131) 	30	57	-47	52	-42

**KEY INDEX:**

"n" = number of responses by question.

"SCORE" = your current Franchise Satisfaction Index (FSI) score.

"BHMK" = the current FBR benchmark FSI score (see page 3)





"VAR%" = the +/- percentage variance between your score and the benchmark.

"LAST" = your previous score from January 2022.

"TREND%" = the +/- percentage change from your previous score.

	SCORE	BHMK	VAR%	LAST	TREND%
Clear Vision (n=130) 	56	73	-23	77	-27
Team Culture (n=130) 	52	74	-30	70	-26
Involves Franchisees (n=129) 	36	58	-38	50	-28
Effective in Driving (n=130) 	47	70	-33	70	-33

**KEY INDEX:**  
"n" = number of responses by question.  
"SCORE" = your current Franchise Satisfaction Index (FSI) score.  
"BHMK" = the current FBR benchmark FSI score (see page 3)  
"VAR%" = the +/- percentage variance between your score and the benchmark.  
"LAST" = your previous score from January 2022.  
"TREND%" = the +/- percentage change from your previous score.

	SCORE	BHMK	VAR%	LAST	TREND%
Trust (n=128) 	55	75	-27	69	-20
Respect (n=128) 	63	80	-21	76	-17
Honesty & Integrity (n=128) 	58	78	-26	73	-21
Cares About My Success (n=126) 	57	76	-25	73	-22

**KEY INDEX:**  
"n" = number of responses by question.  
"SCORE" = your current Franchise Satisfaction Index (FSI) score.  
"BHMK" = the current FBR benchmark FSI score (see page 3)  
"VAR%" = the +/- percentage variance between your score and the benchmark.  
"LAST" = your previous score from January 2022.  
"TREND%" = the +/- percentage change from your previous score.

	SCORE	BHMK	VAR%	LAST	TREND%
Support Brand (n=127)	80	79	+1	84	-5
Support Management (n=127)	56	70	-20	71	-21
Support Each Other (n=128)	78	82	-5	75	+4
Active Community (n=127)	72	74	-3	73	-1

**KEY INDEX:**

"n" = number of responses by question.

"SCORE" = your current Franchise Satisfaction Index (FSI) score.

"BHMK" = the current FBR benchmark FSI score (see page 3)

"VAR%" = the +/- percentage variance between your score and the benchmark.

"LAST" = your previous score from January 2022.

"TREND%" = the +/- percentage change from your previous score.

	SCORE	BHMK	VAR%	LAST	TREND%
Enjoy the Business (n=127)	77	82	-6	83	-7
Enjoy the Organization (n=128)	76	82	-7	84	-10
Active Participant (n=128)	84	78	+8	84	0
Valued Member (n=128)	66	72	-8	75	-12

**KEY INDEX:**

"n" = number of responses by question.

"SCORE" = your current Franchise Satisfaction Index (FSI) score.

"BHMK" = the current FBR benchmark FSI score (see page 3)

"VAR%" = the +/- percentage variance between your score and the benchmark.

"LAST" = your previous score from January 2022.

"TREND%" = the +/- percentage change from your previous score.

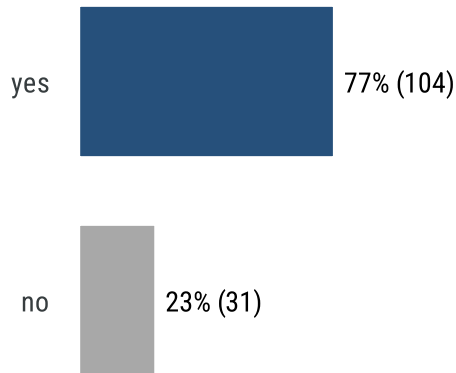
	SCORE	BHMK	VAR%	LAST	TREND%
Fees (n=128)	42	59	-29	57	-26
Total Investment (n=128)	46	62	-26	68	-32
Financial Picture (n=128)	49	59	-17	69	-29
Long-Term Growth (n=128)	58	70	-17	76	-24

KEY INDEX:

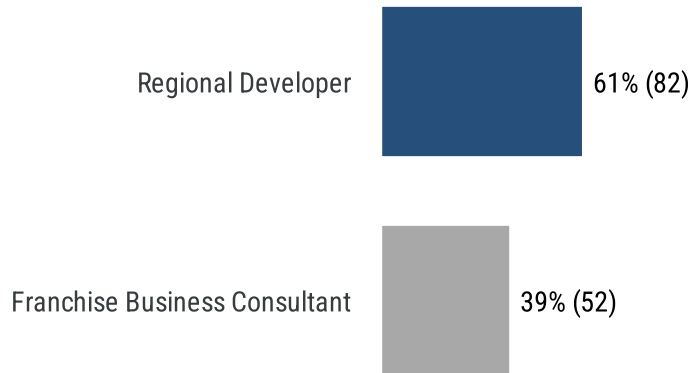
- "n" = number of responses by question.
- "SCORE" = your current Franchise Satisfaction Index (FSI) score.
- "BHMK" = the current FBR benchmark FSI score (see page 3)
- "VAR%" = the +/- percentage variance between your score and the benchmark.
- "LAST" = your previous score from January 2022.
- "TREND%" = the +/- percentage change from your previous score.

	SCORE	BHMK	VAR%	LAST	TREND%
Overall Opportunity (n=126)	49	65	-25	71	-31
My Overall Performance (n=127)	65	63	+3	67	-3
Overall Satisfaction (n=126)	52	63	-17	68	-24
Do It Again (n=126)	67	72	-7	85	-21
Recommend (n=126)	60	76	-21	82	-27

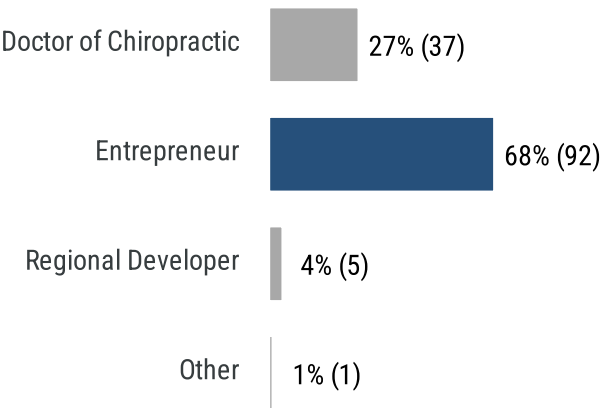
This is my first time owning a franchise business:



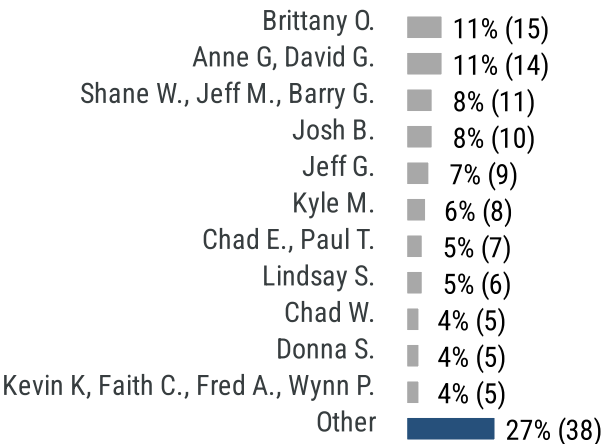
My clinic is located in a territory managed by a:



Please select the category that best describes you as a franchise owner:



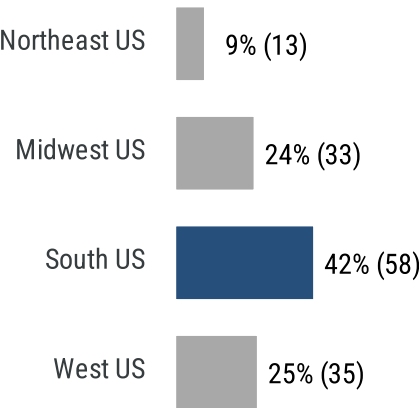
Please select your Franchise Consultant (RD/FBC):



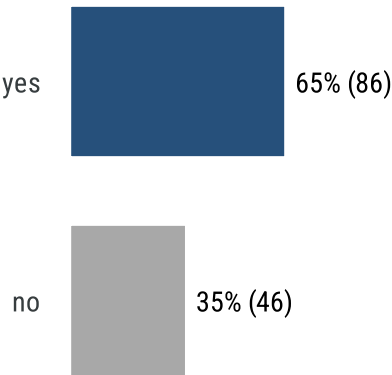


# Additional Questions

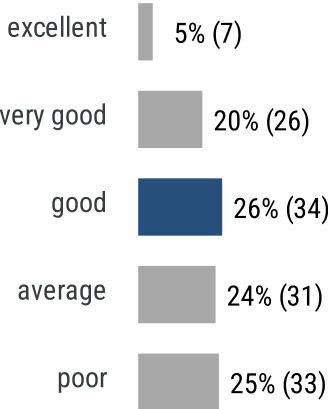
**Please indicate the Geographic Location of your franchise(s)**



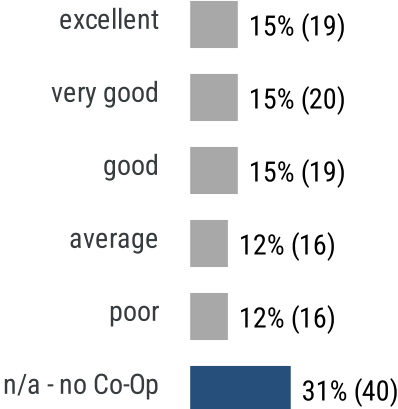
**Do you participate in the Marketing Co-Op?**



**Support and effectiveness of the National Franchisee Advisory Board:**

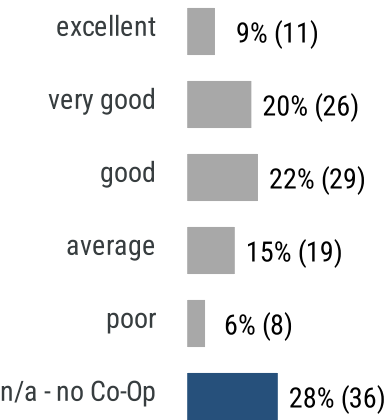


**Cooperation of members:**

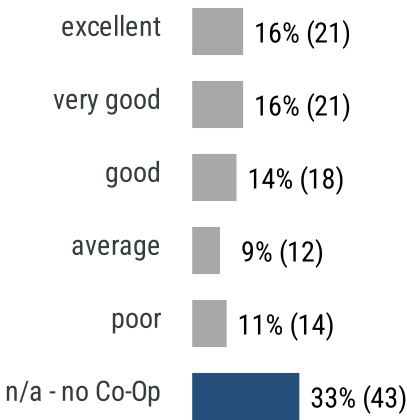


# Additional Questions

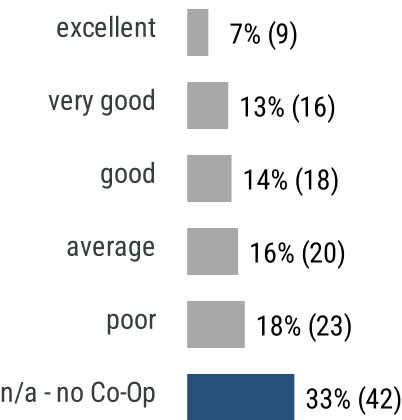
Information received at meetings:



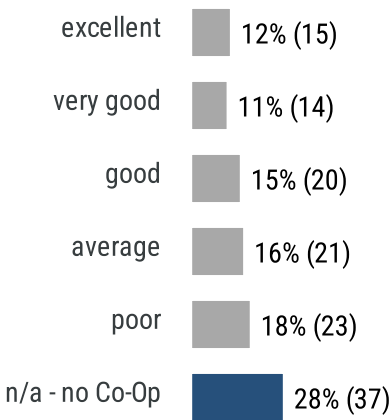
Co-Op Leadership:



Benefit of Co-Op to my clinic success:

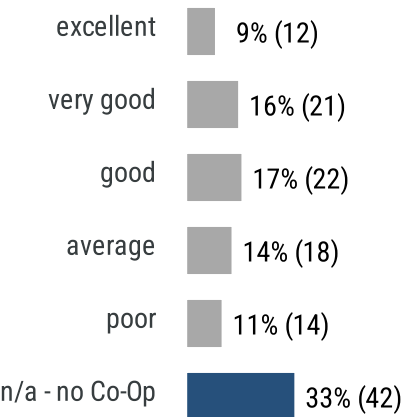


Assistance from The Joint corporate team:

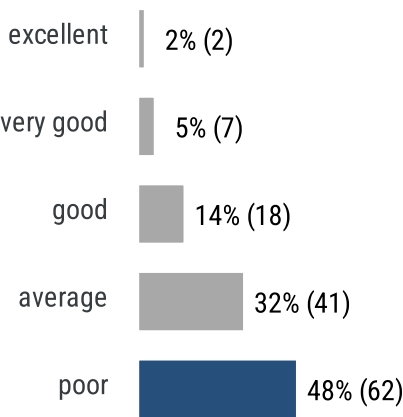


# Additional Questions

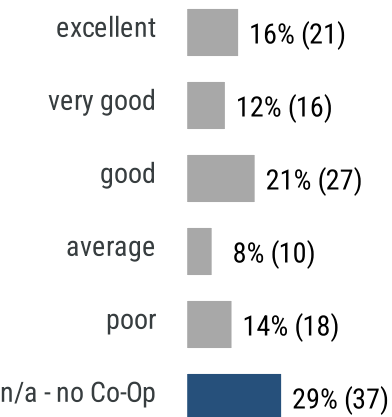
Co-Op organization and structure:



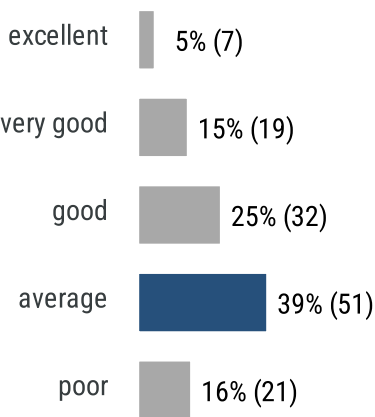
AXIS



Feeling that my opinion matters:

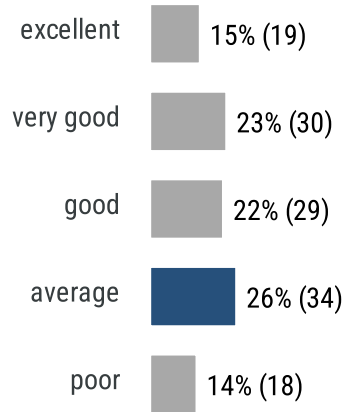


FranConnect:

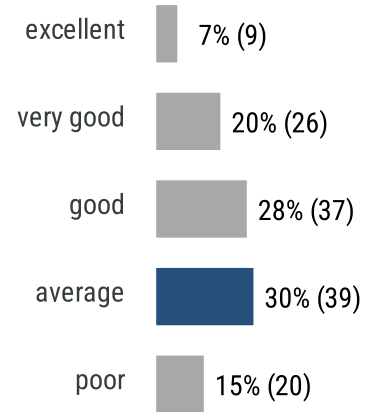


# Additional Questions

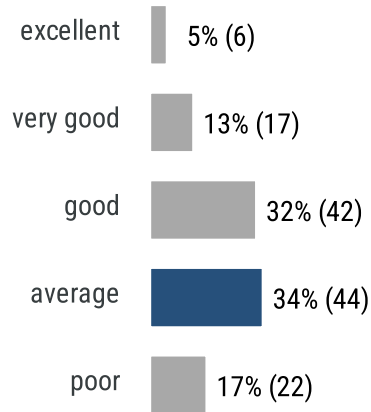
HelpDesk:



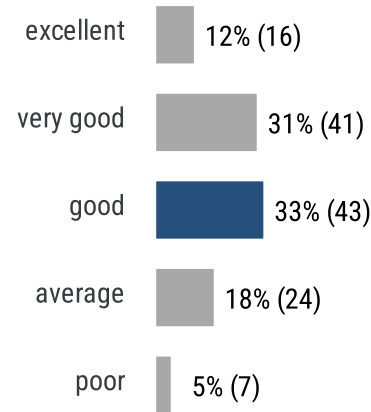
Advantage/Carbon(OTT):



Prisma (Dokshop):

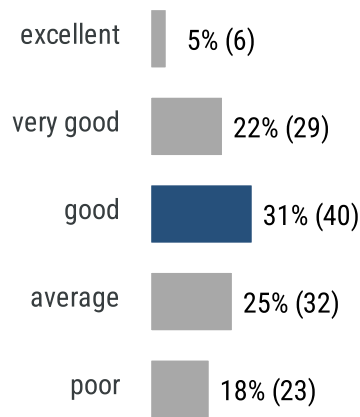


Learning Center (eLearning portal):

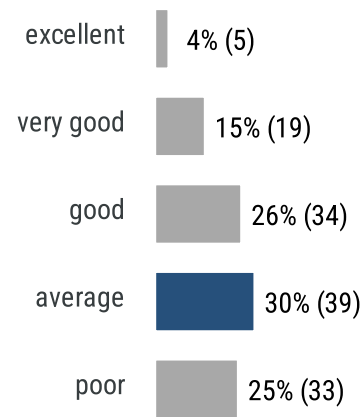


# Additional Questions

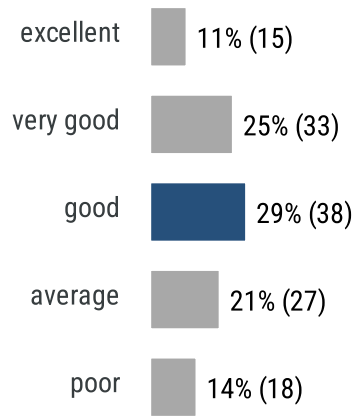
**JazzHR:**



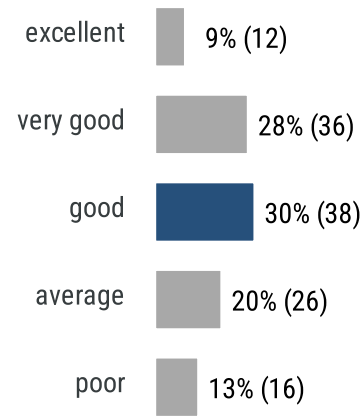
**Marketing:**



**Operations (Services, Training, Chiropractic Compliance):**

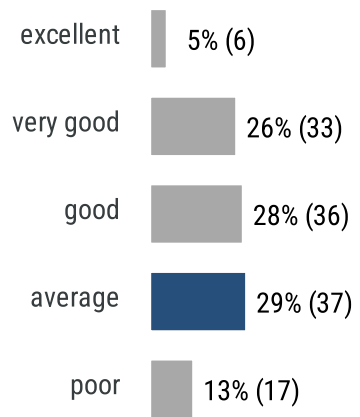


**Franchise Development/Real Estate/Construction:**

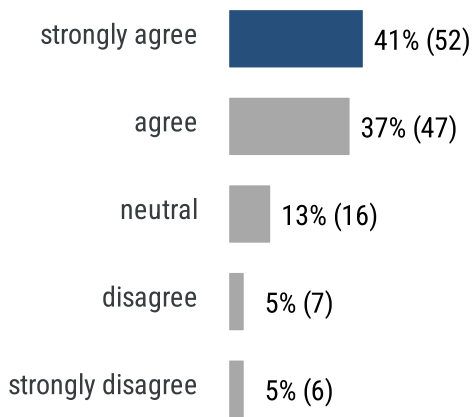


# Additional Questions

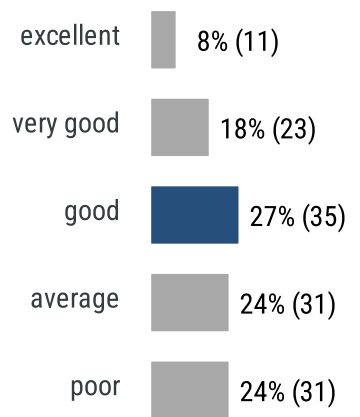
HR:



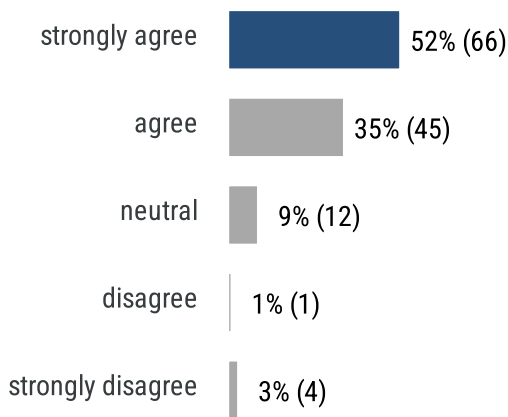
My RD/FBC is helpful and knowledgeable:



IT:

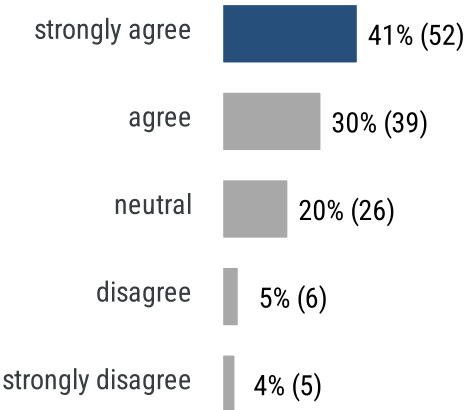


My RD/FBC is accessible and responsive:

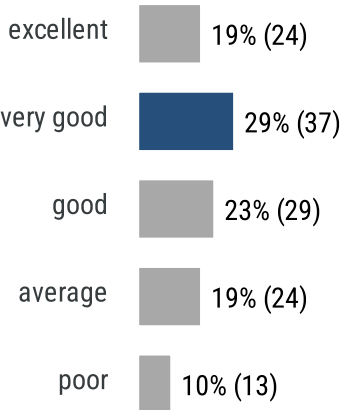


# Additional Questions

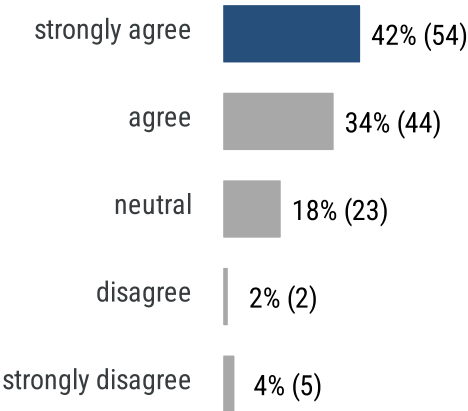
**My RD/FBC understands my business and personal goals:**



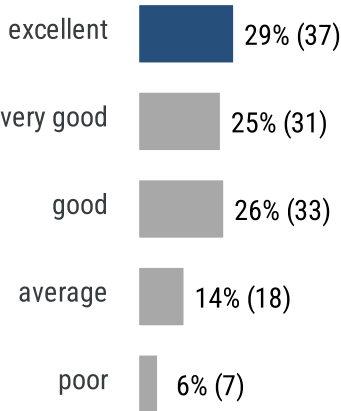
**Overall satisfaction with site selection:**



**My RD/FBC cares about my success:**

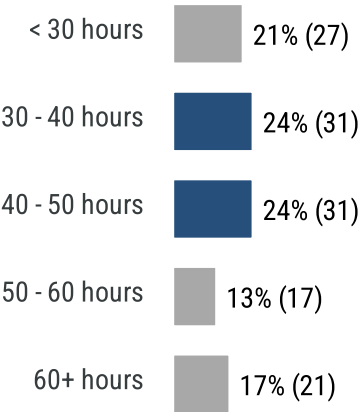


**Overall satisfaction with construction support:**

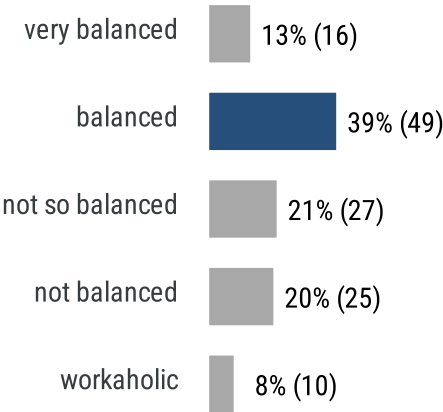


# Additional Questions

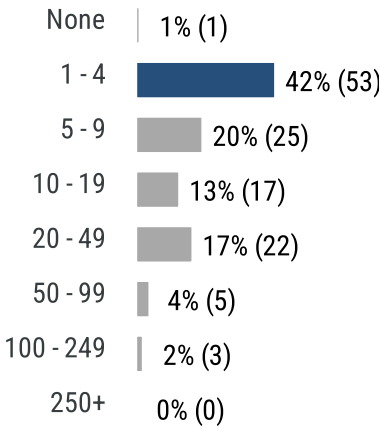
Average work hours you clock each week:



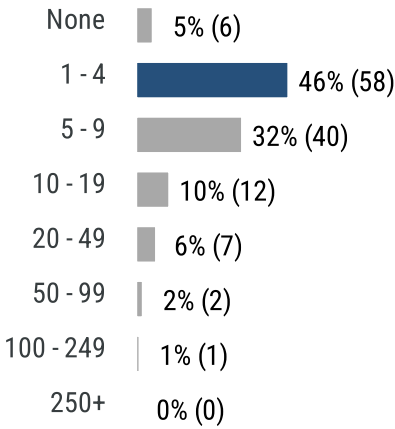
Work-life balance:



Full-Time Employees:



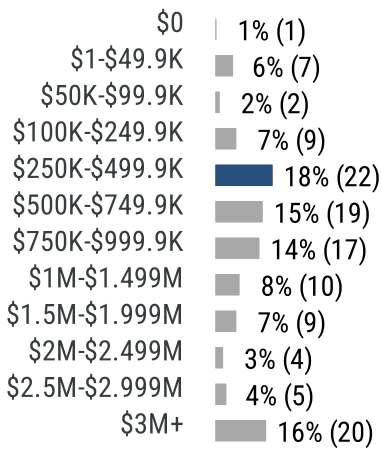
Part-Time Employees:



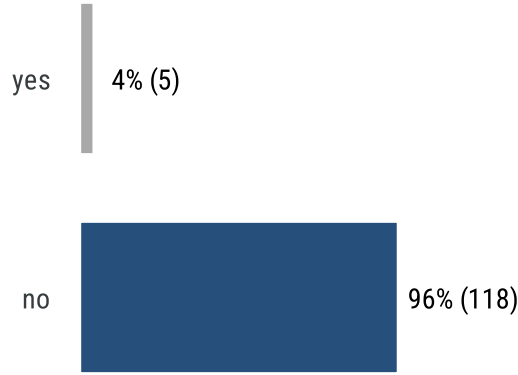


# Additional Questions

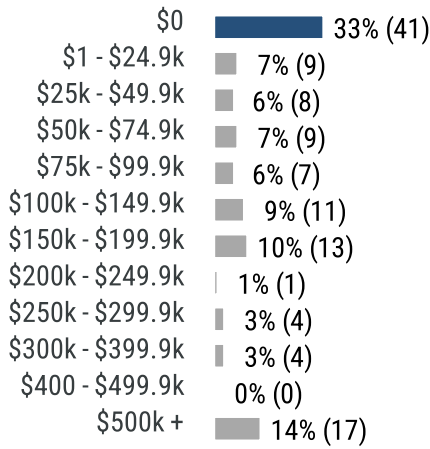
Total Sales & Operating Revenues:



Are you a Military Veteran?

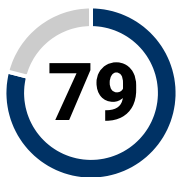


Pre-Tax Income:



Overall FSI Score

Khyati Bhatt



Tenure: 6 - 9 years  
Outlets: 4 units / territories

Training & Support

0 25 50 75 100



Leadership



Franchisee Community



Financial Opportunity

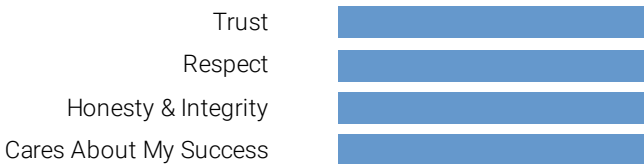


Franchise System

0 25 50 75 100



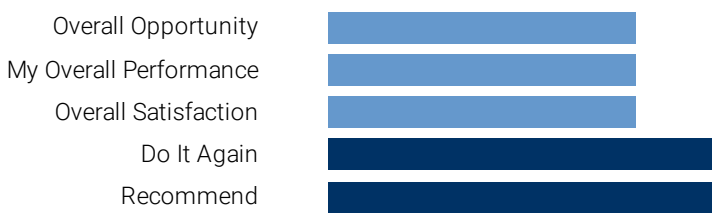
Core Values



Self-Evaluation



General Satisfaction



# Individual Scorecards

Overall FSI Score

**Khyati Bhatt**



Tenure: 6 - 9 years

Outlets: 4 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Shane Weber, Jeff McGinty, Barry Goodman

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

no

**Cooperation of members:**

good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

very good

**Co-Op Leadership:**

excellent

**Assistance from The Joint corporate team:**

excellent

**Co-Op organization and structure:**

excellent

**Feeling that my opinion matters:**

very good

**AXIS**

very good

# Individual Scorecards

Overall FSI Score

**Khyati Bhatt**



Tenure: 6 - 9 years

Outlets: 4 units / territories

---

**FranConnect:**

very good

**HelpDesk:**

good

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

very good

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

good

**HR:**

good

**IT:**

good

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

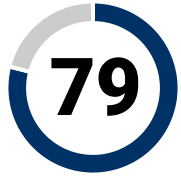
**My RD/FBC is helpful and knowledgeable:**

strongly agree

# Individual Scorecards

Overall FSI Score

**Khyati Bhatt**



Tenure: 6 - 9 years

Outlets: 4 units / territories

---

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

20 - 49

**Part-Time Employees:**

10 - 19

**Total Sales & Operating Revenues:**

\$1,000,000 to \$1,499,999

**Please indicate the Geographic Location of your franchise(s)**

South US

Overall FSI Score

Kris Birkeland



Tenure: 10+ years  
Outlets: 5+ units / territories

### Training & Support

0 25 50 75 100

Training & Support  
Marketing & Promotions  
Effective Technology  
Communications



### Leadership

Clear Vision  
Team Culture  
Involves Franchisees  
Effective in Driving



### Franchisee Community

Support Brand  
Support Management  
Support Each Other  
Active Community



### Financial Opportunity

Fees  
Total Investment  
Financial Picture  
Long-Term Growth



### Franchise System

0 25 50 75 100

Ops & Systems  
Products & Services  
Competition  
Innovation



### Core Values

Trust  
Respect  
Honesty & Integrity  
Cares About My Success



### Self-Evaluation

Enjoy the Business  
Enjoy the Organization  
Active Participant  
Valued Member



### General Satisfaction

Overall Opportunity  
My Overall Performance  
Overall Satisfaction  
Do It Again  
Recommend



# Individual Scorecards

Overall FSI Score

**Kris Birkeland**



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

no

**Co-Op Leadership:**

good

**Please select the category that best describes you as a franchise owner:**

Regional Developer

**Assistance from The Joint corporate team:**

good

**My clinic is located in a territory managed by a:**

Regional Developer

**Co-Op organization and structure:**

good

**Please select your Franchise Consultant (RD/FBC):**

Lindsay Salcido

**Feeling that my opinion matters:**

very good

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**AXIS**

poor

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

good

# Individual Scorecards

Overall FSI Score

**Kris Birkeland**



Tenure: 10+ years

Outlets: 5+ units / territories

**FranConnect:**

average

**HelpDesk:**

poor

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

poor

**Learning Center (eLearning portal):**

very good

**JazzHR:**

very good

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

average

**Franchise Development/Real Estate/Construction:**

good

**HR:**

average

**IT:**

poor

**If you could make one recommendation to Senior Management, what would it be?**

Our rating in this area is harsh. There really is no vision being provided other than unit economics and overall clinic footprint. We need vision for our employee and patient experience that is brand defining. Our culture is lacking in that we really don't tap in to our mission and our purpose. There is a major opportunity for our brand to be unique and best in class. The refranchising decision has created the opportunity for the Franchisor to involve franchisees more but it still remains to be realized.



# Individual Scorecards

Overall FSI Score

**Kris Birkeland**



Tenure: 10+ years

Outlets: 5+ units / territories

**Please give any constructive feedback you have related to your franchisor's**

**Core Values:**

I do not believe our franchisor or Senior management are malicious in any way. What I believe is there is a lack of awareness and accountability of what it is to be a franchisor in our unique niche of chiropractic care.

**Financial Opportunity**

Tech fees and NMF are two areas that continue to miss the mark for what is paid in and what is returned in value to the franchisee. We remained optimistic about our future but also know that it will not be realized without better support through innovation, technology and strong CRM. If our franchisor can invest in to these areas then there are several higher gears of success still left in this business.

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

The FBCs we have worked with seem to be strong communicators and very willing to support franchisees. Impressed with their knowledge and effort.

**Full-Time Employees:**

100 - 249

**Part-Time Employees:**

100 - 249

# Individual Scorecards

Overall FSI Score

**Kris Birkeland**



Tenure: 10+ years

Outlets: 5+ units / territories

---

**Total Sales & Operating Revenues:**

\$3,000,000+

**Please indicate the Geographic Location of your franchise(s)**

West US

Overall FSI Score

Kevin Bock



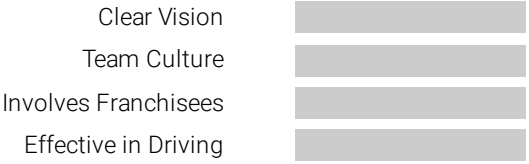
Tenure: 2 - 5 years  
Outlets: 2 units / territories

Training & Support

0 25 50 75 100



Leadership



Franchisee Community



Financial Opportunity

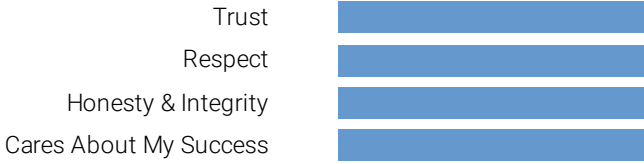


Franchise System

0 25 50 75 100



Core Values



Self-Evaluation



General Satisfaction



# Individual Scorecards

Overall FSI Score

**Kevin Bock**



Tenure: 2 - 5 years

Outlets: 2 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Shane Weber, Jeff McGinty, Barry Goodman

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

I underestimated the time it would take to achieve profitability in my non-traditional market. Initially, I opted for a strategy of having two scheduled doctors daily, believing it would lead to a faster ramp-up of new patients. However, reflecting on my experience, I realize that a one-doctor-per-day clinic might have been a more effective choice for my first clinic. In hindsight, I believe that corporate support could have been more helpful by providing clearer

guidance on the trade-off between growth and profit. A comprehensive 'White Paper' from Corporate, outlining the various strategies, associated costs, potential challenges, and expected timelines for profitability, would have allowed me to make a more informed decision. I think such resources would be beneficial for entrepreneurs like myself, offering insights into successful growth strategies and helping to navigate the complexities of entering non-traditional markets. I believe that improved corporate guidance could contribute to a more supportive environment for entrepreneurs in our industry, fostering better-informed decisions and ultimately enhancing overall business success.

**Cooperation of members:**

excellent

**Information received at meetings:**

good

# Individual Scorecards

Overall FSI Score

**Kevin Bock**



Tenure: 2 - 5 years

Outlets: 2 units / territories

**Benefit of Co-Op to my clinic success:**

good

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

excellent

**Co-Op organization and structure:**

good

**Feeling that my opinion matters:**

excellent

**AXIS**

good

**FranConnect:**

very good

**HelpDesk:**

very good

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

very good

**JazzHR:**

good

**Competition, Products/Services, Creativity**

OTT faces limitations that impact their marketing effectiveness, and the current marketing strategies appear to be losing their freshness. As a consequence, many franchisees are exploring alternatives beyond OTT to achieve better marketing results. While Prisma makes an effort, their services tend to be pricier, prompting franchisees to actively seek more cost-effective and efficient local resources for construction clings, branded items, car wraps, and printed materials.

# Individual Scorecards

Overall FSI Score

**Kevin Bock**



Tenure: 2 - 5 years

Outlets: 2 units / territories

## Operations (Services, Training, Chiropractic Compliance):

very good

## Marketing:

good

## Franchise Development/Real Estate/Construction:

excellent

## HR:

very good

## IT:

very good

## If you could make one recommendation to Senior Management, what would it be?

Proposing a pricing an initial adjustment from \$29 to \$45 to ensure that potential MEP customers find opting for a package or plan more attractive than choosing the walk-in rate, thereby maintaining the competitiveness of our offerings

## Please give any constructive feedback you have related to your franchisor's

### Core Values:

The emphasis is on achieving top-line growth, often at the expense of the Franchisee, as the Franchisor receives their share 'off-the-top.' Examples include allocating marketing budgets for platforms like Yelp (which may not be effective in certain areas) and advocating for national sponsorships, such as the Tampa Bay Buccaneers, without Corporate participation. These endeavors, while expensive, are aimed at achieving brand awareness, a goal that ideally should be a collaborative effort between Franchisees and Corporate marketing initiatives.

## Please give any constructive feedback you have related to your Franchisee

### Community:

Love our region, co-op and facebook forum for Q&A's

### Financial Opportunity

Discussion regarding the 1-doctor model versus the 2-doctor start up model.

## Overall satisfaction with site selection:

good

## Overall satisfaction with construction support:

excellent

# Individual Scorecards

Overall FSI Score

**Kevin Bock**



Tenure: 2 - 5 years

Outlets: 2 units / territories

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**Please indicate the Geographic Location of your franchise(s)**

Northeast US | South US

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

Shane Weber is a phenomenal resource for Florida. It's my fault if I don't ask him more questions.

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$500,000 to \$749,999

Overall FSI Score

Greg Busch



Tenure: 10+ years  
Outlets: 5+ units / territories

Training & Support

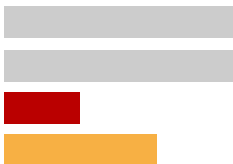
0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



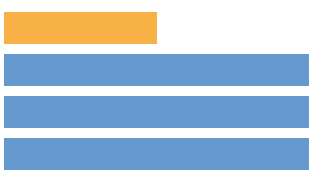
Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



Financial Opportunity

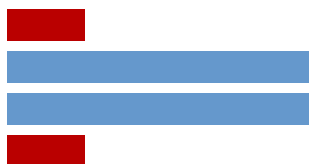
- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend





# Individual Scorecards

Overall FSI Score

**Greg Busch**



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Mike Klearman

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

very good

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

average

**Co-Op organization and structure:**

very good

**Feeling that my opinion matters:**

very good

**AXIS**

poor

Overall FSI Score

Greg Busch



Tenure: 10+ years  
Outlets: 5+ units / territories

**FranConnect:**

poor

average

**HelpDesk:**

good

**Franchise Development/Real Estate/Construction:**

good

**Prisma (Dokshop):**

good

**HR:**

average

**Advantage/Carbon(OTT):**

very good

**IT:**

good

**Learning Center (eLearning portal):**

average

**If you could make one recommendation to Senior Management, what would it be?**

Listen to your franchisees. We have knowledge that is untapped.

**JazzHR:**

average

**Financial Opportunity**

The Fees I pay to my franchisor are not fair because of the lack of benefits we see on the technology side.

**Competition, Products/Services, Creativity**

Operational Procedures and Systems are very good, but brought down by AXIS and our technology limitations such as tablets.

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

# Individual Scorecards

Overall FSI Score

**Greg Busch**



Tenure: 10+ years

Outlets: 5+ units / territories

---

**Overall satisfaction with site selection:**

very good

**Part-Time Employees:**

10 - 19

**Overall satisfaction with construction support:**

good

**Total Sales & Operating Revenues:**

\$3,000,000+

**How can The Joint Corp. improve your franchise ownership experience?**

Listen to the franchisees. I understand it's a public company that needs to maximize shareholder value, but this can best be done by helping the franchisees be successful.

**Please indicate the Geographic Location of your franchise(s)**

Midwest US

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

10 - 19

Overall FSI Score

Coreen Cammarano



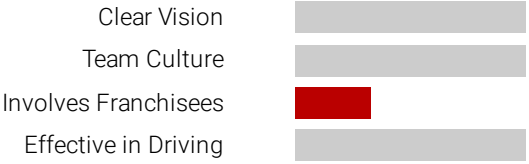
Tenure: 6 - 9 years  
Outlets: 5+ units / territories

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community

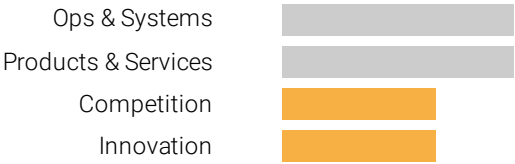


## Financial Opportunity

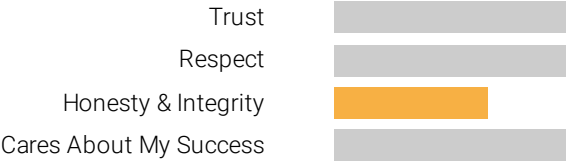


## Franchise System

0 25 50 75 100



## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Coreen Cammarano**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Shane Weber, Jeff McGinty, Barry Goodman

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

poor

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

poor

**Co-Op Leadership:**

poor

**Assistance from The Joint corporate team:**

poor

**Co-Op organization and structure:**

poor

**Feeling that my opinion matters:**

poor

**AXIS**

poor

# Individual Scorecards

Overall FSI Score

**Coreen Cammarano**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

**FranConnect:**

good

**HelpDesk:**

average

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

excellent

**JazzHR:**

very good

**Competition, Products/Services, Creativity**

I am not sure if I should answer marketing question regarding the previous team or new team. I do believe in the new team and any negative feedback does not apply.

**Operations (Services, Training, Chiropractic Compliance):**

good

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

good

**IT:**

average

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

excellent

# Individual Scorecards

Overall FSI Score

**Coreen Cammarano**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

---

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

20 - 49

**Part-Time Employees:**

10 - 19

**Total Sales & Operating Revenues:**

\$3,000,000+

**Please indicate the Geographic Location of your franchise(s)**

||| Midwest US | South US

# Individual Scorecards

Overall FSI Score

Lindin Carper

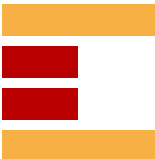


Tenure: 10+ years  
Outlets: 4 units / territories

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

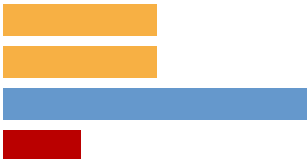
- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

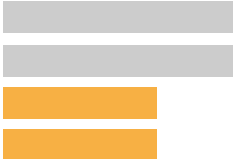
0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend





# Individual Scorecards

Overall FSI Score

Lindin Carper



Tenure: 10+ years

Outlets: 4 units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Jeff Gorr

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

no

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

poor

# Individual Scorecards

Overall FSI Score

**Lindin Carper**



Tenure: 10+ years

Outlets: 4 units / territories

---

**FranConnect:**

average

**HelpDesk:**

average

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

average

**JazzHR:**

good

**Operations (Services, Training, Chiropractic Compliance):**

poor

**Marketing:**

poor

**Franchise Development/Real Estate/Construction:**

average

**HR:**

average

**IT:**

poor

**If you could make one recommendation to Senior Management, what would it be?**

Stop talking, start delivering.

**Please give any constructive feedback you have related to your franchisor's Core Values:**

You can talk about values but if you don't demonstrate those values during the hardest decisions and challenges, the talk means nothing.

# Individual Scorecards

Overall FSI Score

**Lindin Carper**



Tenure: 10+ years

Outlets: 4 units / territories

## Financial Opportunity

We are so far behind the curve on technology, marketing and innovation of services/products that we are giving up valuable opportunity for growth of the brand and the share price.

### Overall satisfaction with site selection:

good

### Overall satisfaction with construction support:

good

### How can The Joint Corp. improve your franchise ownership experience?

Today is very different from the opportunity of the past and I would caution anyone thinking about joining today.

### My RD/FBC is helpful and knowledgeable:

agree

### My RD/FBC is accessible and responsive:

agree

### My RD/FBC understands my business and personal goals:

neutral

### My RD/FBC cares about my success:

neutral

### Full-Time Employees:

20 - 49

### Part-Time Employees:

None

### Total Sales & Operating Revenues:

\$3,000,000+

### Please indicate the Geographic Location of your franchise(s)

| South US

# Individual Scorecards

Overall FSI Score

Laurent Colvin



Tenure: 10+ years  
Outlets: single unit / territory

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community



## Financial Opportunity



## Franchise System

0 25 50 75 100



## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Laurent Colvin**



Tenure: 10+ years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Brittany Olenick

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

no

**Cooperation of members:**

excellent

**Information received at meetings:**

excellent

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

excellent

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

excellent

**AXIS**

good

# Individual Scorecards

Overall FSI Score

**Laurent Colvin**



Tenure: 10+ years

Outlets: single unit / territory

**FranConnect:**

excellent

**HelpDesk:**

excellent

**Prisma (Dokshop):**

very good

**Advantage/Carbon(OTT):**

excellent

**Learning Center (eLearning portal):**

excellent

**JazzHR:**

excellent

**Competition, Products/Services, Creativity**

Axis is still buggy. The system will time out while I am doing an exam and some data is lost. I have brought this up with IT and they have elevated the issue to the next level of attention.

**Operations (Services, Training, Chiropractic Compliance):**

excellent

**Marketing:**

excellent

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

excellent

**IT:**

excellent

**Overall satisfaction with site selection:**

excellent

**Overall satisfaction with construction support:**

excellent

# Individual Scorecards

Overall FSI Score

**Laurent Colvin**



Tenure: 10+ years

Outlets: single unit / territory

---

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$750,000 to \$999,999

**Please indicate the Geographic Location of your franchise(s)**

West US

# Individual Scorecards

Overall FSI Score

Ben Crawford

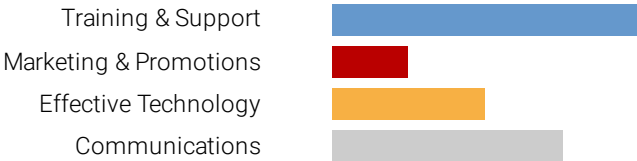


Tenure: 10+ years

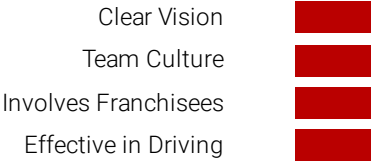
Outlets: 5+ units / territories

## Training & Support

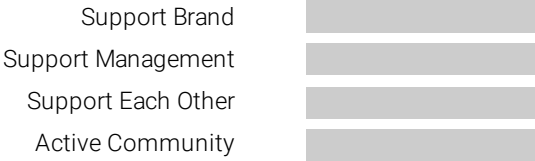
0 25 50 75 100



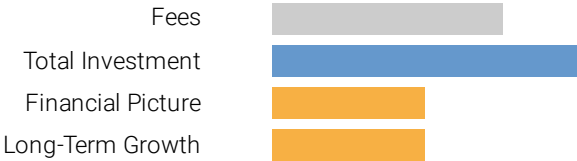
## Leadership



## Franchisee Community



## Financial Opportunity

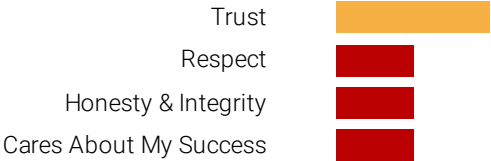


## Franchise System

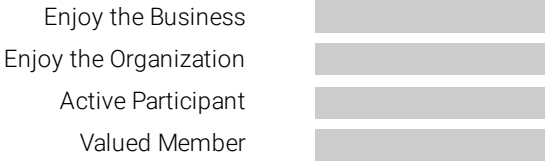
0 25 50 75 100



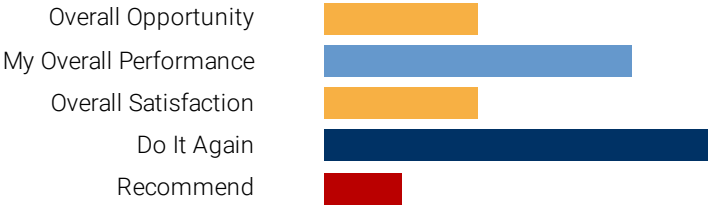
## Core Values



## Self-Evaluation



## General Satisfaction





# Individual Scorecards

Overall FSI Score

**Ben Crawford**



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

poor

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

average

**Co-Op Leadership:**

average

**Assistance from The Joint corporate team:**

poor

**Co-Op organization and structure:**

good

**Feeling that my opinion matters:**

average

**AXIS**

average

# Individual Scorecards

Overall FSI Score

**Ben Crawford**



Tenure: 10+ years

Outlets: 5+ units / territories

**FranConnect:**

average

**HelpDesk:**

average

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

good

**JazzHR:**

poor

**Operations (Services, Training, Chiropractic Compliance):**

good

**Marketing:**

poor

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

poor

**IT:**

poor

**If you could make one recommendation to Senior Management, what would it be?**

Peter is leveraged by the BOD and consistently makes decisions based on driving shareholder value. He does not make system-wide decisions based on the good of the franchisees. His decisions are for the good of the corp entity.

**Please give any constructive feedback you have related to your franchisor's Core Values:**

Peter does not care about my success or others. He needs to be replaced with a CEO who is focused on driving unit-level profitability for the 925 operating units.

# Individual Scorecards

Overall FSI Score

**Ben Crawford**



Tenure: 10+ years

Outlets: 5+ units / territories

## Financial Opportunity

Declining new patient numbers are highly concerning. The poor performance of SEO across the Houston MSA is terrible. Chad cannot figure out how to raise the SEO rankings. I have repeatedly asked Chad (OTT) for help over the past 3 years to figure out why the SEO ranking is falling off.

## Overall satisfaction with site selection:

very good

## Overall satisfaction with construction support:

excellent

## My RD/FBC is helpful and knowledgeable:

agree

## My RD/FBC is accessible and responsive:

agree

## My RD/FBC understands my business and personal goals:

neutral

## My RD/FBC cares about my success:

agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

The new management team the Glovers have brought in are doing an exceptional job. I am glad to see they have invested in the younger generation of key leaders. Grace, Tom and Courtney are doing great.

## Full-Time Employees:

50 - 99

## Part-Time Employees:

5 - 9

## Total Sales & Operating Revenues:

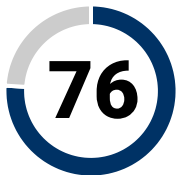
\$3,000,000+

## Please indicate the Geographic Location of your franchise(s)

South US

Overall FSI Score

David Essuman



Tenure: 2 - 5 years  
Outlets: 3 units / territories

## Training & Support

0 25 50 75 100

Training & Support  
Marketing & Promotions  
Effective Technology  
Communications



## Leadership

Clear Vision  
Team Culture  
Involves Franchisees  
Effective in Driving



## Franchisee Community

Support Brand  
Support Management  
Support Each Other  
Active Community



## Financial Opportunity

Fees  
Total Investment  
Financial Picture  
Long-Term Growth



## Franchise System

0 25 50 75 100

Ops & Systems  
Products & Services  
Competition  
Innovation



## Core Values

Trust  
Respect  
Honesty & Integrity  
Cares About My Success



## Self-Evaluation

Enjoy the Business  
Enjoy the Organization  
Active Participant  
Valued Member



## General Satisfaction

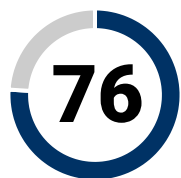
Overall Opportunity  
My Overall Performance  
Overall Satisfaction  
Do It Again  
Recommend



# Individual Scorecards

Overall FSI Score

David Essuman



Tenure: 2 - 5 years

Outlets: 3 units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Joel Cooney

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

no

**Cooperation of members:**

good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

very good

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

good

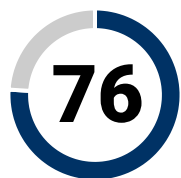
**AXIS**

average

# Individual Scorecards

Overall FSI Score

**David Essuman**



Tenure: 2 - 5 years

Outlets: 3 units / territories

**FranConnect:**

good

**HelpDesk:**

good

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

good

**JazzHR:**

very good

**Operations (Services, Training, Chiropractic Compliance):**

excellent

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

very good

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

**My RD/FBC is helpful and knowledgeable:**

agree

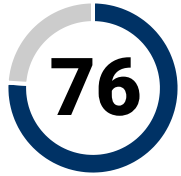
**My RD/FBC is accessible and responsive:**

agree

# Individual Scorecards

Overall FSI Score

**David Essuman**



Tenure: 2 - 5 years

Outlets: 3 units / territories

---

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

agree

**Full-Time Employees:**

5 - 9

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$500,000 to \$749,999

**Please indicate the Geographic Location of your franchise(s)**

Midwest US

Overall FSI Score

Brooke Everson

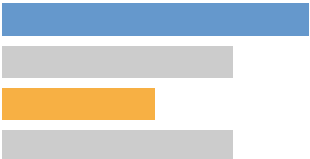


Tenure: less than 2 years  
Outlets: 2 units / territories

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

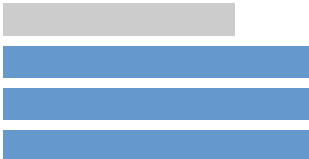
- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend





# Individual Scorecards

Overall FSI Score

**Brooke Everson**



Tenure: less than 2 years

Outlets: 2 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

Timing of training is sometimes difficult, as a lot of my online training was so in advance of my opening, it was difficult to remember everything. The in-clinic training was great. My RD provided a lot of training and assistance during the grand opening period.

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

n/a - no Co-Op

# Individual Scorecards

Overall FSI Score

**Brooke Everson**



Tenure: less than 2 years

Outlets: 2 units / territories

## AXIS

good

## FranConnect:

very good

## HelpDesk:

very good

## Prisma (Dokshop):

excellent

## Advantage/Carbon(OTT):

very good

## Learning Center (eLearning portal):

good

## JazzHR:

good

## Competition, Products/Services, Creativity

Learning Center was good, but I remember being confused about the best order for the training, could offer more direction regarding that. Axis is much more consistent than it used to be, so seems to have improved.

## Operations (Services, Training, Chiropractic Compliance):

very good

## Marketing:

good

## Franchise Development/Real Estate/Construction:

very good

## HR:

very good

## IT:

very good

# Individual Scorecards

Overall FSI Score

**Brooke Everson**



Tenure: less than 2 years

Outlets: 2 units / territories

## Financial Opportunity

Getting to break even is taking much longer than what I had anticipated and what had been portrayed to me. Even though I have 2 licenses I am unable to start work on my 2nd clinic due to the financial strains still present from my first clinic.

### Overall satisfaction with site selection:

good

### Overall satisfaction with construction support:

very good

### My RD/FBC is helpful and knowledgeable:

strongly agree

### My RD/FBC is accessible and responsive:

strongly agree

### My RD/FBC understands my business and personal goals:

strongly agree

### My RD/FBC cares about my success:

strongly agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

RD is very accessible and helpful.

### Full-Time Employees:

1 - 4

### Part-Time Employees:

1 - 4

### Total Sales & Operating Revenues:

\$1 to \$49,999

### Please indicate the Geographic Location of your franchise(s)

Midwest US

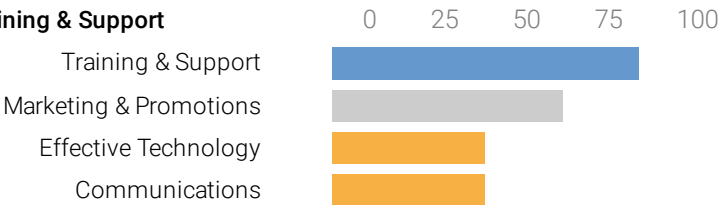
Overall FSI Score

Chancellor Foulks

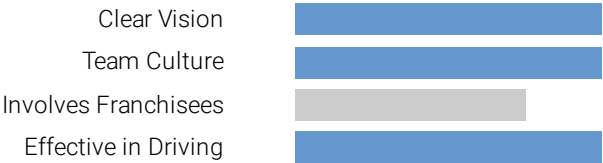


Tenure: 2 - 5 years  
Outlets: 5+ units / territories

Training & Support



Leadership



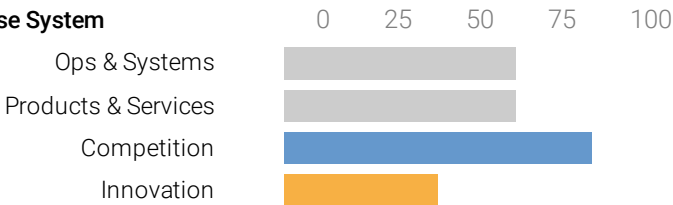
Franchisee Community



Financial Opportunity



Franchise System



Core Values



Self-Evaluation



General Satisfaction



# Individual Scorecards

Overall FSI Score

Chancellor Foulks



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

**Training, Support, Marketing**

n/a

**Cooperation of members:**

very good

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

average

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

good

**Co-Op organization and structure:**

good

**Feeling that my opinion matters:**

very good

# Individual Scorecards

Overall FSI Score

Chancellor Foulks



Tenure: 2 - 5 years  
Outlets: 5+ units / territories

**AXIS**

average

**Marketing:**

average

**FranConnect:**

average

**Franchise Development/Real Estate/Construction:**

good

**HelpDesk:**

average

**HR:**

good

**Prisma (Dokshop):**

good

**IT:**

good

**Advantage/Carbon(OTT):**

good

**If you could make one recommendation to Senior Management, what would it be?**

n/a

**Learning Center (eLearning portal):**

very good

**JazzHR:**

good

**Competition, Products/Services, Creativity**

n/a

**Operations (Services, Training, Chiropractic Compliance):**

good

# Individual Scorecards

Overall FSI Score

Chancellor Foulks



Tenure: 2 - 5 years

Outlets: 5+ units / territories

Please give any constructive feedback you have related to your franchisor's

**Core Values:**

n/a

Please give any constructive feedback you have related to your Franchisee

**Community:**

n/a

**Financial Opportunity**

n/a

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

**How can The Joint Corp. improve your franchise ownership experience?**

n/a

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

n/a

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

5 - 9

# Individual Scorecards

Overall FSI Score

**Chancellor Foulks**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

---

**Total Sales & Operating Revenues:**

\$1,000,000 to \$1,499,999

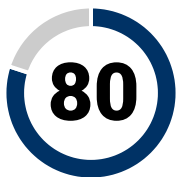
**Please indicate the Geographic Location of your franchise(s)**

South US



Overall FSI Score

Chancellor Foulks

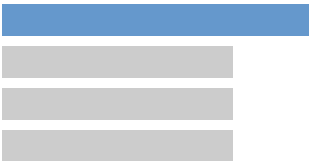


Tenure: 2 - 5 years  
Outlets: 5+ units / territories

Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



Financial Opportunity

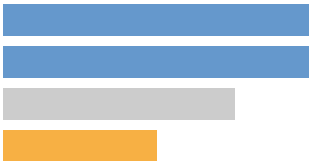
- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

Chancellor Foulks



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

very good

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

good

**Co-Op organization and structure:**

very good

**Feeling that my opinion matters:**

very good

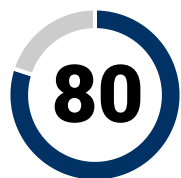
**AXIS**

average

# Individual Scorecards

Overall FSI Score

**Chancellor Foulks**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

---

**FranConnect:**

average

**HelpDesk:**

average

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

average

**Operations (Services, Training, Chiropractic Compliance):**

good

**Marketing:**

average

**Franchise Development/Real Estate/Construction:**

good

**HR:**

good

**IT:**

good

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

# Individual Scorecards

Overall FSI Score

**Chancellor Foulks**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

---

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

5 - 9

**Total Sales & Operating Revenues:**

\$1,500,000 to \$1,999,999

**Please indicate the Geographic Location of your franchise(s)**

South US

Overall FSI Score

Edward Frees

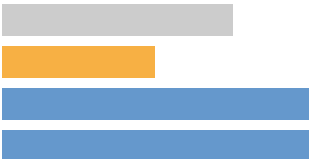


Tenure: less than 2 years  
Outlets: single unit / territory

## Training & Support

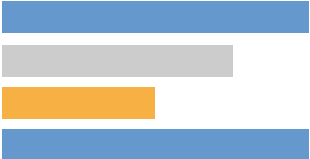
0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other



## Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

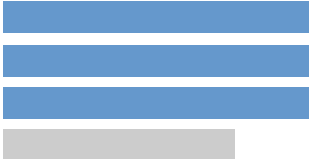
0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



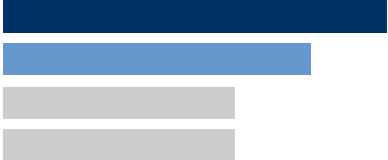
## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



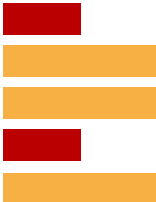
## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Edward Frees**



Tenure: less than 2 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Thornton Group

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

poor

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

good

**Co-Op organization and structure:**

very good

**Feeling that my opinion matters:**

good

**AXIS**

good

**FranConnect:**

average

# Individual Scorecards

Overall FSI Score

Edward Frees



Tenure: less than 2 years  
Outlets: single unit / territory

**HelpDesk:**

excellent

**HR:**

good

**Prisma (Dokshop):**

average

**IT:**

very good

**Advantage/Carbon(OTT):**

very good

**Financial Opportunity**

It will likely be years before I make a profit and I may not be able to sustain that. I was expecting to break even in the first year.

**Learning Center (eLearning portal):**

good

**Overall satisfaction with site selection:**

good

**JazzHR:**

very good

**Overall satisfaction with construction support:**

good

**Competition, Products/Services, Creativity**

Loosing my shirt and nobody seems to care

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

average

**Franchise Development/Real Estate/Construction:**

average

# Individual Scorecards

Overall FSI Score

**Edward Frees**



Tenure: less than 2 years

Outlets: single unit / territory

---

**How can The Joint Corp. improve your franchise ownership experience?**

Corporate review of how I can improve my business.

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

neutral

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$1 to \$49,999

**Please indicate the Geographic Location of your franchise(s)**

Northeast US



# Individual Scorecards

Overall FSI Score

Patrick Greco



Tenure: 10+ years

Outlets: 5+ units / territories

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

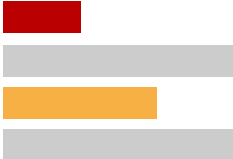
0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Patrick Greco**



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Regional Developer

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Kyle Monroe

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

I like the fact that the monthly huddles were brought back, but the delivery is not very engaging and it comes across as monotonous and dry. In our clinics I have my DC's watch the presentations and then we discuss on our bi weekly calls and my comments are their sentiment. Based on our business model I would like to see some more philosophy based presentations to excite our DC's on the "Why" behind the reason they chose to become a chiropractor. Any related best

practice training should be brief videos that they can watch in clinic between patients and/or listen to on their drive. We also need more in depth training for our Wellness Coordinators about chiropractic. A Chiropractic Assistant training and certification would be a fantastic gateway to allow them to learn more about the profession and possibly prompt them on a career pathway of becoming a DC. Maybe if they passed the certification they are no longer referred to as a WC, it would elevate their status to a CA (chiropractic assistant)

**Cooperation of members:**

poor

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

average

# Individual Scorecards

Overall FSI Score

**Patrick Greco**



Tenure: 10+ years

Outlets: 5+ units / territories

## Co-Op Leadership:

poor

## Assistance from The Joint corporate team:

very good

## Co-Op organization and structure:

poor

## Feeling that my opinion matters:

average

## AXIS

poor

## FranConnect:

average

## HelpDesk:

good

## Prisma (Dokshop):

average

## Advantage/Carbon(OTT):

poor

## Learning Center (eLearning portal):

very good

## JazzHR:

very good

## Competition, Products/Services, Creativity

We need to get more innovative in training, marketing, technology, additional techniques, services, retail line items. Transparency on marketing metrics so we can improve our marketing ROI. Would like to see friendlier customer service from the Helpdesk.

## Operations (Services, Training, Chiropractic Compliance):

poor

## Marketing:

average

# Individual Scorecards

Overall FSI Score

**Patrick Greco**



Tenure: 10+ years

Outlets: 5+ units / territories

## Franchise Development/Real Estate/Construction:

average

### HR:

very good

### IT:

average

## If you could make one recommendation to Senior Management, what would it be?

Listen, collaborate, and act in partnership with the franchise community.

## Please give any constructive feedback you have related to your franchisor's

### Core Values:

There is the perception of a "Do as I say, not as I do" mentality. The core values seem to be corporate's view and expectation of the franchisees, but not the other way around.

## Please give any constructive feedback you have related to your Franchisee Community:

We have a fantastic franchise community that is supportive of one another. Unfortunately a lot of us feel defeated due to economic headwinds and lack of support from leadership.

## Financial Opportunity

Once the franchise community is heard, and promises from leadership are implemented, the sky could be the limit.

## Overall satisfaction with site selection:

average

## Overall satisfaction with construction support:

average

## How can The Joint Corp. improve your franchise ownership experience?

Listen to the franchisee community, improve systemwide support, improve communications, explore cost saving opportunities for the franchisees.

## My RD/FBC is helpful and knowledgeable:

neutral

# Individual Scorecards

Overall FSI Score

**Patrick Greco**



Tenure: 10+ years

Outlets: 5+ units / territories

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

neutral

**My RD/FBC cares about my success:**

agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

My FBC is too new to rate. He is very receptive, but too new to the brand in a mature market.

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

5 - 9

**Total Sales & Operating Revenues:**

\$2,500,000 to \$2,999,999

**Please indicate the Geographic Location of your franchise(s)**

||| South US

Overall FSI Score

Randall Hanscom



Tenure: 2 - 5 years  
Outlets: single unit / territory

Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



Franchise System

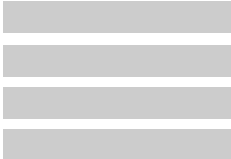
0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



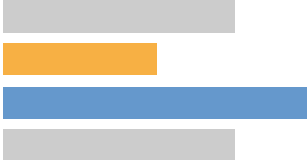
Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Randall Hanscom**



Tenure: 2 - 5 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Kyle Monroe

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

The Joint does not effectively train and support our operations. The produce some materials we can use that are sufficient for the basic operational needs of our business. Past those offerings, we have to develop or find to drive our clinic.

**Cooperation of members:**

poor

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

poor

**Co-Op Leadership:**

average

**Assistance from The Joint corporate team:**

poor

**Co-Op organization and structure:**

poor

# Individual Scorecards

Overall FSI Score

Randall Hanscom



Tenure: 2 - 5 years

Outlets: single unit / territory

**Feeling that my opinion matters:**

poor

**Operations (Services, Training, Chiropractic Compliance):**

average

**AXIS**

average

**Marketing:**

poor

**FranConnect:**

average

**Franchise Development/Real Estate/Construction:**

poor

**HelpDesk:**

poor

**HR:**

poor

**Prisma (Dokshop):**

average

**IT:**

average

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

good

**JazzHR:**

poor

**Competition, Products/Services, Creativity**

Too many issues to discuss in this format.....



# Individual Scorecards

Overall FSI Score

**Randall Hanscom**



Tenure: 2 - 5 years

Outlets: single unit / territory

**If you could make one recommendation to Senior Management, what would it be?**

Help us grow and improve our clinics. Bring innovation and creativity to our marketing and operational needs.

**Please give any constructive feedback you have related to your franchisor's**

**Core Values:**

Good young man with very little experience.

**Overall satisfaction with site selection:**

poor

**Overall satisfaction with construction support:**

poor

**How can The Joint Corp. improve your franchise ownership experience?**

When we opened, we received very little support, guidance, or help. Since then, we have received basic and average support in operations, marketing/advertising, and staffing.

**My RD/FBC is helpful and knowledgeable:**

neutral

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

neutral

**My RD/FBC cares about my success:**

neutral

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$250,000 to \$499,999

# Individual Scorecards

Overall FSI Score

**Randall Hanscom**



Tenure: 2 - 5 years

Outlets: single unit / territory

---

Please indicate the Geographic Location of your franchise(s)

South US

Overall FSI Score

Allen Hua

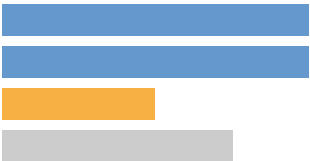


Tenure: 6 - 9 years  
Outlets: 2 units / territories

Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



The Joint Franchisee Survey | March 2024

# Individual Scorecards

Overall FSI Score

Allen Hua



Tenure: 6 - 9 years

Outlets: 2 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Brittany Olenick

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

no

## Training, Support, Marketing

They should annual updates to WC/DC manuals, provide more precise examples for scripts to use, and elaborate on the process to use some "tools" presented like the Wellness Review. There should be more effort (direction) made to drive lead generation marketing vs just brand marketing and organic lead generation marketing. They should also consider more training for marketing functions and "how to" trainings (i.e. boost on meta, grassroots

marketing tactics and tips). For instance, perhaps they should pay for The Business Academy trainings and recap and repackage the information for franchise operators. Generally they only provide a high level broad list of things that should be done... but not how to do them.

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

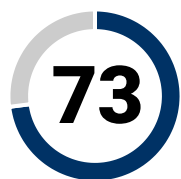
n/a - no Co-Op

The Joint Franchisee Survey | March 2024

# Individual Scorecards

Overall FSI Score

Allen Hua



Tenure: 6 - 9 years

Outlets: 2 units / territories

---

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

average

**FranConnect:**

excellent

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

excellent

**Learning Center (eLearning portal):**

very good

**JazzHR:**

good

**Competition, Products/Services, Creativity**

need to consider bringing in additional revenue streams

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

# Individual Scorecards

Overall FSI Score

**Allen Hua**



Tenure: 6 - 9 years

Outlets: 2 units / territories

## IT:

average

### If you could make one recommendation to Senior Management, what would it be?

Although things will be changing with the re franchising of the majority of Corp locations, I think when it comes to currently managing those locations, they need to make sure that their front office staff is trained more on the procedures and protocols that have been set. Area managers and regional managers should also be experts on the ins and outs of the in clinic operations, procedures, protocols, and customer service. They should also promote a team mentality with ALL network locations and not just other Corp locations.

### Overall satisfaction with site selection:

average

### Overall satisfaction with construction support:

excellent

### How can The Joint Corp. improve your franchise ownership experience?

The removal of competing interests was a big issue with my initial site selection in southern California and ultimately contributed to a delay in finding a location. It took me almost a year to find a suitable location that Corporate approved to give to me since at the time they wanted to save all the best spots for Corporate development.

### My RD/FBC is helpful and knowledgeable:

strongly agree

### My RD/FBC is accessible and responsive:

strongly agree

### My RD/FBC understands my business and personal goals:

strongly agree

### My RD/FBC cares about my success:

strongly agree

### Full-Time Employees:

1 - 4

### Part-Time Employees:

5 - 9

# Individual Scorecards

Overall FSI Score

**Allen Hua**



Tenure: 6 - 9 years

Outlets: 2 units / territories

---

**Total Sales & Operating Revenues:**

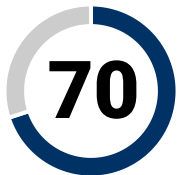
\$750,000 to \$999,999

**Please indicate the Geographic Location of your franchise(s)**

||| West US

Overall FSI Score

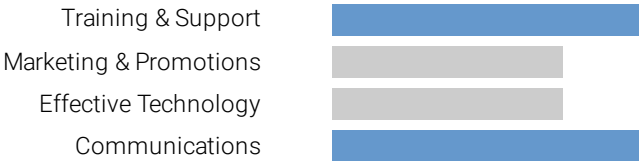
Bryan Hurlburt



Tenure: 6 - 9 years  
Outlets: single unit / territory

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community

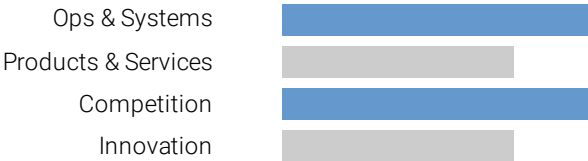


## Financial Opportunity



## Franchise System

0 25 50 75 100



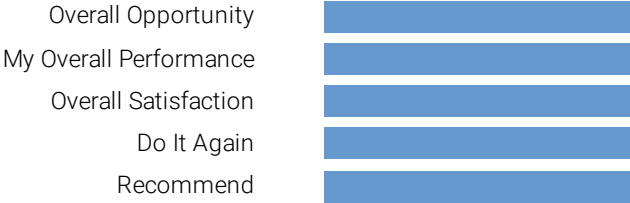
## Core Values



## Self-Evaluation



## General Satisfaction

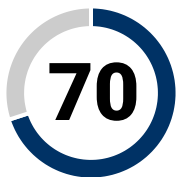




# Individual Scorecards

Overall FSI Score

Bryan Hurlburt



Tenure: 6 - 9 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**Co-Op Leadership:**

n/a - no Co-Op

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Please select your Franchise Consultant (RD/FBC):**

Brittany Olenick

**Co-Op organization and structure:**

n/a - no Co-Op

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

no

## Training, Support, Marketing

The overall quality of the training is support is good. I would like to see a higher level of training specific to clinic and operations managers.

**Cooperation of members:**

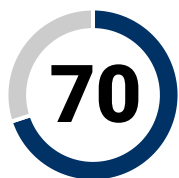
n/a - no Co-Op

**Information received at meetings:**

# Individual Scorecards

Overall FSI Score

**Bryan Hurlburt**



Tenure: 6 - 9 years

Outlets: single unit / territory

---

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

good

**FranConnect:**

average

**HelpDesk:**

very good

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

good

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

good

**If you could make one recommendation to Senior Management, what would it be?**

I look forward to seeing a clearer vision for the network moving forward in light of the decision to refranchise. I think this will give a better opportunity for Senior Management to focus its resources and talents in building a stronger brand.

# Individual Scorecards

Overall FSI Score

**Bryan Hurlburt**



Tenure: 6 - 9 years

Outlets: single unit / territory

**Please give any constructive feedback you have related to your Franchisee**

**Community:**

I would like to see more involvement from the franchisee community. I often see a lack of participation on calls.

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

good

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$500,000 to \$749,999

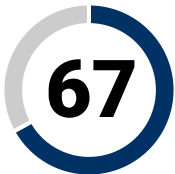
**Please indicate the Geographic Location of your franchise(s)**

West US

# Individual Scorecards

Overall FSI Score

Andrew Jordan



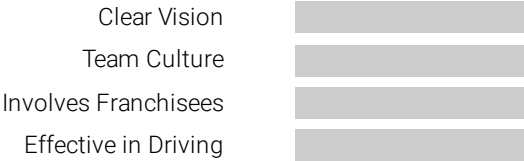
Tenure: less than 2 years  
Outlets: single unit / territory

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community



## Financial Opportunity

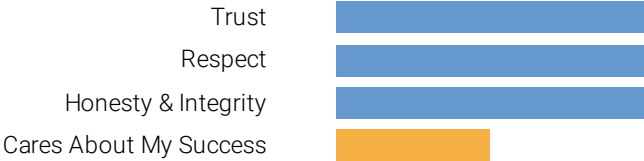


## Franchise System

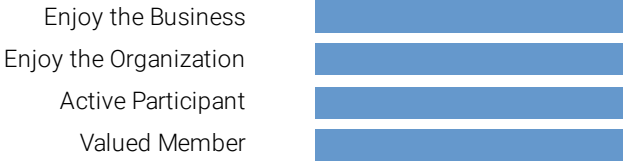
0 25 50 75 100



## Core Values



## Self-Evaluation



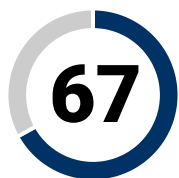
## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Andrew Jordan**



Tenure: less than 2 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Thornton Group

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

good

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

poor

**Co-Op Leadership:**

average

**Assistance from The Joint corporate team:**

average

**Co-Op organization and structure:**

average

**Feeling that my opinion matters:**

good

**AXIS**

good

# Individual Scorecards

Overall FSI Score

**Andrew Jordan**



Tenure: less than 2 years

Outlets: single unit / territory

**FranConnect:**

good

**HelpDesk:**

very good

**Prisma (Dokshop):**

poor

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

good

**JazzHR:**

good

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

poor

**Franchise Development/Real Estate/Construction:**

good

**HR:**

good

**IT:**

good

**Please give any constructive feedback you have related to your franchisor's**

**Core Values:**

My franchisor has contacted me as a doctor of chiropractic trying to recruit me for a corporate office through my @thejoint.com email. This seems to me to be poaching of staff.

**Overall satisfaction with site selection:**

very good

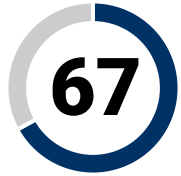
**Overall satisfaction with construction support:**

good

# Individual Scorecards

Overall FSI Score

**Andrew Jordan**



Tenure: less than 2 years

Outlets: single unit / territory

---

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

agree

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$250,000 to \$499,999

**Please indicate the Geographic Location of your franchise(s)**

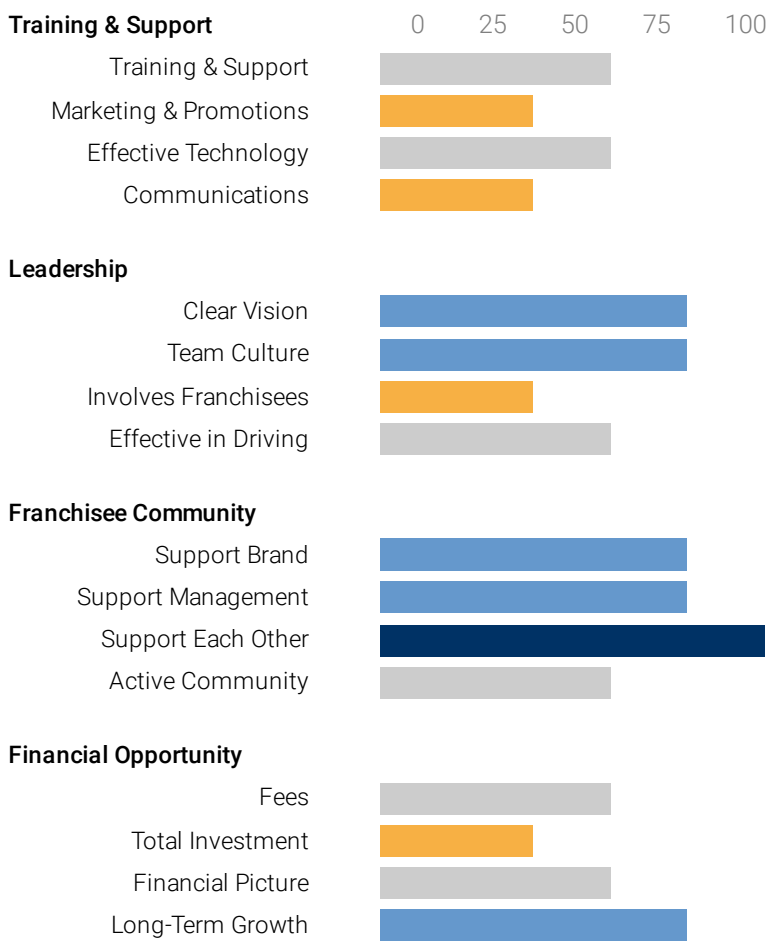
Northeast US

Overall FSI Score

Ginger MacNealy



Tenure: 2 - 5 years  
Outlets: 5+ units / territories

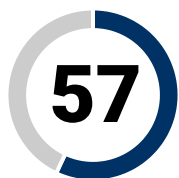




# Individual Scorecards

Overall FSI Score

**Ginger MacNealy**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Patrick Greco, DC & Pat Kolwaite, DC & Garret Weathers, DC

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

no

## Training, Support, Marketing

We went to Dr. Greco's clinic in Georgia to train and Jimmy made sure I was trained very very well and he is always available to me for questions. We train our own clinics now that we have more than one so all of our clinics are on the same page. We do not call Corporate unless no one else can answer the question because it was a pass the buck situation. I have had one case recently where they helped but it was only because Dr. Greco got involved.

**Cooperation of members:**

poor

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

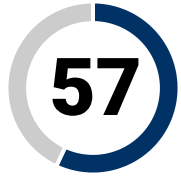
**Assistance from The Joint corporate team:**

poor

# Individual Scorecards

Overall FSI Score

**Ginger MacNealy**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

## Co-Op organization and structure:

n/a - no Co-Op

## Feeling that my opinion matters:

poor

## AXIS

poor

## FranConnect:

average

## HelpDesk:

average

## Prisma (Dokshop):

average

## Advantage/Carbon(OTT):

poor

## Learning Center (eLearning portal):

good

## JazzHR:

good

## Competition, Products/Services, Creativity

Axis has so many issues and they are a pass the buck to someone else and it is ticket after ticket if you cant just talk to them. We are having the same issues as we had a year ago and it is not any better and we have lost many many patients over this issue of multiple billing. My WC's are spending my time an money on contacting axis instead of bringing the clinics business.

## Operations (Services, Training, Chiropractic Compliance):

good

## Marketing:

average

## Franchise Development/Real Estate/Construction:

average

# Individual Scorecards

Overall FSI Score

**Ginger MacNealy**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

## HR:

average

## IT:

average

### If you could make one recommendation to Senior Management, what would it be?

We have little to no contact with senior management due to having RDs in our region. Make everyone come back to work where you can be in the same place at the same times. There is no true connection when you are not together. You can't truly fight your battles without face on face connections and i don't mean zoom of teams! Our small markets can not match up to any other and should not be compared to others where awards are concerned or decisions are made. We can not make the huge numbers the greater populations can make and need consideration for that or don't put this size clinics in.

### Please give any constructive feedback you have related to your franchisor's

#### Core Values:

Please look at my last comment and this should answer this as far as sizes of clinics and awards and how our smaller clinics are just lumped in to make numbers to Wall Street.

### Please give any constructive feedback you have related to your Franchisee

#### Community:

I believe you can call most franchisee and get questions answered. I believe that most franchisees follow the rules and are not greedy but there is always a few that ruin it for everyone else!

### Financial Opportunity

Build out and cost to open I feel was a big misunderstanding. I believe to have the look and presentation we expect is way under budgeted by Corporate. Time to break even in small communities is way longer.

### Overall satisfaction with site selection:

poor

### Overall satisfaction with construction support:

average

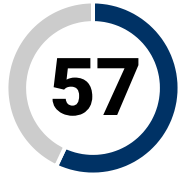
### How can The Joint Corp. improve your franchise ownership experience?

All the questions above are open ended and depends on each situation.

# Individual Scorecards

Overall FSI Score

**Ginger MacNealy**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

---

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

5 - 9

**Total Sales & Operating Revenues:**

\$750,000 to \$999,999

**Please indicate the Geographic Location of your franchise(s)**

South US

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

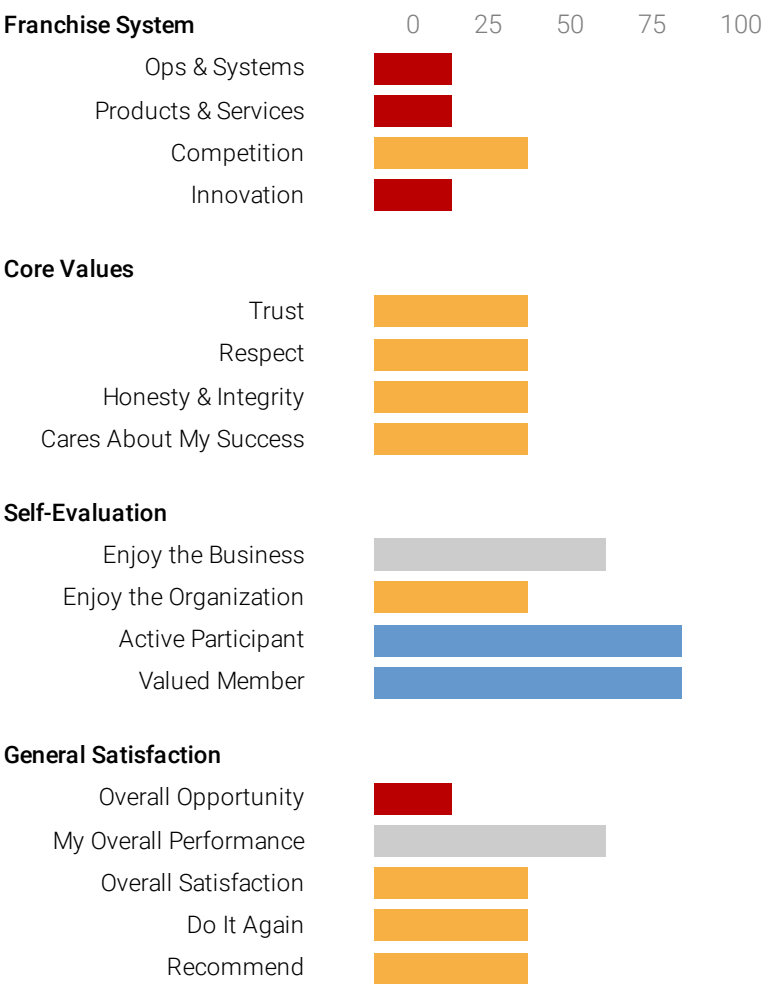
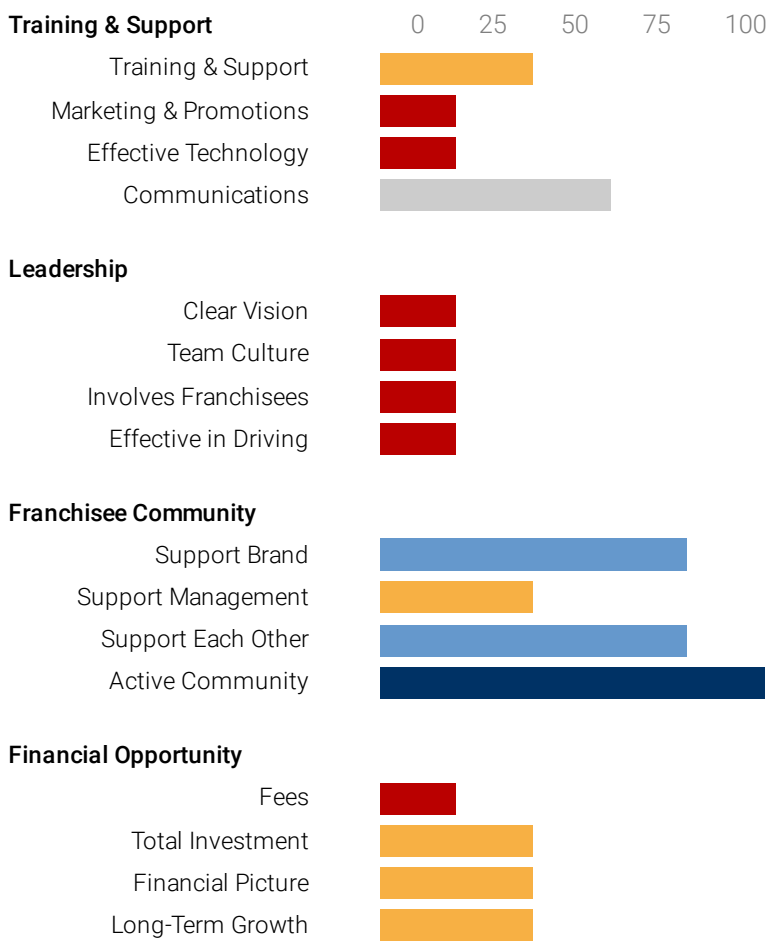
For our clinics Dr. Greco and Jimmy are very accessible. Dr. Weathers and Jimmy have been at our openings and are always helpful and were nice enough to teach me in the first clinic so we don't need much assistance. Jimmy taught us in our first PEA what to expect but we don't get him often and I wish we could have more of a rotation between them. Dr. Pat has answered or given me who to go to when asked. Our area, size demographics and southern expectations are new to all of them but we are growing. I think with all the meetings that are required by Corporate now is a little overwhelming when we are trying to grow and should be putting all effort in to that but I'm not a Corporate girl or ever wanted to be. Too much chit chat, just save your problems and ask questions one on one. Save the rest for yearly meetings when you see everyone face to face.

Overall FSI Score

Larry Maddalena



Tenure: 10+ years  
Outlets: single unit / territory



Overall FSI Score

Larry Maddalena



Tenure: 10+ years  
Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

good

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**Benefit of Co-Op to my clinic success:**

average

**My clinic is located in a territory managed by a:**

Regional Developer

**Co-Op Leadership:**

good

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Assistance from The Joint corporate team:**

good

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Co-Op organization and structure:**

average

**Do you participate in the Marketing Co-Op?**

yes

**Training, Support, Marketing**

Was are asking that training videos be updated as needed due to tech changes/work-arounds.

**Cooperation of members:**

good

**Information received at meetings:**

# Individual Scorecards

Overall FSI Score

Larry Maddalena



Tenure: 10+ years

Outlets: single unit / territory

**Feeling that my opinion matters:**

good

**AXIS**

poor

**FranConnect:**

good

**HelpDesk:**

very good

**Prisma (Dokshop):**

poor

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

good

**JazzHR:**

poor

**Competition, Products/Services, Creativity**

Corp should know by now how frustrated Franchisees are with AXIS. 30 months later, no APP in sight. Zees continue to struggle with digital intake forms, and our marketing is dead. Competition is quickly gaining on us, and CSC Leadership seems to be deaf and blind to the fact that we now have competition in our markets. We need to focus more marketing on the benefits of chiropractic.

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

poor

**HR:**

good

**IT:**

poor

# Individual Scorecards

Overall FSI Score

**Larry Maddalena**



Tenure: 10+ years

Outlets: single unit / territory

## If you could make one recommendation to Senior Management, what would it be?

Senior management took almost 2 years to acknowledge the failure of AXIS, and the struggles it's placed on franchisee's employees. Senior management refuses to step up and call employees back to headquarters. Senior management has ignored franchisee's signals when it came to a previous (significant) HR issue, and feedback on AXIS and stat reporting errors. We continue to face IT problems with cancelled billings, which causes Zees to loose customers. NPs are down. No new marketing initiative from Corp. Active Members are down in part to the ongoing AXIS issues. Time for changes with Senior Management.

## Please give any constructive feedback you have related to your franchisor's

### Core Values:

The franchisor has been tone-deaf to franchisee's concerns about marketing, IT issues, growing competition, lack of innovation and adding additional income sources. The franchisor has also lost trust of the franchisees in part due to dishonesty over Corp clinics and recruiting. While some franchisees are squeezed to purchase and open another unit, other franchisees are allowed to hold onto a license more than 4 years, and some RDs are behind on their development schedule without consequences.

## Please give any constructive feedback you have related to your Franchisee

### Community:

Franchisees continue to support one another.

## Financial Opportunity

Business is down. Revenue is down. NPs are down. Active Members are down.

## Overall satisfaction with site selection:

average

## How can The Joint Corp. improve your franchise ownership experience?

Quickly improve everything outlined earlier. Make changes with leadership.

## My RD/FBC is helpful and knowledgeable:

agree

## My RD/FBC is accessible and responsive:

strongly agree

## My RD/FBC understands my business and personal goals:

agree



# Individual Scorecards

Overall FSI Score

**Larry Maddalena**



Tenure: 10+ years

Outlets: single unit / territory

---

**My RD/FBC cares about my success:**

agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

My RD's team is very helpful (with the exception of limitations from Corp, which are typically IT related)

**Full-Time Employees:**

5 - 9

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$500,000 to \$749,999

**Please indicate the Geographic Location of your franchise(s)**

South US

Overall FSI Score

Bryan McDonald



Tenure: 2 - 5 years  
Outlets: single unit / territory

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Bryan McDonald**



Tenure: 2 - 5 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Patrick Greco, DC & Pat Kolwaite, DC & Garret Weathers, DC

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Assistance from The Joint corporate team:**

good

**AXIS**

average

**FranConnect:**

very good

**HelpDesk:**

very good

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

excellent

**Learning Center (eLearning portal):**

very good

**JazzHR:**

very good

**Competition, Products/Services, Creativity**

Dokshop price should change when you buy more or bundle. Shirts for example.

# Individual Scorecards

Overall FSI Score

**Bryan McDonald**



Tenure: 2 - 5 years

Outlets: single unit / territory

---

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

very good

**Overall satisfaction with site selection:**

good

**Overall satisfaction with construction support:**

very good

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$250,000 to \$499,999

# Individual Scorecards

Overall FSI Score

**Bryan McDonald**



Tenure: 2 - 5 years

Outlets: single unit / territory

---

**Please indicate the Geographic Location of your franchise(s)**

South US

Overall FSI Score

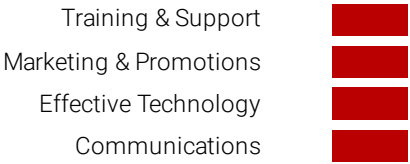
Peter Mistretta



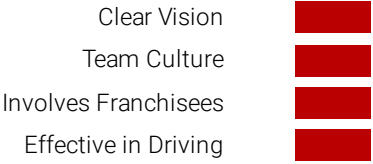
Tenure: less than 2 years  
Outlets: 5+ units / territories

## Training & Support

0 25 50 75 100



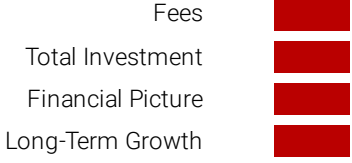
## Leadership



## Franchisee Community



## Financial Opportunity

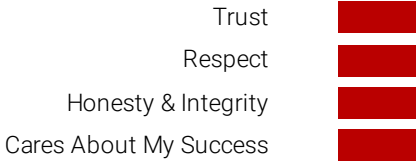


## Franchise System

0 25 50 75 100



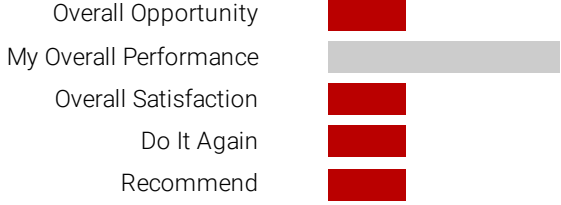
## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Peter Mistretta**



Tenure: less than 2 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

excellent

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

average

**Co-Op Leadership:**

good

**Assistance from The Joint corporate team:**

poor

**Co-Op organization and structure:**

average

**Feeling that my opinion matters:**

average

**AXIS**

poor

# Individual Scorecards

Overall FSI Score

**Peter Mistretta**



Tenure: less than 2 years

Outlets: 5+ units / territories

**FranConnect:**

good

**HelpDesk:**

average

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

average

**JazzHR:**

poor

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

poor

**Franchise Development/Real Estate/Construction:**

average

**HR:**

average

**IT:**

poor

**If you could make one recommendation to Senior Management, what would it be?**

Do what you say you are going to do. Change AXIS to a best-in-class alternative. Build a mobile app. Figure out how to increase average unit volumes. Innovate on the concept. Resurrect the brand. Focus on being a great franchisor instead of empire building with corporate stores. Listen to franchisees that have invested hundreds of millions of dollars to grow this brand. Do better.

**Please give any constructive feedback you have related to your Franchisee Community:**

The franchisee community is the only component of this company holding the brand together.



# Individual Scorecards

Overall FSI Score

**Peter Mistretta**



Tenure: less than 2 years

Outlets: 5+ units / territories

## Financial Opportunity

Our investment in The Joint has been a colossal failure. The Joint has not earned the royalty we pay it.

## Overall satisfaction with site selection:

average

## Overall satisfaction with construction support:

average

## How can The Joint Corp. improve your franchise ownership experience?

Instate a visionary leader who is going to innovate on this concept, re-energize this stale brand, and protect franchisee profitability.

## My RD/FBC is helpful and knowledgeable:

strongly disagree

## My RD/FBC is accessible and responsive:

agree

## My RD/FBC understands my business and personal goals:

agree

## My RD/FBC cares about my success:

agree

## Full-Time Employees:

20 - 49

## Part-Time Employees:

20 - 49

## Total Sales & Operating Revenues:

\$3,000,000+

## Please indicate the Geographic Location of your franchise(s)

South US

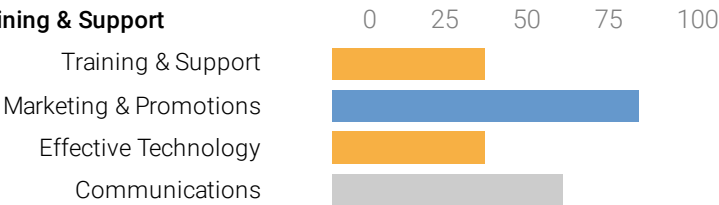
Overall FSI Score

Bianca Page

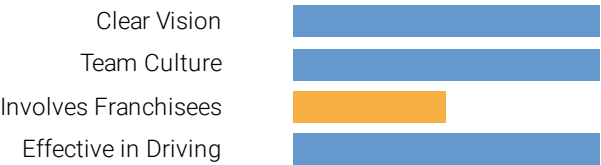


Tenure: 2 - 5 years  
Outlets: single unit / territory

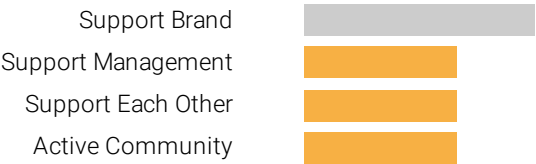
### Training & Support



### Leadership



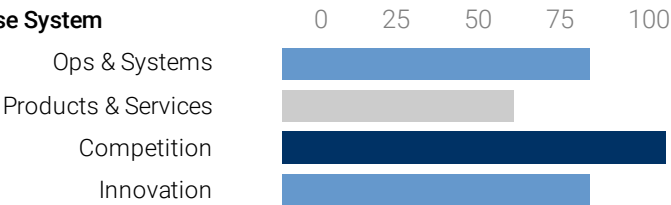
### Franchisee Community



### Financial Opportunity



### Franchise System



### Core Values



### Self-Evaluation



### General Satisfaction



# Individual Scorecards

Overall FSI Score

**Bianca Page**



Tenure: 2 - 5 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Brittany Olenick

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

I believe we need a strong emphasis on the 'why' with all trainings. Beginning with Corporate managers, extending to franchisee owners, managers, and then down to the DCs and WCs, this approach will realign our mission and foster a 'top-down' culture. This will ensure that everyone in the organization believes in and actively contributes to the success of The Joint. The marking focused on chiropractic colleges is an excellent step forward. This will need to be ongoing

as they address the root of making The Joint a viable career option. However, once DCs join our team, the emphasis must be on our training programs, to rejuvenate them about our purpose and integrate it with their own. This will influence how our staff shows up for each other and their patients. Our technology needs a serious upgrade. We need to explore more advanced systems and make this a top priority. It will enhance our efficiency, our patient compliance, and reduce costs.

**Cooperation of members:**

average

**Information received at meetings:**

average

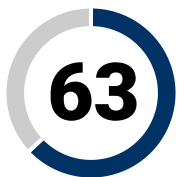
**Benefit of Co-Op to my clinic success:**

poor

# Individual Scorecards

Overall FSI Score

Bianca Page



Tenure: 2 - 5 years  
Outlets: single unit / territory

**Co-Op Leadership:**  
average

**Learning Center (eLearning portal):**  
very good

**Assistance from The Joint corporate team:**  
average

**JazzHR:**  
very good

**Co-Op organization and structure:**  
poor

**Feeling that my opinion matters:**  
very good

**AXIS**  
average

**FranConnect:**  
good

**HelpDesk:**  
poor

**Prisma (Dokshop):**  
poor

**Advantage/Carbon(OTT):**  
average

# Individual Scorecards

Overall FSI Score

**Bianca Page**



Tenure: 2 - 5 years

Outlets: single unit / territory

## Competition, Products/Services, Creativity

The overall daily operations are straightforward, and our services allow us to be efficient and clear, meeting our patients' preferences! AXIS will require more than just tinkering. I cant emphasize enough the need for user-friendliness and visual appeal. There are ways to reduce inefficiencies and prioritize the most important processes and workflow. Tablets are time-consuming and still we deal with frequent disruptions. The tablet and forms need a revamp. At a minimum we should have PIN access. JazzHR taps into great candidate sources, but our posting is saturated by our surrounding corporate offices. It says one city for 3 separate postings which is lacking a distinction for candidates. I tried to address with our careers department but progress in those conversations is yet to be made. While our Learning Center is valuable, there's room for improvement by organizing and updating trainings, including our DC huddles. Remove these from Franconnect and add to learning center. Consolidating all trainings through a single source for staff and franchisees would enhance efficiency. Concerning Advantage/Carbon, its outdated. The services it offers could be integrated within AXIS. There are several cost-effective options in the marketing world that offer more services. Similarly, we could implementing a Chatbot...

[\(view complete comment in FBRAnalytics\)](#)

## Operations (Services, Training, Chiropractic Compliance):

good

## Marketing:

very good

## Franchise Development/Real Estate/Construction:

good

## HR:

average

## IT:

poor

## If you could make one recommendation to Senior Management, what would it be?

I believe senior management needs to go into the corporate clinics and compare it to our franchise clinics. Sit with out WCs, DCs, and management. There are great things to notice but also you will see the apparent issues.

# Individual Scorecards

Overall FSI Score

**Bianca Page**



Tenure: 2 - 5 years

Outlets: single unit / territory

**Please give any constructive feedback you have related to your franchisor's**

**Core Values:**

Our success is your success and vis versa. I am a DC who truly believes in this company, our doctors and our WCs. Patients love what we have to offer. We need to help each other to reduce costs (merchant fees, chargebacks, refunds, marketing fees, etc). If we have less money going out to these other systems then it stays within the family. We can use our funds on enhancing internally.

**Please give any constructive feedback you have related to your Franchisee**

**Community:**

Our zone in particular is saturated. We cant share as much as information and support each other with sharing staff because it hurts our direct clinic.

**Financial Opportunity**

Things like this feedback is a great start to suppling the right support

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

average

**How can The Joint Corp. improve your franchise ownership experience?**

See previous feedbacks

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

neutral

**My RD/FBC cares about my success:**

strongly agree

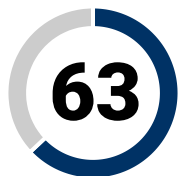
**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

Focus on the real reasons on how and why we can get to KPIs. Setting goals is just one element of its success.

# Individual Scorecards

Overall FSI Score

**Bianca Page**



Tenure: 2 - 5 years

Outlets: single unit / territory

---

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$1,000,000 to \$1,499,999

**Please indicate the Geographic Location of your franchise(s)**

| West US

The Joint Franchisee Survey | March 2024

# Individual Scorecards

Overall FSI Score

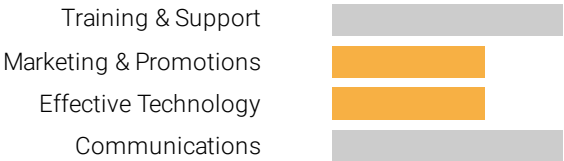
Billy Perkins



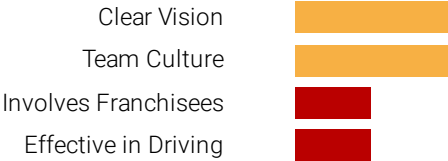
Tenure: 6 - 9 years  
Outlets: 5+ units / territories

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community

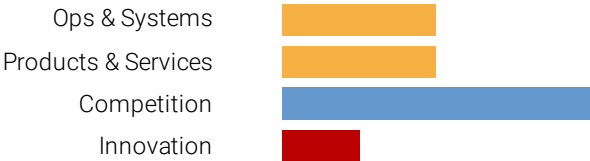


## Financial Opportunity

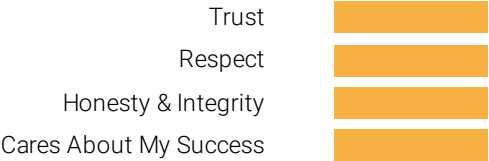


## Franchise System

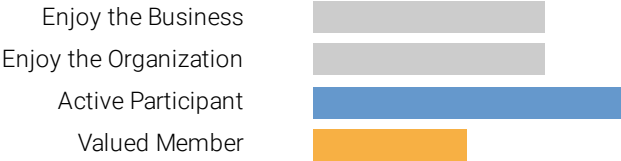
0 25 50 75 100



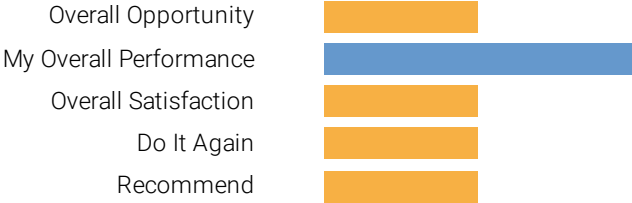
## Core Values



## Self-Evaluation



## General Satisfaction





# Individual Scorecards

Overall FSI Score

**Billy Perkins**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

average

**Co-Op Leadership:**

good

**Assistance from The Joint corporate team:**

average

**Co-Op organization and structure:**

good

**Feeling that my opinion matters:**

good

**AXIS**

average

Overall FSI Score

Billy Perkins



Tenure: 6 - 9 years  
Outlets: 5+ units / territories

**FranConnect:**  
average

**HR:**  
average

**HelpDesk:**  
good

**IT:**  
average

**Prisma (Dokshop):**  
average

**If you could make one recommendation to Senior Management, what would it be?**  
Include franchisees in every business decision. Franchisees as a whole have built business from the ground as owners and not employees.

**Advantage/Carbon(OTT):**  
very good

**Overall satisfaction with site selection:**  
average

**Learning Center (eLearning portal):**  
good

**Overall satisfaction with construction support:**  
good

**JazzHR:**  
average

**Operations (Services, Training, Chiropractic Compliance):**  
good

**Marketing:**  
poor

**Franchise Development/Real Estate/Construction:**  
average

# Individual Scorecards

Overall FSI Score

**Billy Perkins**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

---

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

agree

**Full-Time Employees:**

50 - 99

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$3,000,000+

**Please indicate the Geographic Location of your franchise(s)**

Midwest US

# Individual Scorecards

Overall FSI Score

Benjamin Peterson



Tenure: less than 2 years  
Outlets: single unit / territory

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Benjamin Peterson**



Tenure: less than 2 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Chad Eads & Paul Trindel

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

good

**Information received at meetings:**

good

**Benefit of Co-Op to my clinic success:**

poor

**Co-Op Leadership:**

good

**Assistance from The Joint corporate team:**

excellent

**Co-Op organization and structure:**

poor

**Feeling that my opinion matters:**

poor

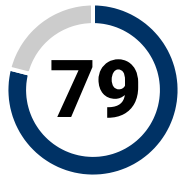
**FranConnect:**

good

# Individual Scorecards

Overall FSI Score

**Benjamin Peterson**



Tenure: less than 2 years

Outlets: single unit / territory

**HelpDesk:**

excellent

**Prisma (Dokshop):**

excellent

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

poor

**Operations (Services, Training, Chiropractic Compliance):**

excellent

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

excellent

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

excellent

**My RD/FBC is helpful and knowledgeable:**

strongly agree

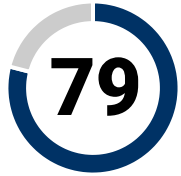
**My RD/FBC is accessible and responsive:**

strongly agree

# Individual Scorecards

Overall FSI Score

**Benjamin Peterson**



Tenure: less than 2 years

Outlets: single unit / territory

---

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

I don't deal with my RD directly but his team is amazing and supportive.

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

None

**Total Sales & Operating Revenues:**

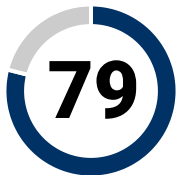
\$0 (no sales and operating revenues last year)

**Please indicate the Geographic Location of your franchise(s)**

Midwest US

Overall FSI Score

Brad Peterson



Tenure: 10+ years  
Outlets: 5+ units / territories

### Training & Support

0 25 50 75 100

Training & Support  
Marketing & Promotions  
Effective Technology  
Communications



### Leadership

Clear Vision  
Team Culture  
Involves Franchisees  
Effective in Driving



### Franchisee Community

Support Brand  
Support Management  
Support Each Other  
Active Community



### Financial Opportunity

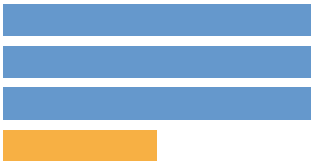
Fees  
Total Investment  
Financial Picture  
Long-Term Growth



### Franchise System

0 25 50 75 100

Ops & Systems  
Products & Services  
Competition  
Innovation



### Core Values

Trust  
Respect  
Honesty & Integrity  
Cares About My Success



### Self-Evaluation

Enjoy the Business  
Enjoy the Organization  
Active Participant  
Valued Member



### General Satisfaction

Overall Opportunity  
My Overall Performance  
Overall Satisfaction  
Do It Again  
Recommend

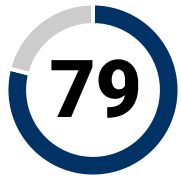




# Individual Scorecards

Overall FSI Score

**Brad Peterson**



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Lindsay Salcido

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

very good

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

very good

**Co-Op Leadership:**

very good

**Assistance from The Joint corporate team:**

very good

**Co-Op organization and structure:**

very good

**Feeling that my opinion matters:**

good

**AXIS**

average

# Individual Scorecards

Overall FSI Score

Brad Peterson



Tenure: 10+ years  
Outlets: 5+ units / territories

**FranConnect:**

good

**HelpDesk:**

good

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

good

very good

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

good

**Competition, Products/Services, Creativity**

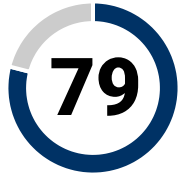
Still struggling a lot with Axis from a functionality standpoint. Have customers being double charged, reports not being accurate, slow performance. I know it's improving and I know it can't be a quick fix, but we pay a heck of a lot of money monthly for a subpar program.

**Operations (Services, Training, Chiropractic Compliance):**

# Individual Scorecards

Overall FSI Score

**Brad Peterson**



Tenure: 10+ years

Outlets: 5+ units / territories

**If you could make one recommendation to Senior Management, what would it be?**

The financial disclosure restatement earlier this year I feel was a huge black eye for us in the market. That wasn't 100% on us and it was a third party's view, but was very disheartening to see. I'm worried about The Joint from a marketing and growth standpoint. I would love to see some new innovation or new approach to how we attract qualified new patients. Our new patient numbers have been dropping and it just doesn't seem like we've been adjusting fast enough to a changing market. I'm also very concerned about how corporate runs their corporate owned clinics in the Phoenix Valley. Clinic closures, bad reveiws from DCs and staffs, understaffed clinics. Doesn't feel like it's a net positive to have corporate clinics around us.

**Financial Opportunity**

My new patients have been falling off over the last 6 months. DC and WC wages have been going up much faster than new patients and revenue. I'm working harder and making less. I still 100% believe in the value proposition of The Joint, I'm just struggling to make the same type of financial return

**Overall satisfaction with site selection:**

very good

**Overall satisfaction with construction support:**

very good

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

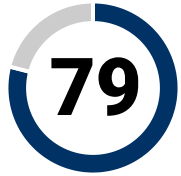
**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

Lindsay Salicido is awesome and we love her! She is invested in our success, supports us, and goes to bat for us. Always available to answer questions, give insight, and brainstorm new ideas with us.

# Individual Scorecards

Overall FSI Score

**Brad Peterson**



Tenure: 10+ years

Outlets: 5+ units / territories

---

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

10 - 19

**Total Sales & Operating Revenues:**

\$2,500,000 to \$2,999,999

**Please indicate the Geographic Location of your franchise(s)**

West US

Overall FSI Score

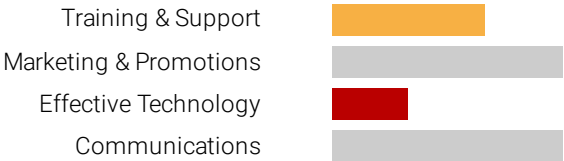
Dan Rae



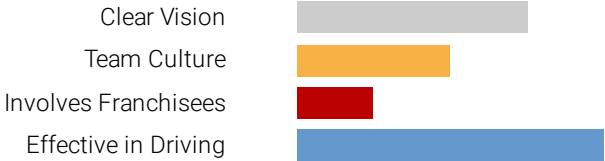
Tenure: 2 - 5 years  
Outlets: 5+ units / territories

Training & Support

0 25 50 75 100



Leadership



Franchisee Community



Financial Opportunity



Franchise System

0 25 50 75 100



Core Values



Self-Evaluation



General Satisfaction

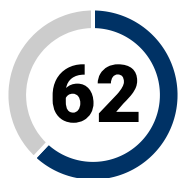


The Joint Franchisee Survey | March 2024

# Individual Scorecards

Overall FSI Score

Dan Rae



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Doctor of Chiropractic

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Brittany Olenick

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

no

## Training, Support, Marketing

The training is subpar. It is created by people with little to no knowledge of day-to-day operations in the clinic. I create my own training programs for my staff due to the disconnect between those creating the training and what actually occurs in the clinic.

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

The Joint Franchisee Survey | March 2024

# Individual Scorecards

Overall FSI Score

**Dan Rae**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

poor

**FranConnect:**

poor

**HelpDesk:**

average

**Prisma (Dokshop):**

poor

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

average

**JazzHR:**

good

**Competition, Products/Services, Creativity**

FranConnect is pointless. I am not sure why we even use it. The Learning Center could be good if the training that was produced was good. OTT needs to allow more specificity to each clinic. We all know Axis needs significant improvement, but I believe Charles is the man for the job. I would like to go away completely for DokShop. The shipping is far too expensive as are the products.

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

# Individual Scorecards

Overall FSI Score

**Dan Rae**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

**IT:**

average

**If you could make one recommendation to Senior Management, what would it be?**

There needs to be more accountability from Senior Leadership. We need to be receiving dates when things will be happening, and update when things need to change. We should be hearing much more about corporate accounts. Corporate accounts need to be a major focus.

**Financial Opportunity**

I don't believe I get as much from the franchisor as I should for the amount of money I pay.

**Overall satisfaction with site selection:**

excellent

**Overall satisfaction with construction support:**

excellent

**My RD/FBC is helpful and knowledgeable:**

neutral

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

My FBC is fantastic, but I don't know if at this point I need all the meetings and one-on-ones.

**Full-Time Employees:**

20 - 49

**Part-Time Employees:**

5 - 9



# Individual Scorecards

Overall FSI Score

**Dan Rae**



Tenure: 2 - 5 years

Outlets: 5+ units / territories

---

**Total Sales & Operating Revenues:**

\$2,000,000 to \$2,499,999

**Please indicate the Geographic Location of your franchise(s)**

West US

Overall FSI Score

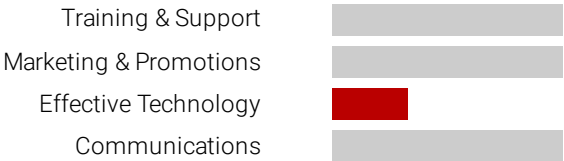
Greg Sarandi



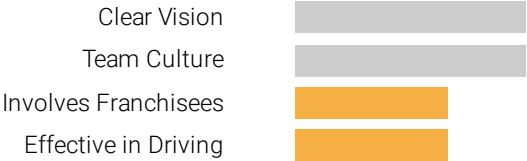
Tenure: 10+ years  
Outlets: 2 units / territories

## Training & Support

0 25 50 75 100



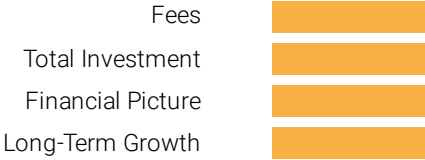
## Leadership



## Franchisee Community



## Financial Opportunity

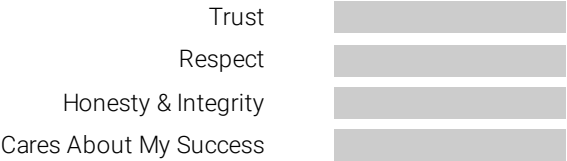


## Franchise System

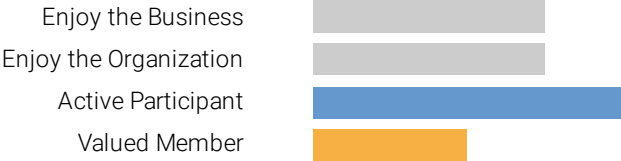
0 25 50 75 100



## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Greg Sarandi**



Tenure: 10+ years

Outlets: 2 units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Franchise Business Consultant

**Please select your Franchise Consultant (RD/FBC):**

Lindsay Salcido

**Support and effectiveness of the National Franchisee Advisory Board:**

poor

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

average

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

good

**Co-Op Leadership:**

good

**Assistance from The Joint corporate team:**

average

**Co-Op organization and structure:**

good

**Feeling that my opinion matters:**

good

**AXIS**

poor

Overall FSI Score

Greg Sarandi



Tenure: 10+ years  
Outlets: 2 units / territories

**FranConnect:**

average

**HR:**

average

**HelpDesk:**

average

**IT:**

average

**Prisma (Dokshop):**

average

**Financial Opportunity**

I completely understand the Company goal of making the pie bigger, but in opening 3 clinics around mine a few years ago, my sales have been cannabalized, and a 30% growth trajectory reversed to a flat or even negative curve.

**Advantage/Carbon(OTT):**

good

**Overall satisfaction with site selection:**

average

**Learning Center (eLearning portal):**

average

**Overall satisfaction with construction support:**

poor

**JazzHR:**

average

**Operations (Services, Training, Chiropractic Compliance):**

average

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

average

# Individual Scorecards

Overall FSI Score

**Greg Sarandi**



Tenure: 10+ years

Outlets: 2 units / territories

## How can The Joint Corp. improve your franchise ownership experience?

Oh, get a time machine and not have changed management regimes several times (not however in last several years), not have had second management group totally disrespect franchisees, then steal two open clinics illegally that I was buying, steal and collude with a minority partner of another clinic I was a silent partner which we lost then had the minority partner get rewarded with an outrageous buyout of his other underperforming clinic and undeveloped licenses. Things are better management wise now, and I feel better after finally writing this!

## My RD/FBC is helpful and knowledgeable:

strongly agree

## My RD/FBC is accessible and responsive:

strongly agree

## My RD/FBC understands my business and personal goals:

agree

## My RD/FBC cares about my success:

strongly agree

## Full-Time Employees:

1 - 4

## Part-Time Employees:

1 - 4

## Total Sales & Operating Revenues:

\$750,000 to \$999,999

## Please indicate the Geographic Location of your franchise(s)

West US

# Individual Scorecards

Overall FSI Score

Michael Spivey



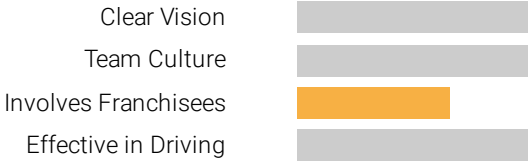
Tenure: 2 - 5 years  
Outlets: 3 units / territories

## Training & Support

0 25 50 75 100



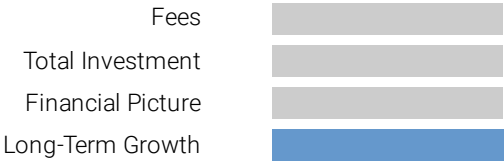
## Leadership



## Franchisee Community



## Financial Opportunity

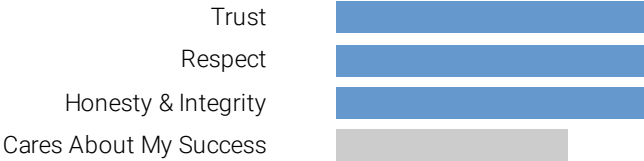


## Franchise System

0 25 50 75 100



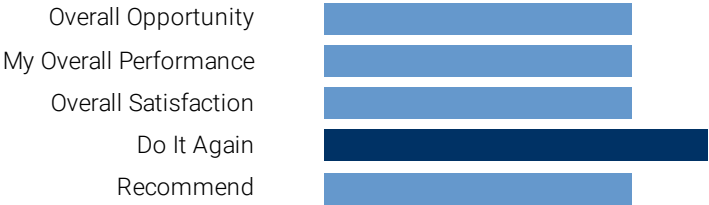
## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Michael Spivey**



Tenure: 2 - 5 years

Outlets: 3 units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**Support and effectiveness of the National Franchisee Advisory Board:**

very good

**Do you participate in the Marketing Co-Op?**

no

**Cooperation of members:**

excellent

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

average

**FranConnect:**

very good

**HelpDesk:**

excellent

# Individual Scorecards

Overall FSI Score

**Michael Spivey**



Tenure: 2 - 5 years

Outlets: 3 units / territories

---

**Prisma (Dokshop):**

very good

**Advantage/Carbon(OTT):**

very good

**Learning Center (eLearning portal):**

very good

**JazzHR:**

very good

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

excellent

---

**If you could make one recommendation to Senior Management, what would it be?**

Get busy with finding/developing a more appropriate software management package than AXIS.

**Overall satisfaction with site selection:**

good

**Overall satisfaction with construction support:**

very good

**How can The Joint Corp. improve your franchise ownership experience?**

More consideration for locations that reside in low population areas <50,000.



# Individual Scorecards

Overall FSI Score

**Michael Spivey**



Tenure: 2 - 5 years

Outlets: 3 units / territories

---

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

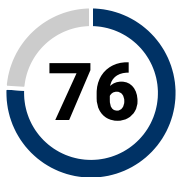
5 - 9

**Total Sales & Operating Revenues:**

\$750,000 to \$999,999

Overall FSI Score

Noah Stone

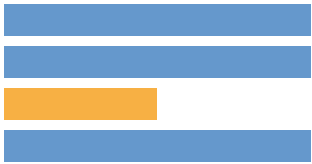


Tenure: 10+ years  
Outlets: 5+ units / territories

Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



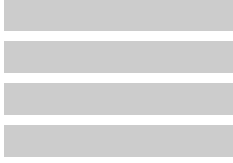
Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



Financial Opportunity

- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



Franchise System

0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



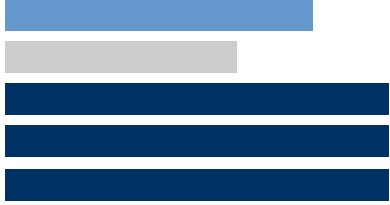
Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



General Satisfaction

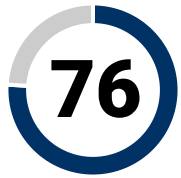
- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

Noah Stone



Tenure: 10+ years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

no

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Anne & David Glover

**Support and effectiveness of the National Franchisee Advisory Board:**

excellent

**Do you participate in the Marketing Co-Op?**

yes

## Training, Support, Marketing

Sales specific training for Wellness Coordinators to educate them on sales approaches and overcoming objections could immediately add value to clinic teams.

**Cooperation of members:**

excellent

**Information received at meetings:**

very good

**Benefit of Co-Op to my clinic success:**

excellent

**Co-Op Leadership:**

excellent

**Assistance from The Joint corporate team:**

good

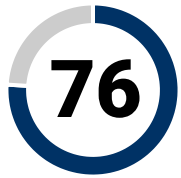
**Co-Op organization and structure:**

very good

# Individual Scorecards

Overall FSI Score

Noah Stone



Tenure: 10+ years

Outlets: 5+ units / territories

---

**Feeling that my opinion matters:**

excellent

**AXIS**

poor

**FranConnect:**

average

**HelpDesk:**

good

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

good

**Learning Center (eLearning portal):**

good

**JazzHR:**

very good

**Competition, Products/Services, Creativity**

There is much to be done, especially with our daily operations application (AXIS), to improve our daily functions and support cost savings to improve the bottom-line.

**Operations (Services, Training, Chiropractic Compliance):**

good

**Marketing:**

good

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

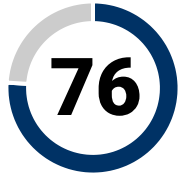
**IT:**

good

# Individual Scorecards

Overall FSI Score

Noah Stone



Tenure: 10+ years

Outlets: 5+ units / territories

## If you could make one recommendation to Senior Management, what would it be?

NFAB has recently requested that Leadership remove the 0.0035 merchant admin fee that is issued back to TJCorp. This results in an average expense per clinic of nearly \$2,000.00 per year. Given increases in Royalty, NMFund, and Tech Fees over the last eight years, some consideration has to be given to profit margins for franchisees which have taken a tremendous hit over the past two years with economic conditions and refresh/remodel costs required to renew licenses. On a percentage basis, the elimination of the merchant admin fee that garners around \$1,750,000.00 if applied equally to all clinics, would benefit the franchisees to a greater degree than it would retard the franchisor.

## Please give any constructive feedback you have related to your franchisor's Core Values:

It would be reasonable to believe that if the AXIS rollout had not been such a fiasco, every franchisee would select strongly agree across the board since it is my belief that franchisor leadership's decisions are based on good intention in an effort to benefit franchisees.

## Please give any constructive feedback you have related to your Franchisee Community:

We have a supportive and cooperative franchisee community in our market.

## Financial Opportunity

The increases in monthly franchisor fees in conjunction with the costs of refreshes/remodels over the past couple of years that have occurred during a very challenging economic time for our markets has coalesced into a very challenging financial environment for most franchisees resulting in clinic closures in our market as well as several franchisees cutting staff and marketing spend to dangerous levels in an effort to maintain fiscal sustainability. As the franchisor moves to a more non-operator franchisor organization, they should play close attention to franchisee financial viability and sustainability before putting a heavier expenditure burden on the franchisees.

## Overall satisfaction with site selection:

very good

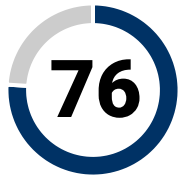
## Overall satisfaction with construction support:

very good

# Individual Scorecards

Overall FSI Score

Noah Stone



Tenure: 10+ years

Outlets: 5+ units / territories

## How can The Joint Corp. improve your franchise ownership experience?

Pay attention to franchisee profitability and sustainability more than revenues.  
Ensure all franchisees are making their marketing spend requirement on an average monthly basis. Failure to market handicaps the brand and transitions the marketing burden to neighboring franchisees.

## My RD/FBC is helpful and knowledgeable:

strongly agree

## My RD/FBC is accessible and responsive:

strongly agree

## My RD/FBC understands my business and personal goals:

strongly agree

## My RD/FBC cares about my success:

agree

## Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:

Our market RD has an excellent team that actively participate in monthly market coop meetings while also holding a monthly regional update for all franchisees. Their communication strategy is high-touch, and they make themselves available when contacted for assistance.

## Full-Time Employees:

20 - 49

## Part-Time Employees:

1 - 4

## Total Sales & Operating Revenues:

\$3,000,000+

## Please indicate the Geographic Location of your franchise(s)

South US

# Individual Scorecards

Overall FSI Score

**Brock Thompson**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

## Training & Support

0 25 50 75 100

- Training & Support
- Marketing & Promotions
- Effective Technology
- Communications



## Leadership

- Clear Vision
- Team Culture
- Involves Franchisees
- Effective in Driving



## Franchisee Community

- Support Brand
- Support Management
- Support Each Other
- Active Community



## Financial Opportunity

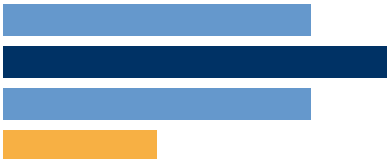
- Fees
- Total Investment
- Financial Picture
- Long-Term Growth



## Franchise System

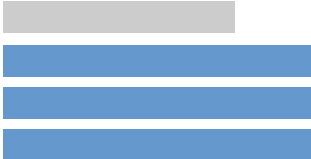
0 25 50 75 100

- Ops & Systems
- Products & Services
- Competition
- Innovation



## Core Values

- Trust
- Respect
- Honesty & Integrity
- Cares About My Success



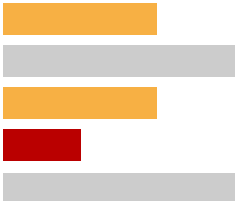
## Self-Evaluation

- Enjoy the Business
- Enjoy the Organization
- Active Participant
- Valued Member



## General Satisfaction

- Overall Opportunity
- My Overall Performance
- Overall Satisfaction
- Do It Again
- Recommend



# Individual Scorecards

Overall FSI Score

**Brock Thompson**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Chad Warner

**Support and effectiveness of the National Franchisee Advisory Board:**

good

**Do you participate in the Marketing Co-Op?**

yes

**Cooperation of members:**

excellent

**Information received at meetings:**

excellent

**Benefit of Co-Op to my clinic success:**

excellent

**Co-Op Leadership:**

excellent

**Assistance from The Joint corporate team:**

very good

**Co-Op organization and structure:**

excellent

**Feeling that my opinion matters:**

excellent

**AXIS**

good



# Individual Scorecards

Overall FSI Score

**Brock Thompson**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

**FranConnect:**

very good

**HR:**

very good

**HelpDesk:**

excellent

**IT:**

good

**Prisma (Dokshop):**

very good

**Overall satisfaction with site selection:**

average

**Advantage/Carbon(OTT):**

very good

**Overall satisfaction with construction support:**

very good

**Learning Center (eLearning portal):**

very good

**My RD/FBC is helpful and knowledgeable:**

agree

**JazzHR:**

very good

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

very good

**Franchise Development/Real Estate/Construction:**

very good

# Individual Scorecards

Overall FSI Score

**Brock Thompson**



Tenure: 6 - 9 years

Outlets: 5+ units / territories

---

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

agree

**My RD/FBC cares about my success:**

agree

**Full-Time Employees:**

10 - 19

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$1,000,000 to \$1,499,999

**Please indicate the Geographic Location of your franchise(s)**

Midwest US

Overall FSI Score

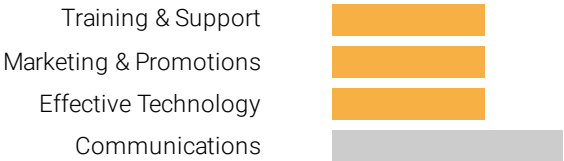
James Wesson



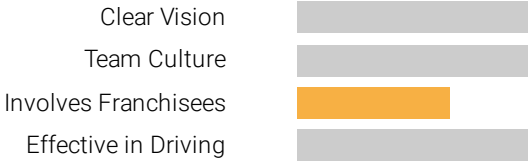
Tenure: 2 - 5 years  
Outlets: 3 units / territories

Training & Support

0 25 50 75 100



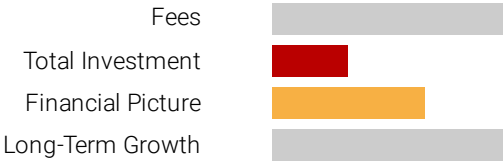
Leadership



Franchisee Community

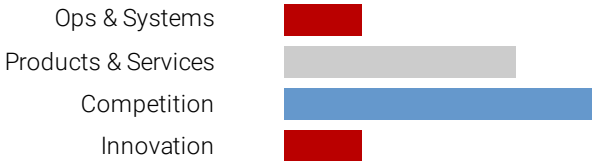


Financial Opportunity

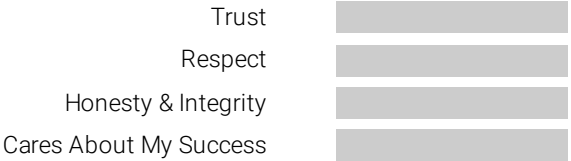


Franchise System

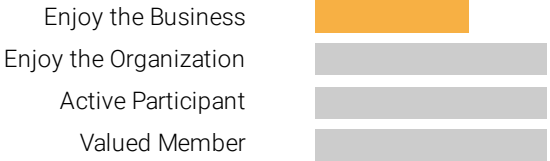
0 25 50 75 100



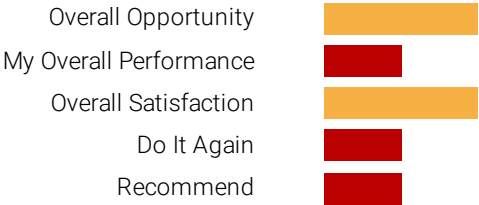
Core Values



Self-Evaluation



General Satisfaction



# Individual Scorecards

Overall FSI Score

James Wesson



Tenure: 2 - 5 years

Outlets: 3 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Patrick Greco, DC & Pat Kolwaite, DC & Garret Weathers, DC

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

no

**Training, Support, Marketing**

For a new franchisee with no retail experience the training should be top notch and hands on for a period of time after opening.

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

average

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

**Assistance from The Joint corporate team:**

n/a - no Co-Op

**Co-Op organization and structure:**

n/a - no Co-Op

# Individual Scorecards

Overall FSI Score

**James Wesson**



Tenure: 2 - 5 years

Outlets: 3 units / territories

---

**Feeling that my opinion matters:**

n/a - no Co-Op

**AXIS**

poor

**FranConnect:**

average

**HelpDesk:**

very good

**Prisma (Dokshop):**

average

**Advantage/Carbon(OTT):**

poor

**Learning Center (eLearning portal):**

average

**JazzHR:**

poor

**Competition, Products/Services, Creativity**

The Joint overall-feel like everything is vended out to a separate companies. WC's operate daily with 8-12 tabs open on desktop. Axis-has to be a point where someone decides this software will not work for our company. FranConnect-hard to navigate and find what you're looking for. Even the phone directory is rough. Help desk-vastly improved with more employees. Back to poor Axis system. Most of their tickets would seem to go away with robust system. Again a vended out system to Fresh service? Prisma-no ability to leave credit card info intact. Can be long ordering process. Shipping cost high. OTT/Carbon-cost me untold sums of revenue by poor targeting and communication. Knowing how many clinics have had to go a alternative route for FB/IG, TikTok speaks volumes on their inability to stay current. Stagnant ads, no video for a long time. Again, vended out. The tasks we perform through Advantage/carbon should be through The Joint and automated. We spend an exorbitant amount of time training staff due to non-automated tasks. Looking for 2024 RFP to start. Learning Center-The amount of time it takes to go through the training for the Admin should provide The Joint details on how hard it is... ([view complete comment in FBAnalytics](#))

**Operations (Services, Training, Chiropractic Compliance):**

average

# Individual Scorecards

Overall FSI Score

**James Wesson**



Tenure: 2 - 5 years

Outlets: 3 units / territories

## Marketing:

average

## Franchise Development/Real Estate/Construction:

average

## HR:

average

## IT:

good

## If you could make one recommendation to Senior Management, what would it be?

Bring features we need in-house to automate necessary tasks. Lack of The Joint automation drives up costs to operate clinics for Franchisee. Lack of this has created a work environment that is almost impossible to hire and train for at the hourly rates we can afford. Hiring Virtual Assistant/Call Center to alleviate what should be automated at a huge additional cost.

## Please give any constructive feedback you have related to your franchisor's

### Core Values:

For new franchisees the process could be explained better, training could be tremendously better, information to be successful could be vastly improved, and you have to have a point of sale that works flawlessly.

## Please give any constructive feedback you have related to your Franchisee

### Community:

No issues with other owners in our area. Only issue is with RD's communicating everything going on with other franchisee. What works? What doesn't work? What are average costs and expenses are in our area for comparisons.

### Financial Opportunity

Reaching the profitable mark is a moving target and it only moves in one direction. Has The Joint updated it's forecast as to how many months it takes to get to revenue neutral? And are they including all costs associated with getting there, i.e., a call center? Building costs, labor costs, marketing costs, lack of training, soft pool of Doctors, weak economy, software issues, most tasks and items to be done allocated to different vendors. The list keeps growing and I am sure most franchisees would like to see the list get smaller.

## Overall satisfaction with site selection:

average

# Individual Scorecards

Overall FSI Score

**James Wesson**



Tenure: 2 - 5 years

Outlets: 3 units / territories

---

**Overall satisfaction with construction support:**

average

**How can The Joint Corp. improve your franchise ownership experience?**

Get involved. Visit these clinics. Reach out and ask how we are doing. Remove Axis and replace with POS system that is robust and easy to operate. Bring everything in house. Provide RD's that are solely committed to increasing my revenue and attaining your goals and objectives. Get some expense off of these franchisees.

**My RD/FBC is helpful and knowledgeable:**

agree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

neutral

**My RD/FBC cares about my success:**

neutral

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

RD costs are 3% of the 9%. RD's should be a person or group that only engages in franchisee training, management, help, strategies, etc. Solely focused on and incentivized on the RD area goals. Should not be clinic owners in other areas of the country.

**Full-Time Employees:**

1 - 4

**Part-Time Employees:**

5 - 9

**Total Sales & Operating Revenues:**

\$500,000 to \$749,999

**Please indicate the Geographic Location of your franchise(s)**

| South US

Overall FSI Score

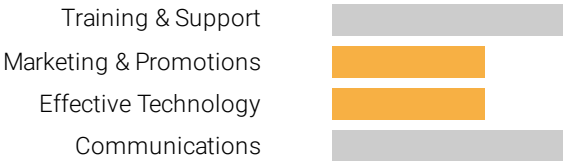
Rachel Wesson



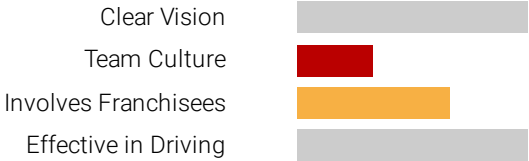
Tenure: less than 2 years  
Outlets: single unit / territory

Training & Support

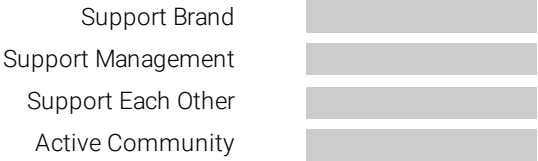
0 25 50 75 100



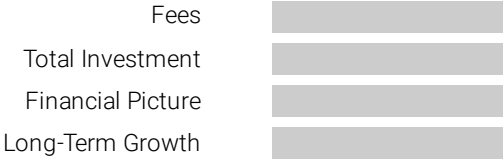
Leadership



Franchisee Community

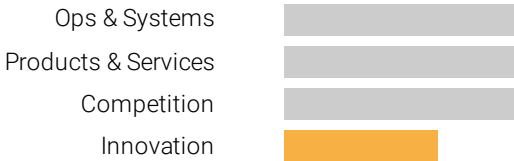


Financial Opportunity



Franchise System

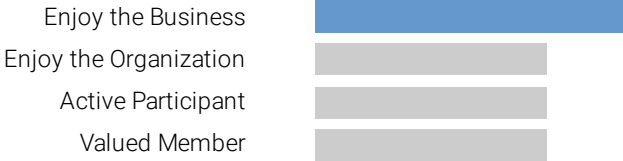
0 25 50 75 100



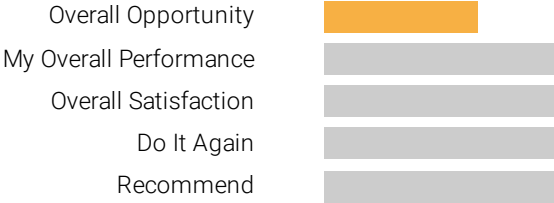
Core Values



Self-Evaluation



General Satisfaction





# Individual Scorecards

Overall FSI Score

Rachel Wesson



Tenure: less than 2 years

Outlets: single unit / territory

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Patrick Greco, DC & Pat Kolwaite, DC & Garret Weathers, DC

**Support and effectiveness of the National Franchisee Advisory Board:**

average

**Do you participate in the Marketing Co-Op?**

no

## Training, Support, Marketing

It would benefit our franchise more if the training and support was tailored to our region. We are a region full of smaller clinics with smaller demographics and we don't get a lot out of the messaging from advertising, training and support that is tailored to larger markets or markets outside of our region. I will never consider a marketing co-op for my clinic when our very own regional developer is part-owner and operates the clinics in direct competition with mine. It was

bad business allowing a regional developer to purchase clinics in their own region.

**Cooperation of members:**

n/a - no Co-Op

**Information received at meetings:**

n/a - no Co-Op

**Benefit of Co-Op to my clinic success:**

n/a - no Co-Op

**Co-Op Leadership:**

n/a - no Co-Op

# Individual Scorecards

Overall FSI Score

**Rachel Wesson**



Tenure: less than 2 years

Outlets: single unit / territory

## Assistance from The Joint corporate team:

n/a - no Co-Op

## Co-Op organization and structure:

n/a - no Co-Op

## Feeling that my opinion matters:

n/a - no Co-Op

## AXIS

poor

## FranConnect:

average

## HelpDesk:

good

## Prisma (Dokshop):

good

## Advantage/Carbon(OTT):

poor

## Learning Center (eLearning portal):

good

## JazzHR:

average

## Competition, Products/Services, Creativity

WE DO NOT want to sell physical products. Our patients have our trust and we will lose that if our doctors are forced to start pushing product which is what will happen if The Joint begins selling products and our RD's and corporate want to make more money so they force it by giving us bad scores on a PEA. OTT/Advantage has a poor performance over and over again. Communication is terrible and we are removing Carbon and Facebook from our clinics because of their poor performance and would prefer to be able to use another company for google ad words to get better results. The Joint has a bad score on JazzHR and it effects the franchisees who have a fantastic relationship with their employees and high retention of employees. JazzHR job listings need to allow franchisees to update the listing to fit its specific market and job. We are NOT a one size fits all company and some of us hold our clinics to a higher standard and want to portray that higher standard. I would like to see a more in depth training video on how to use FranConnect. We got a short tutorial during our franchisee... ([view complete comment in FBRAalytics](#))

# Individual Scorecards

Overall FSI Score

**Rachel Wesson**



Tenure: less than 2 years

Outlets: single unit / territory

## Operations (Services, Training, Chiropractic Compliance):

average

## Marketing:

poor

## Franchise Development/Real Estate/Construction:

average

## HR:

average

## IT:

good

## If you could make one recommendation to Senior Management, what would it be?

Absolutely do not agree that anyone in management supports a TEAM culture or environment. Everything corporate and the RD's portray to us is hostile, negative and/or controlling.

## Please give any constructive feedback you have related to your franchisor's

### Core Values:

I think the franchisor cares about the success of the stock prices.

## Please give any constructive feedback you have related to your Franchisee

### Community:

Franchisees in other regions seem to be much more supportive and respectful towards each other compared to my region under PPG

### Financial Opportunity

AXIS never works correctly and we never receive money back from the franchisor for the improperly functioning system we are forced to use.

### Overall satisfaction with site selection:

good

### Overall satisfaction with construction support:

good

## How can The Joint Corp. improve your franchise ownership experience?

Hostility in the workplace is never ok. Our experience would be a lot better without the constant negative tone.

# Individual Scorecards

Overall FSI Score

**Rachel Wesson**



Tenure: less than 2 years

Outlets: single unit / territory

**My RD/FBC is helpful and knowledgeable:**

disagree

**My RD/FBC is accessible and responsive:**

agree

**My RD/FBC understands my business and personal goals:**

disagree

**My RD/FBC cares about my success:**

disagree

**Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:**

One of my RD's owns clinics in direct competition in the same region as me. Poor business all around from corporate and the RD group. There is no way to have a neutral non-biased response from the RD group when their bottom line is effected by out clinic being in direct competition with one they own. Every conversation is hostile and negative.

**Full-Time Employees:**

5 - 9

**Part-Time Employees:**

1 - 4

**Total Sales & Operating Revenues:**

\$750,000 to \$999,999

**Please indicate the Geographic Location of your franchise(s)**

South US

# Individual Scorecards

Overall FSI Score

Richard van De Steeg



Tenure: 6 - 9 years  
Outlets: 4 units / territories

## Training & Support

0 25 50 75 100



## Leadership



## Franchisee Community



## Financial Opportunity



## Franchise System

0 25 50 75 100



## Core Values



## Self-Evaluation



## General Satisfaction



# Individual Scorecards

Overall FSI Score

**Richard van De Steeg**



Tenure: 6 - 9 years

Outlets: 4 units / territories

**This is my first time owning a franchise business:**

yes

**Please select the category that best describes you as a franchise owner:**

Entrepreneur

**My clinic is located in a territory managed by a:**

Regional Developer

**Please select your Franchise Consultant (RD/FBC):**

Shane Weber, Jeff McGinty, Barry Goodman

**Support and effectiveness of the National Franchisee Advisory Board:**

excellent

**Do you participate in the Marketing Co-Op?**

yes

**Training, Support, Marketing**

Marketing of NP and better technology is needed to utilize the data.

**Cooperation of members:**

excellent

**Information received at meetings:**

excellent

**Benefit of Co-Op to my clinic success:**

excellent

**Co-Op Leadership:**

excellent

**Assistance from The Joint corporate team:**

excellent

**Co-Op organization and structure:**

excellent

# Individual Scorecards

Overall FSI Score

**Richard van De Steeg**



Tenure: 6 - 9 years

Outlets: 4 units / territories

---

**Feeling that my opinion matters:**

excellent

**AXIS**

average

**FranConnect:**

good

**HelpDesk:**

good

**Prisma (Dokshop):**

good

**Advantage/Carbon(OTT):**

average

**Learning Center (eLearning portal):**

very good

**JazzHR:**

average

**Competition, Products/Services, Creativity**

Need tech that improves our New patient count.

**Operations (Services, Training, Chiropractic Compliance):**

very good

**Marketing:**

average

**Franchise Development/Real Estate/Construction:**

very good

**HR:**

very good

**IT:**

very good

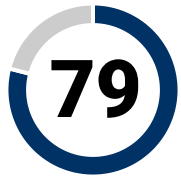
**Overall satisfaction with site selection:**

excellent

# Individual Scorecards

Overall FSI Score

**Richard van De Steeg**



Tenure: 6 - 9 years

Outlets: 4 units / territories

---

**Overall satisfaction with construction support:**

excellent

**My RD/FBC is helpful and knowledgeable:**

strongly agree

**My RD/FBC is accessible and responsive:**

strongly agree

**My RD/FBC understands my business and personal goals:**

strongly agree

**My RD/FBC cares about my success:**

strongly agree

**Full-Time Employees:**

20 - 49

**Part-Time Employees:**

5 - 9

**Total Sales & Operating Revenues:**

\$750,000 to \$999,999

**Please indicate the Geographic Location of your franchise(s)**

South US



# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Randall Hanscom:** The Joint does not effectively train and support our operations. The produce some materials we can use that are sufficient for the basic operational needs of our business. Past those offerings, we have to develop or find to drive our clinic.

**Anonymous:** In-clinic training very valuable

**Anonymous:** Non existent, only get support from other franchisees

**Kevin Bock:** I underestimated the time it would take to achieve profitability in my non-traditional market. Initially, I opted for a strategy of having two scheduled doctors daily, believing it would lead to a faster ramp-up of new patients. However, reflecting on my experience, I realize that a one-doctor-per-day clinic might have been a more effective choice for my first clinic. In hindsight, I believe that corporate support could have been more helpful by providing clearer guidance on the trade-off between growth and profit. A comprehensive 'White Paper' from Corporate, outlining the various strategies, associated costs, potential challenges, and expected timelines for profitability, would have allowed me to make a more informed decision. I think such resources would be beneficial for entrepreneurs like myself, offering insights into successful growth strategies and helping to navigate the complexities of entering non-traditional markets. I believe that improved corporate guidance could contribute to a more supportive environment for entrepreneurs in our industry, fostering better-informed decisions and ultimately enhancing overall business success.

**Anonymous:** almost non existent as far as I know, always a feeble excuse for their failures

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Anonymous:** The online training courses for DCs and WCs in the The Learning Center are very good, however the training and support for franchisees is enough to get a franchisee open but not really enough so that they will excel. For best practices in operations, franchisees must innovate on their own or learn from other franchisees. I don't feel there is much from corporate that makes it likely that a franchisee will perform beyond average.

**Anonymous:** I think we have had a good amount of training and support developed by the franchisor. I do believe we need to update it more consistently across the network. For example, DC Training Modules need to be evaluated and updated. They may need to be more in depth as well.

**Anonymous:** Overall it is pretty good, but I wish that they provide more information for individuals who are single unit owners and have other jobs. Felt like I did not get a clear understanding of the responsibilities during the discovery process.

**Anonymous:** Tech help desk could be better

**Anonymous:** Online modules are clear concise and informative. New franchisees go through new franchising training via a week-long webinar, but I think it is time to move back to live training at Scottsdale, AZ. I think the system would benefit from training videos by professional actors to show what right looks like. I.E. New patient reception. There was a video created by inhouse Joint Corp employees, but it was low budget and canned.

**Anonymous:** We don't get a lot of operational support from CSC, and we don't know who is responsible for what. We also think changes are slow to be implemented. We have a hunch that CSC has lost touch with the operational aspects of a clinic. However, we do get a lot of support from the owner community.

**Anonymous:** These are related to Training?? Not sure how Marketing Co-Op question relates to Training... This hierarchy of questions is a bit confusing/misleading because the questions are on the same page that has a header of Training & Support, but some are clearly marketing questions.

**James Wesson:** For a new franchisee with no retail experience the training should be top notch and hands on for a period of time after opening.

**Anonymous:** Chad is extremely responsive and helpful with having the answers to anything we ask about.

**Anonymous:** Axis is horrendous. Needs a complete overhaul or a new system completely.

**Anonymous:** Franchisor rarely reaches out to franchisee for feedback about training. Franchisor never reaches out to franchisee for best practice.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Anonymous:** I don't feel adequately supported by the franchisor. Most importantly, I don't feel they value our feedback and take the necessary action to improve and if they do they are months or years delayed which is very frustrating.

**Anonymous:** Our Regional Developers have been helpful when we have had technical issues. However when we have had consistent issues on the operational side of the business, we did not have much outside of the box thinking to try and solve the problems.

**Allen Hua:** They should annual updates to WC/DC manuals, provide more precise examples for scripts to use, and elaborate on the process to use some "tools" presented like the Wellness Review. There should be more effort (direction) made to drive lead generation marketing vs just brand marketing and organic lead generation marketing. They should also consider more training for marketing functions and "how to" trainings (i.e. boost on meta, grassroots marketing tactics and tips). For instance, perhaps they should pay for The Business Academy trainings and recap and repackage the information for franchise operators. Generally they only provide a high level broad list of things that should be done... but not how to do them.

**Anonymous:** I think The Joint should be investing in putting together top consultants from either other industries or even top producers/owners from The Joint to help other franchises improve. I also feel that the square footage we rent is too expensive in a strip mall to just perform adjustments only so another easy and trackable profit center would help add additional income to the business. I would suggest maybe something in the line of a treatment we can administer quickly, safely, and effective. Maybe adding a "stretch" component, Spinal Decompression, Softwave, Laser, etc.. I think if you ask other franchisees you'll get the same response. Place is too big a footprint for \$20-\$25 adjustments.

**Anonymous:** No innovation to improve any of the systems. Everything is stagnate and way behind other businesses like basic things like marketing and technology.

**Anonymous:** Fixing IT responses when you send IT ticket. When it comes to Microsite it takes a week to update. Especially, with changing hours. Paysafe also locks up alot lately.

**Anonymous:** The need for chiropractors employees

**Anonymous:** Very well managed.

**Anonymous:** Donna has been helpful.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Anonymous:** Overall we are very happy with the support we get. We are excited to grow with the company.

**Anonymous:** Marketing ROI through recommended vendors is very poor. Posts on social media are very generic and most of the time don't apply to local people (example: posting every time a new location opens across the country has no use for local people. I would suggest regional posts for new offices opening). Outside of the first couple months of opening, the ROI for FB/IG, Google is way short of getting back to even. The videos created late last year are great though (they are not user friendly when it comes to copying them to post, so fixing that would help).

**Rachel Wesson:** It would benefit our franchise more if the training and support was tailored to our region. We are a region full of smaller clinics with smaller demographics and we don't get a lot out of the messaging from advertising, training and support that is tailored to larger markets or markets outside of our region. I will never consider a marketing co-op for my clinic when our very own regional developer is part-owner and operates the clinics in direct competition with mine. It was bad business allowing a regional developer to purchase clinics in their own region.

**Anonymous:** Most of the support staff doesn't have any operational experiences in our brand, therefore can't lend any real support and tools other than what other zee's have shared with them

**Chancellor Foulks:** n/a

**Ginger MacNealy:** We went to Dr. Greco's clinic in Georgia to train and Jimmy made sure I was trained very very well and he is always available to me for questions. We train our own clinics now that we have more than one so all of our clinics are on the same page. We do not call Corporate unless no one else can answer the question because it was a pass the buck situation. I have had one case recently where they helped but it was only because Dr. Greco got involved.

**Larry Maddalena:** Was are asking that training videos be updated as needed due to tech changes/work-arounds.

**Anonymous:** We are left to die out here in a new market in Michigan. I feel we have little to NO corporate support in any respect. They take there money and leave us to figure it out alone. We all feel this way in Michigan. Sad.

**Anonymous:** Very basic and not very timely. Suggest creating training around best practices in operations and DC recruiting.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Anonymous:** There are things that were never covered in corporate training that should have been addressed (chargebacks for example). Our particular market (Alaska) gets overlooked a lot. I know we are new but the helpdesk isn't open all of our business hours, we are frequently not on the maps put out by corporate, and corporate marketing doesn't always meet the needs of our market (skinny girls in yoga pants don't really exist in Alaska).

**Anonymous:** Axis is finally working better and not bogging down every day, which is nice. Functionality is still an issue. Making calls is extremely important to a successful clinic and there have been no positive changes to the process. 1 click to get to call list, one click to look at patient info relevant to the call, one click to refresh back to home page, 1 click to get back to call list, 1 click to make notes on the phone call, 1 click to refresh back to home page again, 1 click to get back to call list again, 1 click to actually close out the task. Typing that out was exhausting and I am asking my staff to do that dozens of times per day.

**Patrick Greco:** I like the fact that the monthly huddles were brought back, but the delivery is not very engaging and it comes across as monotonous and dry. In our clinics I have my DC's watch the presentations and then we discuss on our bi weekly calls and my comments are their sentiment. Based on our business model I would like to see some more philosophy based presentations to excite our DC's on the "Why" behind the reason they chose to become a chiropractor. Any related best practice training should be brief videos that they can watch in clinic between patients and/or listen to on their drive. We also need more in depth training for our Wellness Coordinators about chiropractic. A Chiropractic Assistant training and certification would be a fantastic gateway to allow them to learn more about the profession and possibly prompt them on a career pathway of becoming a DC. Maybe if they passed the certification they are no longer referred to as a WC, it would elevate their status to a CA (chiropractic assistant)

**Anonymous:** Training and support is great, the lacking area is lack of efficacy of OTT's marketing and Axis is subpar for a custom program.

**Anonymous:** It's just not very present. Left to the franchisee.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Bianca Page:** I believe we need a strong emphasis on the 'why' with all trainings. Beginning with Corporate managers, extending to franchisee owners, managers, and then down to the DCs and WCs, this approach will realign our mission and foster a 'top-down' culture. This will ensure that everyone in the organization believes in and actively contributes to the success of The Joint. The marking focused on chiropractic colleges is an excellent step forward. This will need to be ongoing as they address the root of making The Joint a viable career option. However, once DCs join our team, the emphasis must be on our training programs, to rejuvenate them about our purpose and integrate it with their own. This will influence how our staff shows up for each other and their patients. Our technology needs a serious upgrade. We need to explore more advanced systems and make this a top priority. It will enhance our efficiency, our patient compliance, and reduce costs.

**Richard van De Steeg:** Marketing of NP and better technology is needed to utilize the data.

**Anonymous:** Since we joined the Joint, we have had 3 different RD's/FBC's, so it feels like our support system isn't real strong.

**Anonymous:** Marketing, Training and Tech are still major challenges with the Brand.

**Bryan Hurlburt:** The overall quality of the training is support is good. I would like to see a higher level of training specific to clinic and operations managers.

**Anonymous:** Feel that the issues lie more with the deficiencies in the RD team than with Corporate. They have made very clear with their actions that they have no ability to grow the region nor does it appear that they have any interest in supporting the region outside of the clinics that they themselves own. In many ways it seems as though they see the other clinics as competition rather than teammates within the same company that have a common goal. They have shown that they are happy to actively make decisions that negatively impact the clinics that they are supposed to be supporting. When called to the carpet and questioned on these actions the answer has actually been that the decisions were being made from them as a franchisee and therefore the fact that they are the RD should have no bearing on them knowingly and continually taking actions that negatively impact the other clinics in the region.

**Anonymous:** MINIMAL SUPPORT. NEVER HEAR BACK FROM THEM AFTER THE PEAS

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Brooke Everson:** Timing of training is sometimes difficult, as a lot of my online training was so in advance of my opening, it was difficult to remember everything. The in-clinic training was great. My RD provided a lot of training and assistance during the grand opening period.

**Anonymous:** When I opened my clinic, there was virtually ZERO practical support and training. Most things we've learned and implemented since opening has been through trial & error & learning from other owners. But even little things like needing 2 phone lines and 2 phones so DCs can make their calls and the clinic can still receive incoming calls, what sort of office supplies to get, how to effectively display and communicate goals with the team, etc. The training I received from corporate was ineffective especially for a single clinic new owner. It would've been more helpful to have someone who is expertly trained at the clinic ops to spend a week on site instead of having the franchisee go to AZ. The tips and tricks for increasing conversion and reducing attrition include no new information. All the owners are recreating the wheel because there is no standardized practice and no where for owners to share helpful materials. We are expected to purchase high \$\$ tech with minimal support on actually setting up the product when it arrives. Why would we... ([view complete comment in FBRAnalytics](#))

**Anonymous:** I feel the joint does not drill down into clinics that are not growing or are not profitable to give constructive feedback on best practices and how to make for a successful joint clinic. They are quick to sell clinics without regard to existing clinic health or proximity. quick to get you hooked into a franchise agreement but individual help is pretty much abandoned after you send the franchise payment.

**Noah Stone:** Sales specific training for Wellness Coordinators to educate them on sales approaches and overcoming objections could immediately add value to clinic teams.

**Anonymous:** It seems like there is support for training prior to open, and then you are more or less on your own to figure things out from there.

**Dan Rae:** The training is subpar. It is created by people with little to no knowledge of day-to-day operations in the clinic. I create my own training programs for my staff due to the disconnect between those creating the training and what actually occurs in the clinic.

**Anonymous:** Technology support could improve. AXIS continues to produce a lot of problems for our offices; from slow uploads of electronic documents when completed on the tables, to not saving notes for the doctors, to tablets not working. This slows production down and makes us look incompetent. Training has improved and there has been new material presented. This area seems to be moving in the right direction.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Anonymous:** So far so good

**Anonymous:** On-going training tools should be in the learning center and not franconnect. Franconnect is challenging to navigate. Would like more ongoing training resources/live Q&A opportunities- especially regarding compliance, technology, and finances.

**Anonymous:** Training materials are outdated. Many were created years ago, i.e. 2017. Changes are made and the training materials are not updated. When we hire new employees, it is very disconcerting to tell them to do the eLearning and rely upon printed materials that are no longer relevant.

**Anonymous:** Quality and content is struggling and unprofessional. I am very impressed with the improvements with the Help Desk - beyond that sadly disappointed - and feel this has been one of the biggest financial and business mistakes of my life. It is difficult to come up with "constructive" because things seem to be so far off the rails and the franchisor has had their head so far in the sand and hands so deep in our pockets that it comes up difficult to find words to put in a survey.... we were left high and dry when we needed help from the beginning.

**Anonymous:** Corporate does not assist or back franchisees in handling issues of patient complaints of following corporate policy. Software functionality is average at best. Too many issues.

**Anonymous:** Kevin Stutz is an EXCELLENT RD and we are very grateful for him and Angela. They work hard to help everyone in our region and their support is invaluable.

**Anonymous:** It's not consistent



# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Randall Hanscom:** Too many issues to discuss in this format.....

**Anonymous:** Biggest mistake of my life. Franchisor is non existent in solving problems for franchisees. They only care about Wall Street end goals and Golden Parachutes. No innovation of the model, no additional revenue lines to bolster struggling clinics. No national ad campaigns that are noticable to any of the patients we serve.

**Kevin Bock:** OTT faces limitations that impact their marketing effectiveness, and the current marketing strategies appear to be losing their freshness. As a consequence, many franchisees are exploring alternatives beyond OTT to achieve better marketing results. While Prisma makes an effort, their services tend to be pricier, prompting franchisees to actively seek more cost-effective and efficient local resources for construction clings, branded items, car wraps, and printed materials.

**Anonymous:** Peter holt continues to make poor decisions as the leader, seems self serving at best and negligent to the Franchisees and worse. as well as forcing his way into the atlanta co op and dismissing the majority in favor of his own agenda. Bullying and lack of honesty is how I view His leadrership axis is a disgrace, the marketing is a joke as they continue to destroy the brand by using low price as the lead, we should be marketing , Professional, affordable and convenient. My stores are the only franchises in atlanta to use net check in which should be a staple of service. we need a new service that does not take away time from the doctor. x rays or a passive massage table, certainly not vitamins that only lends itself to a mockery of our care.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Axis continues to be an embarrassment. It has taken 3 years for it to be serviceable and it continues to function substantially below our needs and worse than most commercially available EHR systems. We are the biggest player in the chiropractic arena and are hamstrung by this system. With our resources, we should be leading and innovating not trying to hold a substandard system together with duct tape and patches. Help desk has improved but continues to be frustrating with communication. Prisma is expensive especially with regard to shipping. There are 900 captive customers. It seems we are being taken advantage of. We generally find better prices with local vendors. OTT seems slow to innovate. NPs have been down for more than a year. OTT blames the corporate marketing department. Meanwhile an innovative franchisee has started his own digital marketing agency to serve our needs. We should be able to get what we need through corporate and corporate vendors.

**Anonymous:** I would like to see our use of technology advancing (patient portal, company app, biometrics, etc.). I would also like to have more options for vendors for marketing (OTT is hot and cold at times. They seem to be behind the times).

**Anonymous:** We are behind on technology. Implementing Microstrategy is a huge concern...worked in Data and Analytics and implemented Data Visualization systems - would never have gone with Microstrategy - Tableau or MS BI would have been 10x better. Super concerned.

**Anonymous:** Services offered should be improved to allow better revenue generation.

**Anonymous:** The ability to pull effective reports into spreadsheets is terrible. The loading time for tasks and ability to go through tasks in Axis quickly is poor. Automation and improvements in Axis are absolutely critical for operations! We need a C.E.O. that is willing to meet with the AFA on a regular cadence. We have the team to propel The Joint but not the willingness of corporate to do what it takes to spring board our systems to the next level at this time.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** I gave the Quality of Products and Services a GOOD rating because we only offer one service at which we are outstanding at (chiropractic adjustments) but we need to provide more. I gave the innovation and Creativity a POOR rating as there has not been any innovation since the Joint's founding. We have seemingly culminated at the manual chiropractic adjustment. It is beyond time to add additional retail products via drop shipping to our customers to increase our bottom line. There need to be herbs, supplements, meal kits, and physical products to continue to Improve the Quality of Life beyond the routine and affordable chiropractic care we provide. The business needs an app! My 6-year-old first grader has a coding class and he developed his own app. I understand the need to create a computer-based web program, but the timelines need to be shortened. There needs to be changes to PaySafe as our merchant services provider. Other companies do not charge \$450 for card readers and have lower failure rates. We need to progress to a banking option and move...  
([view complete comment in FBRAnalytics](#))

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** I'll start by saying: I am a techie. I have helped develop technology, so I am not someone who cannot figure out how to use a GUI or software in general. Axis has gotten better (from being painful to use) but it has restrictions. Tablet integration is still poor (logins are clumsy and cumbersome (perhaps biometric will help? and passwords are long and hard to enter every time a tablet has to be used and if a patient hits a samsung button at the bottom of screen, and passwords requirements have gotten longer and more cumbersome in the past 6 months, which has prevented WCs from using tablets. Tablets have become harder to use (software and hardware), not easier. Prisma is just expensive and the interface is still cumbersome to use, especially checkout for digital forms (having to go through a whole checkout process just do download a form is ridiculous). Even after an "update" to the interface, it is still hard to use. JazzHR is not directly interfaced with the needed job sites so I dont know many owners... ([view complete comment in FBRAalytics](#))

**Greg Busch:** Operational Procedures and Systems are very good, but brought down by AXIS and our technology limitations such as tablets.

**James Wesson:** The Joint overall-feel like everything is vended out to a separate companies. WC's operate daily with 8-12 tabs open on desktop. Axis-has to be a point where someone decides this software will not work for our company. FranConnect-hard to navigate and find what you're looking for. Even the phone directory is rough. Help desk-vastly improved with more employees. Back to poor Axis system. Most of their tickets would seem to go away with robust system. Again a vended out system to Fresh service? Prisma-no ability to leave credit card info intact. Can be long ordering process. Shipping cost high. OTT/Carbon-cost me untold sums of revenue by poor targeting and communication. Knowing how many clinics have had to go a alternative route for FB/IG, TikTok speaks volumes on their inability to stay current. Stagnant ads, no video for a long time. Again, vended out. The tasks we perform through Advantage/carbon should be through The Joint and automated. We spend an exorbitant amount of time training staff due to non-automated tasks. Looking for 2024 RFP to start. Learning Center-The amount of time... ([view complete comment in FBRAalytics](#))

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Axis is.....oops that's not constructive, How about another service we can provide that drives income to a clinic....Laser therapy, foot levelers, massage chairs? Per DC.: on intake. Tell me in your own words what brings you in today? Pt Hx Tab #8. Headaches or Neck Pain are Different, Which one? Needs 2 separate boxes.(paper forms allows Pt to circle one but not tablet Adjusting Tab. Add Sinuses. Add an Open box so Dr can add any notes they wish to type Pt Complaints Area. Neck/upper back pain are not the same. s/b 2 boxes. Sciatica L or R is a Dx not a complaint. It s/b lower leg pain Wrong ICD code for Rt Tempromandibular Joint s/b M26.601 Wrong ICD code Lt s/b M26.602 Wrong ICD Cervicalgenic Headaches s/b G44.86 Tx Tab. Dr needs to be able to put in all Tx plans. once a month/PRN. More options Under the Informed Consent box ADD a box to click "Pt tolerated Tx without incident"

**Anonymous:** There are so many moving parts and systems and they are really difficulty to stay on top off. Many of them don't even work well. I have staff quit over how difficult use and learn these systems.

**Anonymous:** I do not believe it is a surprise to say that Axis has been a mess from day one. What bothers me most though is the lack of Help Desk to identify glitches in Axis and notify franchisees on these potential issues. I would hope that Help Desk would share this information with Franchisees, so we can keep an eye out for these potential issues.

**Allen Hua:** need to consider bringing in additional revenue streams

**Bryan McDonald:** Dokshop price should change when you buy more or bundle. Shirts for example.

**Anonymous:** Innovation? Not sure I see any new innovations occurring in the 1.5 years I've owned my franchise.

**Anonymous:** Look at pricing due to inflation and location of Clinics. Constantly innovate and improve, Corp is understaffed, not enough experience and need to move faster in all areas. Your RDs need to improve regional support and help with recruiting talent. NFAB is good but please listen to them and implement suggestions. AFA is now more than 50% of the clinics so please work with them to help improve the areas franchisees identify and prioritize. AFA is not your enemy.

**Coreen Cammarano:** I am not sure if I should answer marketing question regarding the previous team or new team. I do believe in the new team and any negative feedback does not apply.

**Anonymous:** FranConnect is very difficult to find things. We don't really do innovation? Hopefully that is changing.

**Anonymous:** prisma- better polos for cheaper price. Axis still not good.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** I'd love to see more innovation especially with the patient's experience and the WC workflow. It seems that a lot of the steps should be automated. Sometimes I find a good WC, but I'm generally disappointed in the applicant pool for that position. It's tough to get them to do things like touchpoints and review requests, and I'm concerned that failure to do those things are having a negative impact on my business. It's nice when they come into work, but ideally the clinic would be able to function without them, perhaps with a HIPAA compliant screen with a patient queue? I also wish that members could sign up and cancel on their own, so if they want to let the membership run forever, that's up to them. A lot of new franchise models that focus convenience and innovation have an app that they use for memberships, scheduling, notifications, reviews, etc. I feel like there should have been a TJC app a long time ago.

**Anonymous:** Better technology with less errors better credit card processor

**Anonymous:** Too many categories. Seems like it could be simplified.

**Anonymous:** Maximizing clinics in a particular territory only benefits the franchisor and not the franchisee. We need new and fresh ways to get our brand more seen by the public. I would like to see other revenue sources in our model. Due to the increase in payroll expenses.

**Anonymous:** Some of the forms could use a update specifically the Spanish forms. We would also love to see more available in Spanish.

**Anonymous:** Axis has been doing a lot better the last 6 months, but there are still times when it runs very slow. The Help Desk sometimes does great, but it is very frustrating when things are declined and there is no explanation given. Carbon works well. Local marketing options are terrible. The "brand awareness" is fine, but most of the nice looking professional pics don't even say we are a chiropractic office. None of the marketing material displays how much more affordable our services are compared to typical chiropractic offices. Our New Patient price is the same as most places, so that's fine. But we need people to see what sets our model apart: our membership prices and packages.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Rachel Wesson:** WE DO NOT want to sell physical products. Our patients have our trust and we will lose that if our doctors are forced to start pushing product which is what will happen if The Joint begins selling products and our RD's and corporate want to make more money so they force it by giving us bad scores on a PEA. OTT/Advantage has a poor performance over and over again. Communication is terrible and we are removing Carbon and Facebook from our clinics because of their poor performance and would prefer to be able to use another company for google ad words to get better results. The Joint has a bad score on JazzHR and it effects the franchisees who have a fantastic relationship with their employees and high retention of employees. JazzHR job listings need to allow franchisees to update the listing to fit its specific market and job. We are NOT a one size fits all company and some of us hold our clinics to a higher standard and want to portray that higher standard. I would like to... ([view complete comment in FBRAnalytics](#))

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Axis remains a disaster and what an expensive one for us franchisees ! We are still losing thousands of dollars as a results of all the flaws that keep appearing and are not resolved by Corp leadership. Peter Hot sold us on the new platform and we drank the cool aid since we trusted him ! Man, have we had egg on our faces with our staff after the disastrous 7/21 roll-out and ever since costing insane lost productivity, trying to find where money was lost, correcting errors in patient accounts etc etc Corp has lost credibility with our senior front-line staff ! And now, after trying to tell us how to run our units, they're actually admitting to the fact that they can't do that either (selling 100 of 130 units) despite margin advantage of not even paying royalties..... We don't have the following in 2024, still: POS Time-Keeping ability Blacklisting Patients & former Staff Restricted User access based on Competence levels

**Chancellor Foulks:** n/a

**Ginger MacNealy:** Axis has so many issues and they are a pass the buck to someone else and it is ticket after ticket if you cant just talk to them. We are having the same issues as we had a year ago and it is not any better and we have lost many many patients over this issue of multiple billing. My WC's are spending my time an money on contacting axis instead of bringing the clinics business.

**Anonymous:** We had several questions for OTT about the marketing as we were preparing to open and after launch. The representatives gave incorrect answers several times, or very general answers with little substance and no real information. To be a valuable partner, I would want a certain level of expertise and help. The poor experiences leave me with little to no faith in OTT.

**Larry Maddalena:** Corp should know by now how frustrated Franchisees are with AXIS. 30 months later, no APP in sight. Zees continue to struggle with digital intake forms, and our marketing is dead. Competition is quickly gaining on us, and CSC Leadership seems to be deaf and blind to the fact that we now have competition in our markets. We need to focus more marketing on the benefits of chiropractic.

**Anonymous:** I am and have been involved in several other franchise brands. ALL have and do provide better support services and tools than does TJC.



# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Axis doesn't work. There are so many things that should be upgraded. Carbon should be integrated with Axis so when we complete tasks all the correspondence notes are together. Scheduling should be part of that as well. JazzHR isn't customizable through the franchise (email templates, workflows, etc). It has so much more potential than we have access to. Franconnect is clunky and it's hard to find things in there. Why are we still using Microsoft excel? It's an unnecessary expense and a pain to make sure all our devices are still running microsoft. Prisma is fine but expensive - we should have access to download the digital versions of all our print materials so we can use the vendor where we can find the best price and best shipping (that would especially help us in AK as shipping is consistently twice as much as the product cost).

**Anonymous:** Axis is finally working better and not bogging down every day, which is nice. Functionality is still an issue. Making calls is extremely important to a successful clinic and there have been no positive changes to the process. 1 click to get to call list, one click to look at patient info relevant to the call, one click to refresh back to home page, 1 click to get back to call list, 1 click to make notes on the phone call, 1 click to refresh back to home page again, 1 click to get back to call list again, 1 click to actually close out the task. Typing that out was exhausting and I am asking my staff to do that dozens of times per day. Helpdesk response time was very bad earlier last year but it has been very good recently.

**Patrick Greco:** We need to get more innovative in training, marketing, technology, additional techniques, services, retail line items. Transparency on marketing metrics so we can improve our marketing ROI. Would like to see friendlier customer service from the Helpdesk.

**Anonymous:** OTT struggles, Carbon freezes and can be difficult to utilize between the two versions only certain things work per each version. Axis thankfully hasn't been glitching like it used to and is finally stable, but still has a long way to go to be competitive, innovative, and frankly even a proper program that matches the Joint's size, finances, and branding.

**Anonymous:** 2 years ago Peter and the new CTO said they would fix Axis and make it better and more efficient for the front end users (DC's and WC's) it freezes up now more than ever. I think that they should consult working DC's before they "fix" anything - recent "improvements" were made to recording pulse, respiration, temperature, height and weight. Nobody even does those!! Of all the things wrong with Axis, you chose those to make better?? A huge waste of your time and our money. You take about \$6million from us every year for technology and it has yet to improve for those of us in the clinics. It's actually having more problems as time goes by. I think we need to replace whoever is making decisions for the clinic staff.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Franconnect - make it easier to find/search; bring back clinic names with corresponding clinic names Help Desk - allow franchisee or RD to view all current open tickets under their purview, allow them to jump in on a ticket Prisma - lack of ability to customize (more than a few basics); extreme markup - can custom make items locally for 30% of the Prisma price Advantage/Carbon - UI is terrible, site lacks stability (always crashing, timed out responses)

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Bianca Page:** The overall daily operations are straightforward, and our services allow us to be efficient and clear, meeting our patients' preferences! AXIS will require more than just tinkering. I cant emphasize enough the need for user-friendliness and visual appeal. There are ways to reduce inefficiencies and prioritize the most important processes and workflow. Tablets are time-consuming and still we deal with frequent disruptions. The tablet and forms need a revamp. At a minimum we should have PIN access. JazzHR taps into great candidate sources, but our posting is saturated by our surrounding corporate offices. It says one city for 3 separate postings which is lacking a distinction for candidates. I tried to address with our careers department but progress in those conversations is yet to be made. While our Learning Center is valuable, there's room for improvement by organizing and updating trainings, including our DC huddles. Remove these from Franconnect and add to learning center. Consolidating all trainings through a single source for staff and franchisees would enhance efficiency. Concerning Advantage/Carbon, its outdated. The services it offers could be integrated within... ([view complete comment in FBRAnalytics](#))

**Richard van De Steeg:** Need tech that improves our New patient count.

**Laurent Colvin:** Axis is still buggy. The system will time out while I am doing an exam and some data is lost. I have brought this up with IT and they have elevated the issue to the next level of attention.

**Anonymous:** Frankly, I have no use for FranConnect. Seems like an expenditure that could go away.

**Anonymous:** I still don't like axis. Too many buttons, slow at times, need a simpler system.

**Anonymous:** Poor support for Tech and Marketing

**Anonymous:** The learning center, Jazz HR and Carbon have all been positive assets to the business. OTT has consistently shown to be a waste of company resources to the extent of many franchisees reducing their spend with OTT to the minimum allowed and going with another vendor.

**Anonymous:** JAZZ HR TRIES TO MICROMANAGE MY INTERVIEWING. How is that their business if I have or HAVE NOT contacted applicants? How do you know if I'm not using a different method to contact them? WHY are you reading my private communications???

**Brooke Everson:** Learning Center was good, but I remember being confused about the best order for the training, could offer more direction regarding that. Axis is much more consistent than it used to be, so seems to have improved.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** AXIS hardly works and is NOT user friendly. There should be a way to change a patient between plans without having to cancel them to resign them on something different. And the integration with the tablets, a straight up nightmare. 90% of my printer ink goes to printing out papers that should be able to be done on the tablet but the tablet doesn't work or connect right. If a patient is MEP, the ABN and MEP pages should automatically pull into the forms to send section. The EXAM flag pops up randomly, not consistently, with no rhyme or reason. Lack of transparency & tracking abilities for marketing from OTT is shameful. Materials from DokShop are a premium price with a SIGNIFICANT shipping cost. There needs to be maternity clothing options.

**Anonymous:** Many of our day to day struggles have to do with axis, keytag scanner, etc. There are many tasks that should be automated and better processes, reminders, etc need to be automated to help improve patient retention and their experience. It is crazy that we have multiple window and programs running at the same time for the WCs to conduct their calls, and follow ups. Everything should be in one easy place. Training is difficult and most WCs take a long time to wrap their head around all the processes needed to be successful.

**Anonymous:** Using a paper copy of the Blue book is redundant and should only be done electronically. I have my clinics using a spreadsheet that auto calculates.

**Brad Peterson:** Still struggling a lot with Axis from a functionality standpoint. Have customers being double charged, reports not being accurate, slow performance. I know it's improving and I know it can't be a quick fix, but we pay a heck of a lot of money monthly for a subpar program.

**Noah Stone:** There is much to be done, especially with our daily operations application (AXIS), to improve our daily functions and support cost savings to improve the bottom-line.

**Dan Rae:** FranConnect is pointless. I am not sure why we even use it. The Learning Center could be good if the training that was produced was good. OTT needs to allow more specificity to each clinic. We all know Axis needs significant improvement, but I believe Charles is the man for the job. I would like to go away completely for DokShop. The shipping is far too expensive as are the products.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** As previously stated, AXIS continues to be a major problem and slows production. FranConnect seems to be a bit convoluted when looking for documents. The helpdesk has been improving & the ability to submit tickets electronically is a great idea. Dokshop the shipping is extremely high & we should have better rates. Advantage/Carbon - I like Advantage & the ability to listen to staff calls. I like Carbon 1 for certain aspects & use Carbon 2 for other aspects. Neither one of them has the complete package, but I like the capabilities of both. Learning center - I like the learning center & being able to assign trainings. I don't have any major complaints with this system. JazzHR - it's good & I like the ability to submit my job openings. We just don't get many hits on our post & I know this isn't a JazzHR issue, but more of a Joint Chiropractic issue.

**Anonymous:** Regarding Axis, I work the desk on a regular basis and I come across accounts not billing but giving RPVs, and other similar situations where I am losing revenue and it makes me wonder how MANY other accounts is this happening with. I sure as heck know it's not just happening at my clinic.

**Anonymous:** Axis needs a lot of improvements

**Anonymous:** Operational- WCs jobs have become overloaded. It would be helpful if certain tasks, such as text notifications for patients who haven't visits in X number of days, were automated. Franconnect- Difficult to locate items without searching specifically in the search bar Helpdesk- We are having an issue with helpdesk quickly closing tickets without resolving the issue. JazzHR- Decent tool for helping hire new WC, has not been very helpful in finding DC candidates

**Anonymous:** AXIS needs replaced. ATLAS had features that AXIS does not and getting changes implemented in AXIS is a lost cause. OTT is unable to keep pace with our growth and requirements. OTT did not change our business hours on social platforms as promised. Carbon is constantly having leads issues. Advantage reporting data is woefully inadequate. Many leads we receive from FaceBook are not anywhere near our clinic, i.e. thousands of miles away. Many items are very difficult if not impossible to find on DokShop. Their customer service does not know how to help. They take days/weeks to get back in touch. We need products now not in weeks. They are not updated with current info. Trying to get customizations/changes is nearly impossible. Get very few actual candidates from JazzHR.

# Open Text Responses

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Anonymous:** Very pleased with the improvements to the HelpDesk. Axis needs a complete overhaul. Dokshop is way overpriced and not helpful. OTT has proven over and over again outdated and missing the mark to the point where we have had to outsource - which costs us more money. We are dying on a vine and bleeding out. I have had zero luck with Jazz HR and have completely given up on that tool I do all of my recruiting through indeed and receive 100x more a day than I do in 3 months from Jazz HR.

**Edward Frees:** Loosing my shirt and nobody seems to care

**Anonymous:** Helo desk does not have an answer half the time so not very helpful

**Anonymous:** AXIS: Continues to have countless flaws. We still deal with patients cards being charged even though their WP has been cancelled. We deal with WPs never being cancelled even though we have submitted the request. We deal with \$29 initial visit charge not showing up. We deal with not being able to charge for a single visit. ETC. We consider those "bugs" to be a pretty big deal...especially when a patients card is charged for months when we submitted the cancellation and it shows to have been fulfilled. However the other major complaint I have is the ledger. I still do not understand why we must go to that sort of trouble just to print a ledger for a patient. Every other software that I have used its just a click of a button to produce a ledger. The way we have to go about it is a time waster for a busy office and very antiquated. Hoping they can get this figured out soon. OTT has been a disappointment for us in NC. We have had to all but... ([view complete comment in FBRAalytics](#))

**Anonymous:** AXIS MESSING UP PATIENT ACCOUNTS AND SLOW AT TIMES

# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** New CEO

**Randall Hanscom:** Help us grow and improve our clinics. Bring innovation and creativity to our marketing and operational needs.

**Anonymous:** Don't screw your franchisees and RDs

**Anonymous:** Need to innovate for growth. Otherwise, what will happen when we eventually saturate the market with no new revenue sources? Stock price will crash, executive team will jump ship and franchisees will be left unsupported in a dying corporate system

**Anonymous:** Adapt or die. The Joint needs to care about lifting all clinics and not just adding clinics to meet Wall Street's expectations. Lots of clinics are bleeding because there is no leadership taken place

**Kevin Bock:** Proposing a pricing an initial adjustment from \$29 to \$45 to ensure that potential MEP customers find opting for a package or plan more attractive than choosing the walk-in rate, thereby maintaining the competitiveness of our offerings

**Anonymous:** Have integrity.... stop buying and selling stores for your own gains & stop competing with the franchises and start spending national marketing on a cohesive plan to include a spokesperson who can bring more credibility to the Brand. digital should be apart of Marketing not all of marketing... I know that's more than one, but my disappointment runs deep as at every turn they have done the wrong thing... please help 🙏

**Anonymous:** Stop encroachment from other franchisees and get a handle on different marketing companies being used by different franchisees

**Anonymous:** Company is stagnating over last few years, not coincidentally with the release of Axis. For me, this has put significant doubts in my mind about senior leadership. Existing franchisees feel that unit growth and investor relations have become more important than franchisee service and support.

**Anonymous:** I would recommend listening to your experienced operators and professional chiropractic experts. Too often, it seems that advice is given by the network and supposedly NFAB, but not taken or even implemented by the Senior Management team.

**Anonymous:** Hit or miss when it comes to members of Senior Management - seems like we have a few Varsity players but mostly JV players. Not weak but not strong...

**Anonymous:** Find additional services to drive revenue

# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** Work with the AFA.

**Michael Spivey:** Get busy with finding/developing a more appropriate software management package than AXIS.

**Greg Busch:** Listen to your franchisees. We have knowledge that is untapped.

**James Wesson:** Bring features we need in-house to automate necessary tasks. Lack of The Joint automation drives up costs to operate clinics for Franchisee. Lack of this has created a work environment that is almost impossible to hire and train for at the hourly rates we can afford. Hiring Virtual Assistant/Call Center to alleviate what should be automated at a huge additional cost.

**Anonymous:** Well maybe this comment belongs under another tab but with Paying college players Corporate should have a simple Edit abled document we can use for NIL deals. Please look in to this? Our model is easy....You get Free care while on the team in exchange for social media posts and guest appearances

**Anonymous:** Fix Axis.

**Anonymous:** Align your interests more with your Franchisee! If it is always just about Crop interests then you get what we have now. A lot of disgruntled franchisees that many of them about to go broke.

**Anonymous:** Identify important trends in similar businesses to ours and implement them quickly. A good example of this is the use of ACH/Bank accounts for patient's memberships due to the significant rise of declined ARBs and charge backs on credit and debit cards.

**Allen Hua:** Although things will be changing with the re franchising of the majority of Corp locations, I think when it comes to currently managing those locations, they need to make sure that their front office staff is trained more on the procedures and protocols that have been set. Area managers and regional managers should also be experts on the ins and outs of the in clinic operations, procedures, protocols, and customer service. They should also promote a team mentality with ALL network locations and not just other Corp locations.

**Peter Mistretta:** Do what you say you are going to do. Change AXIS to a best-in-class alternative. Build a mobile app. Figure out how to increase average unit volumes. Innovate on the concept. Resurrect the brand. Focus on being a great franchisor instead of empire building with corporate stores. Listen to franchisees that have invested hundreds of millions of dollars to grow this brand. Do better.



# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** Senior management should take a personal interest in undeveloped or underdeveloped territories. In NJ we can't grow without more franchises. I don't see much activity in promoting or mention of The Joint in or around New Jersey chiropractic conferences or at least helping Franchisees get more exposure which then nets more interest for possible franchisees.

**Anonymous:** Innovate, improve technology, listen to franchisees through NFAB and AFA.

**Anonymous:** gotta fix the marketing!

**Anonymous:** Showing where all marketing dollars are going. Finding new things to help the company. Making an app to change billing, check billing dates, look if clinic is busy at the moment, doctors schedule, Ability to print off visits and bills, and ability to find the nearest location.

**Anonymous:** I jumped on the call about the sale of the corporate clinics, but I don't recall hearing why they're being sold. I have had DCs come from corporate clinics, and they talk about higher pay and more benefits. It's just not possible for me to match that right now. If the Senior Management has decided that their expenses are no longer sustainable and the clinics are not very profitable, that does make me feel like there's a disconnect in the expectations of the franchisees' experience. As a side note, I understand that franchisors generally get "rebates" from some of the vendors that the franchisees are required to use, but the goal should be that the NET of the expense plus the rebate is still lower than the market rate. I feel like our credit card processing fees are too high, around 3.25%, and I think the FDD says that TJC corp gets a 0.25% rebate. It seems like that could be negotiated below 3%.

**Anonymous:** Help with struggles employee hiring

**Anonymous:** We keep doing the same things and it's getting diluted.

**Anonymous:** Here are 5: Get back in the office together full-time. Embrace new technology. React faster to changes in the market. Don't hide problems. Be transparent about corporate partner/vendor relationships where the franchisees are required or expected to use those partner/vendors.

# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** Too much competition from other Joints instead of local owners working as a team. Looking at population density instead of just distance for other Joints opening. Getting local owners input before opening another location would help. Giving more local owners options to increase their price zone should be looked at. Some offices are dragging down others. Giving owners the option to rise up one level from the local standard prices would drastically increase revenue. We are getting held back by offices who aren't performing well.

**Rachel Wesson:** Absolutely do not agree that anyone in management supports a TEAM culture or environment. Everything corporate and the RD's portray to us is hostile, negative and/or controlling.

**Anonymous:** After so many failures in recent years, Axis being the greatest one, isn't it time to step aside ?

**Chancellor Foulks:** n/a

**Anonymous:** Sr Management has lost even more credibility with franchisees this last year by: -continuing to promote AXIS, the worst decision for the performance of the entire system in many years, and no one is held accountable or shows personal responsibility (aka "leadership") -continuing to promote a goal of almost 2,000 clinics in the U.S. when there are obvious signs of unhealthy cannibalization and increasing store closures system wide -not listening to franchisees, and attempting to sideline the franchisee association that represents the majority of all franchised units -by adding another 1% to the NMF in the FDD, and increasing local marketing, which are both ill advised as the brand works on REFERRALS due to great DCs, but with all the \$\$ going to local marketing/NMF, we can't hire/ retain great DCs with our low margins -the operating culture in corporate clinics is a huge detractor to our brand equity/ reputation, and again no one is held responsible -high performing team members leave the company, and low performers don't get fired, all created by and enabled by Sr Leadership. The remote... ([view complete comment in FBRAnalytics](#))

# Open Text Responses

## If you could make one recommendation to Senior Management, what would it be?

**Ginger MacNealy:** We have little to no contact with senior management due to having RDs in our region. Make everyone come back to work where you can be in the same place at the same times. There is no true connection when you are not together. You can't truly fight your battles without face on face connections and i don't mean zoom of teams! Our small markets can not match up to any other and should not be compared to others where awards are concerned or decisions are made. We can not make the huge numbers the greater populations can make and need consideration for that or don't put this size clinics in.

**Anonymous:** Maybe we're too new, but other than the all-staff webinars we have no communication, contact or exposure to Senior Management.

**Larry Maddalena:** Senior management took almost 2 years to acknowledge the failure of AXIS, and the struggles it's placed on franchisee's employees. Senior management refuses to step up and call employees back to headquarters. Senior management has ignored franchisee's signals when it came to a previous (significant) HR issue, and feedback on AXIS and stat reporting errors. We continue to face IT problems with cancelled billings, which causes Zees to loose customers. NPs are down. No new marketing initiative from Corp. Active Members are down in part to the ongoing AXIS issues. Time for changes with Senior Management.

**Anonymous:** Help the NEW markets with more advertising.

**Anonymous:** Terminate the CEO, COO and CFO and start over!!

**Anonymous:** Listen to the franchisees!

**Patrick Greco:** Listen, collaborate, and act in partnership with the franchise community.

**Billy Perkins:** Include franchisees in every business decision. Franchisees as a whole have built business from the ground as owners and not employees.

**Anonymous:** We should be the leaders in doing things better than other chiropractic companies, I feel other companies are going to take the lead in areas such as better marketing at least allow the Joint to show adjustments and a better interface for the patient on checking in, checking out, utilizing their own log in to see treatment, doctor notes, patient education, etc. The Joint should already have a portal for patients to be able to get videos sent to them that re corporately created that are modern and relevant for both brand new patients and established patients.

**Anonymous:** Get over your stubborn attachment to Axis, and start taking care of the clinic staff. We could be so much more efficient with competent software and equipment (scanners, printers, tablets) that actually worked every day.

**Anonymous:** It feels like were always putting out fires and not pushing the company forward.

# Open Text Responses

## If you could make one recommendation to Senior Management, what would it be?

**Kris Birkeland:** Our rating in this area is harsh. There really is no vision being provided other than unit economics and overall clinic footprint. We need vision for our employee and patient experience that is brand defining. Our culture is lacking in that we really don't tap in to our mission and our purpose. There is a major opportunity for our brand to be unique and best in class. The refranchising decision has created the opportunity for the Franchisor to involve franchisees more but it still remains to be realized.

**Bianca Page:** I believe senior management needs to go into the corporate clinics and compare it to our franchise clinics. Sit with out WCs, DCs, and management. There are great things to notice but also you will see the apparent issues.

**Anonymous:** Need to be creative. I know our model is simple but we can't let it get stale.

**Lindin Carper:** Stop talking, start delivering.

**Ben Crawford:** Peter is leveraged by the BOD and consistently makes decisions based on driving shareholder value. He does not make system-wide decisions based on the good of the franchisees. His decisions are for the good of the corp entity.

**Anonymous:** Time to look at new leadership

**Bryan Hurlburt:** I look forward to seeing a clearer vision for the network moving forward in light of the decision to refranchise. I think this will give a better opportunity for Senior Management to focus it resources and talents in building a stronger brand.

**Anonymous:** Be more transparent. You know that it hurts our clinic to open another one a few miles away from me. But you try to make it seem like MY fault when our revenue goes down. Is your vision to have thousands of clinics? Or is it to foster the growth of the existing clinics? You are oversaturating the brand with clinics and bragging about it. Then you expect us to celebrate with you AND tell others what a great franchise this is. It's not. It used to be good. It can be great if there are some positive changes.

**Anonymous:** People won't want to buy into a company with minimal support from corporate. There has to be a better way to support owners and aid in hiring chiropractors, despite the excuses from Senior Management.

# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** The joint seems very stagnant since we signed our franchise agreement. Lots of excuses. We seem to have lost many key corporate players and high turnover has crippled the company in my opinion. It seems corporate cannot come up with a clear solution to growth and definately does not help on an individual clinic level or even regional area. Most solutions corporate is just asking franchisees to invest more money into marketing. The national marketing fund dollars are not shared transparently and feels we do not get the value for the money we are required to contribute.

**Brad Peterson:** The financial disclosure restatement earlier this year I feel was a huge black eye for us in the market. That wasn't 100% on us and it was a third party's view, but was very disheartening to see. I'm worried about The Joint from a marketing and growth standpoint. I would love to see some new innovation or new approach to how we attract qualified new patients. Our new patient numbers have been dropping and it just doesn't seem like we've been adjusting fast enough to a changing market. I'm also very concerned about how corporate runs their corporate owned clinics in the Phoenix Valley. Clinic closures, bad reviews from DCs and staffs, understaffed clinics. Doesn't feel like it's a net positive to have corporate clinics around us.

**Noah Stone:** NFAB has recently requested that Leadership remove the 0.0035 merchant admin fee that is issued back to TJCorp. This results in an average expense per clinic of nearly \$2,000.00 per year. Given increases in Royalty, NMFund, and Tech Fees over the last eight years, some consideration has to be given to profit margins for franchisees which have taken a tremendous hit over the past two years with economic conditions and refresh/remodel costs required to renew licenses. On a percentage basis, the elimination of the merchant admin fee that garners around \$1,750,000.00 if applied equally to all clinics, would benefit the franchisees to a greater degree than it would retard the franchisor.

**Anonymous:** Listen to those in the grind

**Anonymous:** Recompense for lost revenue due to software glitches which is making our employees work harder on a day to day basis.

**Dan Rae:** There needs to be more accountability from Senior Leadership. We need to be receiving dates when things will be happening, and update when things need to change. We should be hearing much more about corporate accounts. Corporate accounts need to be a major focus.

**Anonymous:** I hope now that some of the corporate clinics are being sold, this will bring a more united front. Having corporate clinics operating in the same error felt like it was us against them. We should be running a more cohesive brand vs competing against each other.

# Open Text Responses

If you could make one recommendation to Senior Management, what would it be?

**Anonymous:** This is a recommendation for Operations: I do not as an owner abuse the process of requesting an old rate. It is few and far between, but when I do.....I've given serious thought and consideration to ask. After having done so,.....to be denied is unacceptable to me. It is my business, my livelihood and my reputation on the line.

**Anonymous:** I would like for more transparency of the corporate owned clinics in our area. We get several reports on how the franchise owned clinics are doing, however, we as franchisees are not able to see the corporate clinic's reports.

**Anonymous:** Figure out how to keep franchisees profitable with a good ROI on their investment instead of shoving more locations down our throats.

**Anonymous:** Focus more on providing ample resources for Franchisees- less focus on operating corporate clinics

**Anonymous:** Listen to the Franchisees. You do not exist without us. Shareholders (of which I am one) are important to please but without the Franchisees, there will be no TJC.

**Anonymous:** Get a clue....

**Anonymous:** They should all work in a franchised owned clinic for a day

**Anonymous:** Better use of technology like other franchises out there and change marketing company ott is not doing a thing

# Open Text Responses

Please give any constructive feedback you have related to your franchisor's Core Values:

**Randall Hanscom:** Good young man with very little experience.

**Anonymous:** Doesn't always seem to operate with the best interests of the franchisees in mind, for example, perception that AXIS is a broken system intended to generate additional revenue for franchisor at the expense of franchisees

**Anonymous:** The Joint's mission is correct. Franchisees are being severely limited in the support they get from corporate. No marketing changes since this I became aware of The Joint in 2019.

**Kevin Bock:** The emphasis is on achieving top-line growth, often at the expense of the Franchisee, as the Franchisor receives their share 'off-the-top.' Examples include allocating marketing budgets for platforms like Yelp (which may not be effective in certain areas) and advocating for national sponsorships, such as the Tampa Bay Buccaneers, without Corporate participation. These endeavors, while expensive, are aimed at achieving brand awareness, a goal that ideally should be a collaborative effort between Franchisees and Corporate marketing initiatives.

**Anonymous:** Stop competing and trying to milk the franchisess and instead build the brand so that Dr.'s want to come work for a great brand and people see us as the only choice

**Anonymous:** The #1 core value should be the success of the individual franchisee. Period. That does not appear to be the case.

**Anonymous:** So far I am good with the core values

**James Wesson:** For new franchisees the process could be explained better, training could be tremendously better, information to be successful could be vastly improved, and you have to have a point of sale that works flawlessly.

**Anonymous:** .

**Anonymous:** Sadly my score here has continued to drop year after year. The amount of mistakes at this company mixed with poor judgment to switch to Axis and further compounding the problem by not abandoning it leaves with me with trust that anyone knows what they are doing.

**Anonymous:** I think the Franchisor "says" all the right things but the actions (or lack of actions) speak much louder. Even this survey I doubt will make a significant difference. I wish I could be more optimistic.

**Anonymous:** The only person that seems to care is my FBC Josh who has taken a personal interest in helping me as much as possible.

**Anonymous:** I do respect the team that we have. I'm just not sure if all of the financial decisions have the franchisee's best interests in mind.

**Andrew Jordan:** My franchisor has contacted me as a doctor of chiropractic trying to recruit me for a corporate office through my @thejoint.com email. This seems to me to be poaching of staff.

# Open Text Responses

Please give any constructive feedback you have related to your franchisor's Core Values:

**Anonymous:** Na

**Anonymous:** I appreciate the vision and culture the company fosters.

**Anonymous:** Our franchisor stands as the cornerstone of our chiropractic franchise, providing not only a business framework but also excellent guidance and training that has proven instrumental to our success. Their commitment to our growth is exemplified through comprehensive training programs and ongoing support, ensuring that each member of our team is equipped with the knowledge and skills necessary for success in the chiropractic industry. Moreover, our franchisor adeptly represents the brand with excellence, embodying its values and vision. Their leadership not only fosters a strong business foundation but also cultivates a sense of pride and unity among franchisees. With a steadfast focus on brand representation and a commitment to our individual and collective achievements, our franchisor continues to play a pivotal role in shaping our chiropractic franchise's success story.

**Anonymous:** For the most part, I was very happy with the franchisor. But selling territory close by creates a conflict of interest. Local owners should have more say in how close new clinics can be, or at least a minimum time frame until a neighboring new owner comes in. If it's done right, everyone wins. But oversaturation hurts everyone, including the brand.

**Rachel Wesson:** I think the franchisor cares about the success of the stock prices.

**Chancellor Foulks:** n/a

**Anonymous:** If the franchisor cared about franchisees, they would have listened over the last 2.5 years, and announced to get rid of AXIS as soon as they are able.

**Ginger MacNealy:** Please look at my last comment and this should answer this as far as sizes of clinics and awards and how our smaller clinics are just lumped in to make numbers to Wall Street.

**Anonymous:** After we opened we wanted to make changes and were interested in corporate feedback, however, requested changes we made were overturned by corporate staff with no conversation or validation, no response to questions we asked, and no follow up until after calling them out for making decisions about our business on our behalf without involving the owners.

**Larry Maddalena:** The franchisor has been tone-deaf to franchisee's concerns about marketing, IT issues, growing competition, lack of innovation and adding additional income sources. The franchisor has also lost trust of the franchisees in part due to dishonesty over Corp clinics and recruiting. While some franchisees are squeezed to purchase and open another unit, other franchisees are allowed to hold onto a license more than 4 years, and some RDs are behind on their development schedule without consequences.



# Open Text Responses

Please give any constructive feedback you have related to your franchisor's Core Values:

**Anonymous:** Replace the leadership team and start over with culture.

**Anonymous:** Refunds should be deducted from royalties.

**Patrick Greco:** There is the perception of a "Do as I say, not as I do" mentality. The core values seem to be corporate's view and expectation of the franchisees, but not the other way around.

**Anonymous:** Corporate has sometimes waited to communicate things that fits their best interest instead of being upfront. I do believe oversaturation seems to be happening for some areas which, for example, leads 15% more clinics but only 3% more revenue, this is a loss of revenue per clinic, as well as less new patients per clinic as they get slightly more patients per market, but less per clinic. Corporate started competing by having their own clinics which splits their time and focus and ultimately doesn't show a strong heart for their franchisee's but for themselves.

**Anonymous:** See previous comment. If our success was really important to you, you would actually do something about all of the complaints you get. I pay more for Axis than I ever paid for any other software, and those actually worked all the time and were set up for speed and efficiency. If you cared you would recommend OTT and Prisma - They charge more and deliver less. I get more leads for less money from someone else, and I recently bought some window clings locally for less than a third of what Prisma charges, with no shipping

**Anonymous:** Not sure that corporate always represents the core values to franchisees

**Kris Birkeland:** I do not believe our franchisor or Senior management are malicious in any way. What I believe is there is a lack of awareness and accountability of what it is to be a franchisor in our unique niche of chiropractic care.

**Bianca Page:** Our success is your success and vis versa. I am a DC who truly believes in this company, our doctors and our WCs. Patients love what we have to offer. We need to help each other to reduce costs (merchant fees, chargebacks, refunds, marketing fees, etc). If we have less money going out to these other systems then it stays within the family. We can use our funds on enhancing internally.

**Lindin Carper:** You can talk about values but if you don't demonstrate those values during the hardest decisions and challenges, the talk means nothing.

**Ben Crawford:** Peter does not care about my success or others. He needs to be replaced with a CEO who is focused on driving unit-level profitability for the 925 operating units.

**Anonymous:** Very little trust of the Franchisor among the owners.

**Anonymous:** Follow your own core values. See prior comment.

# Open Text Responses

Please give any constructive feedback you have related to your franchisor's Core Values:

**Anonymous:** Seems like corporate just wants to take all the money & provide nothing in return.

**Anonymous:** I do not believe the franchisor cares about my individual success.

**Noah Stone:** It would be reasonable to believe that if the AXIS rollout had not been such a fiasco, every franchisee would select strongly agree across the board since it is my belief that franchisor leadership's decisions are based on good intention in an effort to benefit franchisees.

**Anonymous:** Corporate should provide more support for the franchisee and this seemed to be lacking with the running of their clinics. Listening to the franchisee and trying to implement what is being relayed instead of just looking at a few clinics and making decisions for the whole shouldn't be how the company is run.

**Anonymous:** During the Covid years we had to increase our salaries paid to the DC's and WC's because of the scarcity of employees available. We are also constantly encouraged to spend, spend, spend on our digital presence and marketing. These are the two biggest factors that have cut into my profit margins. With very little ROI from the digital ad spend increase and the increasing salary demand from employees we have seen the profits go down, while the revenue has somewhat plateaued. Corporate does not feel this impact because the percentage paid to corporate has stayed the same. The pricing has not increased of our plans and packages to offset this impact.

**Anonymous:** Trust in the company has diminished for me with multiple incidences of Franchisor/Corporate actions or mistakes costing me money, and then not making reparations for their actions. The first happened when our grand opening was delayed over a month due to corporate deciding to roll out Axis early. We had already spent thousands of marketing dollars planning for our opening, and was told mid-marketing to delay our opening. This caused leads to get old and us to spend significantly more on our grand opening than we budgeted for. Another example is where our Back Friday texts were CANCELLED- we received an apology and that next year they would go out... this did not account for the major lost opportunity and this wasn't due to our error. Multiple Axis issues have caused us to lose money or have been a major issue in losing patients due to them losing trust in the system. On another occasion our clinic was marked as being closed on Google by corporate even though we were not closed... We haven't received any reparation. For a clinic opening... ([view complete comment in FBRAnalytics](#))

**Anonymous:** I do not trust the Franchisor to act in the best interest of the Franchisee. They appear to be only interested in their shareholders. Pushing to open 1000 clinics without the infrastructure to support them is not wise. You should be more concerned with the success of the Franchisees you already have rather than pushing for explosive growth that neither the franchisor or any of their recommended/approved vendors can support.

# Open Text Responses

Please give any constructive feedback you have related to your franchisor's Core Values:

**Anonymous:** Quantity not quality opening clinics close to each other when there is no need let the franchisee enjoy the success of High volume and revenues

# Open Text Responses

Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:

**Benjamin Peterson:** I don't deal with my RD directly but his team is amazing and supportive.

**Anonymous:** My RD has been very hands off in helping my success as he is dealing with the hardships of not getting Franchisor support for his own struggling clinics.

**Kevin Bock:** Shane Weber is a phenomenal resource for Florida. It's my fault if I don't ask him more questions.

**Anonymous:** I really like my RD he is excellent and goes out of his way to help out. He is almost always available and makes the time to connect.

**Anonymous:** My FBC was Joel Conney for one region so I have no FBC. I have two regions.

**James Wesson:** RD costs are 3% of the 9%. RD's should be a person or group that only engages in franchisee training, management, help, strategies, etc. Solely focused on and incentivized on the RD area goals. Should not be clinic owners in other areas of the country.

**Anonymous:** I did earlier...Responsive and gives great guidance

**Anonymous:** Our RD, is the best part about The Joint so far.

**Anonymous:** Josh B. is the best thing that ever happened to us from a leadership role.

**Anonymous:** One man team with limited knowledge of clinic operations. Always passes the franchisee off to Corp with most questions.

**Anonymous:** The FBC support is my sole positive takeaway from the last year.

**Anonymous:** Help with hiring

**Anonymous:** Our RD team forms the backbone of our health and wellness initiatives. We hold profound admiration for their unwavering commitment and outstanding contributions. Each member of our RD team has proven to be nothing short of extraordinary, showcasing both a wealth of knowledge and a genuine willingness to support us. We cherish the fact that they are consistently available, ready to address concerns, provide valuable insights, and navigate the intricacies of the chiropractic franchise landscape with us. Our deep appreciation for the RD team underscores the pivotal role they play in our success, transforming them from mere colleagues to trusted allies on our journey to promote affordable chiropractic care.

# Open Text Responses

Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:

**Anonymous:** I can see oversaturation being a big problem unless RDs take local owners consideration into account when approving new clinics. It can easily be done right, as there is a lot of open territory. But opening too close to current offices, especially offices that are less than couple years old, will stunt growth. This is a big factor when considering when and where to open more offices. If I'm not confident another office will come in and take a chunk of my patient base, it gives me great hesitation to open more under the same RD.

**Rachel Wesson:** One of my RD's owns clinics in direct competition in the same region as me. Poor business all around from corporate and the RD group. There is no way to have a neutral non-biased response from the RD group when their bottom line is effected by out clinic being in direct competition with one they own. Every conversation is hostile and negative.

**Chancellor Foulks:** n/a

**Ginger MacNealy:** For our clinics Dr. Greco and Jimmy are very accessible. Dr. Weathers and Jimmy have been at our openings and are always helpful and were nice enough to teach me in the first clinic so we don't need much assistance. Jimmy taught us in our first PEA what to expect but we don't get him often and I wish we could have more of a rotation between them. Dr. Pat has answered or given me who to go to when asked. Our area, size demographics and southern expectations are new to all of them but we are growing. I think with all the meetings that are required by Corporate now is a little overwhelming when we are trying to grow and should be putting all effort in to that but I'm not a Corporate girl or ever wanted to be. Too much chit chat, just save your problems an ask questions one on one. Save the rest for yearly meetings when you see everyone face to face.

**Larry Maddalena:** My RD's team is very helpful (with the exception of limitations from Corp, which are typically IT related)

**Anonymous:** Our RDs are competent but are hog-tied by Corporate Leadership. Corporate leadership requires that the RDs support Corporate's desired outcomes which are oftentimes contrary to that of the franchisees.

# Open Text Responses

Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:

**Anonymous:** Answers to these questions are based upon Joel Cooney who was a champ and him leaving was a great loss for our team and The Joint. I don't know our new FBC yet and will reserve my feedback until I've had some chances to interact with her. I will say that since she started she has failed to let us in to the regional meeting and has been out of the office for my last 3 requests. So far I'm not really excited.

**Anonymous:** Since he hired a manager all of these are true due to her.

**Patrick Greco:** My FBC is too new to rate. He is very receptive, but too new to the brand in a mature market.

**Anonymous:** No problems with the RD/FBC's.

**Anonymous:** Only personal RD interactions are when they want me to buy another clinic or tell me something I'm not doing to standards. Not much offered support or contact based on metrics or issues. Are willing to help if I reach out to them and ask for support, but not much regular oversight. I can jump on a monthly call to hear other clinics metrics and any upcoming Joint announcements.

**Kris Birkeland:** The FBCs we have worked with seem to be strong communicators and very willing to support franchisees. Impressed with their knowledge and effort.

**Bianca Page:** Focus on the real reasons on how and why we can get to KPIs. Setting goals is just one element of its success.

**Anonymous:** Please, DO NOT get rid of RD's. If the board suggests it, let them know that your customers, the franchisees, do not want to switch from RD to all FBC.

**Ben Crawford:** The new management team the Glovers have brought in are doing an exceptional job. I am glad to see they have invested in the younger generation of key leaders. Grace, Tom and Courtney are doing great.

**Anonymous:** Not only do they not care about the success of the business they have made active decisions that they know would negatively impact the business.

**Anonymous:** What were the results of my last PEA??

**Brooke Everson:** RD is very accessible and helpful.

**Anonymous:** I do not believe Rds or FBC care about individual clinic success. I believe they are just motivated by corporate goals and their revenue share.

**Brad Peterson:** Lindsay Salicido is awesome and we love her! She is invested in our success, supports us, and goes to bat for us. Always available to answer questions, give insight, and brainstorm new ideas with us.

# Open Text Responses

Please provide any constructive feedback or suggestions that could improve support from your RD/FBC:

**Noah Stone:** Our market RD has an excellent team that actively participate in monthly market coop meetings while also holding a monthly regional update for all franchisees. Their communication strategy is high-touch, and they make themselves available when contacted for assistance.

**Dan Rae:** My FBC is fantastic, but I don't know if at this point I need all the meetings and one-on-ones.

**Anonymous:** My RD could care less about me and has proven over and over and OVER to do things that not only negatively impact the the brand but the region as a whole. They have proven that there is no hope under their direction for growth or a positive outcome given the current reign for any sort of success in this market.

**Anonymous:** We love Kevin and Angela :)

**Anonymous:** Making sure we operate as one when there is corporate clinics and franchisees

# Open Text Responses

Please give any constructive feedback you have related to your Franchisee Community:

**Anonymous:** The only positive that I have experienced is that the Franchisee community seems to care a lot about the brand. Many are complaining about the lack of leadership. The strategic blunders of not having a national marketing presence, AXIS (IT) being a complete dissatisfier for DC's, WC's and patients alike.

**Kevin Bock:** Love our region, co-op and facebook forum for Q&A's

**Anonymous:** In many ways, the franchisee community is the most valuable aspect of being a part of this franchise. We help and innovate together where corporate has fallen short.

**Anonymous:** Most of the franchisee's are supportive of one another. But we do have one who is a "snake" and not looking out for others best interest. He has the ear of the RD, plays the victim and pretends to help but does not. For example he will 'help' with Chiropractor coverage when he is about to fire the DC anyway, unwillingly to share WC's or DC's for coverage and has gotten caught poaching.

**James Wesson:** No issues with other owners in our area. Only issue is with RD's communicating everything going on with other franchisee. What works? What doesn't work? What are average costs and expenses are in our area for comparisons.

**Anonymous:** I enjoy the companionship with most the franchisees when we gather. Chad does a good job gathering us for idea sharing.

**Anonymous:** There is a disconnect between franchise owners that makes it hard to succeed individually. I once reached out for help from a franchise south of my location and was denied openly any support. I feel like each franchise owner is very much on their own without much fellow support from other franchisees. When I seek advise or help from those who have a lot of success (i.e. Dr Rae) I don't get a lot of support. I get quick short answers that are half-assed and dismissive. It would be nice if there was someone other than the Regional Franchise developer to go to for experienced advise on day-to-day operations and growth.

**Peter Mistretta:** The franchisee community is the only component of this company holding the brand together.

**Anonymous:** We don not have enough regional or local meetings to get us to talk shop and train. This is very much needed for all of us to be successful.

**Anonymous:** Na

**Anonymous:** Some local owners are great, some are not.

**Rachel Wesson:** Franchisees in other regions seem to be much more supportive and respectful towards each other compared to my region under PPG

**Anonymous:** Great Group of Zee's in General



# Open Text Responses

Please give any constructive feedback you have related to your Franchisee Community:

**Chancellor Foulks:** n/a

**Anonymous:** It's hard to be supportive of Management that has made a lot of mistakes in recent years, especially on the technology side, and likely cost the company 3-5 years of technological progress - not only with bad decisions making, but also by doubling down on those mistakes.

**Ginger MacNealy:** I believe you can call most franchisee and get questions answered. I believe that most franchisees follow the rules and are not greedy but there is always a few that ruin it for everyone else!

**Anonymous:** As fairly new owners, any questions or feedback we've asked of fellow franchisees were responded to with encouragement and positive information.

**Larry Maddalena:** Franchisees continue to support one another.

**Anonymous:** We only have each other

**Anonymous:** Franchisees are committed to the Brand but very disappointed in Corporate Leadership.

**Anonymous:** I have had so much help from my fellow franchisees - a lot more than the help I get from corporate. Every time I reach out with questions or needs they step up and give me great information and are willing to share their time. I am so thankful for the other franchisees in this company and how much they truly care about what we do!

**Patrick Greco:** We have a fantastic franchise community that is supportive of one another. Unfortunately a lot of us feel defeated due to economic headwinds and lack of support from leadership.

**Anonymous:** I have seen a lack of trust based on the prior notes about competing clinics, mismanagement from corporate, failure to implement franchisee related requests or feedbacks until its too late. Example would be the heavy feedback received about the poor execution and performance of Axis.

**Anonymous:** Franchisees work well and collaborate with each other well

**Bianca Page:** Our zone in particular is saturated. We cant share as much as information and support each other with sharing staff because it hurts our direct clinic.

**Anonymous:** This franchisee community will help each other out at no cost. It's really amazing.

# Open Text Responses

Please give any constructive feedback you have related to your Franchisee Community:

**Bryan Hurlburt:** I would like to see more involvement from the franchisee community. I often see a lack of participation on calls.

**Anonymous:** It's a war zone. Dishonest tactics to divert patients in our clinic zone to yours even though your clinic is 16-20 miles away. This is really sad.

**Anonymous:** Other franchisee's have been the biggest help during construction & opening

**Anonymous:** Franchisees have been helpful much more than corporate for clinic issues and business advise.

**Noah Stone:** We have a supportive and cooperative franchisee community in our market.

**Anonymous:** Our co-op fell apart when corporate moved into our area. All of our meetings stopped and there wasn't a cohesive front. Due to the corporate failing clinics, many times marketing promotions included FREE visits to attract patients and this hurt the rest of us who were opposed to FREE visits but participated to prevent from losing business. Our franchisee community was strong before the corporate takeover.

**Anonymous:** Overall I've received amazing support and collaboration from other franchisees

**Anonymous:** The Franchisee Community is great and very supportive of each other.

**Anonymous:** We try to band together and help one another out. It is corporate and our RD's that work to tear us apart and don't want us to work together.

**Anonymous:** Coop in some markers are waste of time because some franchisee have too much constructive negativity

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** Need to be more transparent with investment and ROI for different markets, rather than a blending of the nation where it's more heavily weighted toward the sunbelt states where costs are generally cheaper

**Anonymous:** The opportunity is there. They should only sell these franchises to Doctors of Chiropractic. I have had significant troubles finding DCs that can grow clinics. New to market should only be sold to DC's who can be trusted to have the clinics best interest at hand.

**Anonymous:** My clinic's financial has declined in the last year after several new clinics were built and opened in close proximity to each other that generates a lot of competition in the territories for new patients that limits the growth and financial outlook for clinics.

**Kevin Bock:** Discussion regarding the 1-doctor model versus the 2-doctor start up model.

**Anonymous:** We continue to go backwards with no clear plan

**Anonymous:** The success I have had is mostly related to my own efforts-- which is as it should be. However, this has come in spite of efforts from the franchisor in some cases (Axis, OTT, etc) rather than because of efforts by the franchisor.

**Anonymous:** The market I am in is really struggling to grow and the FDD seems to be a rosy picture of results for my market.

**Greg Busch:** The Fees I pay to my franchisor are not fair because of the lack of benefits we see on the technology side.

**James Wesson:** Reaching the profitable mark is a moving target and it only moves in one direction. Has The Joint updated it's forecast as to how many months it takes to get to revenue neutral? And are they including all costs associated with getting there, i.e., a call center? Building costs, labor costs, marketing costs, lack of training, soft pool of Doctors, weak economy, software issues, most tasks and items to be done allocated to different vendors. The list keeps growing and I am sure most franchisees would like to see the list get smaller.

**Anonymous:** I am a happy franchisee but Getting Good Dr's is so Difficult.

**Anonymous:** I was told that the business would grow much faster than it has. We were led to believe that we would grow much faster and earn much more in a quick amount of time. At the rate we are going, its going to take a couple of years. It needs to be made much more clear that the business will take a while to grow and not to expect to break even for up to 6 months or beyond.

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** What we pay per month for a tech fee is a complete joke. I wouldn't wish Axis upon my worst enemy. I feel that during covid our system received a huge bump but now I worry that our best days may be behind us.

**Anonymous:** Not at all what I thought it was going to be. Corp doesn't provide the same level on interest in the franchisee as they did when I started 5 years ago. I can't recommend this business to anyone in my market given the current challenges.

**Peter Mistretta:** Our investment in The Joint has been a colossal failure. The Joint has not earned the royalty we pay it.

**Anonymous:** I don't feel we are in fair exchange when we consider how much we give back to corporate. We should get more support and training to assure the success of the franchise. The financial growth of my practice is relative to the amount of money I spend in marketing online with other sources outside of OTT to grow it. If I didn't do that it would be extremely flat using the just OTT and just grass roots. There is no branding in our region for our brand to be a self sustaining and growing business.

**Anonymous:** I would give a better breakdown on how long it takes to get your return on investment. Also revenue when we started to get return was way off.

**Anonymous:** Expenses are higher than expected. Payroll is always increasing in an attempt to stay competitive, and we've had new expenses, like NIHC, that have been added to the required list. My biggest headache is managing the staff, but from what I hear, that's an issue with the culture, across all industries.

**Anonymous:** Royalties hurt

**Anonymous:** I feel we need a bigger ticket item to provide for our patients. The Membership and Package pricing is not enough to support the rising costs of employment.

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** The initial franchise fee is way too high for some population densities. I do understand this fee should not be too low in order to get quality new owners. But it should be lower for lower population densities, and the should be MUCH lower for current owners who have proven themselves successful in order to not hinder their potential to open more. And the percentage each month is way too high. In order to get and retain quality staff, half of those fees would be way better spent on employees. Instead, paying the huge monthly franchise fees either slows (or prevents) owners from making a profit in a reasonable amount of time or it causes owners to underpay quality employees to squeeze out a profit (which results in high turnover and losing patients who have liked their chiropractors). Decreasing these fees to pay for staff would help owners, long term staffing, and the brand long term. Another option would be to tiers of fees: when revenue is over a certain point, then increase the fees. But bottom line is that... ([view complete comment in FBRAnalytics](#))

**Rachel Wesson:** AXIS never works correctly and we never receive money back from the franchisor for the improperly functioning system we are forced to use.

**Chancellor Foulks:** n/a

**Anonymous:** -Franchisors continues to actively cannibalize any decent operating units. -Franchisor continues to not fully understand the biz, does not listen to the franchisees, and just raises fees on all sides. That's a recipe to destroy the brand bit by bit.

**Ginger MacNealy:** Build out and cost to open I feel was a big misunderstanding. I believe to have the look and presentation we expect is way under budgeted by Corporate. Time to break even in small communities is way longer.

**Anonymous:** We operate in the region that has the lowest sales, per clinic revenue, etc. Much of the information we receive is from "system wide" results and statistics. This was somewhat misleading because had more of the projections we received from corporate been from our region or at least included more information about regional performance we would have been better prepared for what are realistic results.

**Larry Maddalena:** Business is down. Revenue is down. NPs are down. Active Members are down.

**Anonymous:** Hard to succeed with little to no marketing support regionally for Michigan.

**Patrick Greco:** Once the franchise community is heard, and promises from leadership are implemented, the sky could be the limit.

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** I feel a bigger protected trade area by 10-25% per clinic is warranted. Definitely cost more to revovate then I was told origionally when purchasing a clinic. Royalties are expected. For the price of fees paid, I would expect Axis to be a Higher Quality Program, better marketing department, and I would expect us to have better merchant fees.

**Anonymous:** Increased costs, lack of new patient growth, declining revenues have me very concerned about the future of my investments

**Kris Birkeland:** Tech fees and NMF are two areas that continue to miss the mark for what is paid in and what is returned in value to the franchisee. We remained optimistic about our future but also know that it will not be realized without better support through innovation, technology and strong CRM. If our franchisor can invest in to these areas then there are several higher gears of success still left in this business.

**Bianca Page:** Things like this feedback is a great start to suppling the right support

**Anonymous:** If we get the new patient problem figured out, we'll surge.

**Lindin Carper:** We are so far behind the curve on technology, marketing and innovation of services/products that we are giving up valuable opportunity for growth of the brand and the share price.

**Ben Crawford:** Declining new patient numbers are highly concerning. The poor performance of SEO across the Houston MSA is terrible. Chad cannot figure out how to raise the SEO rankings. I have repeatedly asked Chad (OTT) for help over the past 3 years to figure out why the SEO ranking is falling off.

**Anonymous:** Just when you think you are getting ahead in this business, you have to hire more doctors or support staff and then the over head goes up again. Royalties increase too as you make more.

**Greg Sarandi:** I completely understand the Company goal of making the pie bigger, but in opening 3 clinics around mine a few years ago, my sales have been cannabalized, and a 30% growth trajectory reversed to a flat or even negative curve.

**Anonymous:** I love owing a Joint, it's a true privilege!

**Anonymous:** Units are not growing very well

**Brooke Everson:** Getting to break even is taking much longer than what I had anticipated and what had been portrayed to me. Even though I have 2 licenses I am unable to start work on my 2nd clinic due to the financial strains still present from my first clinic.

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** I worry that I will not have opportunity in the future because of other major owner groups, like Joint Ventures, who can buy whenever and wherever and have taken priority over other multi-unit owners in deals. I also believe that corporate is pushing multiple clinics on owners who have no business opening multiple clinics at one time. When owners can't run one clinic successfully, they definitely won't run 6 clinics successfully and in turn, it gives The Joint a bad name due to bad service and could ruin a region.

**Anonymous:** this model does not support rising costs of labor and general inflation. We are significantly off from expected growth timelines and income. It discards me that corporate gets new franchisees hooked with unrealistic numbers. Only based on mature clinics. If I knew it would take 1-2 years to break even monthly and have to invest additional 100Ks into this business donating my time for 3 years I would never have signed up. The sad part is that corporate cannot find solutions and they just keep selling franchises under best case scenarios.

**Brad Peterson:** My new patients have been falling off over the last 6 months. DC and WC wages have been going up much faster than new patients and revenue. I'm working harder and making less. I still 100% believe in the value proposition of The Joint, I'm just struggling to make the same type of financial return

**Noah Stone:** The increases in monthly franchisor fees in conjunction with the costs of refreshes/remodels over the past couple of years that have occurred during a very challenging economic time for our markets has coalesced into a very challenging financial environment for most franchisees resulting in clinic closures in our market as well as several franchisees cutting staff and marketing spend to dangerous levels in an effort to maintain fiscal sustainability. As the franchisor moves to a more non-operator franchisor organization, they should pay close attention to franchisee financial viability and sustainability before putting a heavier expenditure burden on the franchisees.

**Dan Rae:** I don't believe I get as much from the franchisor as I should for the amount of money I pay.

**Anonymous:** The opportunity to continue to invest in the brand & grow the brand is appealing for those who desire to expand. Having vendors who provide competitive rates would be beneficial with such a large organization as ours.

# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** Sorry this isn't gonna be constructive: You let another clinic open in the town right next to where my clinic is located. In the year and a half since that clinic has been open my revenue has fallen back to 2020 numbers. I had been growing at around 20% a year for 2020, 2021 and the first half of 2022. Ever since that clinic opened my business has suffered significantly. I believe you don't care. You know what's gonna happen to an established clinic when you allow and push the opening of another clinic to close to each other. You're in it for the money, the thousands you're going to receive by selling as many licenses as you can and you don't care about the impact on the established clinic. It's very disheartening.

**Anonymous:** With the opening of many clinics here in the San Diego region, we have seen a decline in the availability of finding GOOD DC's. The saturation of Joint clinics in my area have made it difficult to find good help and made it very competitive. To the point where we have to offer very high salaries to these employees to win the "hiring battle".

**Anonymous:** Our brand is in decline. Our costs are too high our prospects are decreasing every year.

**Anonymous:** Fees stayed the same when services from corporate weren't functioning well. If a service isn't being provided to the promised standard, you shouldn't be paying full price. Opening during a period of high inflation and prices/salaries rising was more of a financial obstacle than originally anticipated. It has taken us much longer to break even than originally anticipated. Feedback from marketing and business analysis came back that we were "doing the right things overall, just in a new/slow market and it's hard for everyone". This was frustrating as we feel we weren't given a realistic projection of what it's like to open in a new market.

**Anonymous:** Please refer to my previous comments. All I am trying to do now is not go through bankruptcy and recover some of my losses. I would NEVER recommend this to ANYONE>

**Edward Frees:** It will likely be years before I make a profit and I may not be able to sustain that. I was expecting to break even in the first year.

**Anonymous:** Slow to grow and monthly expenses were higher than expected



# Open Text Responses

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Anonymous:** Our Texas location is doing great, however our NC location is off to a much slower start. We have had to really dive in to figure out the marketing aspect. Hoping we have that figured out for this region. I do feel that our Tech Fees should be lowered based on all of the issues we continue to have with AXIS. Just this morning all clinics were informed that they must use paper intakes rather than tablets with no notice. We received the email around 9:30am EST. And then of course the AXIS down issues we still have, and the things I mentioned previously which make our office look really bad to patients. Things like that are not acceptable. I just feel AXIS could and should be so much better than it is. It is really the one big flaw I see with The Joint. There are so many great softwares out there. Chirotouch being one of them.

**Anonymous:** Better nationwide marketing and new marketing company spending too much money to drive success into my clinics and cutting my profit margins in half to maintain a positive cashflow

# Open Text Responses

## How can The Joint Corp. improve your franchise ownership experience?

**Randall Hanscom:** When we opened, we received very little support, guidance, or help. Since then, we have received basic and average support in operations, marketing/advertising, and staffing.

**Anonymous:** Better market analysis support from corporate, other than general demographic research. Franchisee is generally left on their own to figure out. For example, a simple AdWords analysis of my area by corporate prior to sinking costs would have revealed a general lack of demand (from lack of Google searches) for chiropractic services in my area, which is something I would never have thought to do nor had the ability, but corporate does

**Anonymous:** Listen to franchisees. Develop a national branding strategy that reaches the masses. Too many folks have never heard of The Joint or know of the benefits unless I grossly over pay for marketing that should be done thru the national marketing fund that I pay into monthly. The Joint should offer a grace period for fees for struggling clinics as we are getting double dinged by higher labor costs than the FDD showed in the prospective period.

**Anonymous:** have integrity

**Anonymous:** Policing marketing companies and encroachment

**Anonymous:** 1. An EHR program that works well and we can be proud of. 2. Marketing efforts that work and that do not force us to try alternative measures. 3. Competitive pricing from vendors. We are being taken advantage of.

**Anonymous:** Wish I had a better understanding of my local market prior to purchase. The Joint is on the right path.

**Anonymous:** Meet with the AFA and help us so we can help you!

**Michael Spivey:** More consideration for locations that reside in low population areas <50,000.

**Greg Busch:** Listen to the franchisees. I understand it's a public company that needs to maximize shareholder value, but this can best be done by helping the franchisees be successful.

**James Wesson:** Get involved. Visit these clinics. Reach out and ask how we are doing. Remove Axis and replace with POS system that is robust and easy to operate. Bring everything in house. Provide RD's that are solely committed to increasing my revenue and attaining your goals and objectives. Get some expense off of these franchisees.

# Open Text Responses

## How can The Joint Corp. improve your franchise ownership experience?

**Anonymous:** Scrap Axis and provide us with technology that doesn't make us look like idiots. Reduce the intake forms. Provide digital intake to patients. Quit being so cheap and stop stepping over dimes to pick up pennies. Make the priority to increase revenues, not just getting kickbacks from vendors.

**Anonymous:** Align your interests with us. The fact that you are selling the Corp clinics just is further proof that our interests will further diverge. Also, be understanding that just because a handful of states are doing amazing that all other states should do the same. They all have their different challenges and using one marketing strategy has been a failure as far as I can tell.

**Allen Hua:** The removal of competing interests was a big issue with my initial site selection in southern California and ultimately contributed to a delay in finding a location. It took me almost a year to find a suitable location that Corporate approved to give to me since at the time they wanted to save all the best spots for Corporate development.

**Peter Mistretta:** Instate a visionary leader who is going to innovate on this concept, re-energize this stale brand, and protect franchisee profitability.

**Anonymous:** listening to franchisees ideas. They are in the clinic day to day. Needs to improve in technology. We are way behind.

**Anonymous:** If I only had 1 clinic with by best team in the best location, I'd be much happier, but spread across multiple locations with varying performances and team cultures, it's emotionally draining. Similar to TJC Corp, I am looking to sell when the time is right. Unfortunately, my EBITDA still too low, and I don't think anyone is paying a 5+ multiple these days.

**Anonymous:** Na

**Anonymous:** Helping with the overhead costs. Too much overhead expenses.

**Anonymous:** Get ahead of the rapidly evolving digital marketing landscape rather than react very slowly or not at all to it.

**Anonymous:** Number 1 is reduce the franchise fees. Either the intial fee or the monthly fees or both. The profit margins are not even close to what we were told. Owners are forced to choose between paying quality employees or make a profit. Fees should be much lower, especially for the first few years. Owners should also be allowed to increase their price zone by 1 tier as they see fit. Our revenue and ability to make a profit is being held back by some local owners. Being restricted by other owners incompetence is extremely frustrating.

**Rachel Wesson:** Hostility in the workplace is never ok. Our experience would be a lot better without the constant negative tone.

# Open Text Responses

## How can The Joint Corp. improve your franchise ownership experience?

**Anonymous:** Take my and feedback of other zee's seriously, and make changes accordingly

**Chancellor Foulks:** n/a

**Anonymous:** -Taking away the 3% NMF from the FDD -Focusing marketing strategy, training and executing towards referral strategies that don't cost much and are the core of marketing in the chiropractic industry (used to be for us as well) -announcing responsibility and accountability about AXIS, and accelerating to shift away from the platform

**Ginger MacNealy:** All the questions above are open ended and depends on each situation.

**Larry Maddalena:** Quickly improve everything outlined earlier. Make changes with leadership.

**Anonymous:** Invest your time and money in helping new markets. We have a co op and we get no benefit

**Anonymous:** Change leadership

**Anonymous:** It would be fantastic if corporate could provide at the Discovery Day or during training a realistic and accurate list of all the responsibilities, tasks, or activities associated with owning and managing a location. I think that would be eye opening. Even when I ask other franchisees - there is a huge discrepancy in what owners are doing and what they aren't. That would be super helpful.

**Patrick Greco:** Listen to the franchisee community, improve systemwide support, improve communications, explore cost saving opportunities for the franchisees.

**Anonymous:** Follow through with the recommendations put forth to Corp already.

**Anonymous:** See above.

**Anonymous:** Focus on existing clinics. It feels as though the push to 1000 clinics has overcrowded certain markets.

**Bianca Page:** See previous feedbacks

**Lindin Carper:** Today is very different from the opportunity of the past and I would caution anyone thinking about joining today.

# Open Text Responses

## How can The Joint Corp. improve your franchise ownership experience?

**Anonymous:** Stop saturating certain markets just to sell licenses. Some franchisees have bought into too small of territory or too close to other territories.

**Greg Sarandi:** Oh, get a time machine and not have changed management regimes several times (not however in last several years), not have had second management group totally disrespect franchisees, then steal two open clinics illegally that I was buying, steal and collude with a minority partner of another clinic I was a silent partner which we lost then had the minority partner get rewarded with an outrageous buyout of his other underperforming clinic and undeveloped licenses. Things are better management wise now, and I feel better after finally writing this!

**Anonymous:** Love the Joint! Don't love axis at all. It's really the only complaint I have.

**Anonymous:** I would recommend the Model and business however given the sustained behavior and actions the RD leadership in this region and the fact that the region has continually underperformed the system I would not be comfortable recommending this franchise to others.

**Anonymous:** follow your own core values

**Anonymous:** See previous notes.

**Anonymous:** Help find solutions to growth and attrition. Help individual clinics with best practices. Help save some bottom line costs with purchasing power, Dok shop is too expensive, Credit card fees are crippling, Marketing strategies are stagnant.

**Noah Stone:** Pay attention to franchisee profitability and sustainability more than revenues. Ensure all franchisees are making their marketing spend requirement on an average monthly basis. Failure to market handicaps the brand and transitions the marketing burden to neighboring franchisees.

**Anonymous:** Run the organization vs trying to run clinics and the organization causing competition between us and them. Focus on growing the brand.

**Anonymous:** Get me some new patients please. I USE to have 80+ new patients a month, that NEW clinic, they have 80+ patients a month. I now half 25 - 35 a month.

**Anonymous:** Listen to the Franchisees. Reduce Fees. Improve/Replace AXIS. Help with finding qualified candidates for employment.

**Edward Frees:** Corporate review of how I can improve my business.

**Anonymous:** Continue working on AXIS

# Open Text Responses

How can The Joint Corp. improve your franchise ownership experience?

**Anonymous:** Listening more to franchisee and earning their trust back by actions not talks

# Recommendations & Next Steps

## Thank Franchisees

If you haven't already done so, send a system-wide broadcast thanking all your franchisees for taking part in the survey project. Show your appreciation for all the feedback they shared. You can explain that you and your team are working with Franchise Business Review to analyze the many responses from franchise owners, and you will circle back soon to share the results. This will help reinforce the value of the survey project and encourage even higher participation next time around.

## Share Survey Results

You and your team obviously need time to digest and analyze your survey results. That said, the sooner you can share some high-level insights with franchise owners, the better engagement you will receive. Thank franchisees again for participating and sharing their feedback. Highlight the strong franchisee community and strengths of the brand and be honest about any challenges. Don't worry about solutions yet; franchisees just want to know their voices have been heard and you are taking their feedback seriously. Explain there is work to be done, but TOGETHER you can build a better franchise system.

## Engage Franchisees in the Solutions

Whenever possible, allow franchisees to participate in the solutions and action planning that develops post-survey. The more franchisees can "own the process," the more active and engaged they will be in implementing any changes or system improvements presented.

## Make Unit-Level Economics Priority #1

Create an internal strategy and marketing campaign with the top priority of boosting franchisee revenue and profitability. It would be good to have a 3-5 year stretch goal that gets franchisees excited. Driving revenue growth is obviously the goal of every company, but you'll want to tweak internal communications to place an emphasis on driving "franchisee sales and profitability." This messaging will need to be at the core of all your business strategies and communicated frequently across the network.

## Keep Communicating Your Progress

Clearly communicate goals and action plans that result from this project, and report back to the entire network regularly on your progress toward these goals. Whenever possible, highlight franchisees who have been involved and celebrate project milestones at both annual and regional meetings. Keep reminding franchisees that these activities and accomplishments are a direct result of their feedback. Franchisee engagement will continue to grow.

## Win-Win Not "Us vs Them"

Remind corporate employees, field support staff, business coaches, vendors, and other partners that many of your franchisees have invested their life savings into your brand, and they don't get a paycheck at the end of the week until all their employees and bills are paid. Inflation and labor costs are driving up costs for every business owner, and profit margins are getting leaner in many cases. Do not tolerate anyone on your team talking negatively to or about a franchisee, even when a franchisee is angry or frustrated. Demonstrate to your franchisees that EVERYONE in your organization is working for them, not the other way around.

## Press the Flesh

Get senior leadership out in the field and in your franchise locations as much as possible. Launch a new listening tour and meet face-to-face with as many franchisees as possible. Find a few key areas to highlight to franchisees that corporate is listening. Having leadership widely visible in your locations is more important than ever.

## Spend Time on the Front Lines

Everyone throughout the organization should spend time working in a franchise location several times a year. Being on the front lines on a regular basis will bring a new and fresh perspective to every role. Engage with employees, managers, franchisees, and customers for feedback and ideas to address key challenges. The best insights often come from working on the front lines and serving customers.

# Recommendations & Next Steps

## Reinforce Franchisee Leadership

From your Franchise Advisory Council all the way down to local and regional franchisee committees and boards, thank all your owners for serving, and remind everyone of the importance of two-way communication with their “constituents.” All too often, franchisee leaders serve on various committees but rarely communicate with the franchisees they represent. Franchisees at all levels of the organization need to be directly engaged by their local franchisee leaders, and regular communication needs to flow both ways. Assess that your franchisee leadership is diverse and representative of all ownership segments, and most importantly, viewed positively by the franchisee community. Engage new and younger franchisees to step up into leadership roles to ensure fresh ideas and new perspectives.

## Celebrate the Wins... Big and Small

Today's business environment is challenging and stressful. Look for ways to identify and celebrate the heroes within your organization and share their stories with the world. Franchisees, employees, and customers will all appreciate hearing about your success.

## Individual Follow-up

Once the overall results have been shared with your system, schedule one-on-one time with each franchisee for individual follow-up. Clarify any outstanding questions or concerns, and clearly identify each franchisee's key priorities. Set realistic timeframes around each priority and identify some “easy wins” to show short-term, bottom-line results.

## Measure... Adjust... Repeat

The days of doing a single annual survey with franchisees or employees are over. Your organization needs to engage your key stakeholders more frequently to create a constant performance feedback loop. Shorter, more frequent pulse surveys will help keep franchisees and employees more engaged and give your entire organization additional insights to improve performance and grow.

*For us, driving better results is much more than a tagline. It's about helping the very best brands – and their franchisees – achieve greater success.*

---

## Congratulations on Taking a Big Step Toward Building Stronger Franchisee Relations.

Running a successful franchise organization is challenging. We hope this report provides you with a few actionable insights and ideas to help move your company forward.

The FBR team is here for you. If you need additional feedback from your franchisees, your employees, your candidates, or your customers, we'll help you get the insights you need. Please don't hesitate to reach out with any questions about our research, or ideas on how you and your team can continue to drive better results.

Happy Franchising!

Your Team at Franchise Business Review