



#THEGREATRETURN

Franchise  
Summit

# Franchise Growth Planning Workbook

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# The Planning to (Re)Launch Checklist

In franchise development, momentum is everything.

Momentum fuels and re-fuels success. Momentum magnetizes brand attraction. Momentum reduces lead acquisition costs. Momentum inspires franchisee validators and, momentum creates buzz with broker networks.

Brands that win, build momentum through development driven by leadership, core purpose, brand story, analytics, and strategic planning. Brands that lose, are missing pieces to the development puzzle, have blind-spots that lead to lost opportunity, and are left in an “almost there” stage where everything feels so difficult and expensive.

Together we face a multi-generational challenge of a lifetime. A challenge that has disrupted and reset every industry and marketplace. This reset has also created opportunity.

Opportunity to shine a light on the value of the franchisor-franchisee relationship. Opportunity for winning franchise brands to build even greater momentum, and opportunity for other brands to hit their own reset button, adjust course, and to start building momentum of their own.

Unfortunately, when catastrophic events happen, we can get lost in the moment, lose sight of opportunity, and for many franchise brands this means slamming on the breaks or doubling down on strategies that don't work.

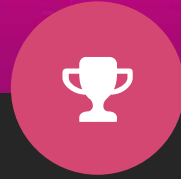
This presents later challenges, for a few reasons:

# Challenges:



1.

When the economy gets turbulent, buyers come out of the woodwork. Why? Lack of stability. This is counter of what franchising is (proven operations), but, majority of first-time buyers act when they see fear of stability in job and/or life and/or lifestyle. More buyers in the pond, means, there should be more franchises fishing.



2.

In today's sales environment, you compete in several different areas: Category, size of investment, and for every human being who is qualified and ready to buy a franchise. When you pause your game, others take over.



3.

Ever feel like a brand is everywhere? That certainly helps the sales funnel. Yet, when you are nowhere, how do prospects find you?



Lasting franchise success must always be earned and genuine. In this guide and video conversations, together, as a community, we'll help you clear a pathway to winning.

Let's get after it. It's time for #thegreatreturn.

First, your checklist,  
a 6-step pathway to winning:



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**STEP 1** **Evaluate Your Assets:** What brand assets - stories, franchisees, value, validation, and momentum - do you have to deploy and grow your brand?

**STEP 2** **Understand Your Sales Data:** Data drives sales, helps uncover blind spots, and allows you to double down on what works. When setting goals and determining your budget, are you looking at your data? Are you leveraging your data to position your brand for growth?

**STEP 3** **Listen to Your Google Analytics:** Every day Google is communicating with you and whether its organic traffic or paid ad-words, you need to be listening to your analytics. What are your Google Analytics telling you about your ghost prospects, your current prospects, your target markets – and where you should pour more gasoline.

**STEP 4** **Own and Tell Your Story:** Your story and the trajectory of that story is one of your most important assets. You leverage this asset when you deploy it in different marketing channels and build time capsule moments that are owned by your brand and stay with you forever. Do you understand your franchisee journey? Are you using your digital and marketing spend on telling an owned story that remains with you and, like a great movie, builds an arc around the transformation of your franchisees?

**STEP 5** **Budget and Deploying your Marketing and Broker Relations:** How much will it take for you to hit your goals? How do you maximize your spend? Where should you be marketing your opportunity?

Storytelling Execution: Why you, why now? Who are your people, your validators? What is your tribe saying about your brand?

Where Should You Market:

Working with Brokers:

**STEP 6** **Rocks:** With your tools aligned, now comes goal setting. How can you break your to-do list into action steps to get to winning?



# STEP 1

## Evaluate Your Assets

When interviewing franchise buyers, there is a lot of consistency into how they ultimately make the decision to buy. Current data, as evaluated across more than 100 brands, and as communicated during our Franchise Growth Mastermind franchisor-franchise community conversations, shows the following focus:



## Your Product or Service:

Franchisees need to believe in the product or service that you offer. They need to know that the product or service that they will be selling helps to solve problems, will add value to the community, and is part of a greater mission. Franchisees are also your customers and franchisee candidate need to believe in the transformation that your franchise opportunity represents for them.

### ACTION LIST:

(1) For end-user customers, do you have a clear positioning, point of differentiation in the marketplace? Define it in one sentence:

For franchise candidates, do you have a clear positioning, point of differentiation in the marketplace? Define in one sentence:



## Your Product or Service:

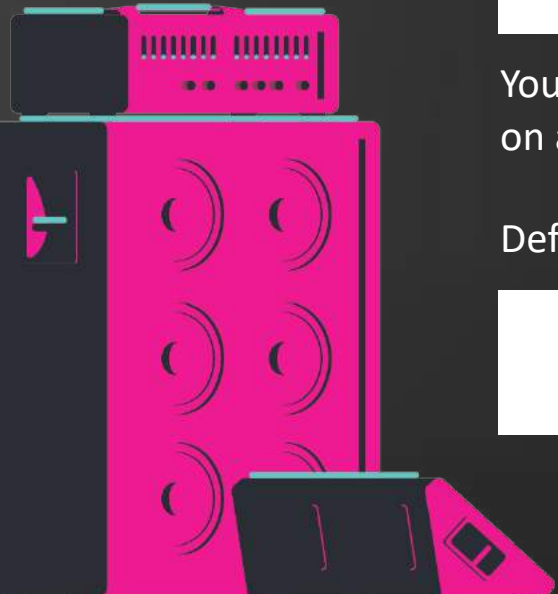


(2) Do you have a mission that's greater than the products or services that you sell? Your mission can be basic, is usually focused on the problems you solve for your customers and how you make them feel. Franchisees value mission and need to be a part of the greater good. Remember, no matter the industry, you're not just serving burgers, providing massages, or preparing tax returns...you're solving problems and improving lives and your mission needs to be built around that.

Define your customer mission:

Your franchisees are also your customers and its critical for your management team to be focused on a genuine franchisee mission that is defined and lived by your team.

Define your franchisee mission:





## Growth Strategy & Awareness:



Do you have a clear vision for how you will create franchise sales momentum and growth in your marketplace? YES/NO

### If yes, where does it exist?

- Franchise Marketing Materials? -
- Website? -
- LinkedIn Content? -
- Signature (marketable) PR Placement(s)? -
- Digital advertising? -
- Can a prospect clearly find it through search? -

### If no, what are 3-5 tasks you need to create in order to win at definition of leadership/vision

- -
- -
- -

## Cost to get in/How much you can make:

Can the buyer easily find the cost to open your franchise? YES/NO

- Do you disclose your earnings claim anywhere?
- 
- Have you performed an analysis comparison to your competitors?
- 
- Have you performed an analysis comparison to similar investment types?
- 



## Territory availability:

Do you clearly outline where you want to grow?

-

Have you built content that tells your ghost leads (prospects who are looking at your brand, but have yet to inquire) stories about why that state?

-

### Have you clearly defined your growth markets?

- Who are your top validating franchisees? -
- Do you have room to grow in that market? -
- How many additional locations can that DMA hold? -
- How many current units do you have in the state? -
- How many more units could the state hold? -
- Do you have growth opportunity in neighboring states? -



## Validation:



### Of your top validators, can prospects find stories about them online?

- Do you have their stories (not just testimonials) on your Website? -
- Have you included those stories in your drip campaigns? -
- Have you set-up drip campaigns? -

### Of your existing franchise owners, how many:

- Opened an additional location last year? -
- Who are they? -
- Signed on for additional units? -
- Who are they? -
- Who do you think could potentially expand this year? -
- Have you created a story/content piece about why now is a great time to buy into your brand? -

## COLD/DEAD LEADS:



- Do you have a well-organized list of dead leads? -
- When is the last time you communicated with them? -
- Have you sent them the content story about why now is a great time to buy your brand? -
- ✓ Have you hosted a Webinar/Zoom to educate them about brand updates – including true support?  
Have you included a franchise owner on this call? -

✓ **NOTE: Anyone who attends from your cold lead list will provide you with an indicator that they are still somewhat interested in gaining information about your brand.**

## EXISTING GREAT CONTENT:



- Have you documented your time capsule moment – a video or story including franchisor & franchisee highlighting the validation of current support?
  -
- What are the top 5 stories/media placements about your brand over the last 3 years?
  - 
  - 
  - 
  - 
  -

## EXISTING GREAT CONTENT:



- When is the last time you posted this content on LinkedIn?
- 
- Have you posted the content on LinkedIn Pulse?
- 
- In the comment area above this placement, have you provided an additional update to this story?
- 
- When is the last time you posted these stories on Facebook?
- 
- When is the last time you packaged all of the stories and sent out to your lead database about how the media loves your brand?
-

## EXISTING GREAT CONTENT:



- When is the last time you searched for these terms:
- Name of your franchise:
- Name of your franchise + word franchise:
- Competitor's PR:
- Looked at Google News:
- Looked at your Facebook Page (to see how the prospect sees it):
- Twitter:
- LinkedIn Profile:
- Blog:



## PERSONA:

We all say we want a highly motivated successful franchisee. What if you narrowed your targets more so that your digital ad spend could be more focused?

- Do you know what content works best for driving interest in your franchise brand (in other words, do prospects talk about a single media placement?)
  -
- What is the ideal age group:
  -
- What do they like and what are their interests (ideally of your most successful franchisees):
  -
- How long have your leads taken from point of deciding to buy a franchise to inquiry to buying?
  -



## DIGITAL ADS/WEBSITE



- Are you currently running Facebook Ads? -
- Are you currently running LinkedIn Ads? -
- Are you currently running Google Intercept Campaigns (to grab interest from those looking at similar brands – to get your franchise included in the conversation)? -
- Are you currently running retargeting ads? -
  - Are those retargeting ads placed on a page within your Website that narrows the funnel slightly more? -
- When is the last time you updated your Website? -
- When is the last time you audited your Website for franchise best practices? -



## STEP 2

### Understand your Sales Data:

Data drives sales, helps uncover blind spots, and allows you to double down on what works. When setting goals and determining your budget, are you looking at your data?

What does your data tell you about your 2019 Pre-COVID Franchise Sales:

What does your data tell you about your 2019 Pre-Covid Franchise Sales:

2019 Budget:

Average Cost Per Franchise Sale:

What reusable and renewable marketing assets did you build in 2019:

## 2020 Franchise Sales:

Our recommendation is to just use your marketing (non agency fee, non salaries, non-technology) budget to calculate.



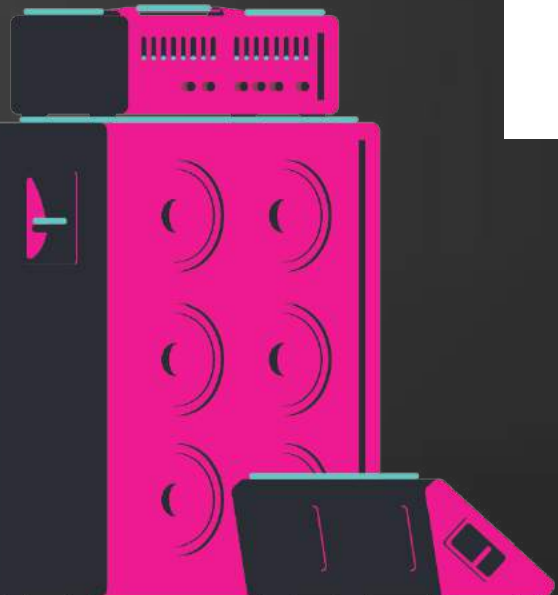
### SALES DATA:

Original Franchise Sales Budget for 2020

Original Goal (Deals):

Updated Franchise Sales Budget for 2020:

Updated Goal (Deals):



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## Q1 January – March

Total Spent:	
Total Traffic to Development Site:	
Average Time on Site:	
% Return Visitors (this will give you a glimpse into those who are visiting multiple times but not filling out your form):	
Total Leads:	
Definition of a Quality Lead (could be defined as applications):	
Total Quality Leads (could be defined as applications):	
Definition of a Deal (do you count a three-unit sale as 1 or 3?):	
Total Deals:	

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## March

Total Spent:	
Total Traffic to Development Site:	
Average Time on Site:	
% Return Visitors (this will give you a glimpse into those who are visiting multiple times but not filling out your form):	
Total Leads:	
Definition of a Quality Lead (could be defined as applications):	
Total Quality Leads (could be defined as applications):	
Definition of a Deal (do you count a three-unit sale as 1 or 3?):	
Total Deals:	

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## April

Total Spent:	
Total Traffic to Development Site:	
Average Time on Site:	
% Return Visitors (this will give you a glimpse into those who are visiting multiple times but not filling out your form):	
Total Leads:	
Definition of a Quality Lead (could be defined as applications):	
Total Quality Leads (could be defined as applications):	
Definition of a Deal (do you count a three-unit sale as 1 or 3?):	
Total Deals:	

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## May

Total Spent:	
Total Traffic to Development Site:	
Average Time on Site:	
% Return Visitors (this will give you a glimpse into those who are visiting multiple times but not filling out your form):	
Total Leads:	
Definition of a Quality Lead (could be defined as applications):	
Total Quality Leads (could be defined as applications):	
Definition of a Deal (do you count a three-unit sale as 1 or 3?):	
Total Deals:	



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June	
Total Spent:	
Total Traffic to Development Site:	
Average Time on Site:	
% Return Visitors (this will give you a glimpse into those who are visiting multiple times but not filling out your form):	
Total Leads:	
Definition of a Quality Lead (could be defined as applications):	
Total Quality Leads (could be defined as applications):	
Definition of a Deal (do you count a three-unit sale as 1 or 3?):	
Total Deals:	



# What is your data telling you?

DEAL GOAL:	
Average Cost Per Deal for First 6 Month:	
Trending (up, down, stable)	
New Projections	





## Deal Back Casting: Envision it is the end of the year. Think through the following:

Are you happy with your results? -

Is your team happy with the results? -

Did you hit your goals? -

As you look back on a successful 2020, what were the actions that led to your sales success?

What were the missteps?



## STEP 3

# Listening to Your Google Analytics

Every day Google is communicating with you and whether its organic traffic or paid ad-words, you need to be listening. Your analytics will help you identify patterns, understand demographics, track content that works and see the digital assets that are generating inquiries.

**Let's dive into the data!**

User Name:

Password:



Do you have conversion tracking set-up? This will help you identify more information on the leads



Do you have analytics set-up for just the franchise site?

- Click on Audience
- Change Date Range to Align Your Data-Set



# Data to evaluate monthly:

## Click on Demographics

### > age:

- Performance per age range (to align with your persona targets)
- Number of Users | Goal Conversions

25-34

35-44

45-54

55-64

65+

- Click on Location (narrow to the country you are targeting)
- Click on United States
- Scroll to bottom and click show rows and expand to 50
- What are your growth markets?
- (NUMBER to 20)

NUMBER OF USERS	PERCENT OF RETURN VISITORS	TOTAL RETURN VISITORS	TOTAL GOAL CONVERSIONS

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# Target Market Support

What are your top states?

TOP 10	UNITS CURRENTLY OPEN	IN DEVELOPMENT	WILL YOU OPEN THIS YEAR?	# OF UNITS THE STATE CAN HOLD	VALIDATION GOOD?	VALIDATOR



# Target Market Support:

- Click on Acquisition
- Click on Overview (Good data to look at). Most likely, people are searching for your brand, going to the consumer site, and clicking into the development site.
- Click on All Traffic
- Click on Referrals
- Some good data to look at (you can also click on the source and see expanded data)
- Where are your users coming from?
- How long are they staying on the site?
- Are they converting (sometimes this data is off, expect that)





## STEP 4

### Own and Tell Your Story

Every brand needs to build, tell, and own their story. Brands fail when they don't have an owned story. An owned story is the story of your brand, it's a story that you consistently and genuinely tell about the transformation that your products and services provide to your customers and the transformation that your support, systems, and know-how provides to your franchisees. Your story must be aligned with your unique selling proposition, your mission, and your leadership team.



## Own & Tell Your Story:



### ACTION LIST:

(1) Customers: What problem does your product or service solve for your customers?

(2) Customers: What is the transformation that your customers experience when they buy your product or service?

When a customer buys or experiences our products / services they go from

\_\_\_\_\_ to  
\_\_\_\_\_

## Own & Tell Your Story:



(3) Customers: What is your role in your customer journey and story?

A large, empty white rectangular box intended for the user to write their response to the question about their role in the customer journey.

(1) Franchisees: When someone becomes a franchisee, what problem does your franchise system help them solve?

A large, empty white rectangular box intended for the user to write their response to the question about the problem the franchise system solves for franchisees.

## Own & Tell Your Story:



(2) Franchisees: What is the transformation that someone experiences after they become a franchisee?

When someone becomes a franchisee, he/she goes from

\_\_\_\_\_ to  
\_\_\_\_\_

(3) Franchisees: What is your role in your franchisee journey and story?

A large, empty white rectangular box intended for the user to write their response to question (3).

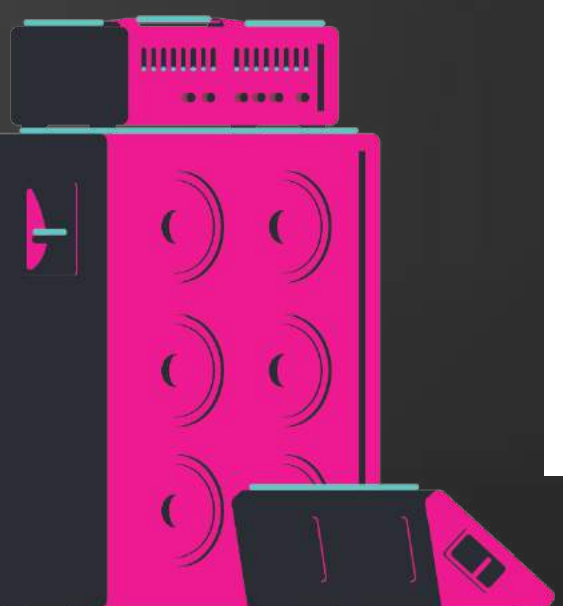


## Own & Tell Your Story:

In order to maximize your reach and further support the due diligence of franchise prospects, you will want to make sure you have content (written, PR, video, social) on each of the following milestones/touch-points:

### New Openings for Remainder of the Year:

DATE	MARKET	FRANCHISEE



# New Opening Checklist:



For Each Opening:

Task	Check
Do you have a template press release announcement?	
Do you post openings on social media? (Why? Because people who love your product buy your brand)	
Have you posted the press release on the wire?	
Has your PR team pitched the new opening (human interest) story to the media?	
Have you sent the release/announcement to your prospects (warm/dead)?	
Have you posted on your LinkedIn (personal and company)?	
Has your leadership team congratulated new franchisee on LinkedIn post?	

# Storytelling Alignment



Why will prospects not buy? Have you created counter content?

- Reasons:

- 
- 
- 
- 
- 

Do you have general research content online? What are your top stories?

-



## STEP 5

# Budgeting and Developing your Marketing and Broker Relations.

How much will it take for you to hit your goals?  
How do you maximize your spend? Where should you be marketing your opportunity?



# Budgeting



- Use budget document to help navigate your budget:
- Take data from above:
- Cost Per Lead pre-COVID:
- Cost Per Lead post March 15:
- Cost Per Deal pre-COVID:
- Cost Per Deal post March 15:

- Take a number in between and multiple by

Goal for remainder of the year \_\_\_\_\_:

- Do you have enough in the budget? -
- Can you leverage your assets to close the gap? -
- Have you communicated potential challenges? -
- Have you moved your discovery day to virtual? -
- Have you moved your training to virtual? -

## Market

Where should you market your franchise opportunity? The truth is, where you should spend your budget dollars depends a few things:

What is your goal?

Many franchise brands will spend upwards of \$20,000 in marketing per deal. If your goal and budget require you to spend a lot less, you will want to leverage your assets more, as well as be very specific with how you spend. Armed with the right story (your brand positioning), your delivery should be specific to your right persona in the right market.





## Where should you spend (updated May 2020):

1. Your Website: Make sure you have built your Website to do a few things – convert leads and guide due diligence. Are you using forward call-to actions (own a, inquire to own)? When someone lands on your site, can they clearly learn about the franchise opportunity, your franchisee, the industry? In order to maximize the value of the dollars you spend – you will want to make sure your site supports the traffic you are driving into it.
2. Digital ads (Facebook, LinkedIn, Google) to drive the right traffic into your site. Currently, Facebook is the most cost effective; LinkedIn has many who are looking for career transitions; Google is expensive and may not produce the greatest conversion rate. Note: This is always changing.
3. Franchise Portals: Some of the portals have strong SEO value – meaning, they come up for search. The worry is that they don't produce quality leads. The truth is, it really depends on the strength of your opportunity and investment range more than anything.
4. Print Ads: In today's world, these are difficult to measure.
5. Radio (Satellite): This is expensive and tough to track. Some brands (larger budgets) have found wins – but crap shoot.
6. Expos: Same type of crap shoot. The hope is that the marketing for the shows have driven the right personas and targets into the show. A lot depends on your brand, the investment and the passion behind the segment.



## Using the Broker Network

Currently, the broker network has secured a stronghold on prospects looking at opportunities. How? They have localized the approach – meaning, they have boots on the streets in markets you want to get in front of. A few truths about working with the broker community?

1. Be selective. Remember, they are representing your brand to a potential buying audience.
2. They will likely “require” a significant amount of the franchise fee in exchange for the hand-off of the deal. If franchisors look at the deal value and not the franchise fee, this can be a very smart way to grow.
3. Set your expectations properly and make sure you build the relationship.
4. Understand that the role of a good broker is to introduce qualified leads to your brand. Once the introduction is made, it’s your job to sell and take the candidate through a well-developed discovery, sales and closing process.



# STEP 6

## Rocks.

With your tools aligned, now comes goal setting. How can you break your to-do list into action steps to get to winning? What does success look like 5 years from now and, once you know that start working backwards to 3, 2, and 1 year goals followed by quarterly tasks, and weekly action steps.



# Rocks



Based on the above, what are your goals for the remainder of the year (what are the KPIs that at the end of 2020 will let you know that you hit these goals?:

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# Rocks

Now take your goals and divide up by quarter. Our recommendation is to evolve your weekly/monthly/quarterly team meetings to review your goals and move them along.



QUARTER	GOALS	GOALS
1	- - - -	- - - -
2	- - - -	- - - -
3	- - - -	- - - -
4	- - - -	- - - -

# Rocks



Now take your goals and divide up by month:

MONTH	GOAL	WHO?	WHEN?
	- - -		
	- - -		
	- - -		





# We BELIEVE everyone can win at franchising!

Franchise Growth Mastermind is a community of franchisors and franchise professionals who share experiences, best practices, and know-how through an always-on Facebook community, industry conversations, playbooks, masterclasses, digital conferences, and events.

Franchise professionals like you deserve better tools, strategies, and know-how to thrive and grow. The franchise industry and digital landscape is changing. Like you, we're frustrated by the lost opportunity and misdirection caused by outdated development strategies that no longer work and were never really effective. That's why we created the Franchise Growth Mastermind, an always-on community that shares mindset + the strategy, tools, and resources to succeed.

If you're a Franchisor or Franchise Professional, be a part of the community, share in the conversation, and join the free [Franchise Growth Mastermind Facebook Community](#).



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