

RESEARCH REPORT
Month 2017



Joe's Deli
City, State
800.123.4567
www.joesdeli.com

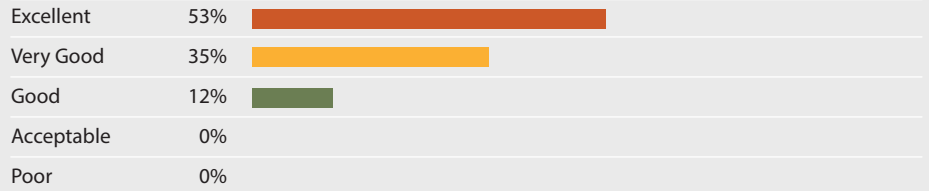
Franchise Opportunity Provided

Overall Quality

100%¹

In one all-encompassing question we ask the franchisee to rate the quality of the franchisor. This question provides insight (without any specifics or qualifiers) about their overall impression of the franchise.

Q: In general, how would you rate the overall quality of your franchisor? (n=34)

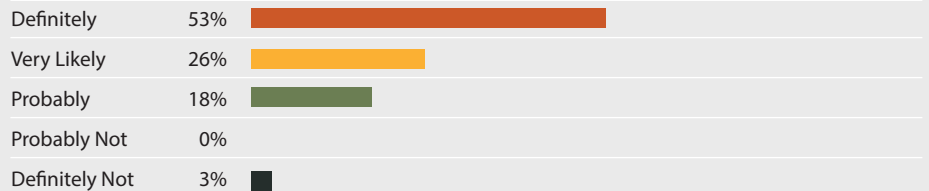


Invest Again

97%²

This question is extremely important when evaluating a franchise. However, occasionally a franchisee will rate this question low because the concept has changed significantly since they purchased the franchise, or because of personal issues.

Q: Knowing what you know now, and if you had to do it all over again, would you invest in this franchise? (n=34)

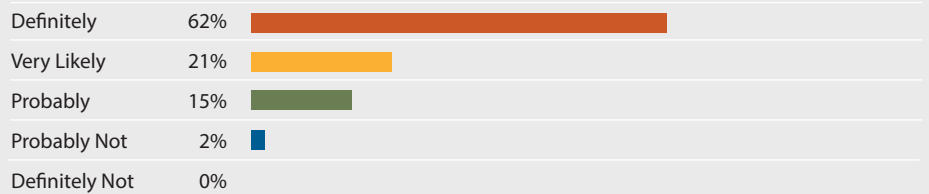


Recommend to Others

98%²

When evaluating franchise investments, it is extremely important that existing franchisees (when asked confidentially) will recommend the franchise to prospective franchisees.

Q: Would you recommend this franchise to a prospective franchisee? (n=34)



(n=#) represents the total respondents that answered each specific question.

¹ Combined scores of *Excellent*, *Very Good*, *Good*, and *Acceptable* responses.

² Combined scores of *Definitely*, *Very Likely*, and *Probably* responses.

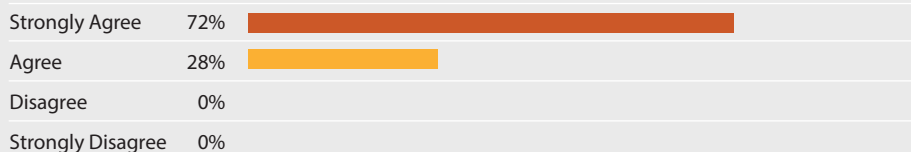
Relationship With Franchisor

Long-Term Commitment

100%¹

From the point of view of the franchisee; is there a commitment on the part of the franchisee and the franchisor for a "positive, long-term" franchise relationship?

Q: My franchisor and I are committed to a positive, long-term relationship. (n=32)

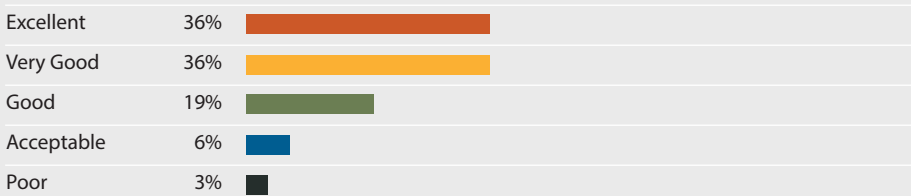


Overall Communication

97%²

We believe that quality communication is a critical aspect of successful franchising.

Q: How would you rate the overall communication between home office personnel and franchisees? (n=33)

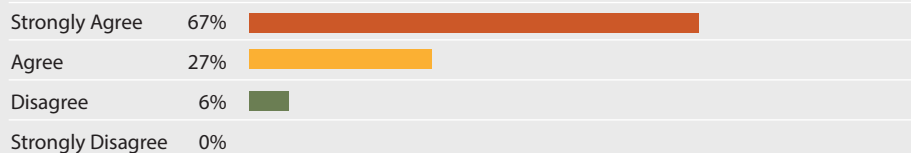


Franchisor Competence

94%¹

Does the franchisee believe that the franchisor has the talent and skills necessary to assist the franchisee in succeeding? It is important that the franchisor not only have this ability, but also that their franchisees look to it for guidance and expertise.

Q: My franchisor is a competent, skillful organization which I can rely on for help. (n=33)



(n=#) represents the total respondents that answered each specific question.

¹ Combined scores of *Strongly Agree* and *Agree* responses.

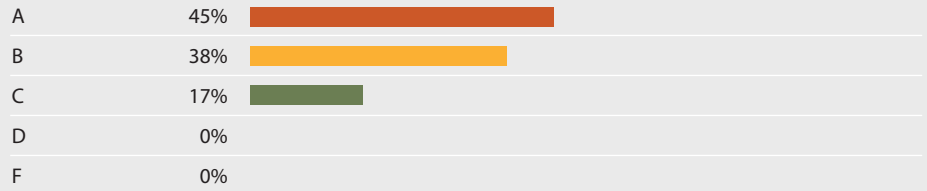
Training and Support

Initial Training

100%¹

The initial training provided by the franchisor is crucial to the success of new franchisees. Every franchise provides some form of initial training, and the quality of this training is of tremendous importance to high-quality franchise companies.

Q: How would you grade the initial training supplied by the franchisor? (n=29)

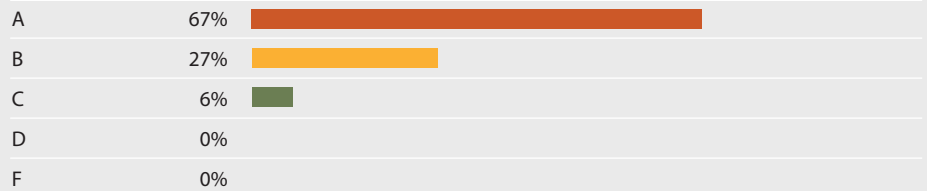


Opening Support

100%¹

Opening support can be incredibly important in creating a customer's positive first impression of your business. However, this depends on the franchisee category and product or service offered. In many cases, the franchisor may be required to offer little or no opening support.

Q: How would you grade the initial opening support supplied by the franchisor? (n=30)

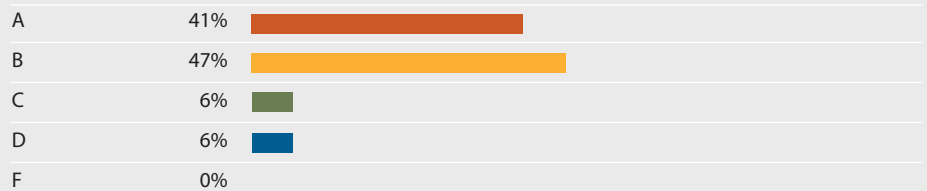


Ongoing Training and Support

94%¹

While the importance of opening support can vary with the franchise category, the post-opening training and support provided by the franchisor is extremely important to franchisees' long-term success.

Q: How would you grade the ongoing training and support supplied by the franchisor? (n=34)



(n=#) represents the total respondents that answered each specific question.

¹ Combined scores of A, B, and C responses.

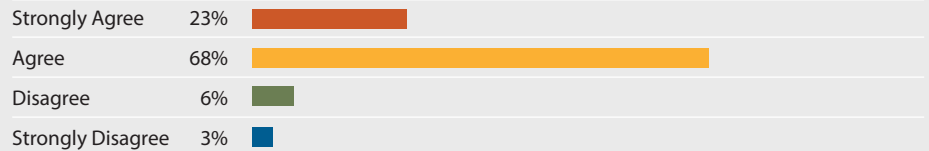
Management

Franchisor-Sponsored Promotion

91%¹

This question seeks to measure the positive impact of franchisor-sponsored advertising, marketing, and promotional efforts.

Q: My franchisor-sponsored advertising, marketing and promotional programs help improve my sales and profits. (n=31)

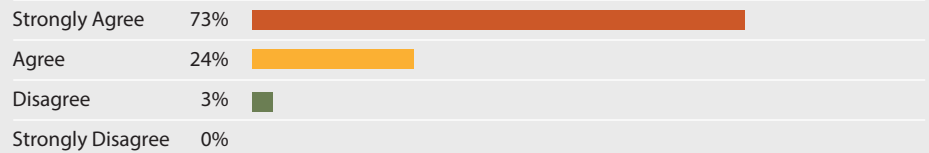


Communication with Senior Management

97%¹

As we measure high-quality franchise organizations, one thing always stands out - the ability of franchisees to feel that they can directly interact with senior decision makers.

Q: I am able to communicate directly and effectively with senior management. (n=33)

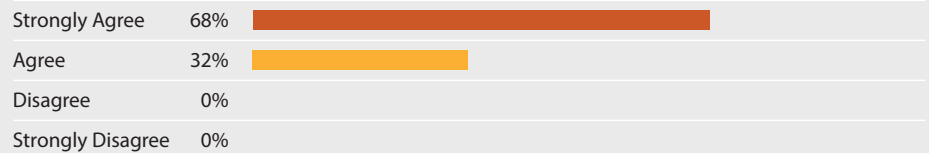


Performance Standards

100%¹

High-quality franchising requires high standards throughout the system. Leadership for these standards starts at the top.

Q: My franchisor encourages high standards of quality performance throughout the organization. (n=34)



(n=#) represents the total respondents that answered each specific question.

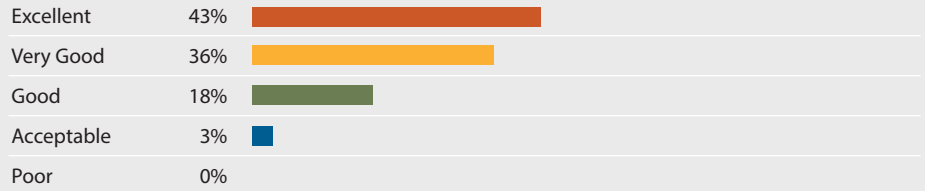
¹ Combined scores of *Strong Agree* and *Agree* responses.

Opportunity and Growth

Opportunity

100%¹ Without any qualification, how the franchisee rates the overall opportunity of the franchise they have chosen tells us a great deal; especially when considered along with the next two questions.

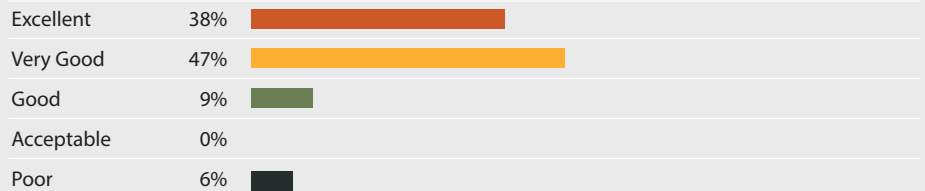
Q: In general, how would you rate the opportunity provided by this franchise system? (n=33)



Growth Potential

94%¹ Now we ask about the franchise opportunity, but qualify the question by focusing on long-term growth potential. This offers insight as to the franchisees' perspective on this very important topic.

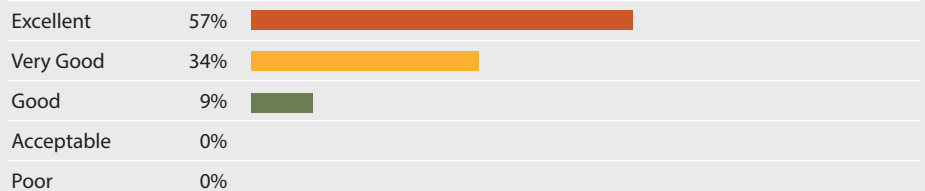
Q: How would you rate the long-term growth potential for your franchise business? (n=32)



Local Competition

100%¹ Once again, we focus on the opportunity provided by the franchise, asking the franchisees to rate their franchise business compared to local competition.

Q: How would you rate your franchise business compared to the local competition? (n=32)



(n=#) represents the total respondents that answered each specific question.

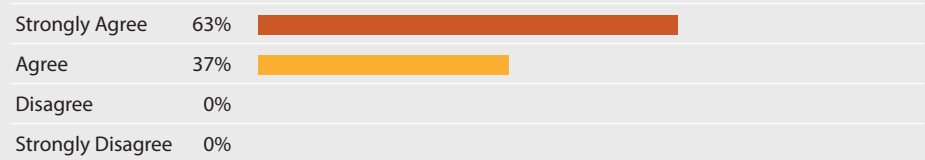
¹ Combined scores of *Excellent*, *Very Good*, *Good*, and *Acceptable* responses.

Vendors, Success, and Conflict Resolution

Vendor Programs

100%¹ How beneficial are the franchisor's vendor programs for franchisees?

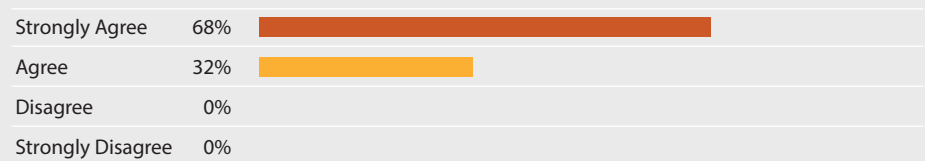
Q: The vendor programs facilitated by my franchisor are valuable to my business. (n=32)



Franchisee Success

100%¹ Does the franchisee believe that their success is a major concern on the part of the franchisor?

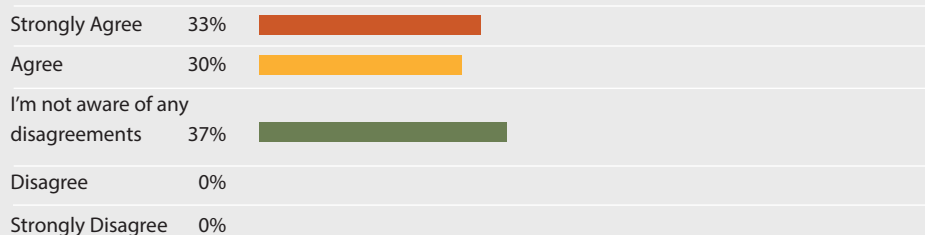
Q: My franchisor cares about franchisee profitability and success. (n=31)



Conflict Resolution

100%¹ Disagreements between franchisors and franchisees are not uncommon; the most effective franchisors resolve these conflicts quickly.

Q: My franchisor is effective in resolving disagreements with franchisees. (n=30)



(n=#) represents the total respondents that answered each specific question.

¹ Combined scores of *Strongly Agree* and *Agree* responses.

² Combined scores of *Strongly Agree*, *Agree*, and *I'm not aware of any disagreements* responses.

Personal Profile

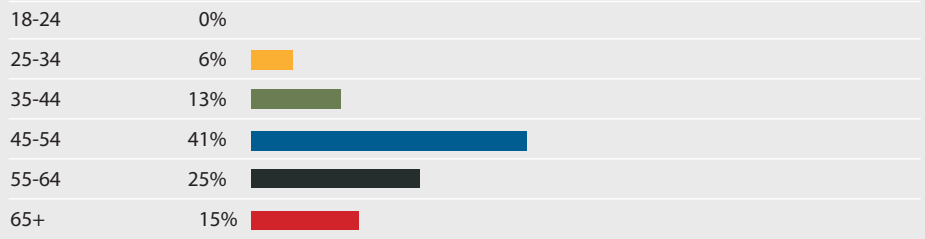
We ask five franchisee demographic profile questions. These five questions are intended to give the prospective franchise investor an overview of what the franchisees of this system “look like.”

1. How many franchisees fall into the different age groups? 2. How long have franchisees owned their franchises? 3. How many stores, outlets or locations of this franchise do these franchisees own?

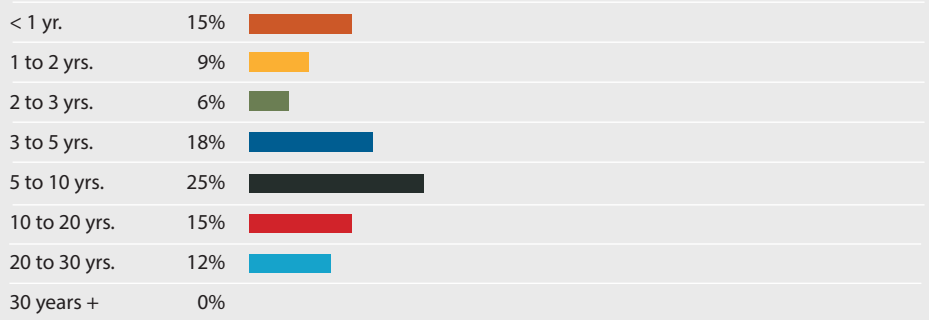
We understand that there are a huge number of questions that could be asked of franchisees in this area. However, our mission is to obtain the most useful information, certify the best franchise opportunities based on the experience and opinions of the franchisees and not bury the franchise investor with useless information.

This report is only one very important step in the due diligence process. If existing franchisees are supportive of the current franchise relationship and the support services provided by the company, and are excited about the future of their franchise business...you have found an opportunity definitely worth further investigation.

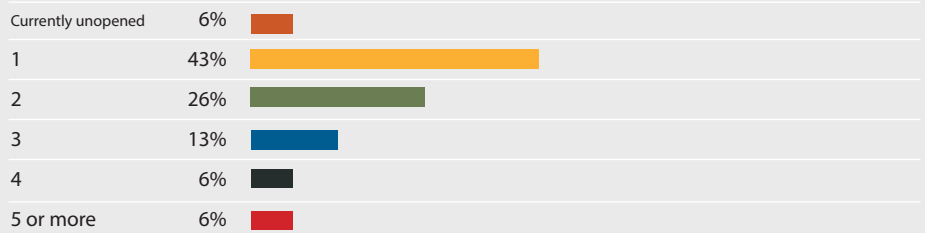
Q: Which age group do you fit in? (n=32)



Q: How long have you owned this franchise? (n=34)



Q: How many stores, outlets, or territories of THIS franchise do you own? (n=31)



(n=#) represents the total respondents that answered each specific question.

The Franchise Research Institute® sent a study solicitation notification to all forty-eight (48) Joe's Deli franchise owners. The study was completed in May 2017. Joe's Deli personnel gave franchisee contact information to the Franchise Research Institute. The notification included the URL (web address) of the Franchise Research Institute franchisee opinion online survey and a numeric "pass code" to insure no duplication of responses.

Franchise owners were encouraged by Joes Deli and by the Franchise Research Institute to complete the survey, and were assured that their individual responses to the questionnaire would never be revealed to anyone outside of the Franchise Research Institute (including Joe's Deli management).

Franchisees logged on to the online survey questionnaire, entered their individual "pass code," completed and submitted the survey. Thirty-four (34) of the forty-eight (48) total franchisees, or 70.8%, responded and took the survey.

The maximum error range on this study is plus or minus (\pm) 5.5% at the ninety-five percent confidence level.

*Note: The Franchise Research Institute® does not endorse any franchise companies. Investing in a franchise is an important decision. Franchise Research Institute research services are intended to provide basic, high-level information about franchise opportunities from current franchisees, and should not replace the standard due diligence performed by any investor. The Franchise Research Institute recommends that prospective franchise buyers consult a lawyer, accountant, and/or other professionals before signing any franchise agreement. See terms and conditions on www.FranchiseResearchInstitute.com for more information.