

Molly Wally's
franchisee satisfaction report



Dear Entrepreneurs,

This report contains a detailed breakdown of your system's overall franchisee satisfaction. It covers the critical areas of training, support, marketing, operations, communication, franchisee/franchisor relations, financial opportunity, and general overall satisfaction. If you have any questions about this data or you would like more information about our marketing and consulting services, please give us a call at 866-397-6680. We look forward to helping you exceed your business goals.

Happy Franchising!

Michelle Rowan
President
Franchise Business Review, LLC



The Benchmark of Franchisee Satisfaction

The **Franchisee Satisfaction Index (FSI)™** is the industry standard by which the health of a franchise company can be measured and tracked over time. Established by Franchise Business Review in 2007, FSI is a collective assessment of the critical areas of franchisee satisfaction.

Franchise Business Review has surveyed over 1100 of today's leading franchise brands, representing tens of thousands of franchise owners. This data makes our Franchise Satisfaction Index a powerful tool for evaluating franchises, tracking operational performance and predicting future success.

The eight areas of franchisee satisfaction included in the FSI are:

Training & Support

Business success is all about execution. The critical areas of franchisee training and support provide the foundation that makes long-term success possible.

Franchise System

Proven systems and established procedures are why most people invest in a franchise. These are the things that make a franchise run smoothly, maintain a competitive advantage and achieve greater success over time.

Leadership, Core Values and Franchisee Community

Building a successful business and making money are important to every franchise owner, but much of the long-term satisfaction and day-to-day enjoyment of a business comes from the strength of the relationship between franchisors and franchisees. Strong relationships can overcome many business challenges.

Financial Opportunity

While the financial goals of franchisees vary widely, making a living and earning a reasonable return on their investment is something that most share in common.

General Satisfaction

General satisfaction is where the rubber meets the road. Has the experience of owning a franchise lived up to the expectations of the franchisee? Would they recommend you to others? And most importantly, would they do it again?

Understanding FSI

FSI can range from 0 to 100% and represents a weighted average of positive responses to a specific question or a group of questions within one of the areas being measured for satisfaction. If you were to simply add up all the positive responses to a question, giving the same value to an "excellent" response that you give to a "good" or "very good" response, you would paint an overly optimistic picture. FSI provides a realistic view of favorable satisfaction ratings by weighting more positive responses and discounting lesser responses to any given question. FSI ratings provide a reference point or benchmark to help gauge the overall level of franchisee satisfaction or satisfaction in a specific area.

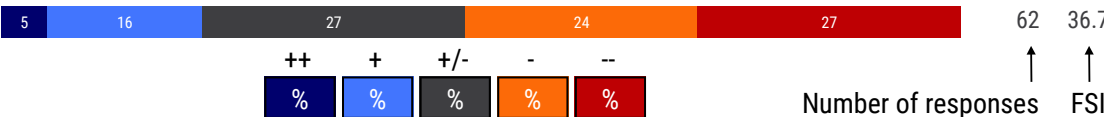
Understanding the Survey Summary

This Franchise Business Review report was created with color-coded bar charts designed to make it easy for you to interpret your survey data. Each of our standard survey questions is asked on a 5-point scale. All positive responses are represented on the bar chart in blue, with very positive responses (++) in dark blue and positive responses (+) in light blue. Neutral responses (+/-) are shown in grey. Negative responses (-) are shown in orange and the most negative responses (--) in red.

Included on the bar charts are the percent of responses for each question, shown by a white number. The vertical gray lines indicate quartile segments (25% of the responses) for easy visual comparison from question to question. Each chart also includes the total number of responses (n) and Franchisee Satisfaction Index (FSI).

Training & Support

Marketing & Promotions



Survey Summary

Molly Wally's franchisee feedback report

Training & Support

Training & Support	24	41	20	13	2	199	68.1
Marketing & Promotions	13	31	30	21	6	199	55.9
Effective Technology	14	31	27	19	11	200	54.3
Communications	17	32	31	16	6	200	59.5
							59.4

Franchise System

Ops & Systems	24	38	29	8	2	199	68.5
Products & Services	28	37	27	7	1	197	71.3
Competition	15	33	31	17	4	198	59.2
Innovation	13	24	36	22	6	199	53.9
							63.2

Leadership

Clear Vision	17	55	21	6	3	200	69.1
Team Culture	20	47	27	4	3	196	69.6
Involves Franchisees	12	46	28	10	5	200	62.3
Effective in Driving	15	52	24	7	4	200	66.9
							67.0

Core Values

Trust	42	43	12	2	1	199	80.9
Respect	41	45	13	1		141	81.0
Honesty & Integrity	58	34	7	1		198	87.2
Cares About My Success	43	40	15	2	1	200	80.4
							82.4

Franchisee Community

Supportive of Brand	21	63	15	1		196	76.0
Supportive of Management	13	60	22	4	1	197	70.2
Active Community	11	54	27	8	1	199	66.2
Supportive of Each Other	36	51	12	2		199	80.2
							73.1

Self-Evaluation

Enjoy the Business	43	45	10	3		199	81.9
Enjoy the Organization	32	54	10	3	1	199	78.4
Active Participant	26	45	25	3	2	199	72.6
Valued Member	20	39	33	8	2	199	66.8
							74.9

Financial Opportunity

Fees	12	51	23	10	4	198	64.1
Total Investment	19	54	15	10	3	199	69.1
Financial Picture	11	28	38	16	7	198	55.1
Long-Term Growth	20	39	32	8	2	198	66.9
							63.8

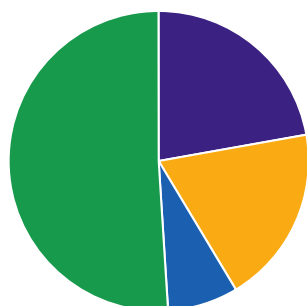
General Satisfaction

Overall Opportunity	23	34	26	15	2	198	65.4
My Overall Performance	11	24	26	28	11	198	49.1
Overall Satisfaction	16	36	26	17	5	197	60.7
Do It Again	46	21	19	10	5	197	73.1
Recommend	51	24	20	3	2	196	79.7
							65.6

Overall Company FSI: **68.7**

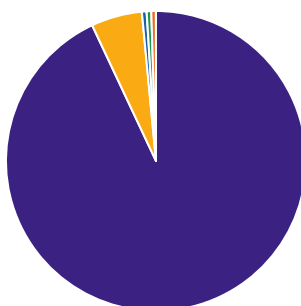
Market Information

How long have you owned your franchise(s)?



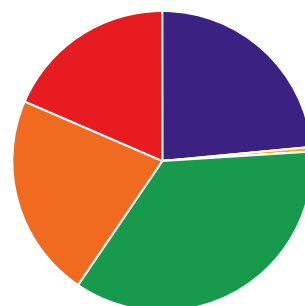
less than 2 years	: 22.2 %
2 - 5 years	: 19.2 %
6 - 9 years	: 7.6 %
10+ years	: 51.0 %

Units Owned



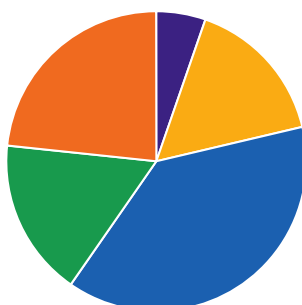
single unit / territory	: 93.0 %
2 units / territories	: 5.5 %
3 units / territories	: 0.5 %
4 units / territories	: 0.5 %
5+ units / territories	: 0.5 %

Geographic Location



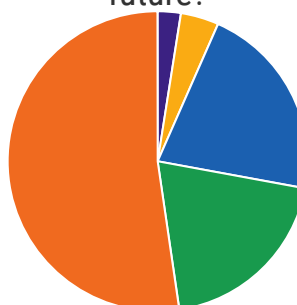
West US	: 23.5 %
International	: 0.5 %
Canada	: 0.0 %
South US	: 35.5 %
Midwest US	: 22.0 %
Northeast US	: 18.5 %

Market Size



Very Small Market (Under 50,000 population)	: 5.3 %
Small Market (50,000 - 99,999 population)	: 16.0 %
Medium Market (100,000 - 249,999 population)	: 38.3 %
Large Market (250,000 - 499,999 population)	: 17.0 %
Major Metro (500,000+ population)	: 23.3 %

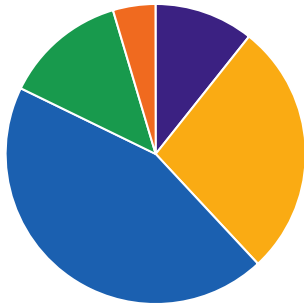
Do you plan on buying any Additional units/territories in the future?



yes	: 2.5 %
probably	: 4.1 %
maybe	: 21.3 %
probably not	: 19.8 %
no	: 52.3 %

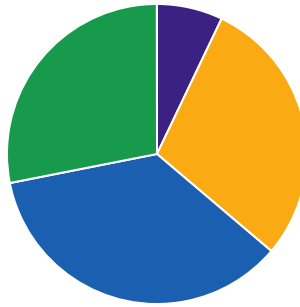
Business Lifestyle

Average Work Hours
each week



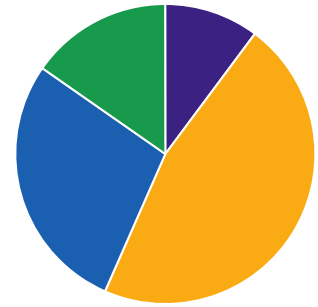
less than 30 hours/week : 10.7 %
 30 - 40 hours/week : 27.4 %
 40 - 50 hours/week : 44.2 %
 50 - 60 hours/week : 13.2 %
 60+ hours/week : 4.6 %

How often are you
required to work
Evenings?



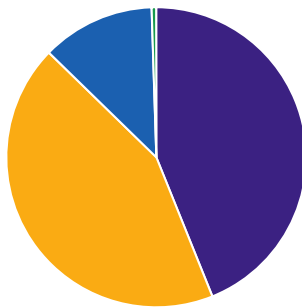
almost always : 7.1 %
 a couple times/week : 29.1 %
 a couple times/month : 35.7 %
 almost never : 28.1 %

How often are you
required to work
Weekends?



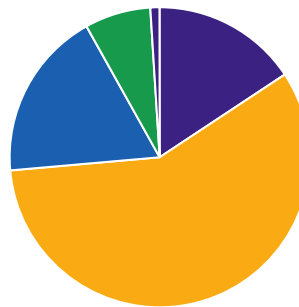
almost always : 10.2 %
 a couple times/month : 46.4 %
 a couple times/year : 28.1 %
 almost never : 15.3 %

How much Flexibility
do you have with your
work schedule?



very flexible : 43.9 %
 flexible : 43.4 %
 somewhat flexible : 12.2 %
 not flexible : 0.5 %

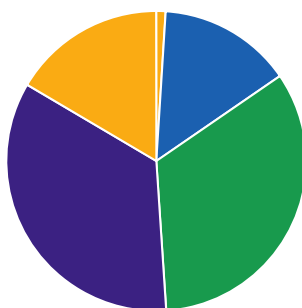
Work-Life Balance



very balanced : 15.7 %
 balanced : 57.9 %
 not so balanced : 18.3 %
 not balanced : 7.1 %
 workaholic by choice : 1.0 %

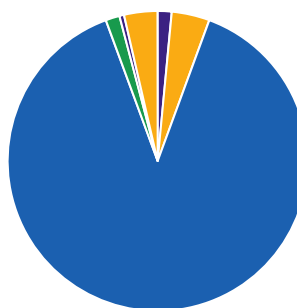
Franchisee Demographics

Age Group



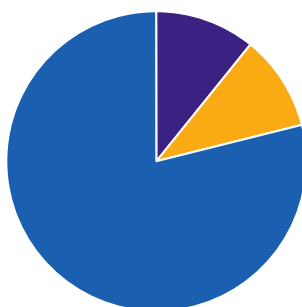
18 - 24 : 0.0 %
 25 - 34 : 1.0 %
 35 - 44 : 14.4 %
 45 - 54 : 33.5 %
 55 - 64 : 34.5 %
 65+ : 16.5 %

Ethnicity



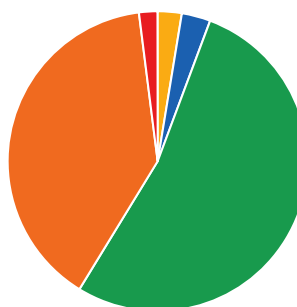
African American : 1.5 %
 Asian : 4.1 %
 Caucasian : 88.7 %
 Hispanic : 1.5 %
 Native American : 0.5 %
 Other : 3.6 %

Gender



male and/or female partnership - completing survey: 10.8 %
 female : 10.3 %
 male : 78.9 %

Education



did not graduate high school : 0.0 %
 high school graduate : 2.6 %
 associate degree : 3.1 %
 bachelor's degree: 53.1 %
 master's degree: 39.3 %
 doctorate degree : 2.0 %

Additional Questions

~Tool 1		n	%
strongly agree		1	100%
agree		0	0%
neutral		0	0%
disagree		0	0%
strongly disagree		0	0%

Individual Surveys

Bradley Avans

Participant FSI: 89.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Narragansett, IL

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably

Region: Northeast US

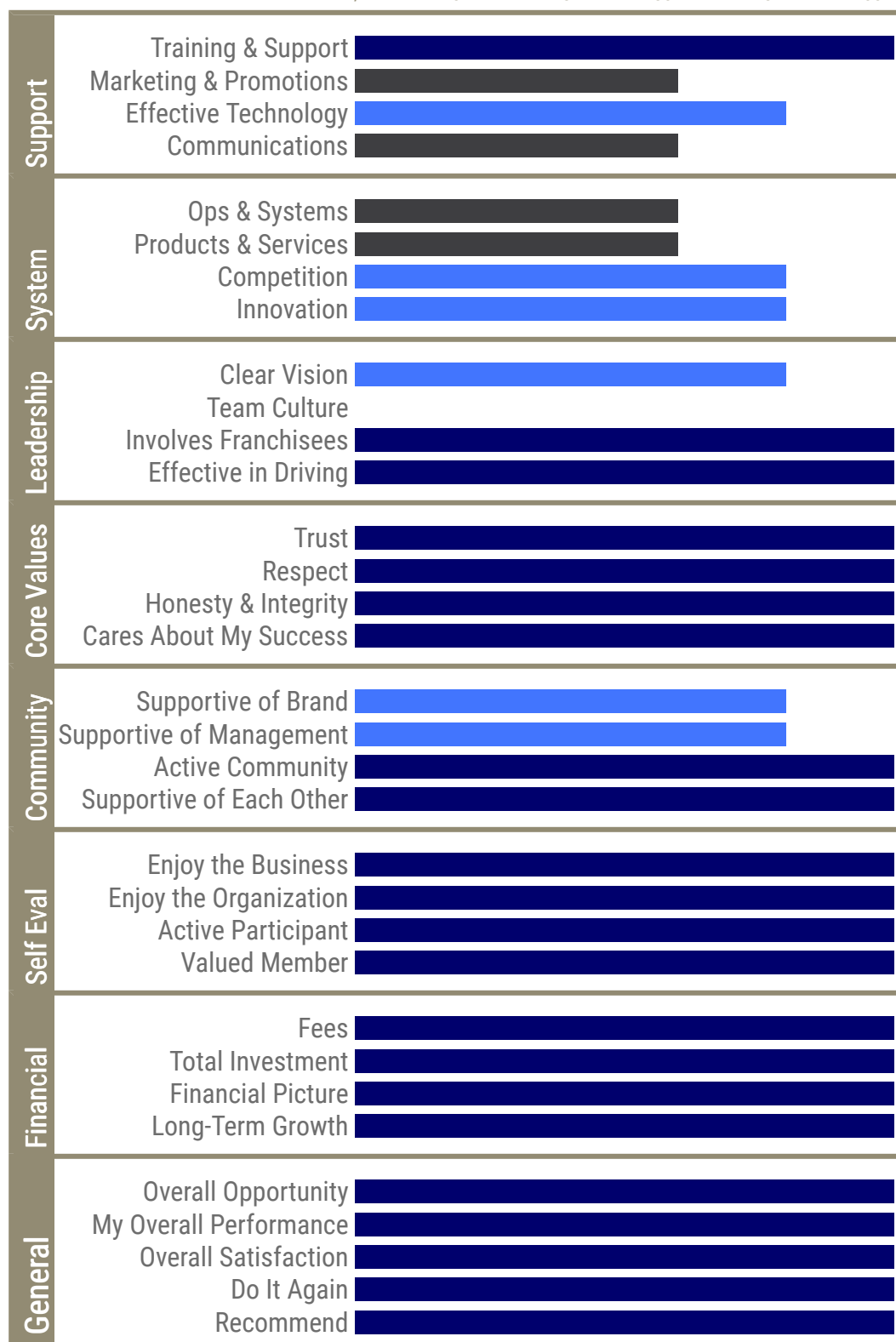
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Karen Banata

Participant FSI: 51.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Roswell, OR

Tenure: 6 - 9 years

Units: single unit / territory

Region: South US

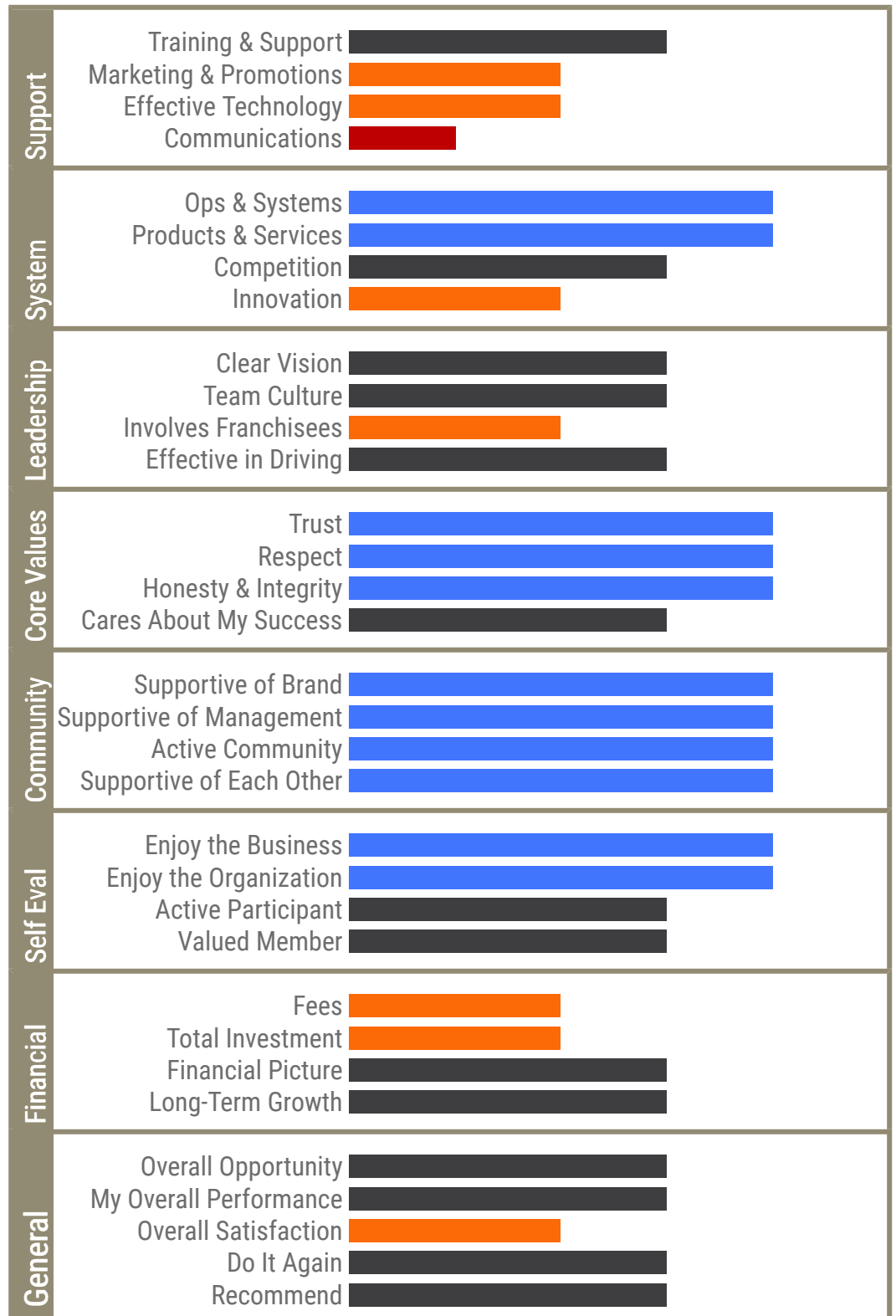
Market: Major Metro (500,000+

population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Karen Banata

Training, Support, Marketing

I think if the franchisor had a company owned accounting and tax operation it would help them in knowing more of what are needs are.

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

When you go with a project or strategy please stick with it. I think it sends a unfavorable message when the project stops or they choose to go a different path when franchisees have followed their initial direction.

Individual Surveys

**Beverly Baswall/
Maas**



Redwood City, TN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

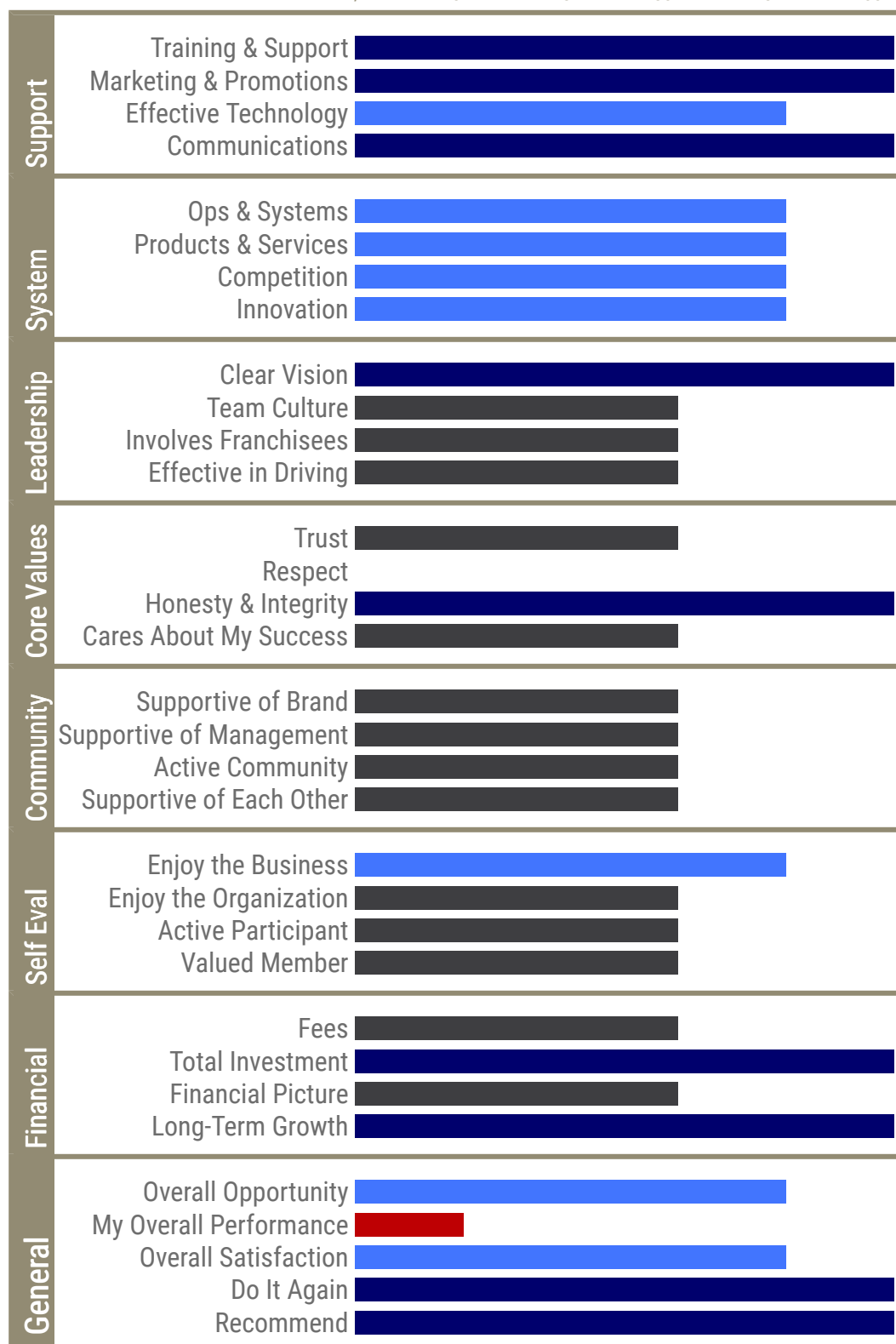
Region: West US

Market: Major Metro (500,000+
population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ami Biert

Participant FSI: 48.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Freeland, PA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

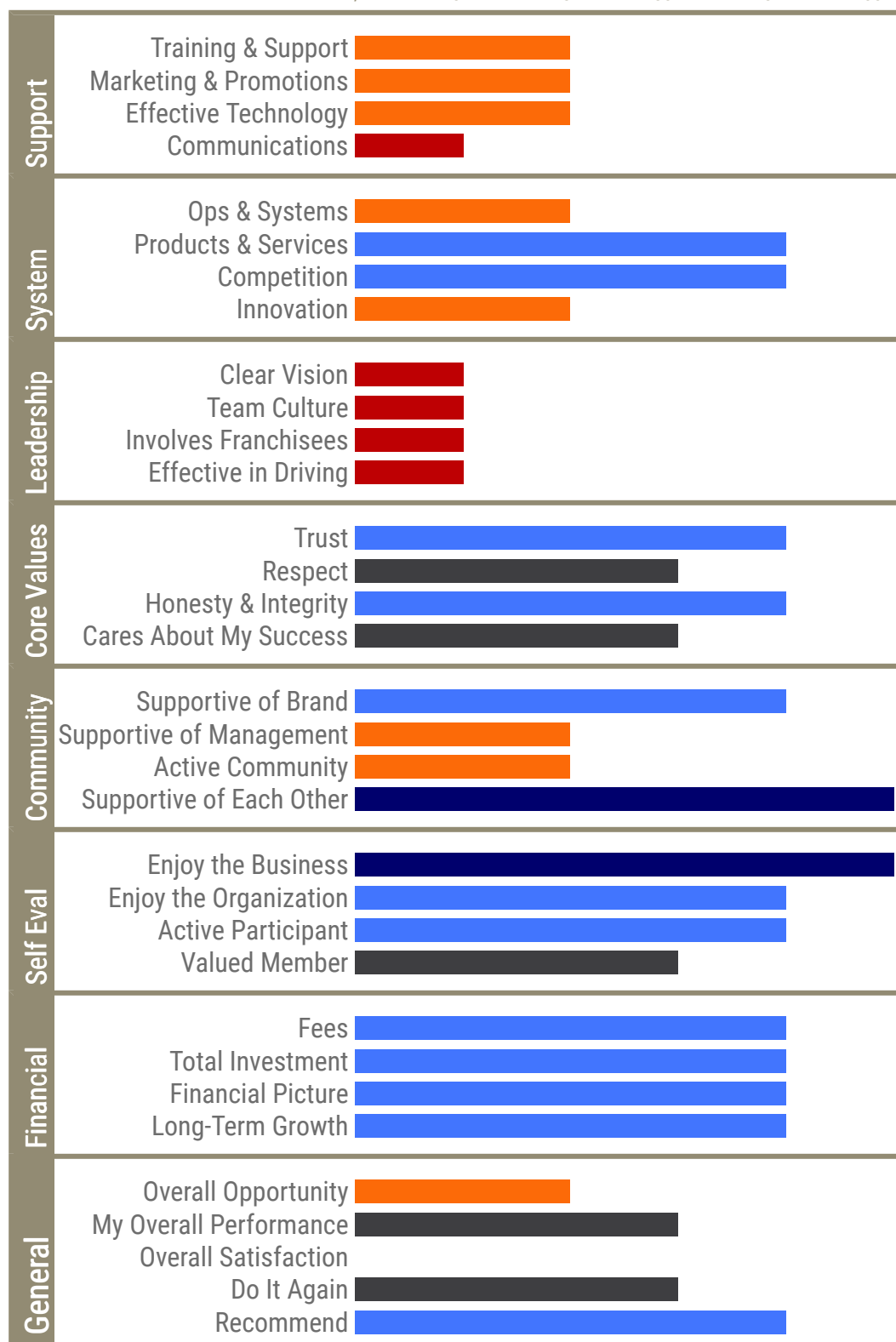
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Ami Biert

Training, Support, Marketing

I was trained over 20 years ago. I'm sure it is quite different now.

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

under promise - over deliver

Individual Surveys

Vivian Bilkar

Participant FSI: 97.7

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Melbourne, MI

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

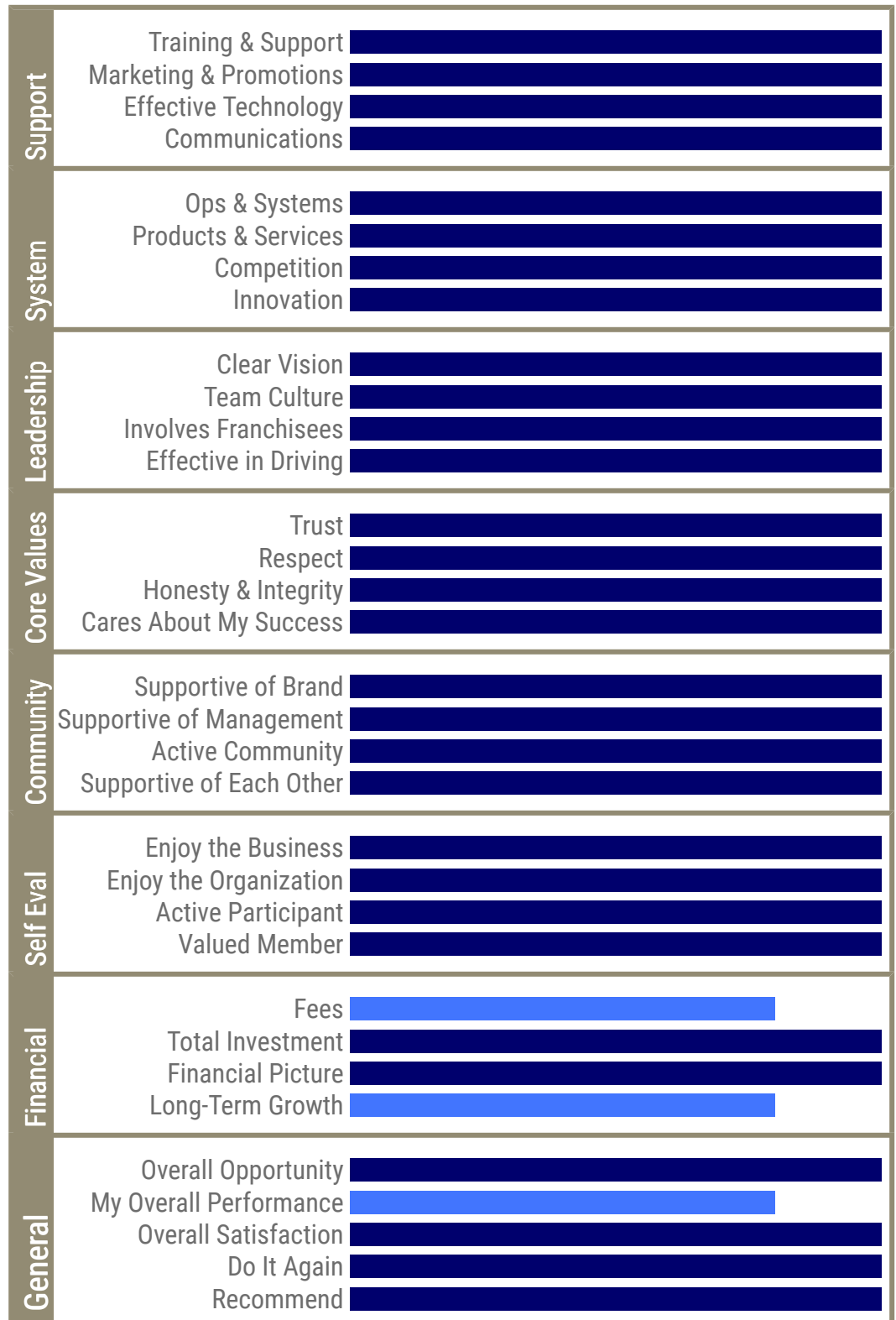
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Roger Briiks

Participant FSI: 45.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Fullerton, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

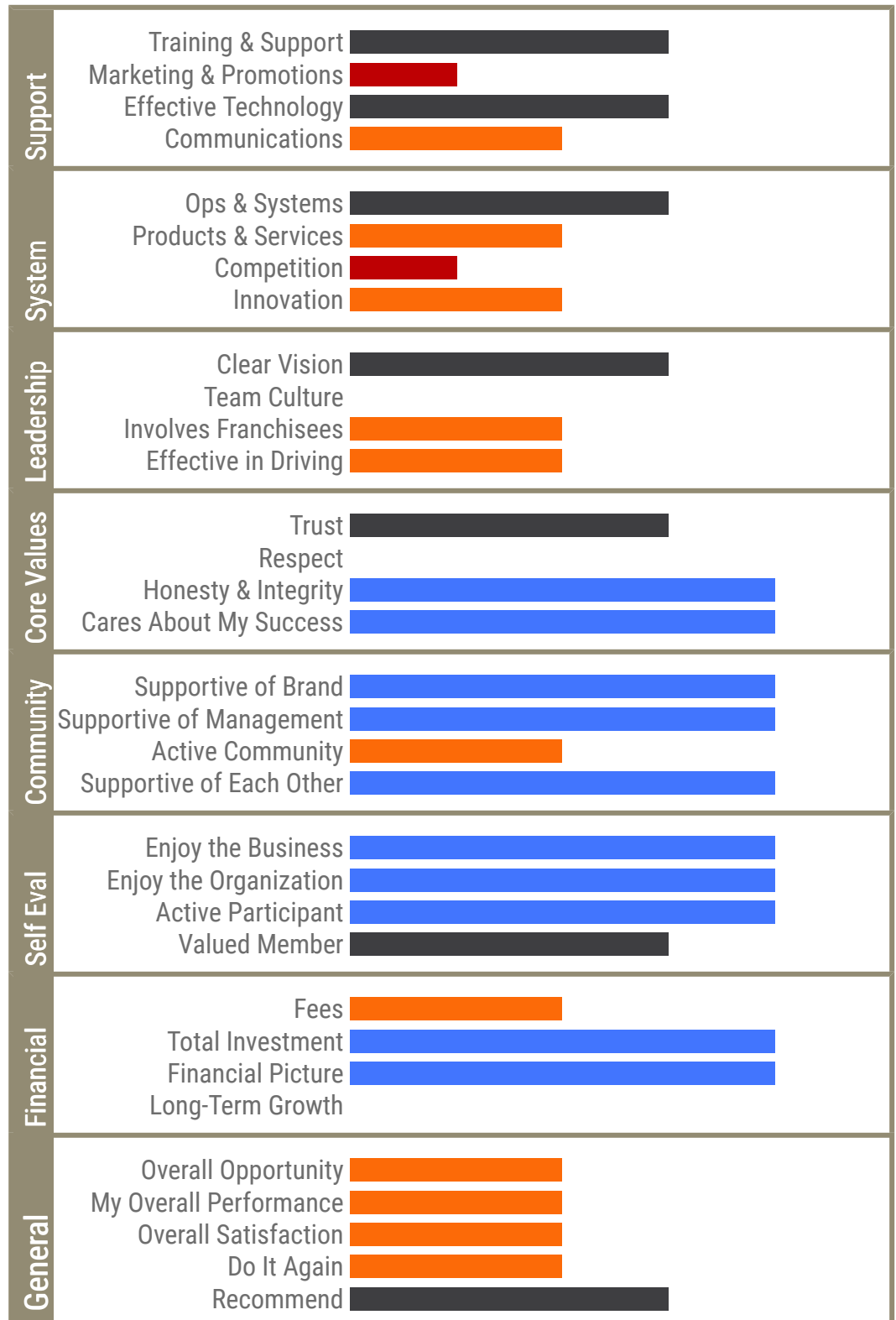
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Frank Cabardalaban

Participant FSI: 82

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Montgomery, CO

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: no

Region: Midwest US

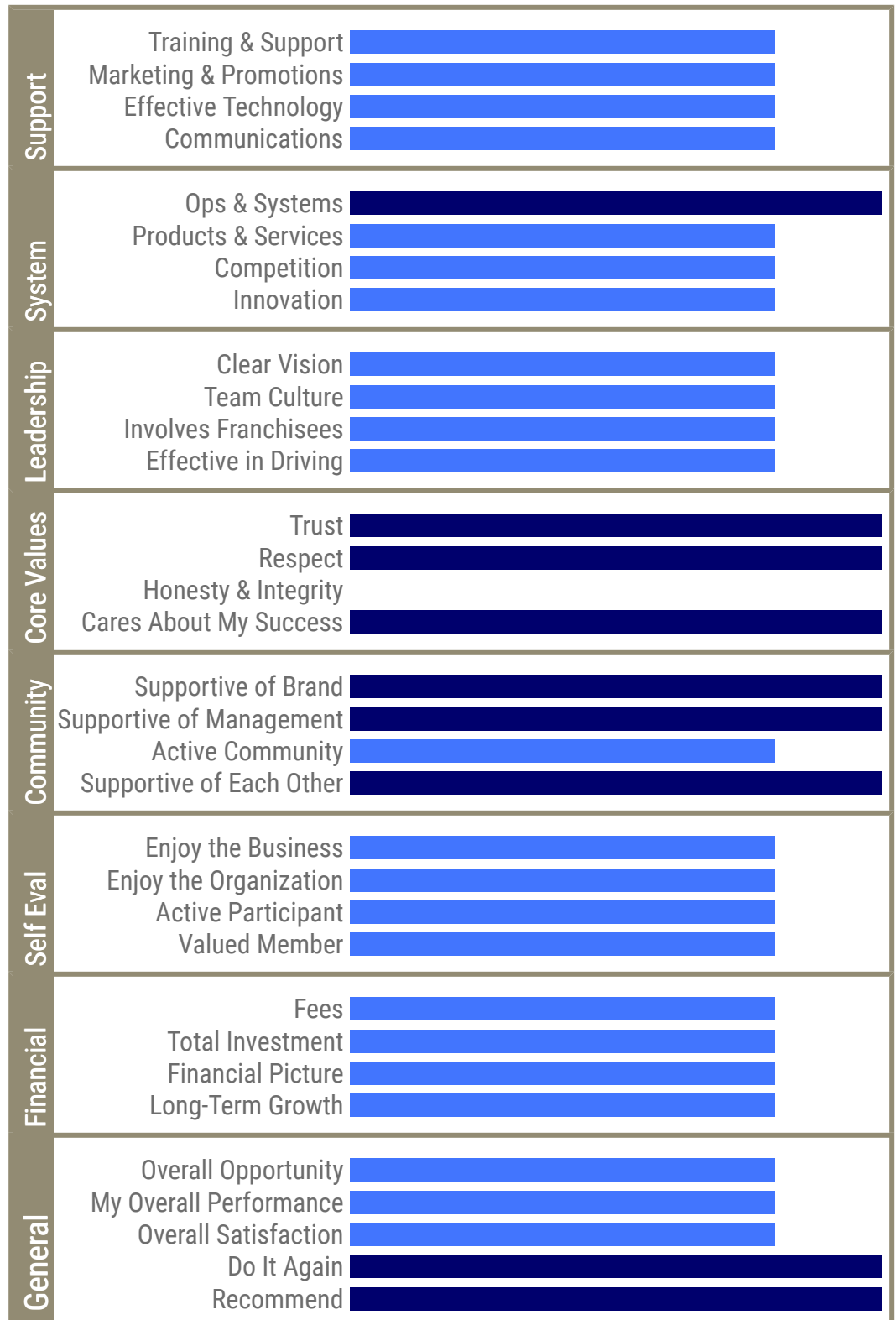
Market: Large Market (250,000 -

499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Becky Cailay

Participant FSI: 68.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Forest City, CO

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

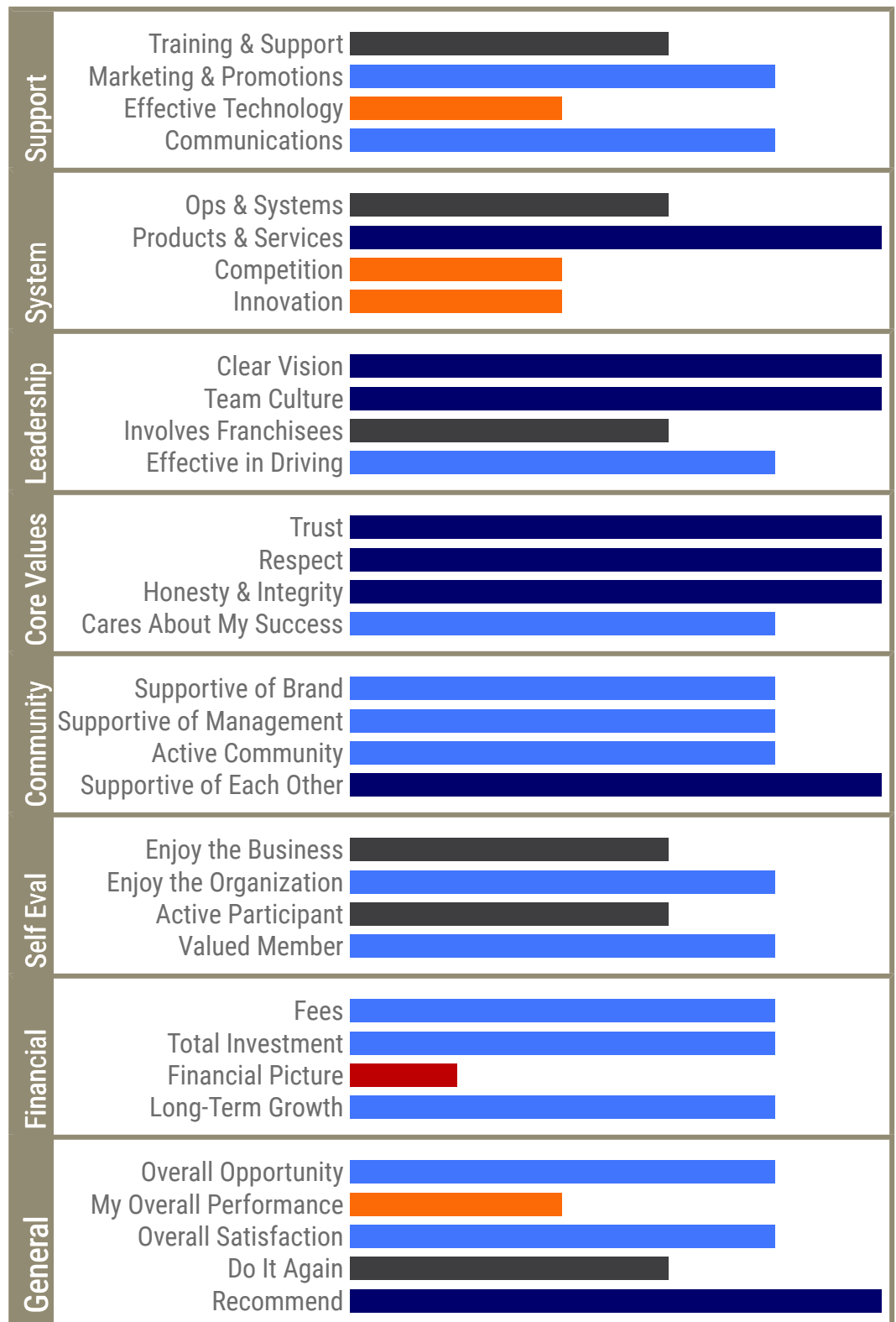
Region: Midwest US

Market: Small Market (50,000 -
99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: female



Individual Surveys

Mark Carlay

Participant FSI: 63.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Littleton, MI

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

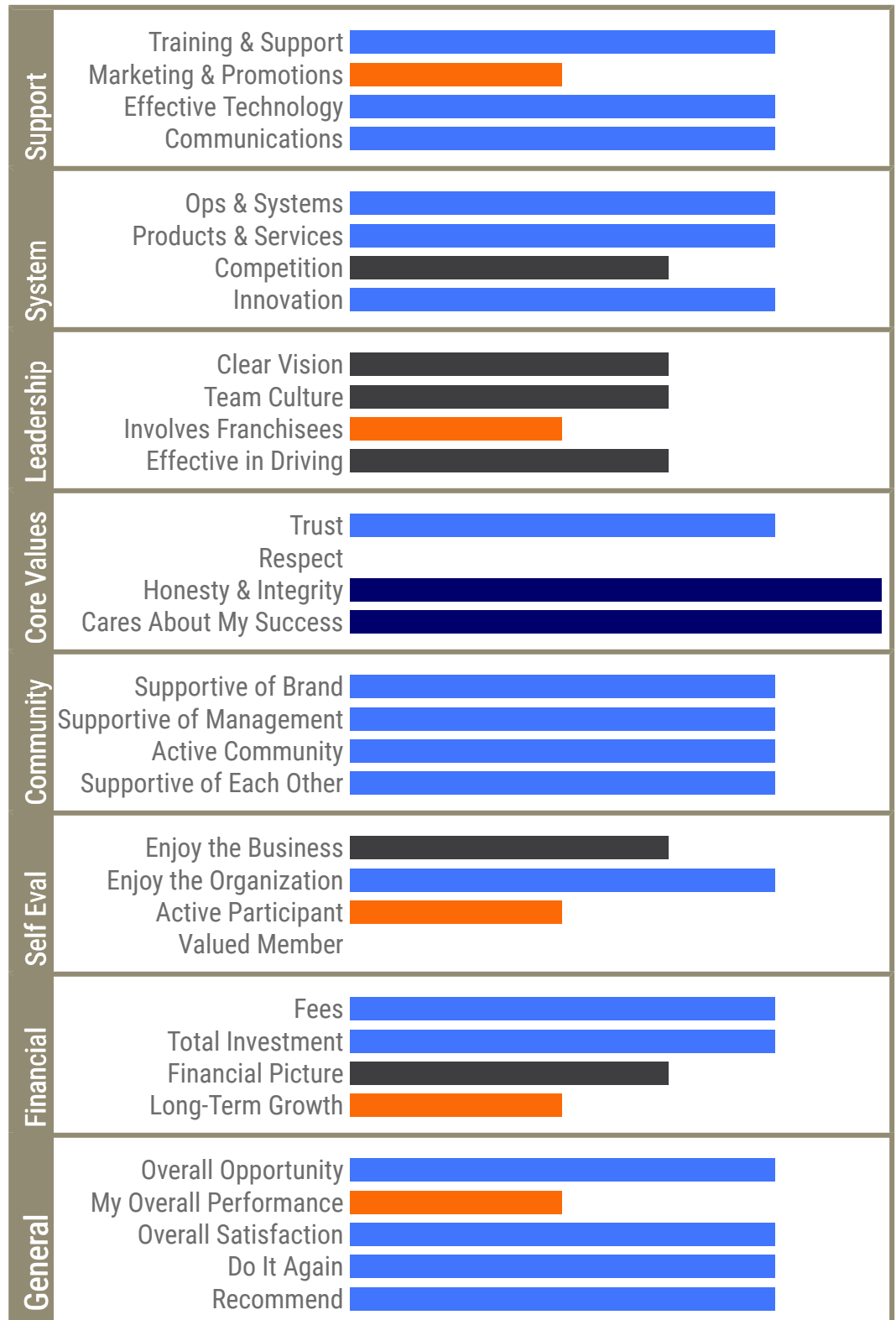
Market: Very Small Market

(Under 50,000 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Cheryl Cavis

Participant FSI: 73.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

**Colorado Springs,
MS**

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: Northeast US

Market: Major Metro (500,000+

population)

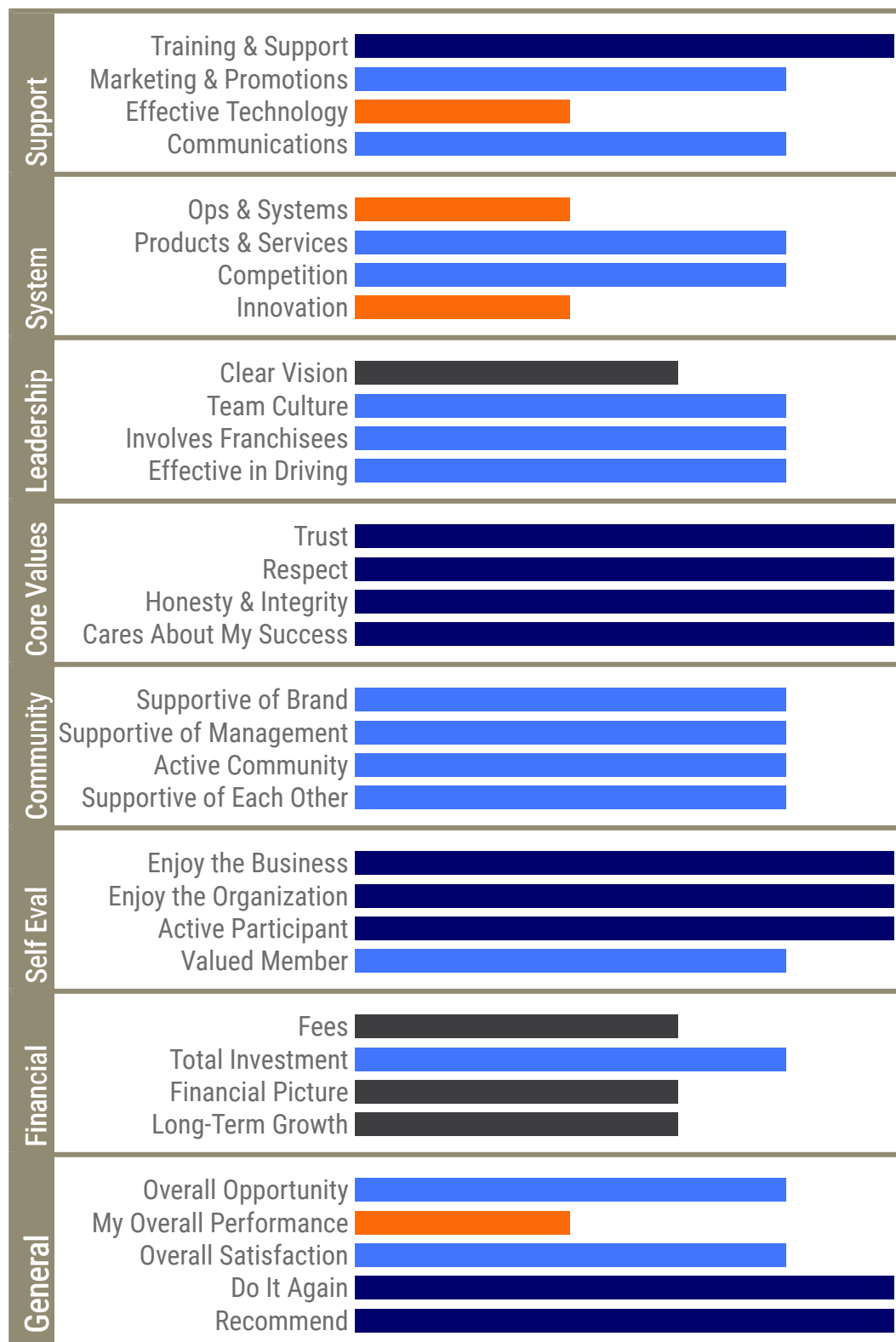
Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Comments

Cheryl Cavis

Training, Support, Marketing

Accounting software and other technologies need upgrading to more robust platforms. Marketing seems confined to traditional lines instead of more focus on internet and social networking marketing efforts.

Competition, Products/Services, Creativity

Marketing is too traditional.

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

Commit a laser-like focus on improving accounting and other technologies.

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

Generally the community is supportive of each other and provide feedback when asked.

Financial Opportunity

Growing more slowly than expected but picking up recently.

Individual Surveys

John Cickisin

Participant FSI: 99.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Lemoyne, KY

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: West US

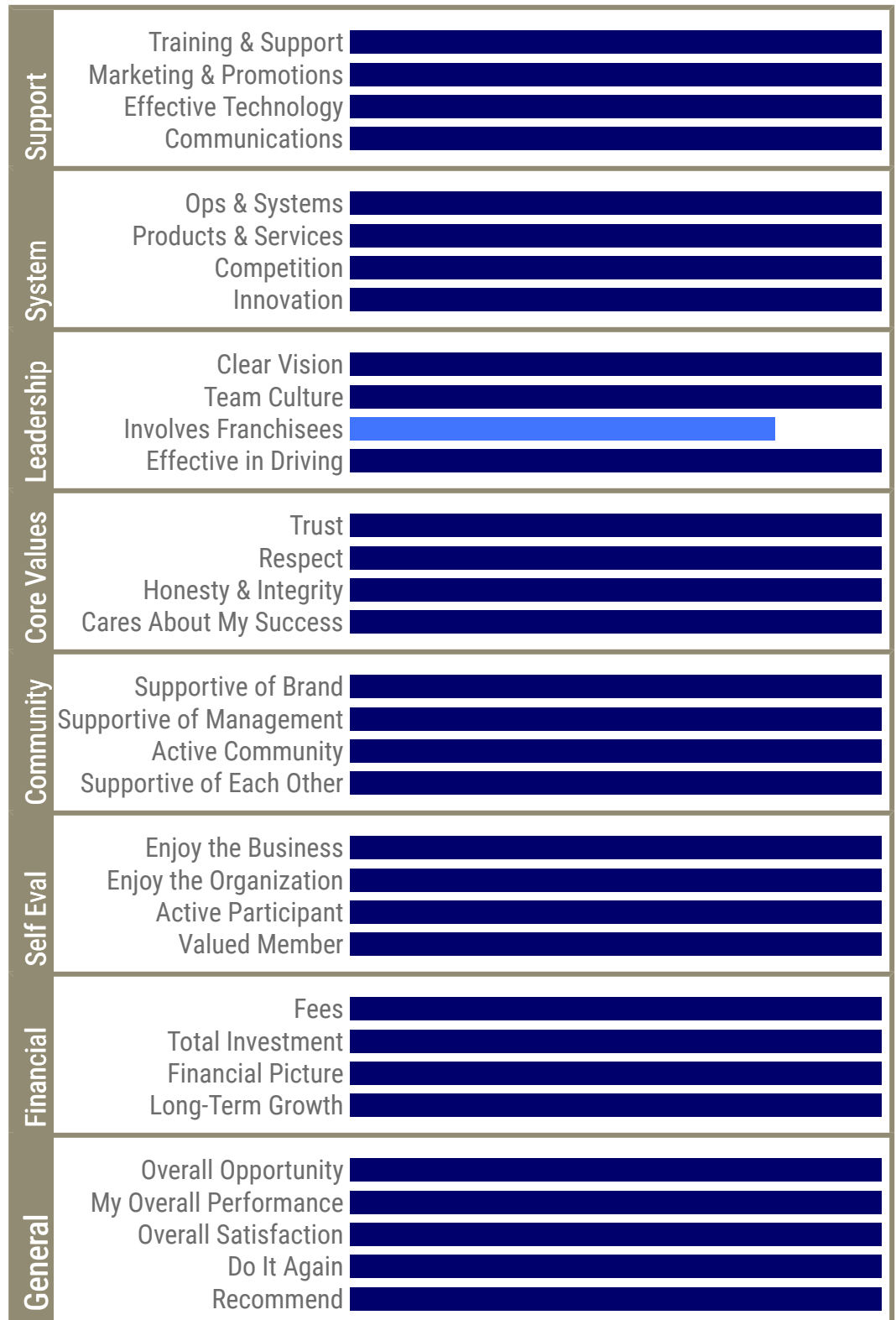
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Pierre Cintaman

Participant FSI: 57.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Goshen, CA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

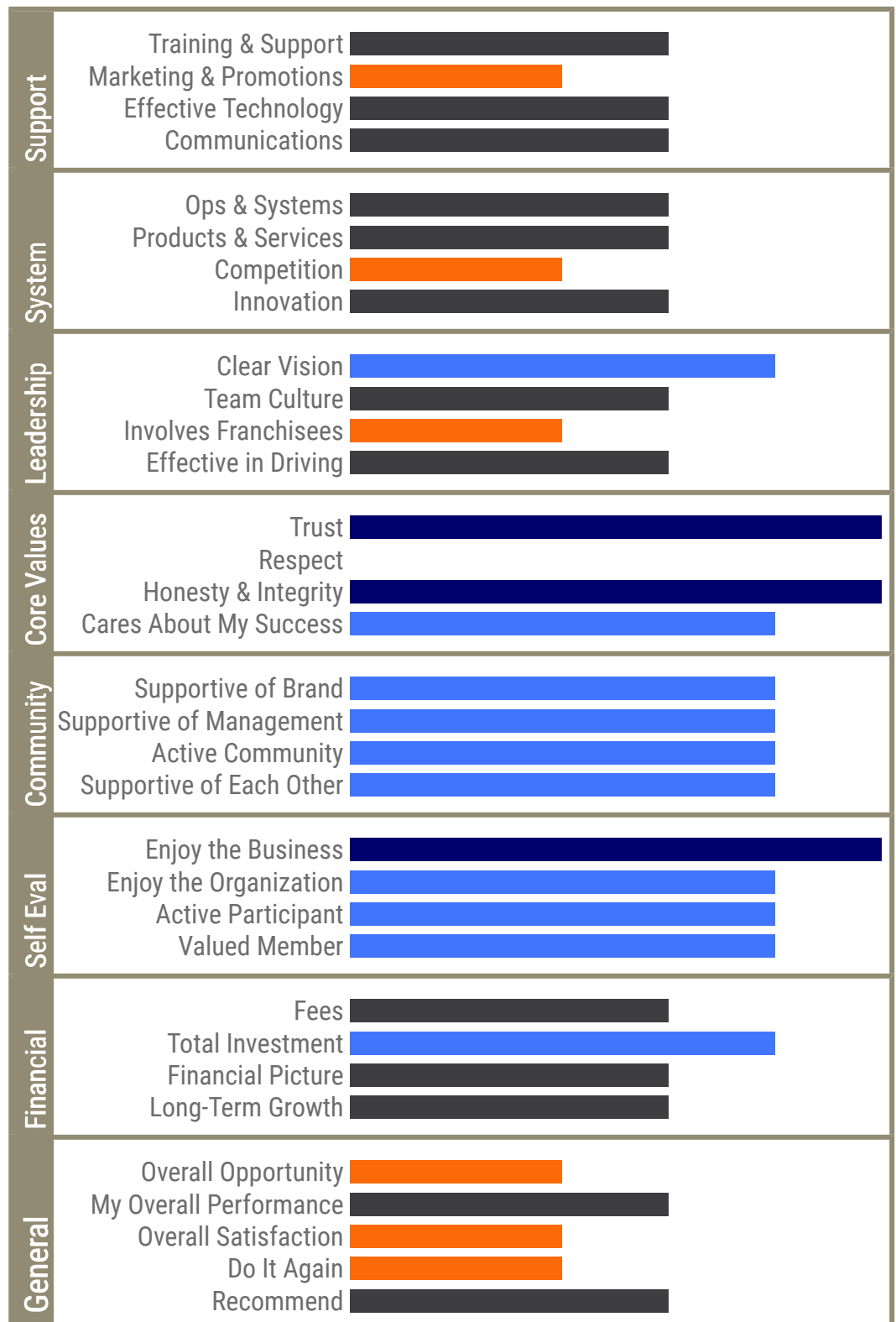
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Carolyn CiTirri

Participant FSI: 77.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Evergreen, PA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

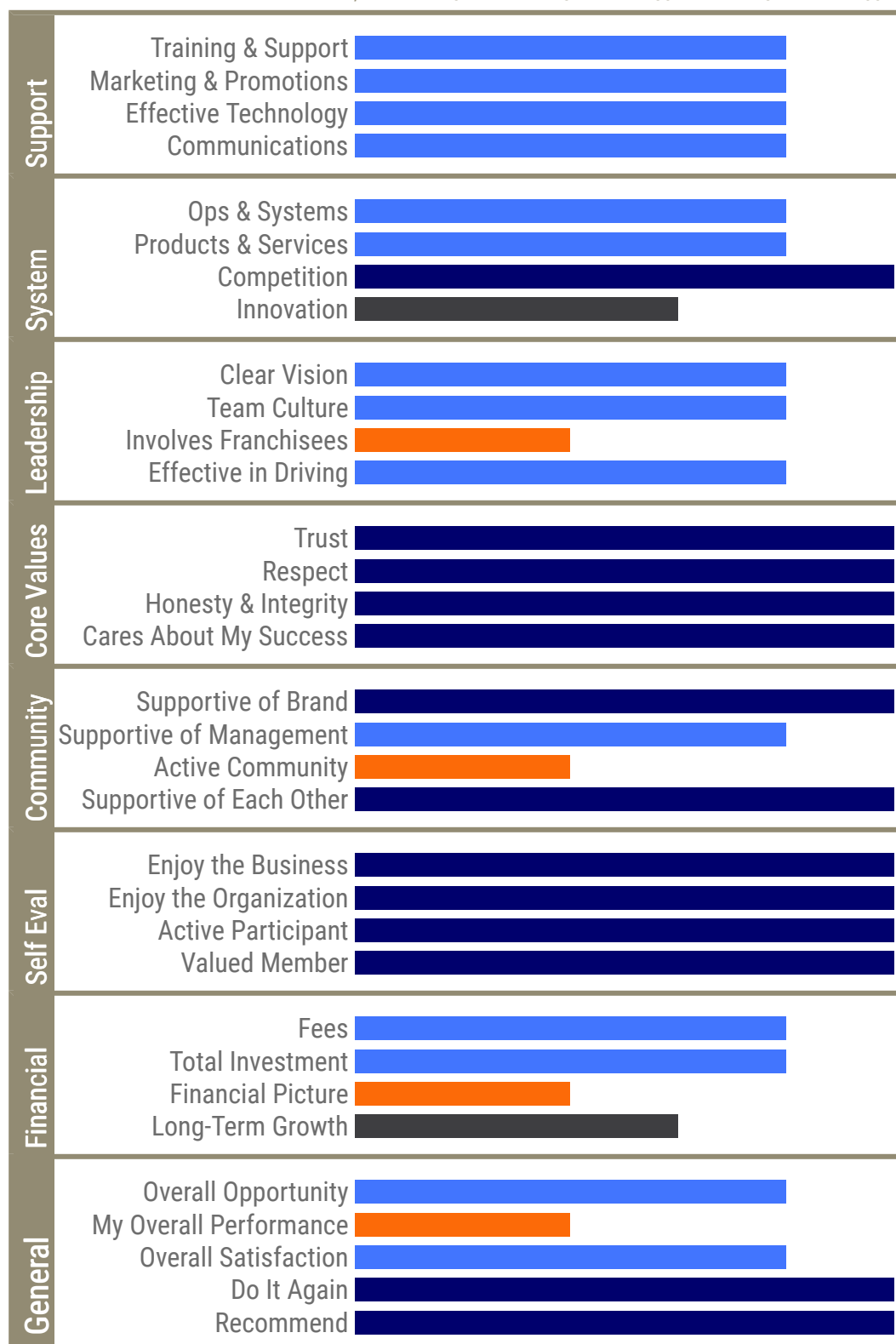
Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey together



Individual Surveys

Andrew Costum

Participant FSI: 67.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Chatanooga, TN

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: South US

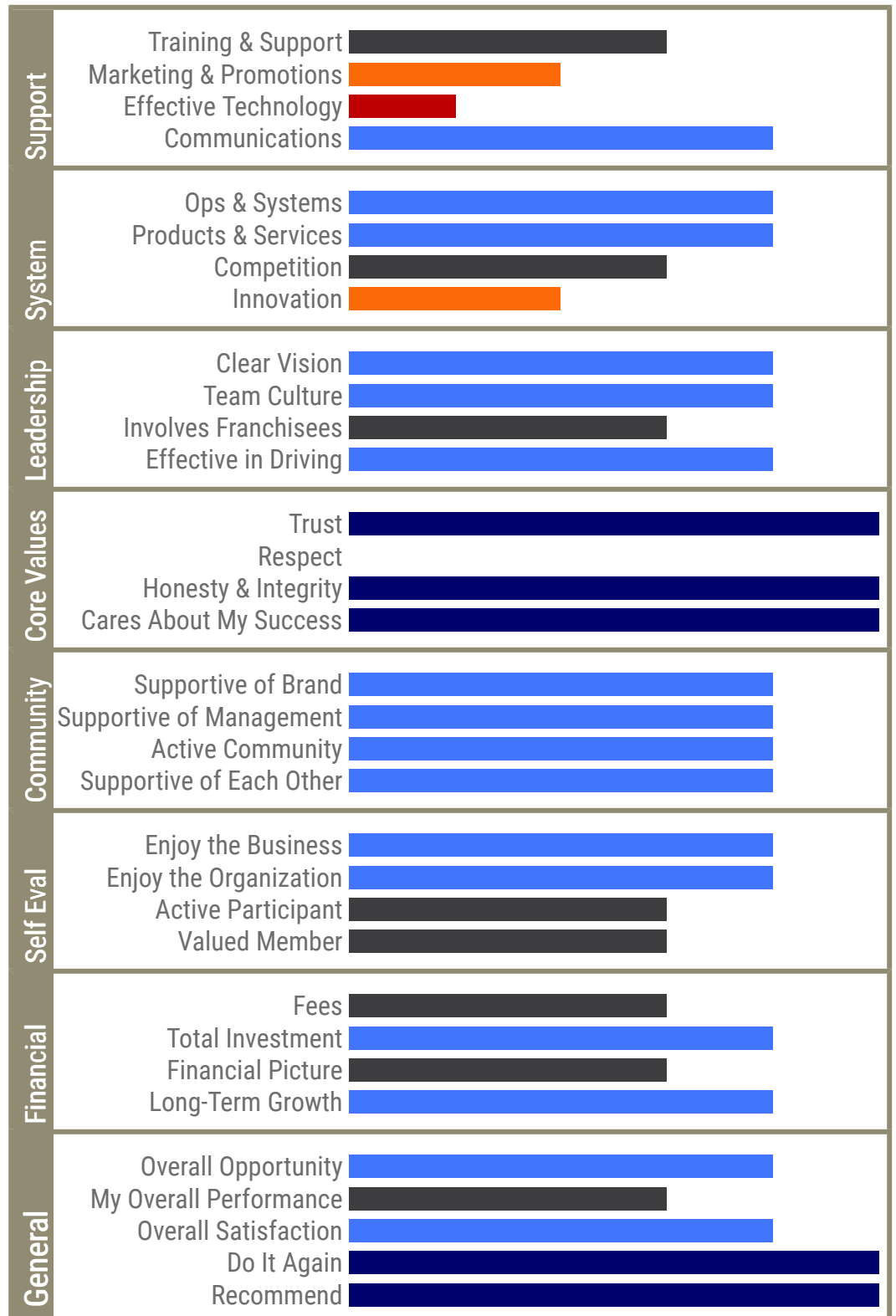
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Dadarspial

Participant FSI: 84.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Utica, AL

Market: Major Metro (500,000+ population)

Region: West US

Future Development: no

Units: single unit / territory

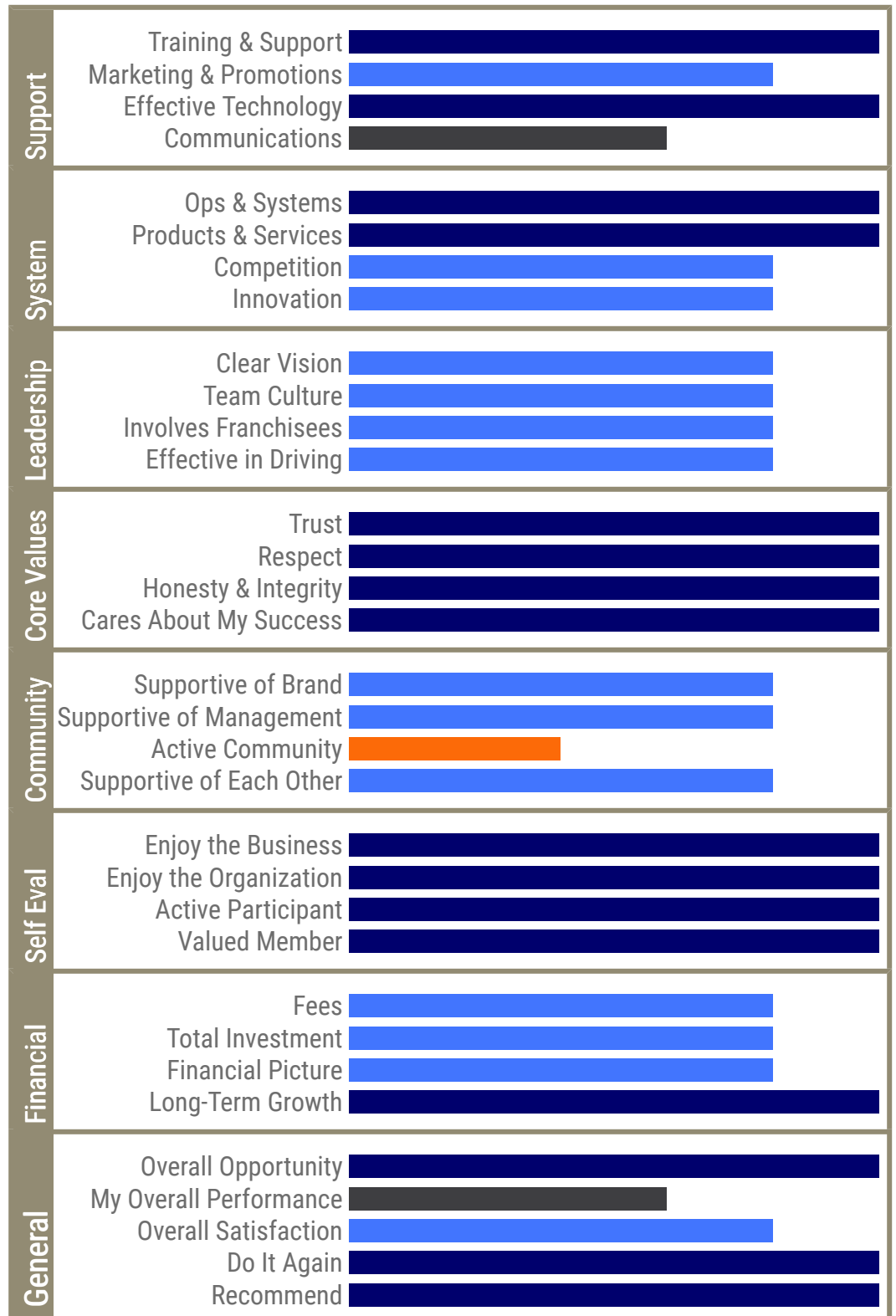
Tenure: 10+ years

Gender: male and/or female

partnership - completing survey together

Ethnicity: Caucasian

Age: 65+



Individual Surveys

Robert Dairherst

Participant FSI: 52.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

St. Charles, PA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

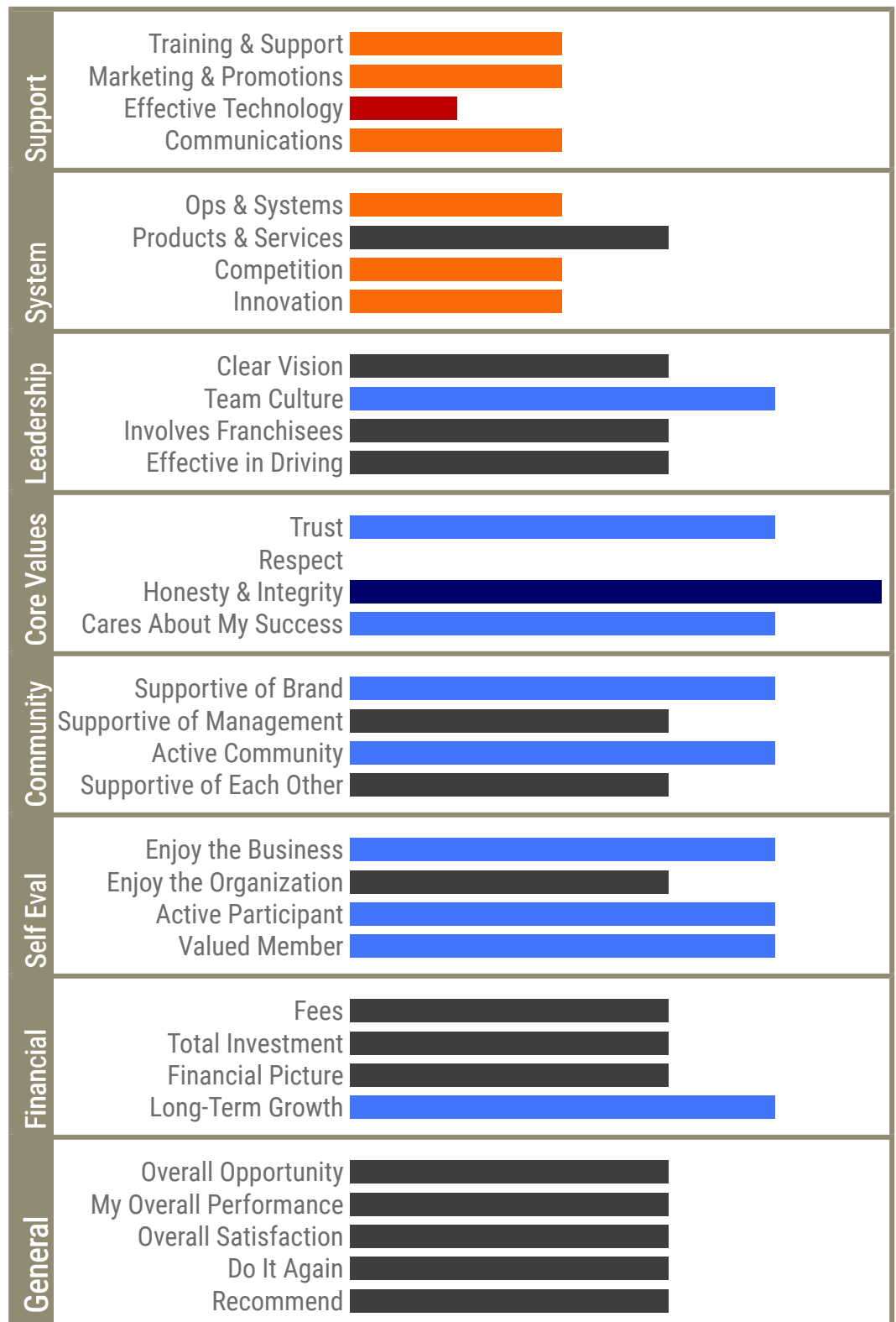
Region: South US

Market: Large Market (250,000 -
499,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Joel Dakar

Participant FSI: 47

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Bluff City, MI

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

Region: South US

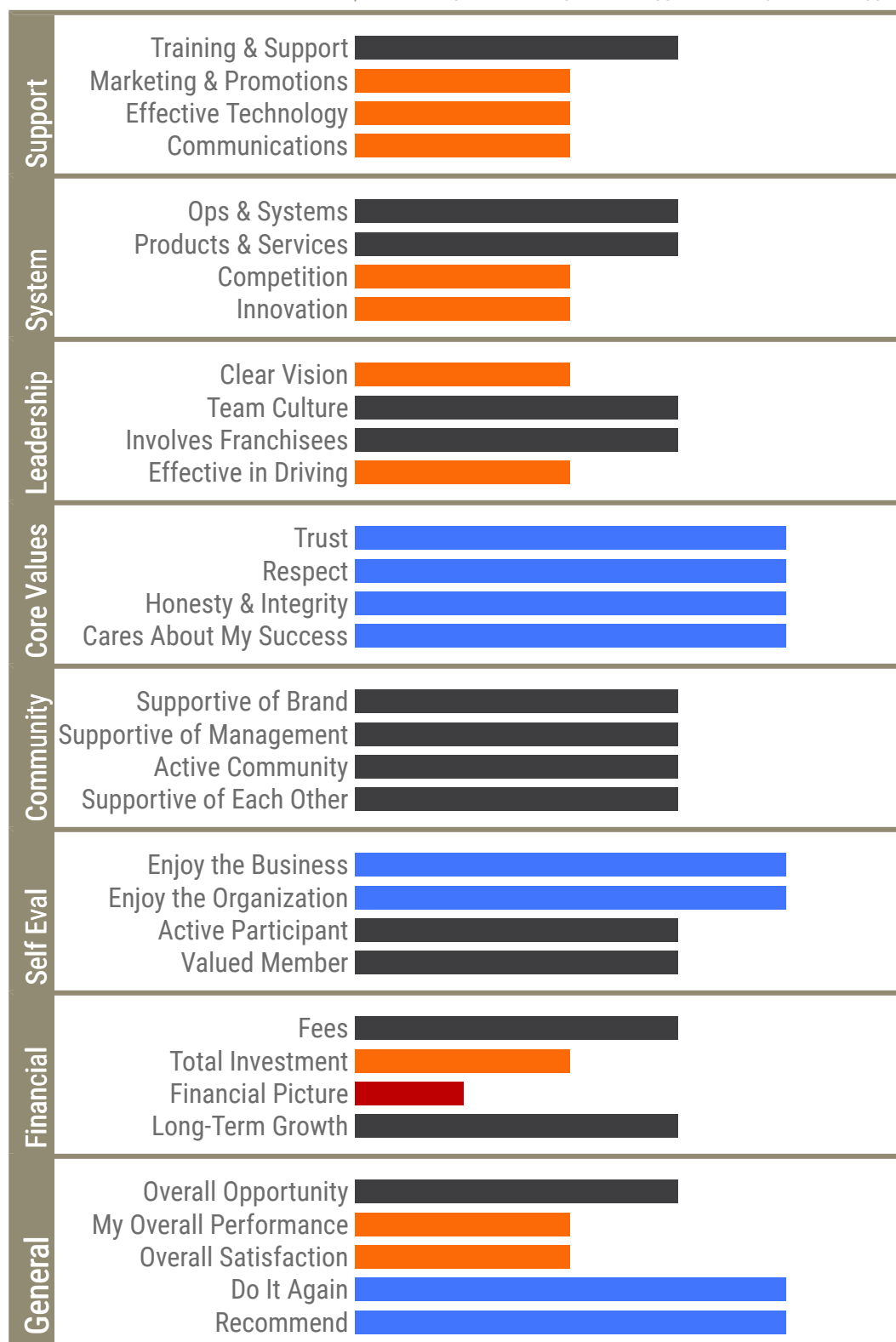
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Joel Dakar

Training, Support, Marketing

DIFFICULT TO DETERMINE CONSIDERING I DO NOT KNOW THE RELATIONSHIP OF STAFF TO NUMBER OF FRANCHISES. USUALLY I WILL GET A RESPONSE IN 24-48 HOURS. NOT GOOD IF YOU ARE STUCK ON AN ISSUE.

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

NOT BEING CLOSE TO MANAGEMENT IT WOULD BE DIFFICULT TO CRITIQUE. HOWEVER, I BELIEVE THAT ACCOMPLISHMENTS ARE IMPORTANT AND THEREFORE NO MORE THAN (3) MAJOR STRATEGIC ISSUES SHOULD BE TAKEN ON AND COMPLETED EACH YEAR. SPEAKING WITH OLDER FRANCHISEES THERE APPEARS TO BE A CULTURE OF STARTING TOO MANY INITIATIVES AND COMPLETING FEW. WHETHER THAT IS ACCURATE OR NOT WOULD OBVIOUSLY REQUIRE MORE INTEL.

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

DIFFICULT SINCE MY GOAL IS TO BUILD A SUCCESSFUL BUSINESS AND I DO NOT THINK OF OTHER FRANCHISEE'S. PERHAPS A WRONG ATTITUDE BUT PROFITABILITY IS PRIORITY ONE AND I HAVE NOT BEEN ABLE TO ACHIEVE THUS FAR.

Individual Surveys

Susan Damisi

Participant FSI: 67.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Brodheadsville, MO

Market: Medium Market

(100,000 - 249,999 population)

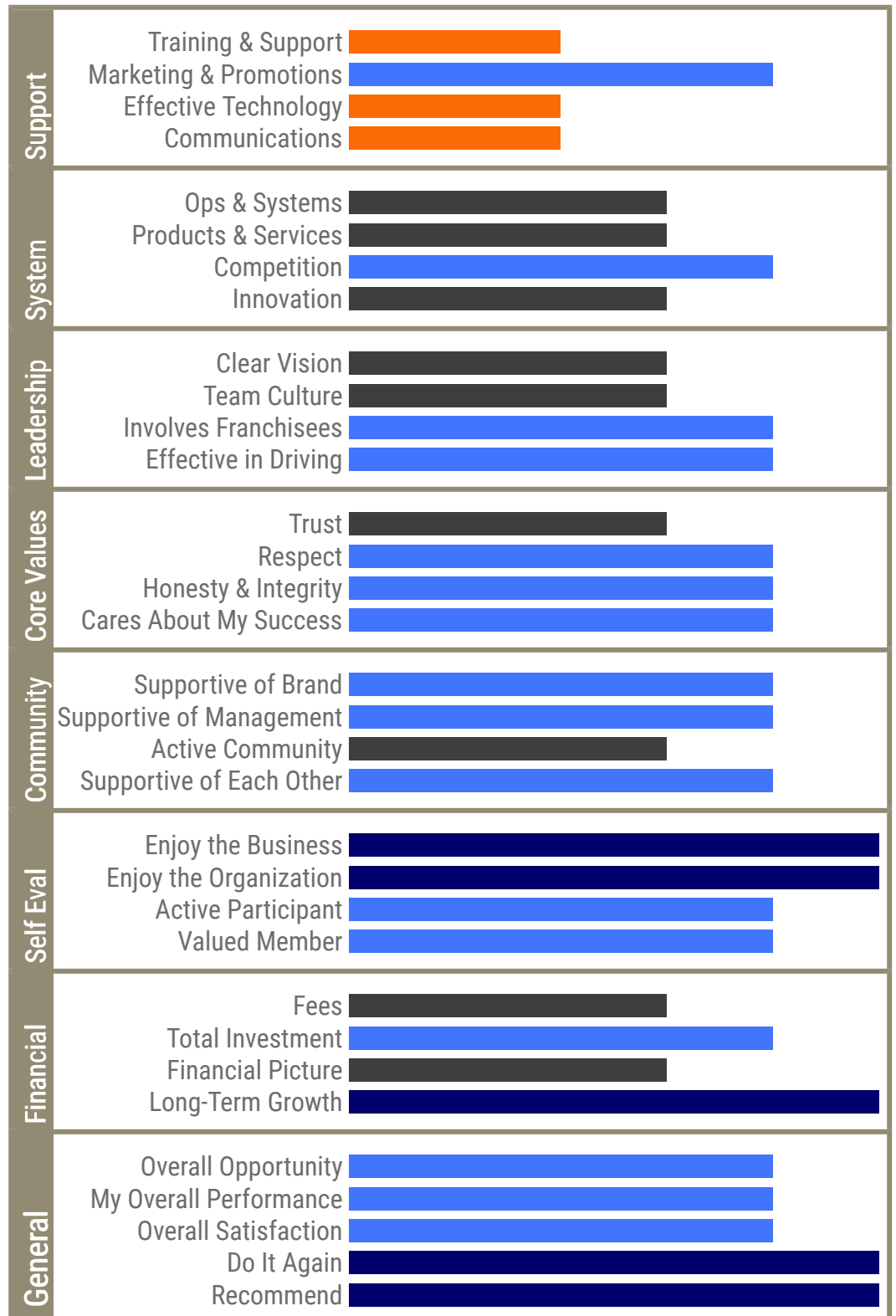
Region: Midwest US

Future Development: probably

not

Units: single unit / territory

Tenure: 10+ years



Comments

Susan Damisi

Training, Support, Marketing

I feel that the sales training and support that I received was outstanding. Especially sending someone to my office to work with me. However, after reaching 30+ clients, I repeatedly asked for help getting over that threshold but received no help whatsoever. This is an area in which the franchise should excel. They know which offices are successful. They could capture those best practices and teach it to the rest of us. It's too late for me now, but I never had a problem getting new clients, I had a problem processing. When I asked for help I was ignored, and when Steve receives a criticism in this area he talks around it and is not willing to take ownership.

Individual Surveys

Larry Damm

Participant FSI: 88.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Elgin, MO

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: Northeast US

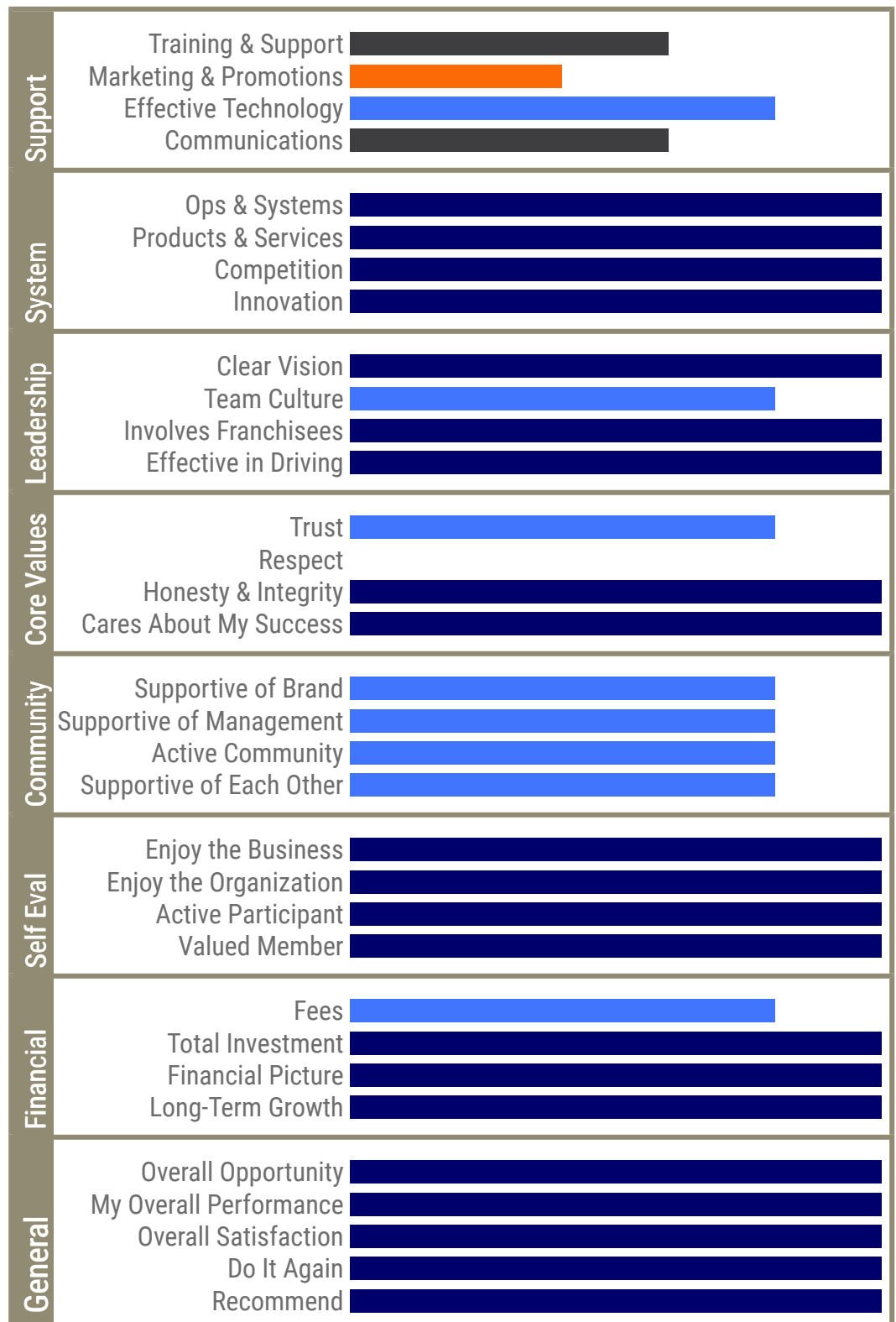
Market: Large Market (250,000 -

499,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Comments

Larry Damm

Training, Support, Marketing

Adequate support.

Competition, Products/Services, Creativity

Very strong product.

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

Think outside the box about how technology can better position us to deal with the business owners of the future.

Individual Surveys

Eric Dantsin

Participant FSI: 51.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Gladstone, CO

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

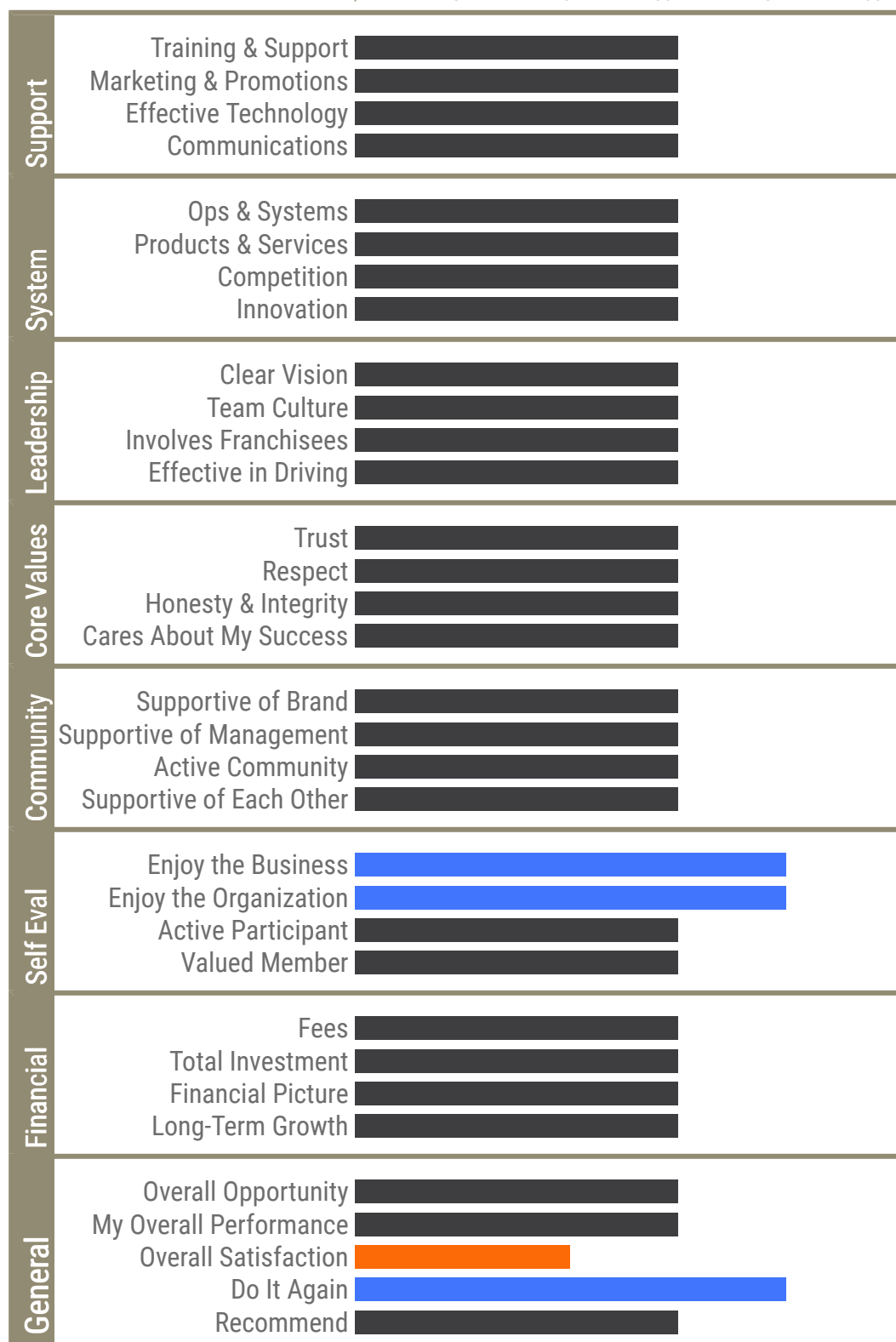
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Other

Gender: male



Individual Surveys

Murray Darecci

Participant FSI: 95.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Westwood, SC

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: West US

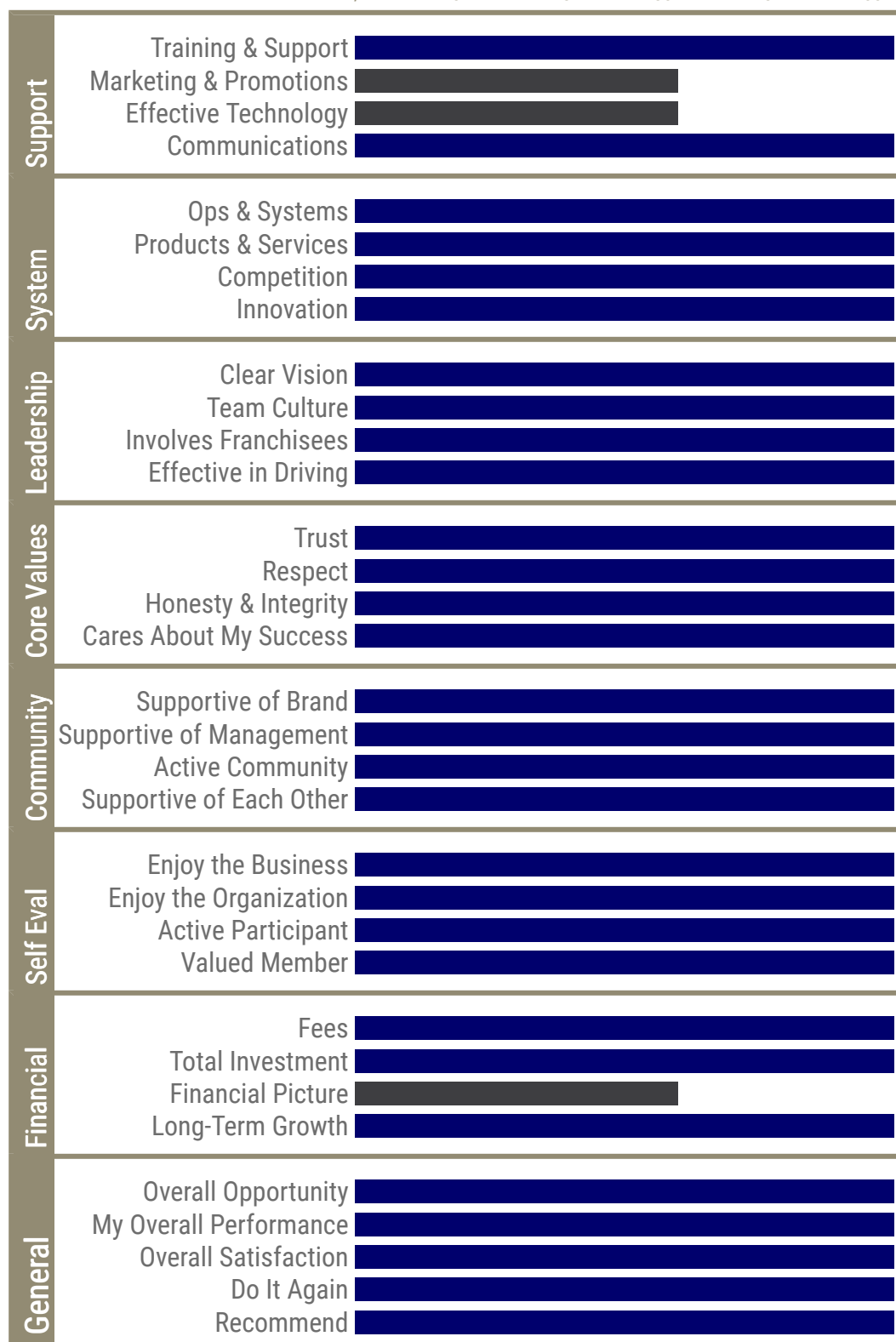
Market: Large Market (250,000 -

499,999 population)

Gender: male

Ethnicity: Caucasian

Age: 45 - 54



Comments

Murray Darecci

Training, Support, Marketing

I GET WHATEVER TRAINING AND SUPPORT I NEED, WHENEVER I ASK FOR IT.

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

THE MANAGEMENT TEAM HAS CONSISTENTLY DEMONSTRATED THE HIGHEST LEVEL OF INTEGRITY WITH ME.

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

I'M STILL TOO NEW TO CONTRIBUTE A WHOLE LOT BUT THOSE WITHIN MY FRANCHISE COMMUNITY HAVE ALWAYS BEEN THERE WHEN I NEEDED HELP.

Individual Surveys

Ron Darilzhaimar

Participant FSI: 20.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Colorado Springs, KS

Gender: male

Ethnicity: Caucasian

Age: 45 - 54

Market: Large Market (250,000 -

499,999 population)

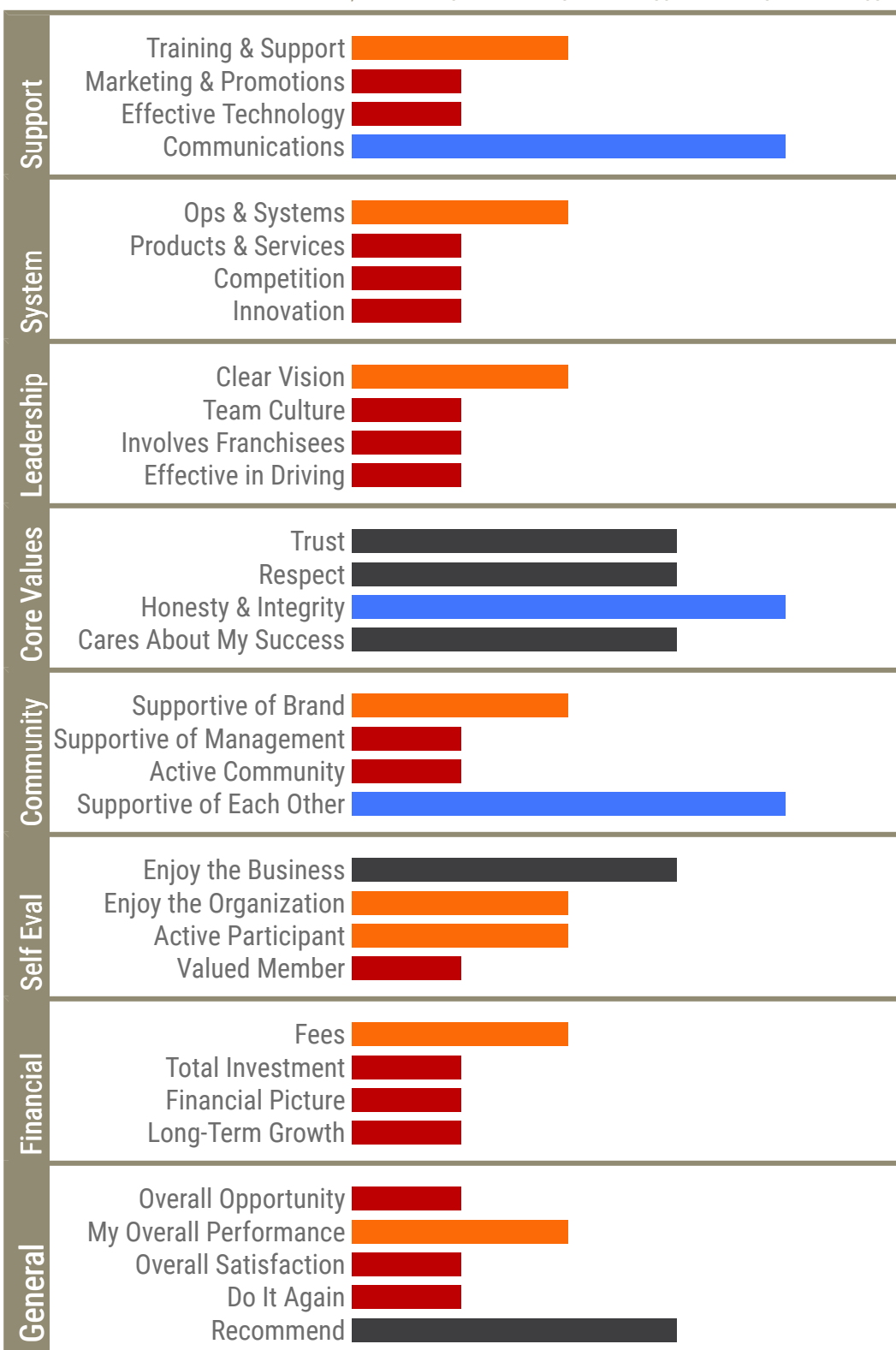
Region: Midwest US

Future Development: probably

not

Units: single unit / territory

Tenure: less than 2 years



Comments

Ron Darilzhaimar

Training, Support, Marketing

More Webinars National branding Better website Where is this new, super, great, fantastic website which I can customize and was supposed to be released shortly after the 2010 tax season. Should I be able to promise my clients delivery in April and then still not deliver by December? Is this a new culture we are cultivating Quickbooks integration? HA. I know it will happen shortly after the 2010 tax season. What happened to the monthly phone conferences on selling techniques review.

Competition, Products/Services, Creativity

The question you did not ask is "What separates Molly Wally's from all the other bookkeepers, tax preparers, payroll suppliers?" The answer to which you may be amazed at the disparity.

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

Start advertising on behalf of the franchisee in a national way not just to get more franchisees.

Individual Surveys

John Darish

Participant FSI: 85.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Bensalem, MA

Tenure: 10+ years

Units: 2 units / territories

Future Development: probably

Region: Northeast US

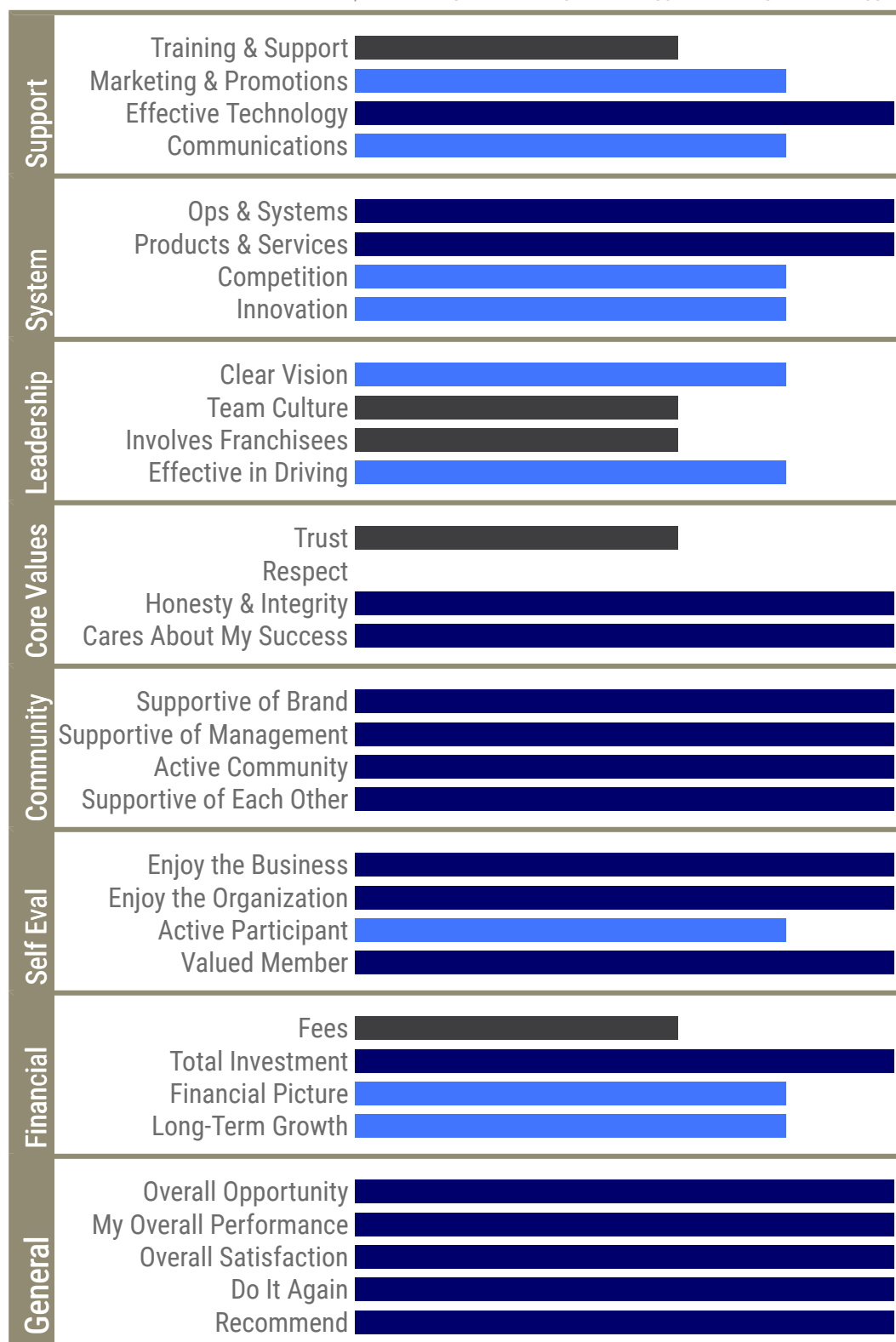
Market: Major Metro (500,000+ population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey together



Comments

John Darish

Training, Support, Marketing

Still working on some communication problems. Quicker phone answering would help a lot

Individual Surveys

Dennis J. Darryman

Participant FSI: 59.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Higganum, NJ

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

Region: West US

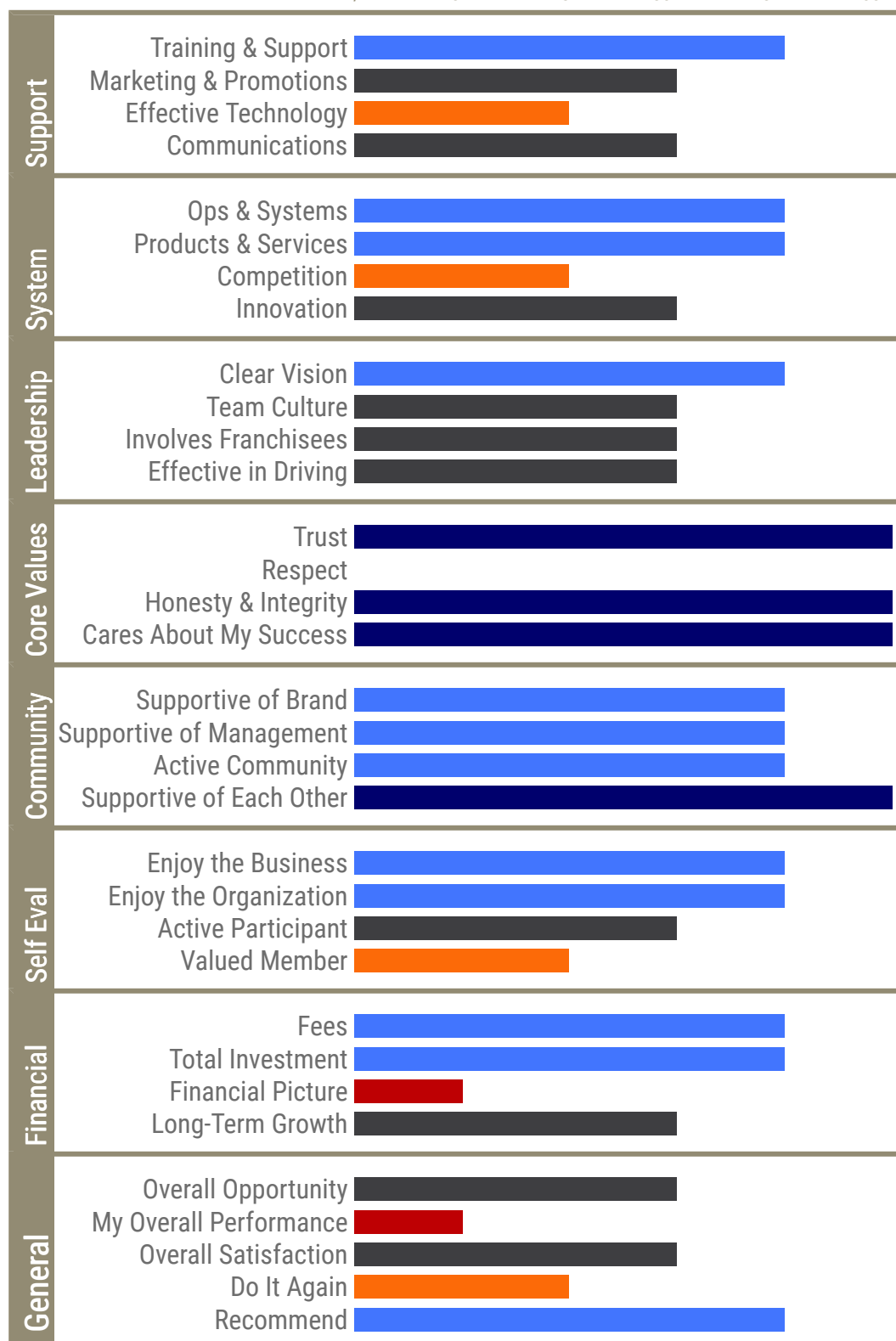
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Dennis J. Darryman

Training, Support, Marketing

The recent training webinars have been excellent and very informative.

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

Status reports about progress would be helpful to office owners.

Individual Surveys

Christy Dasick

Participant FSI: 68.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Manchester, MI

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

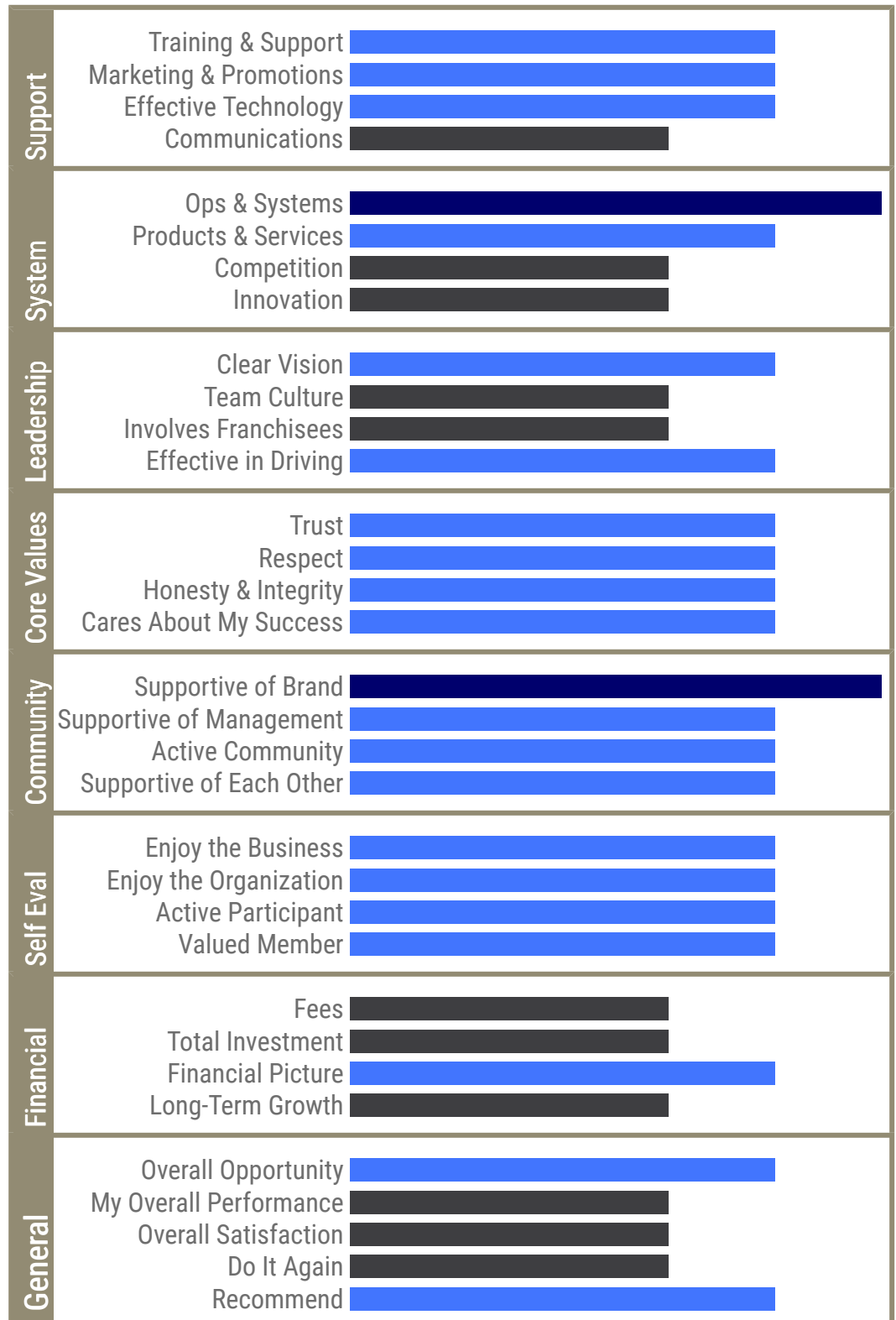
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Comments

Christy Dasick

Financial Opportunity

The fees for continuing education have gotten to high

Individual Surveys

Rick Derback

Participant FSI: 80.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

**Bainbridge Island,
CO**

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: West US

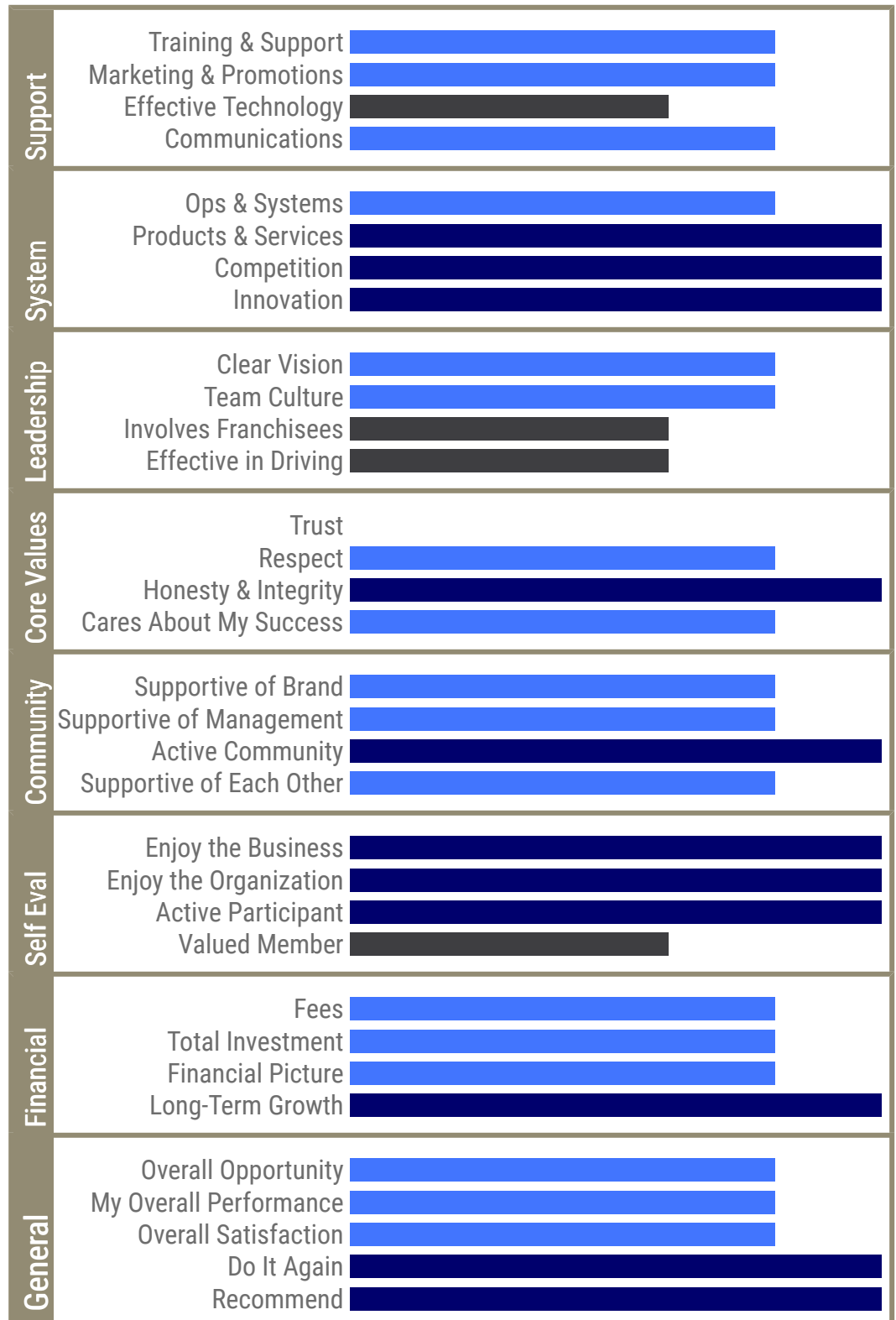
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Rick Derback

Training, Support, Marketing

Upfront support prior to starting is very good. Once, I started the business there has been little follow up with me in the field. I have received no contact from the home office since I started the business unless, I initiated the call.

Competition, Products/Services, Creativity

The systems in place to attract the small business client are excellent. The marketing programs work and generate business.

Individual Surveys

Dennis Dergass

Participant FSI: 62.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Thornton, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

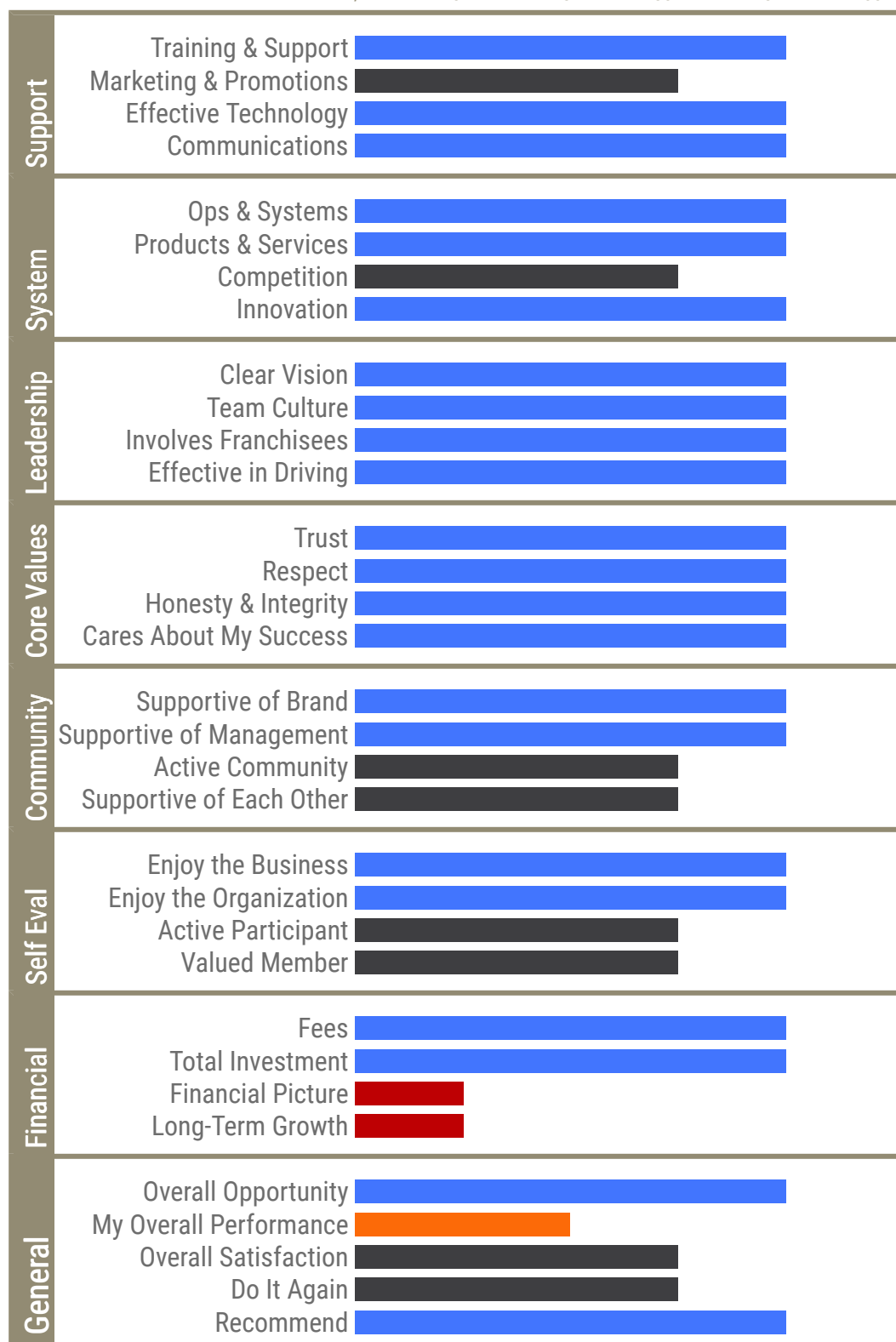
Market: Small Market (50,000 -

99,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert Dessall

Participant FSI: 63.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Tallahassee, CO

Tenure: 10+ years

Units: 3 units / territories

Future Development: no

Region: Midwest US

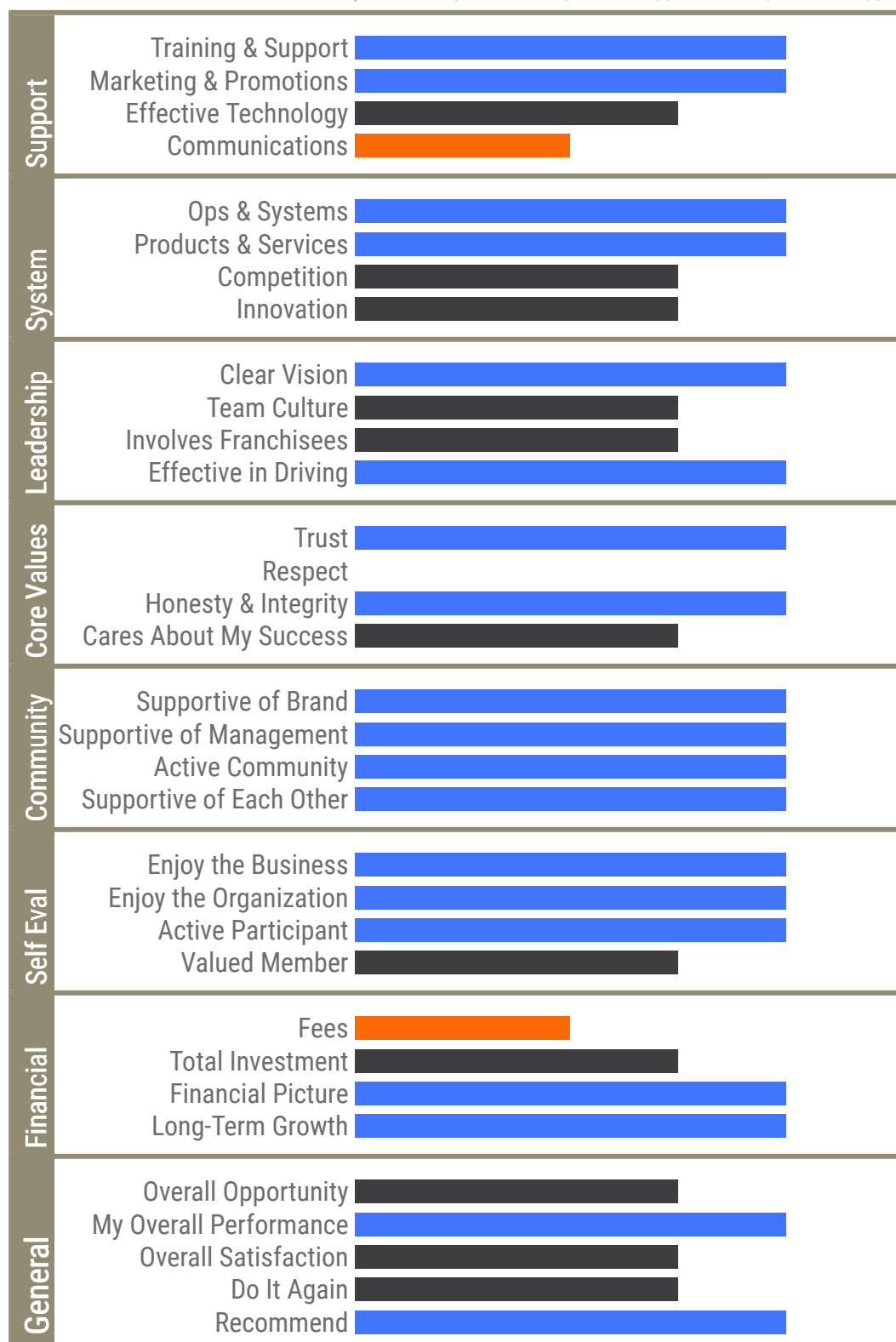
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Steve Dirt

Participant FSI: 55.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Martinez, NY

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

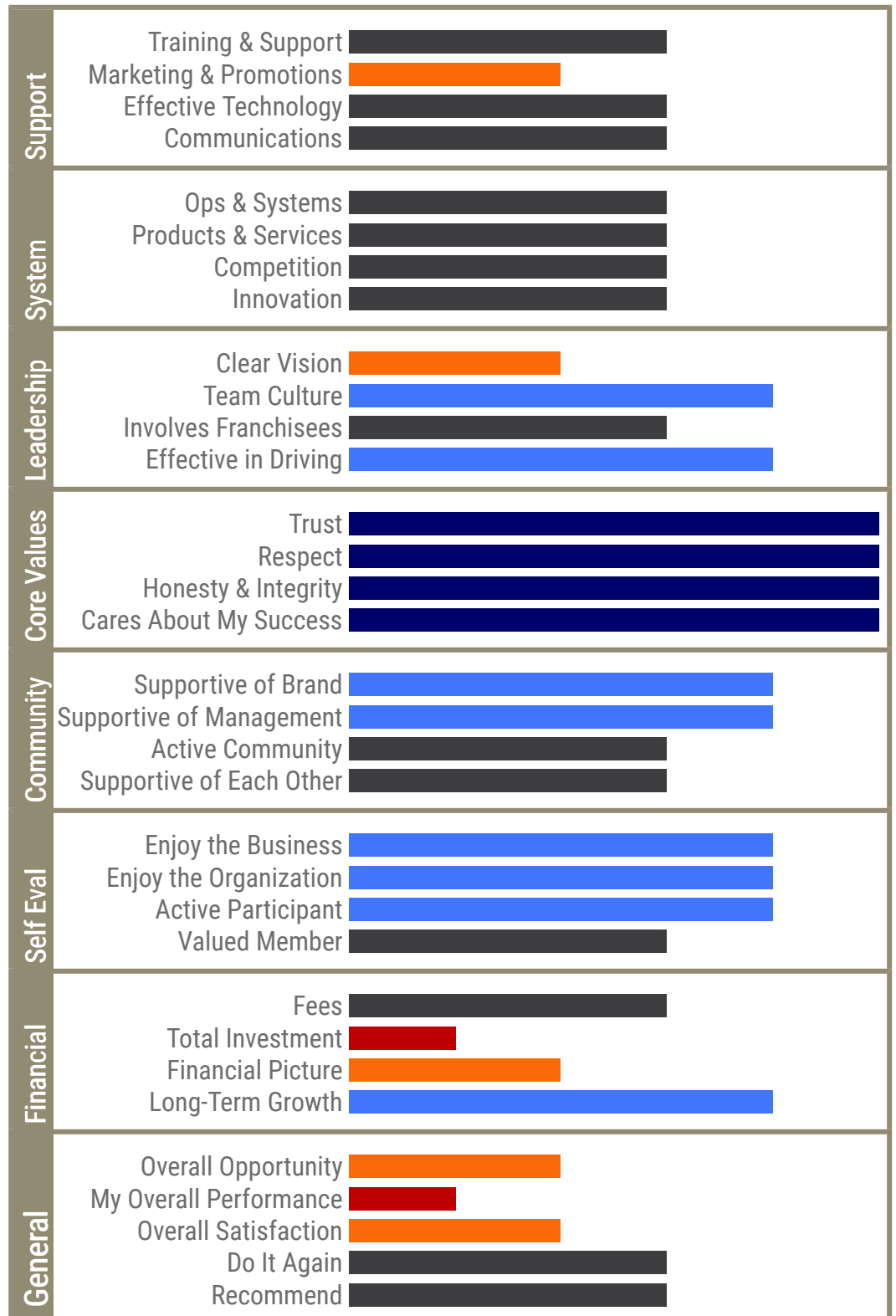
Region: Midwest US

Market: Major Metro (500,000+
population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Steve Dirt

Competition, Products/Services, Creativity

I think the tax group is the more focused and helpful than the other support groups in terms of todays environment.

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

Again, the tax support group does the best job of communicating upcoming requirements and needs.

Individual Surveys

Dennis J. Discia

Participant FSI: 12.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Caledonia, NJ

Tenure: 10+ years

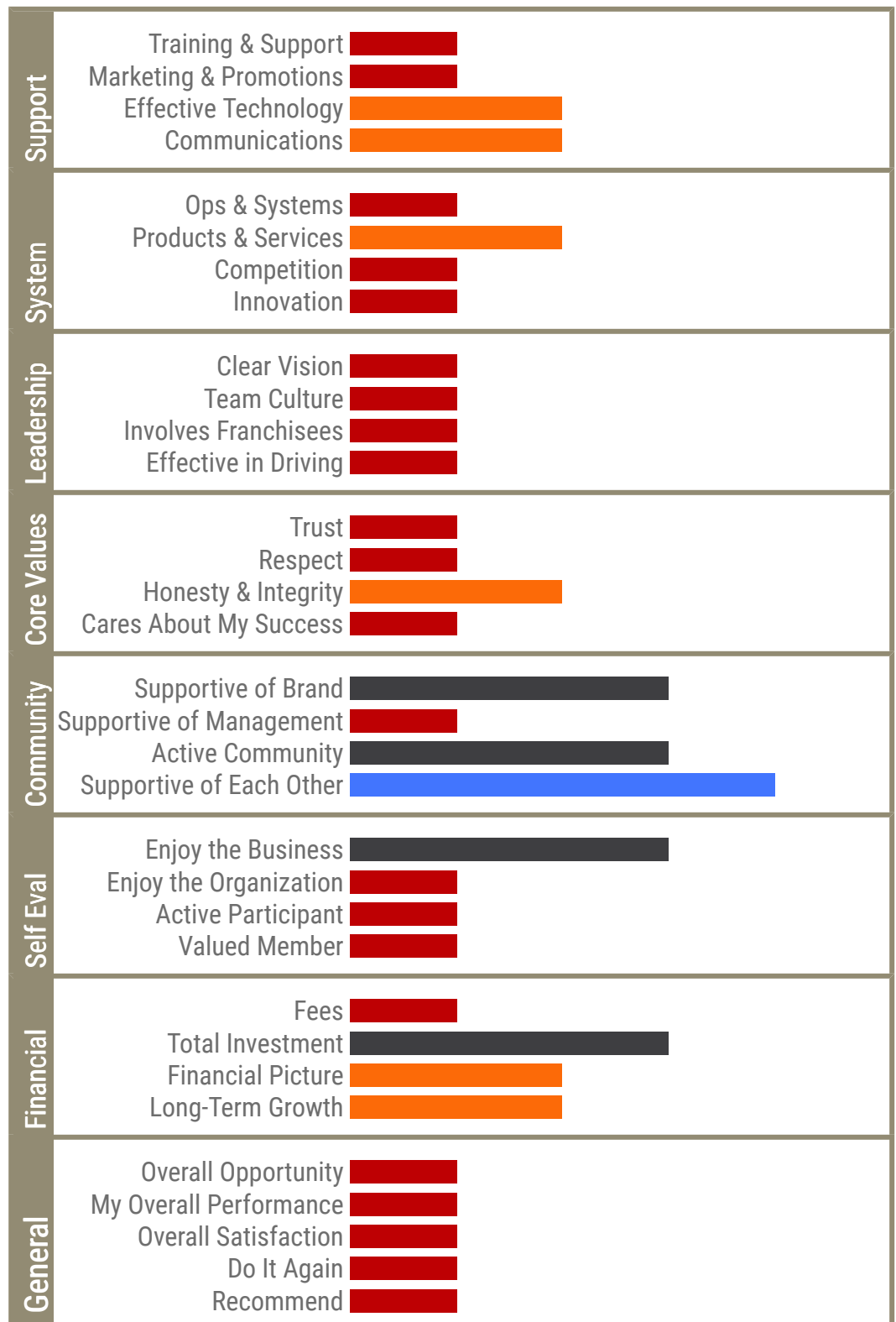
Units: single unit / territory

Future Development: no

Region: South US

Market: Medium Market

(100,000 - 249,999 population)



Individual Surveys

Jim Diship

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Moorestown, GA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

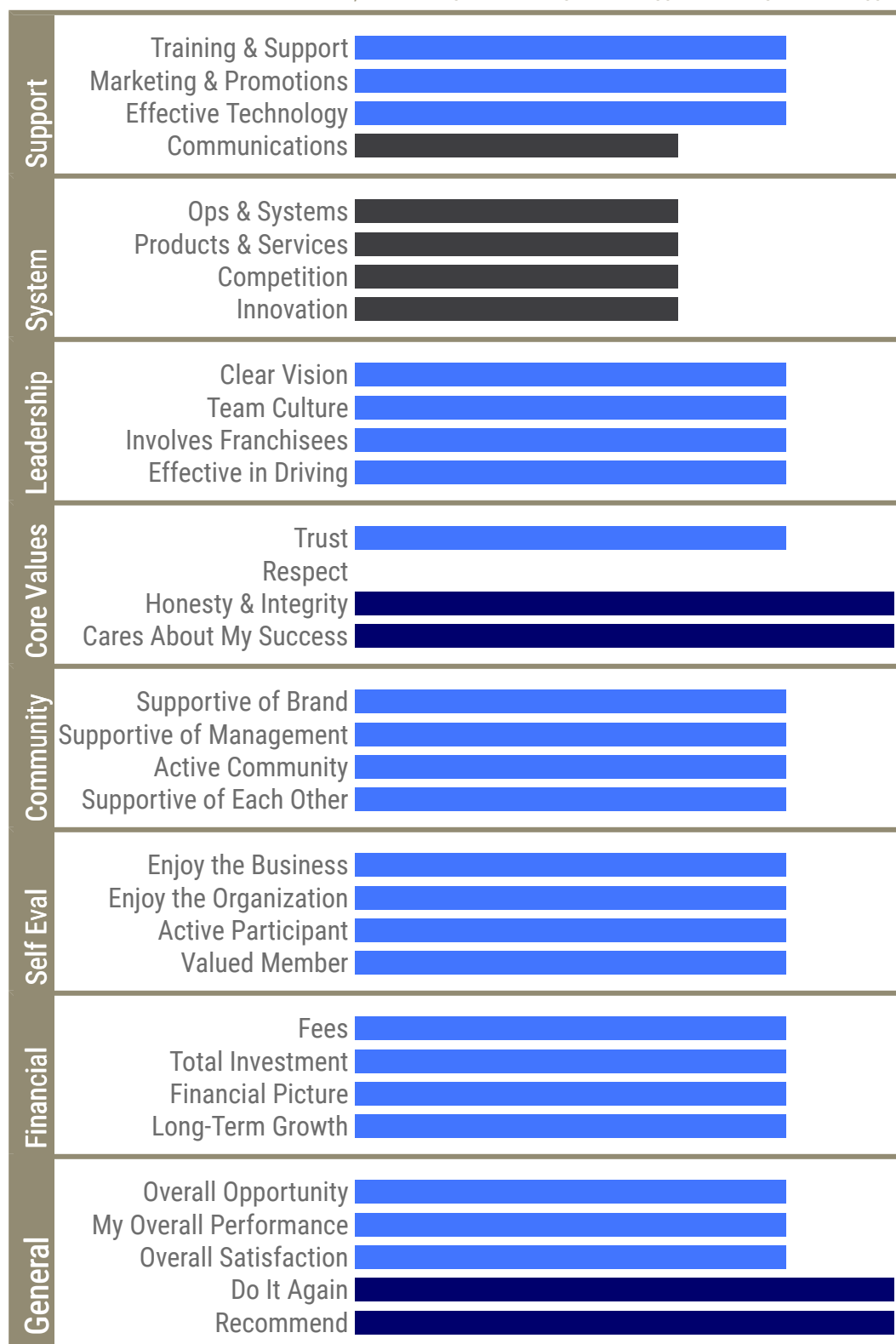
Region: Midwest US

Market: Large Market (250,000 -
499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Rick Dlasl

Participant FSI: 89.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Wilkes-Barre, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

Region: South US

Market: Medium Market

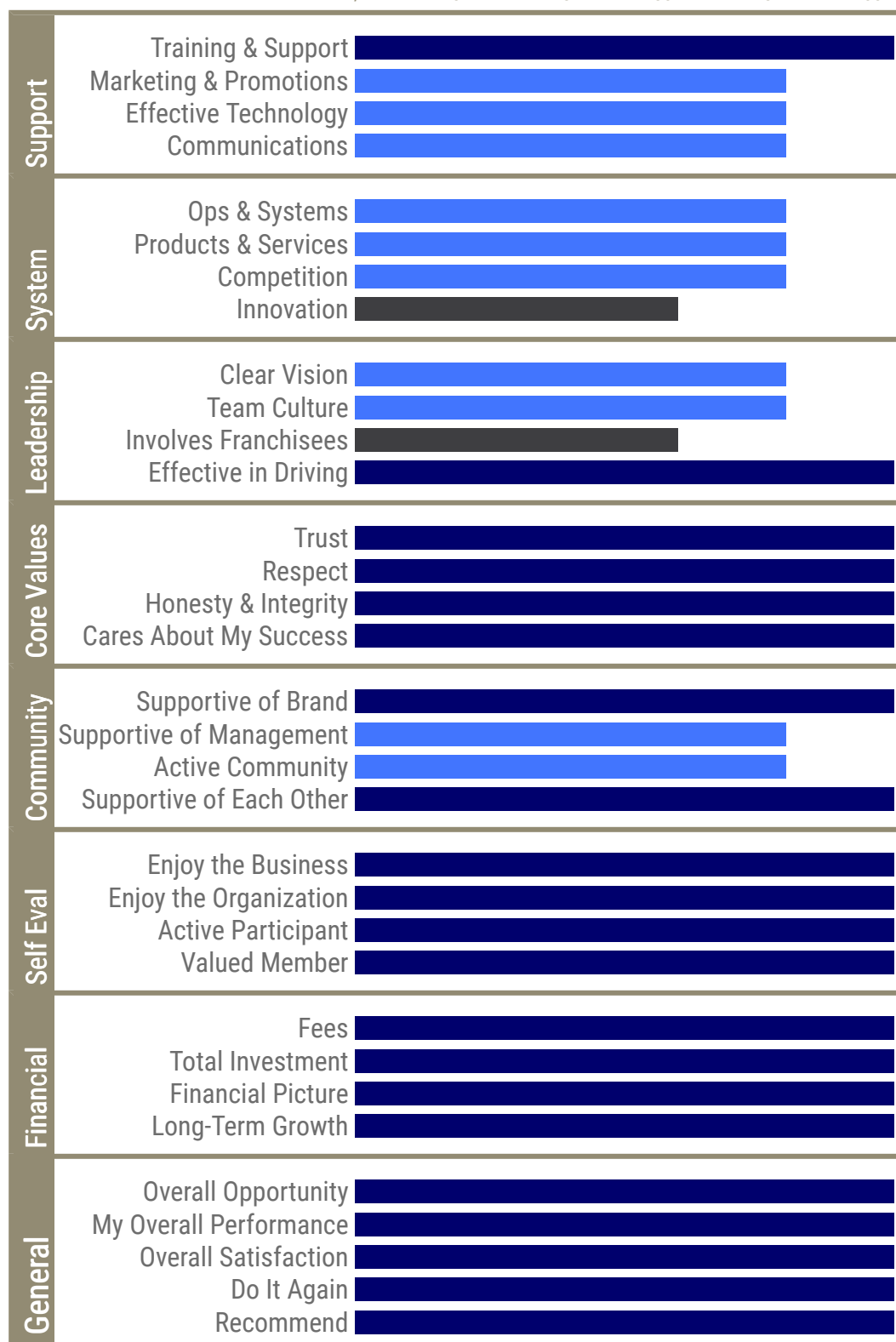
(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey
together



Comments

Rick Dlasl

Training, Support, Marketing

Training is very good for the most part, however, sometimes communicating what a new program really involves and getting all franchisees on board could be better.

Individual Surveys

Larry Drens

Participant FSI: 86.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Woodbury, WA

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

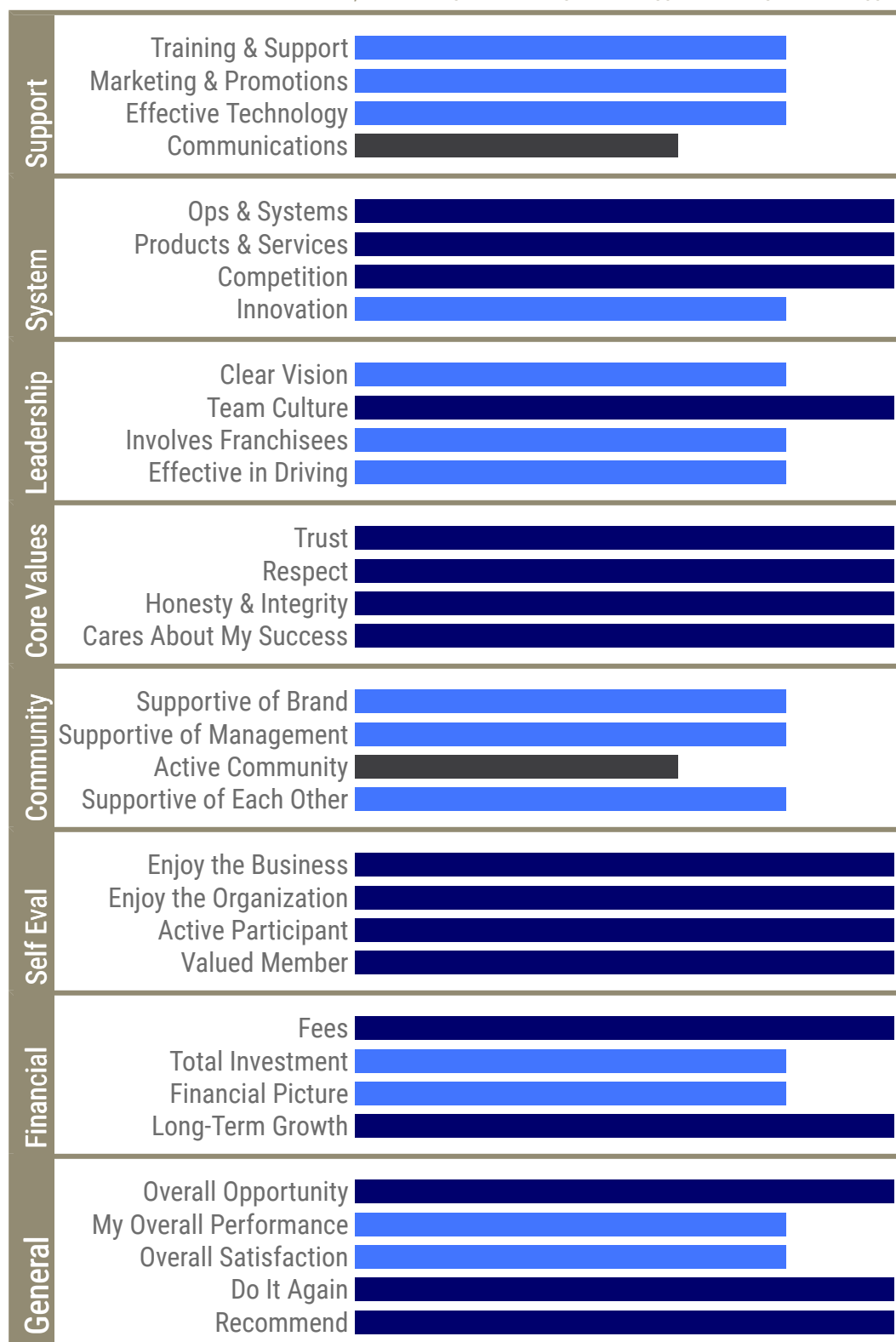
Region: South US

Market: Major Metro (500,000+
population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ralph Driwn

Participant FSI: 59.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Evergreen, GA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

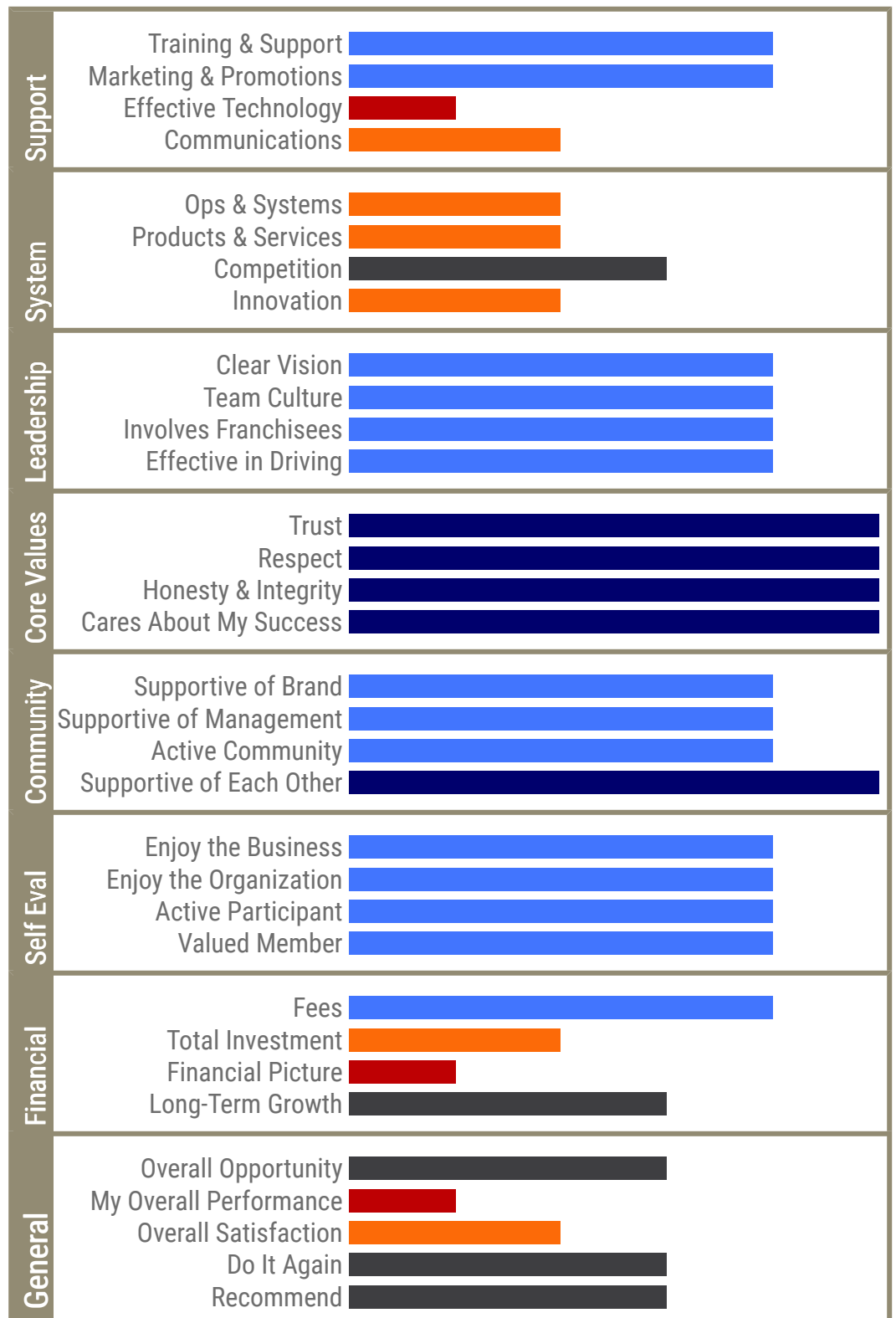
Region: West US

Market: Major Metro (500,000+
population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Ron Drwn

Participant FSI: 47

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Evergreen, MN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

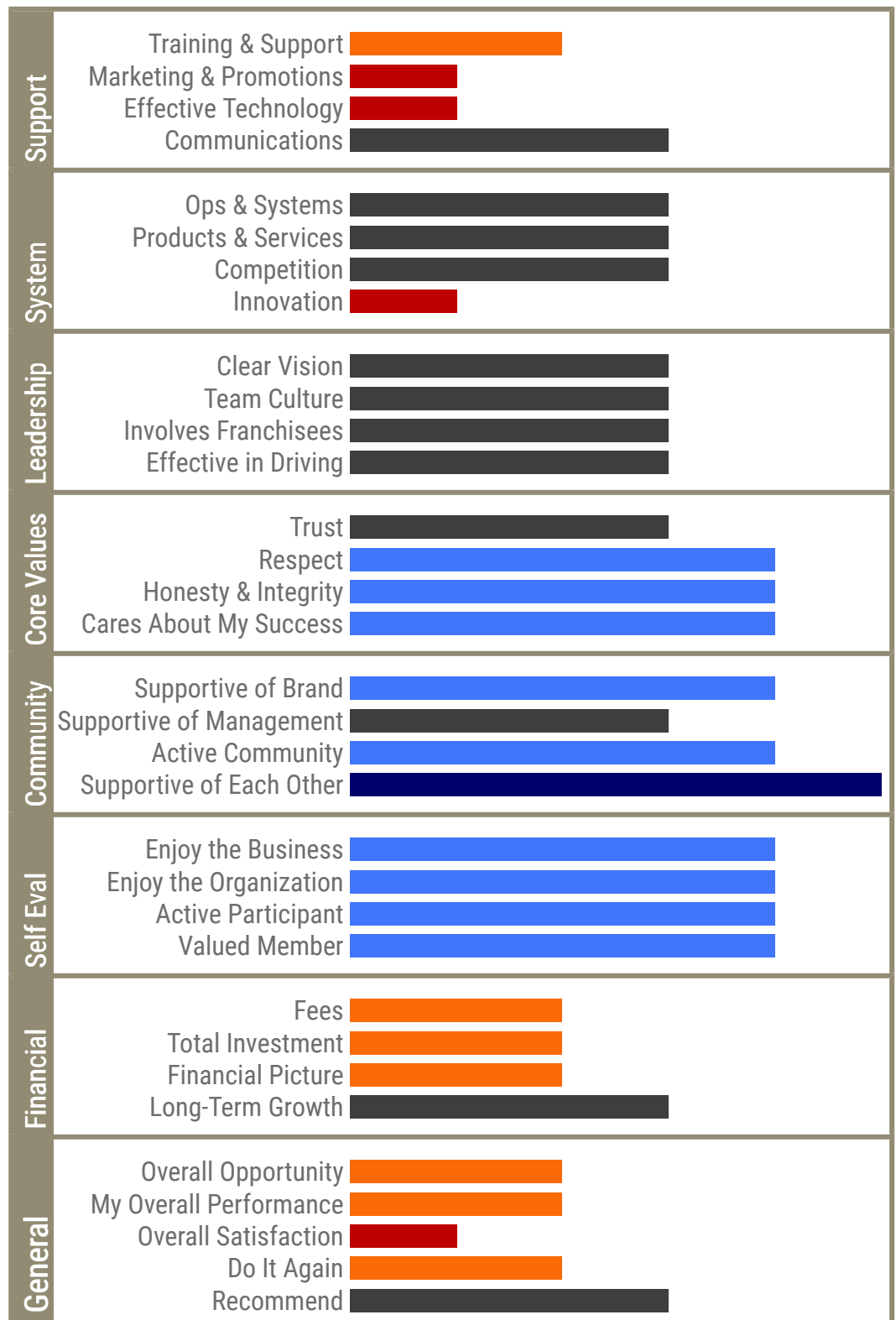
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Meg Farratt

Participant FSI: 85.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Glasgow, AL

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Midwest US

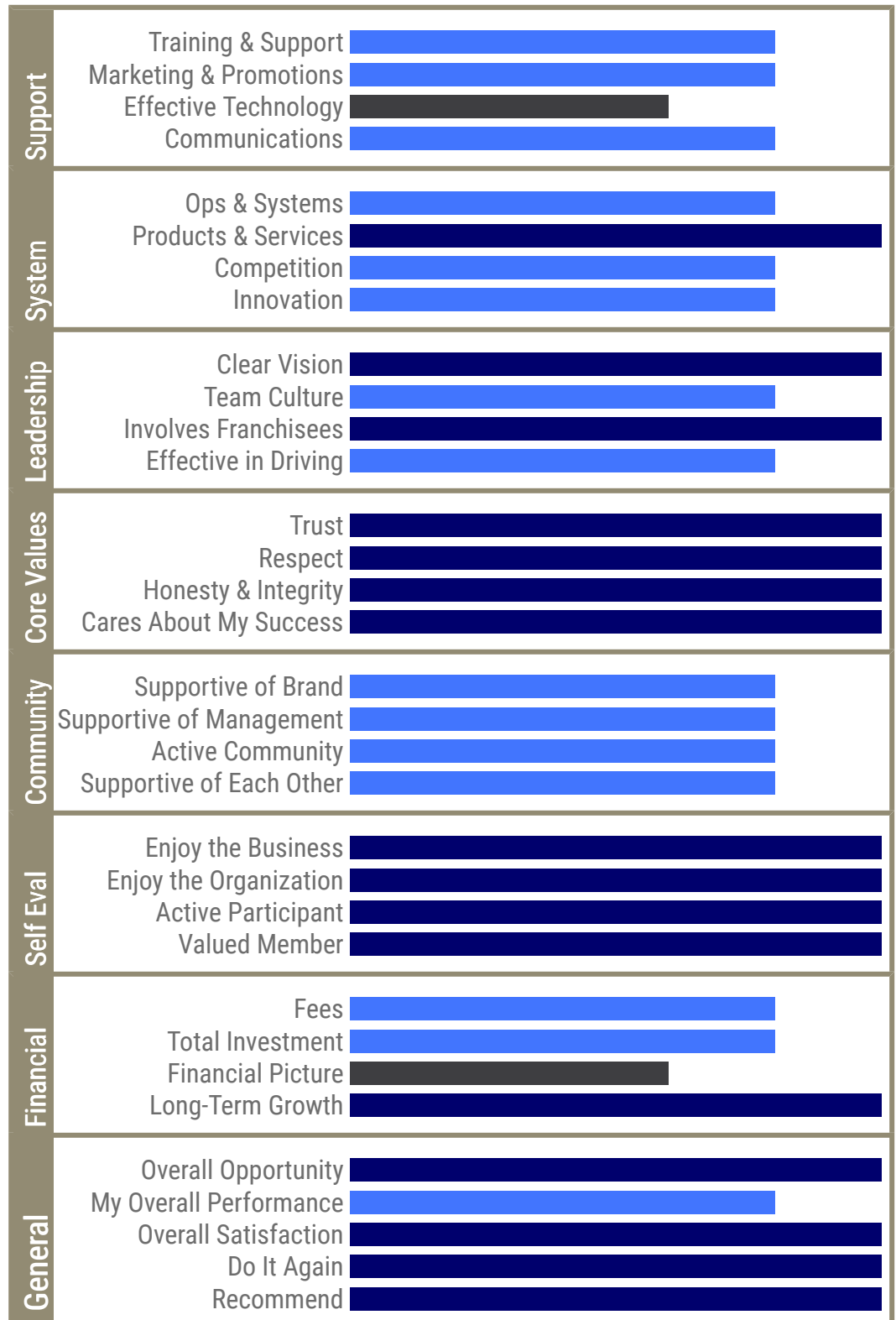
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Comments

Meg Farratt

Training, Support, Marketing

The training was broken into 1 week of operations and 1 week of marketing. The operations was good, but much of it is difficult to digest until one is able to get in the field. The marketing structure was well put together.

Competition, Products/Services, Creativity

I am continually impressed with the quality of this system. I firmly believe that the goals of the franchise are directly in line with mine.

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

Continue to work on improving communication. Great job so far!

Individual Surveys

Rick Field

Participant FSI: 75

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Denver, AZ

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

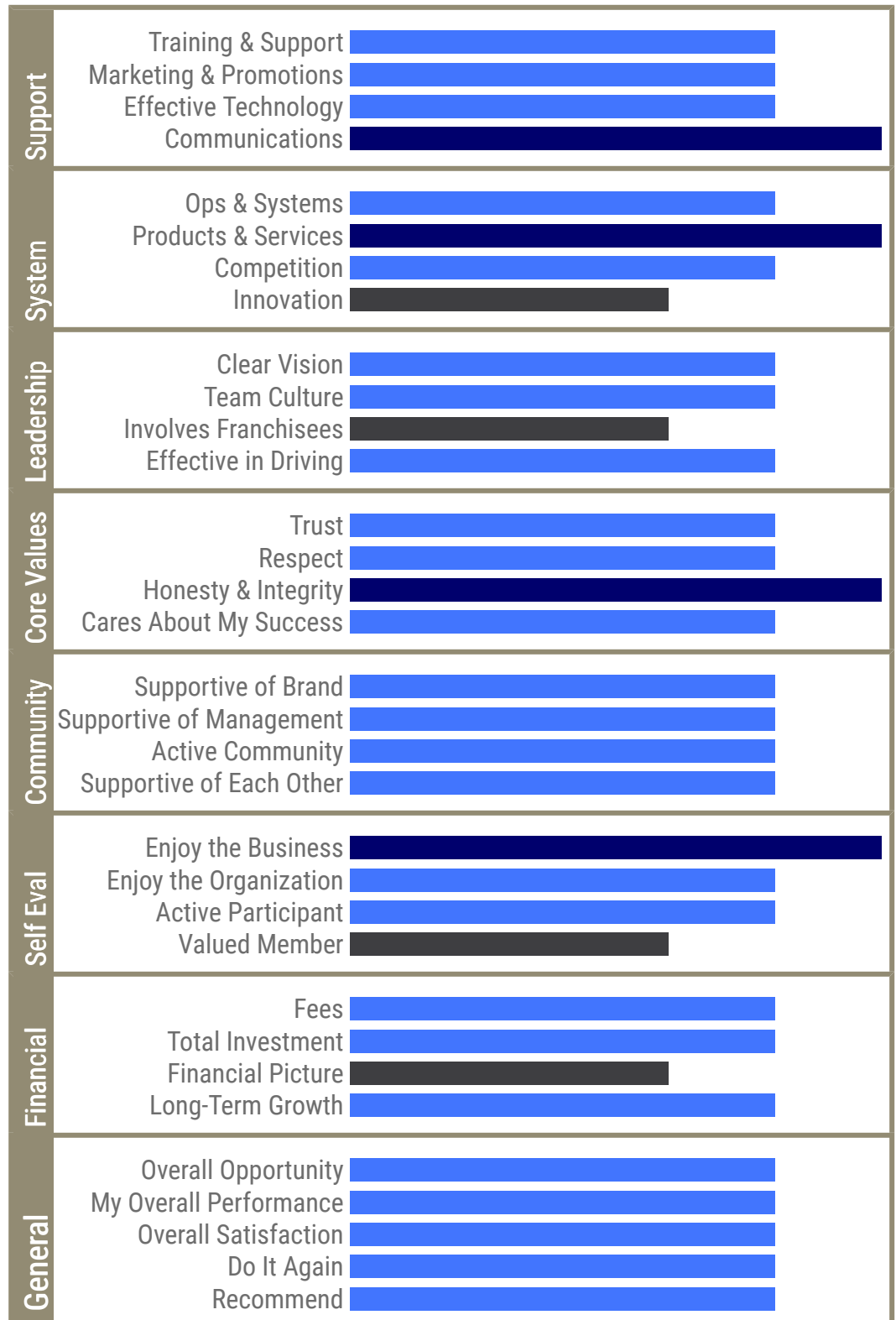
Region: South US

Market: Small Market (50,000 -
99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Ronya Fillaland

Participant FSI: 54.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Foley, FL

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

Region: West US

Market: Medium Market

(100,000 - 249,999 population)

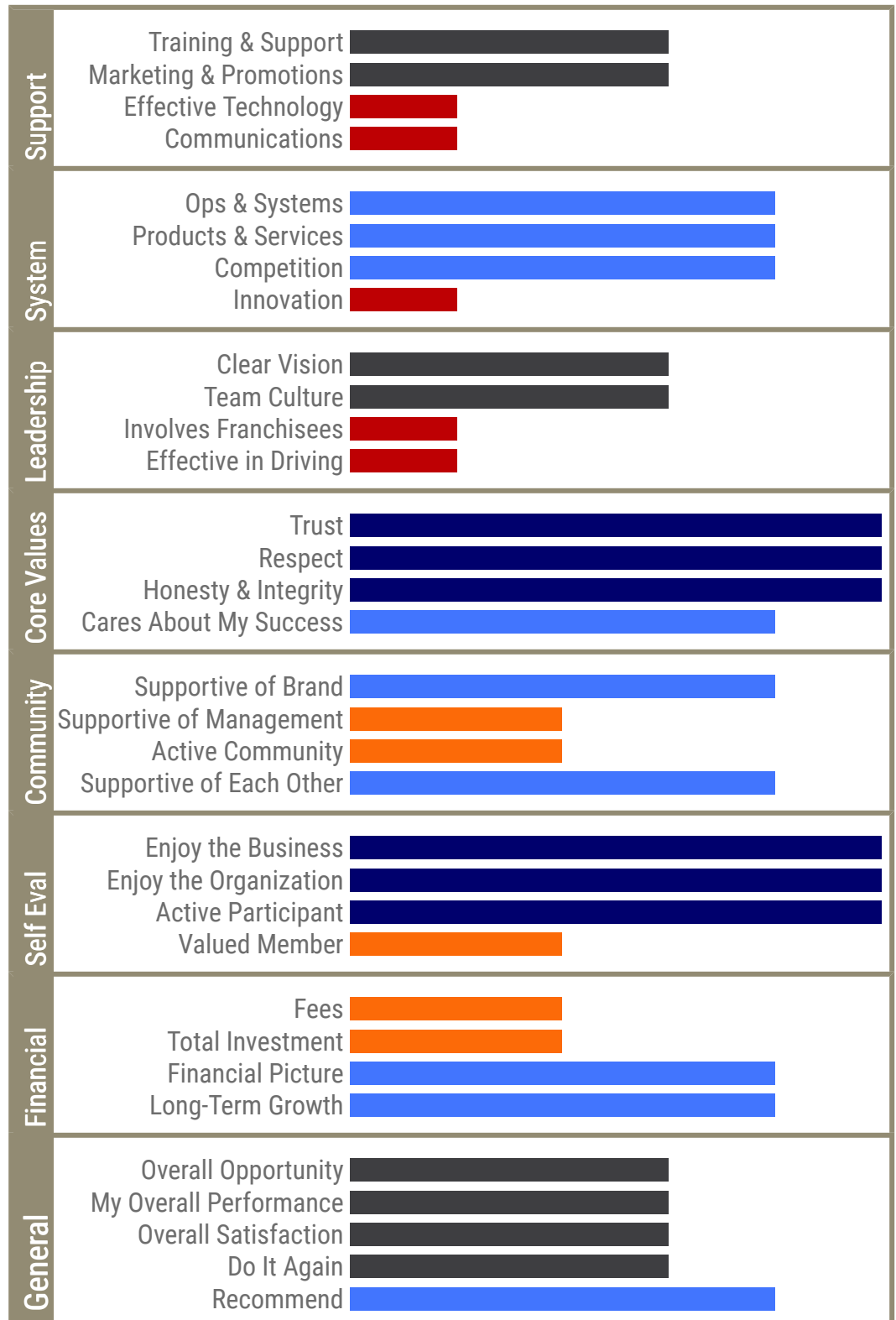
Age: 45 - 54

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Comments

Ronya Fillaland

Training, Support, Marketing

I am happy with where they are going; however, I am waiting on the promised improvements to arrive.

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

Lack of MEANINGFUL communication is a major problem.

Financial Opportunity

They need to move past the promises and DELIVER improved systems.

Individual Surveys

Steve Fillaland

Participant FSI: 64.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Foley, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

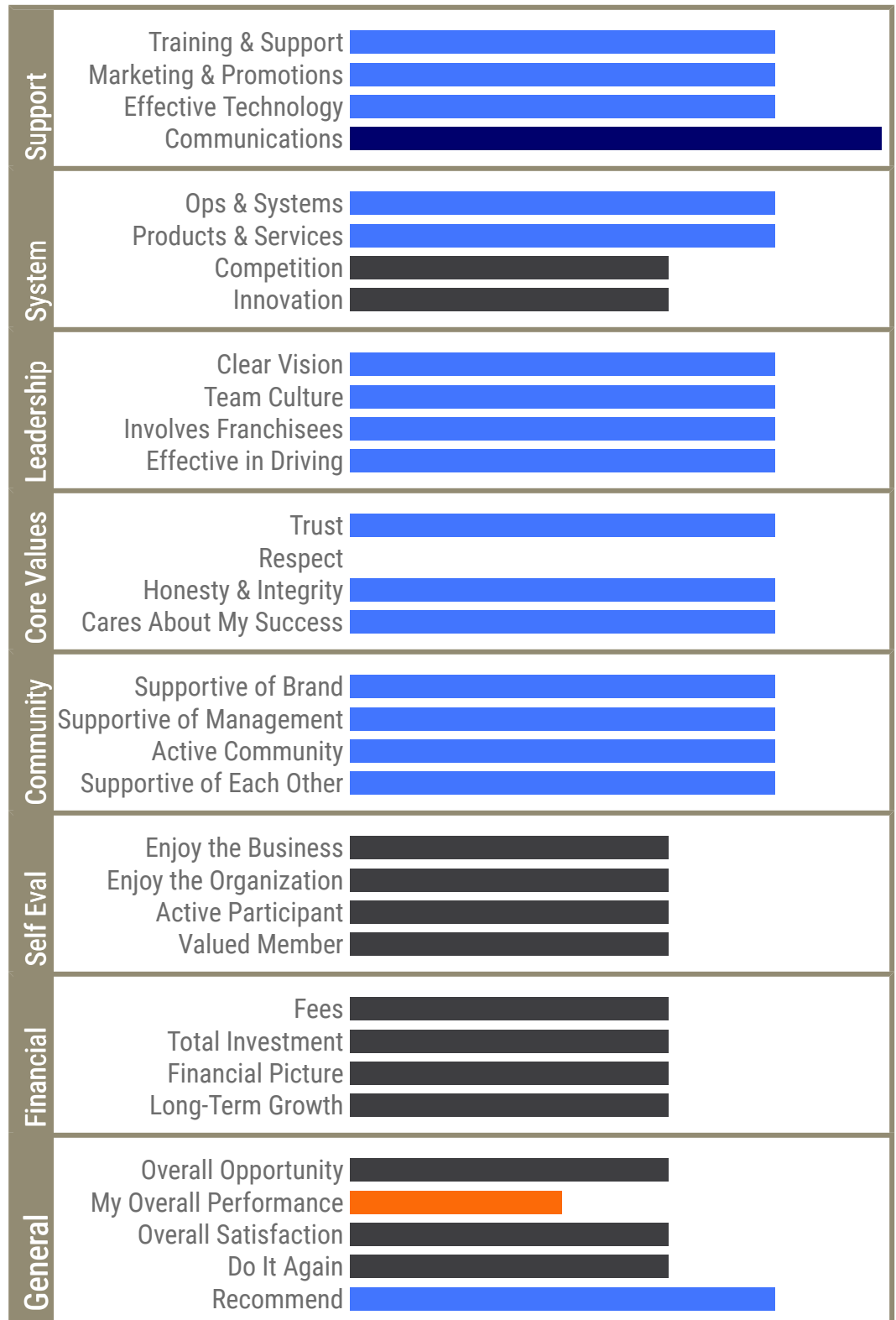
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Eileen Finn

Participant FSI: 85.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Athens, PA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

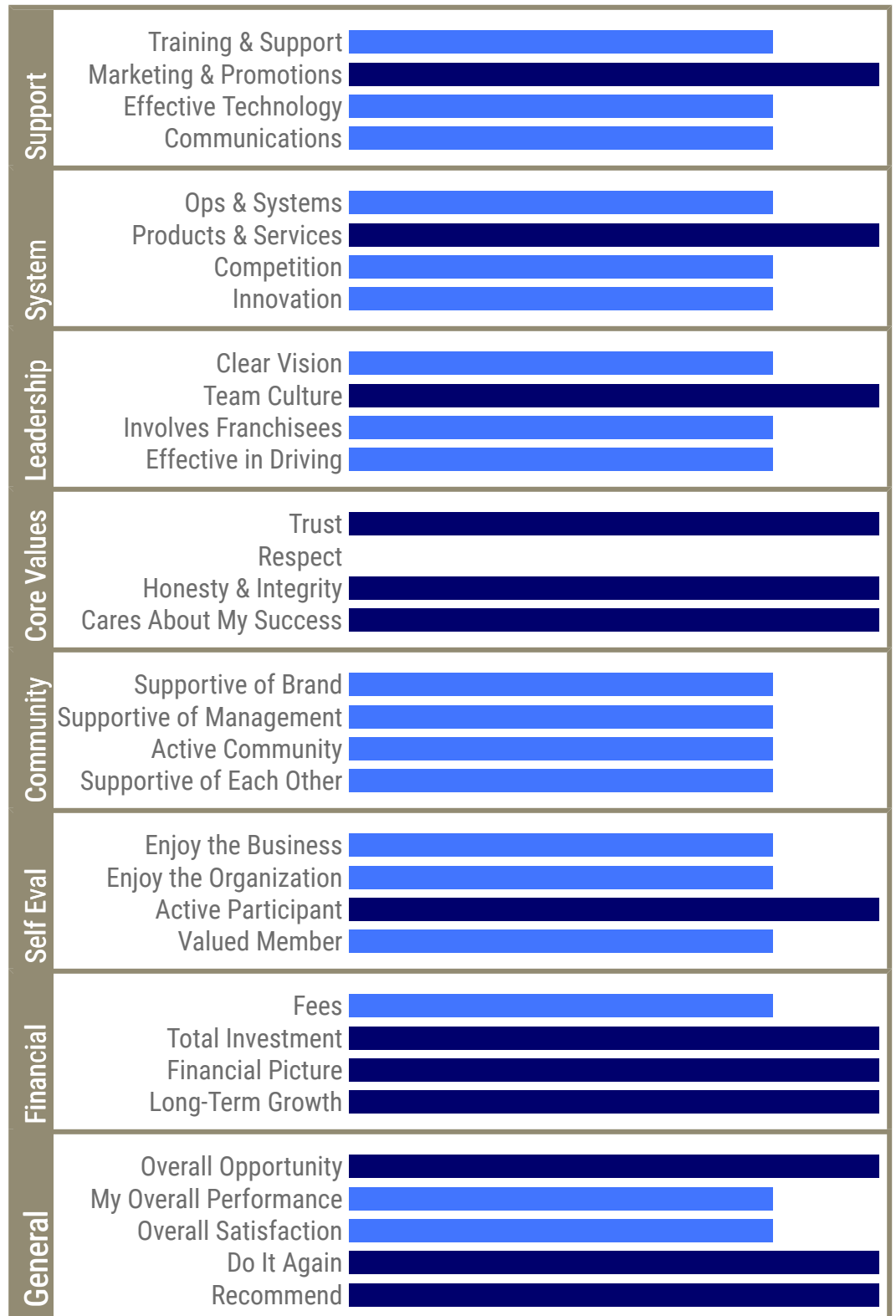
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Paul Flass

Participant FSI: 62.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Sinking Spring, CO

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

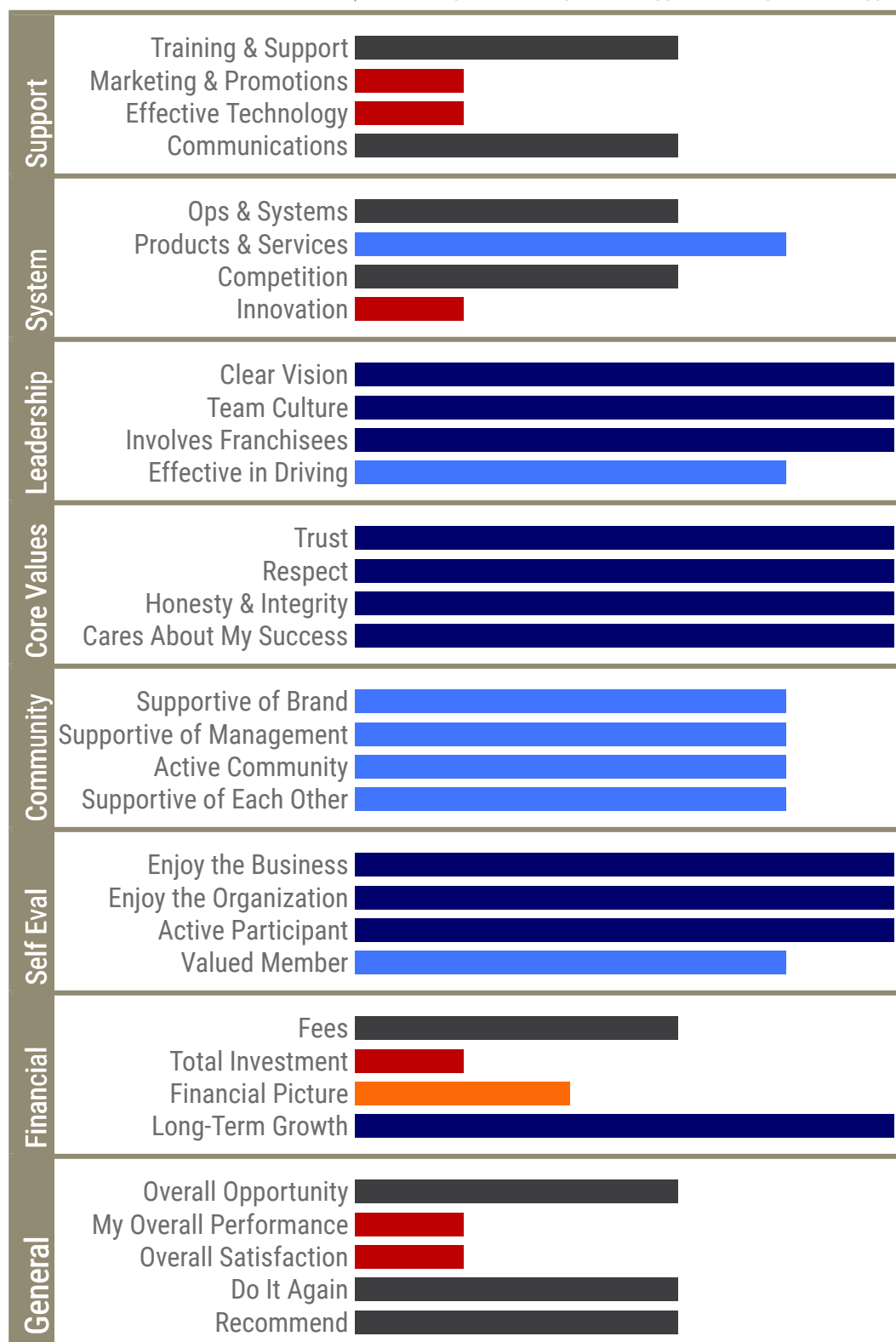
Region: West US

Market: Major Metro (500,000+ population)

Gender: male

Ethnicity: Caucasian

Age: 45 - 54



Comments

Paul Flass

Training, Support, Marketing

We need to do have ongoing web based training sessions in the areas of operations and practice management.

Competition, Products/Services, Creativity

Molly Wally's is considering how to better use technology to enhance it's system.

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

Are we moving forward fast enough.

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

The top management at Molly Wally's often goes the extra mile or more to help individual franchisees.

Financial Opportunity

Molly Wally's does not have strong name recognition with our target market in my state. Therefore it is up the new franchisee to build the brand locally. For many franchisees, marketing does not come naturally. So even though the product is excellent, finding and connecting with clients is the biggest challenge.

Individual Surveys

Robert Fragiry

Participant FSI: 73.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Norwalk, PA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

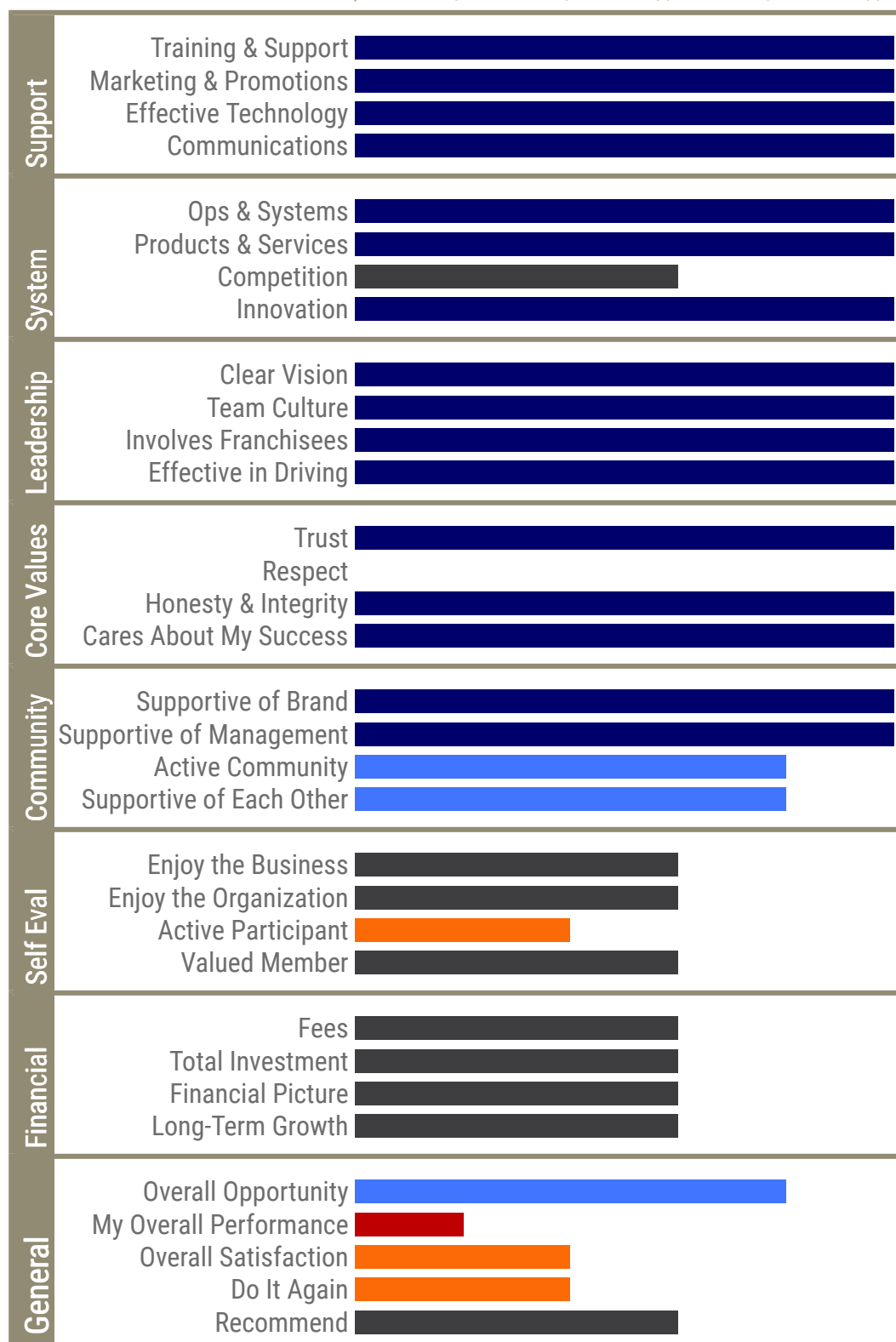
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Asian

Gender: male



Individual Surveys

JoEthel Friar

Participant FSI: 53.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Moon Township, CA

Tenure: 10+ years

Units: 2 units / territories

Future Development: no

Region: Northeast US

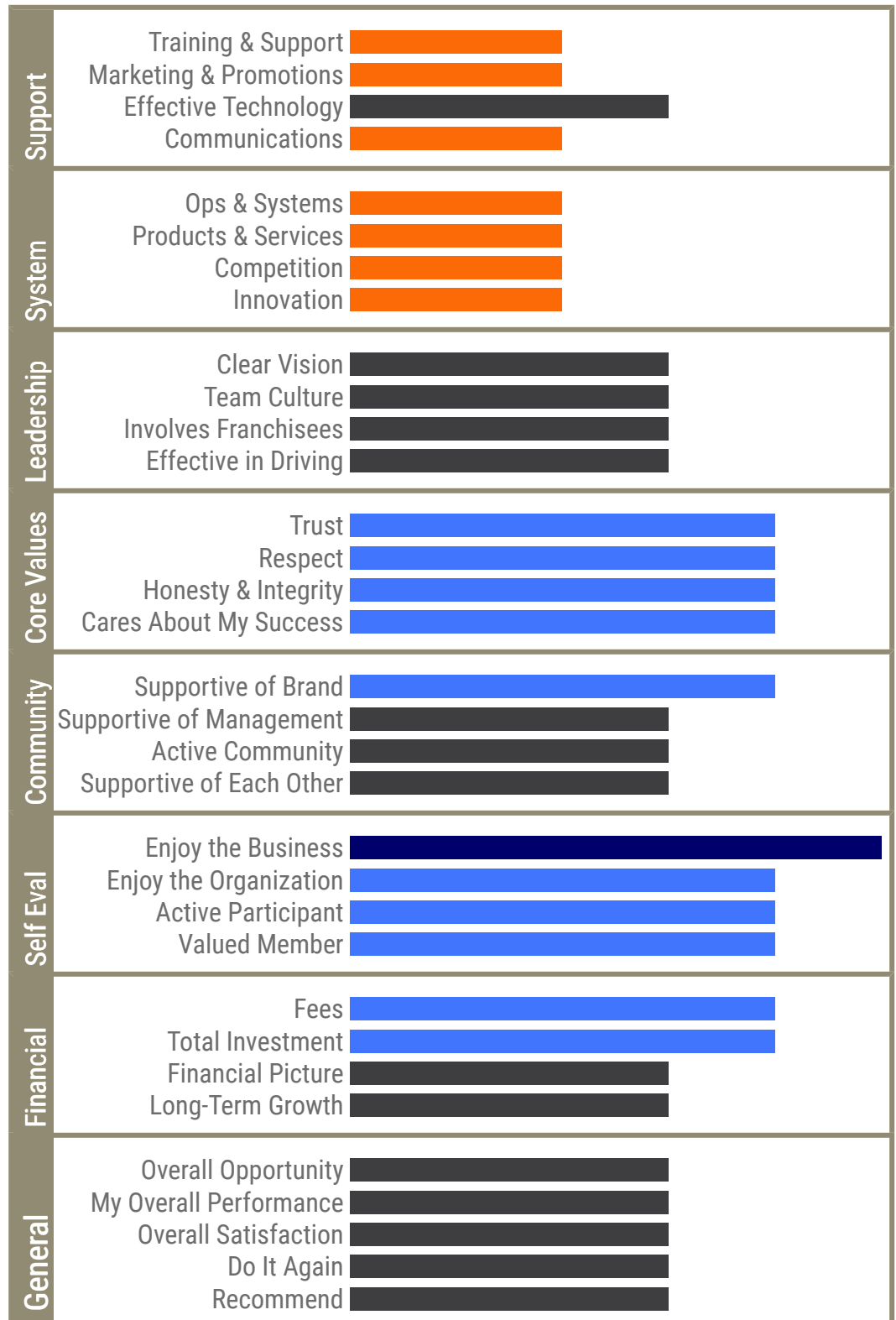
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

JoEthel Friar

Training, Support, Marketing

Tax training is good. Overall training on marketing and operations is minimal. The use of technology on recent webinars have helped in keeping franchisee aware of new tax developments. More of these training sessions should be held for marketing techniques and overall operations to help franchisee improve marketing development and office operations uniform.

Competition, Products/Services, Creativity

As previously noted additional training is needed. Programs are only adequate and need to be updated to help us compete. We should make sure that our partner relationships will be ongoing and not have constant change every few years. It is difficult to market ourselves when we are always changing our products due to change in partners.

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

Communicate with all franchise owners regardless of size and number of years on a regular basis. Always be sure we are bringing in new franchises with proper background to be accountants.

Individual Surveys

Mark Gall

Participant FSI: 75

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Pittsburgh, GA

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: Midwest US

Market: Medium Market

(100,000 - 249,999 population)

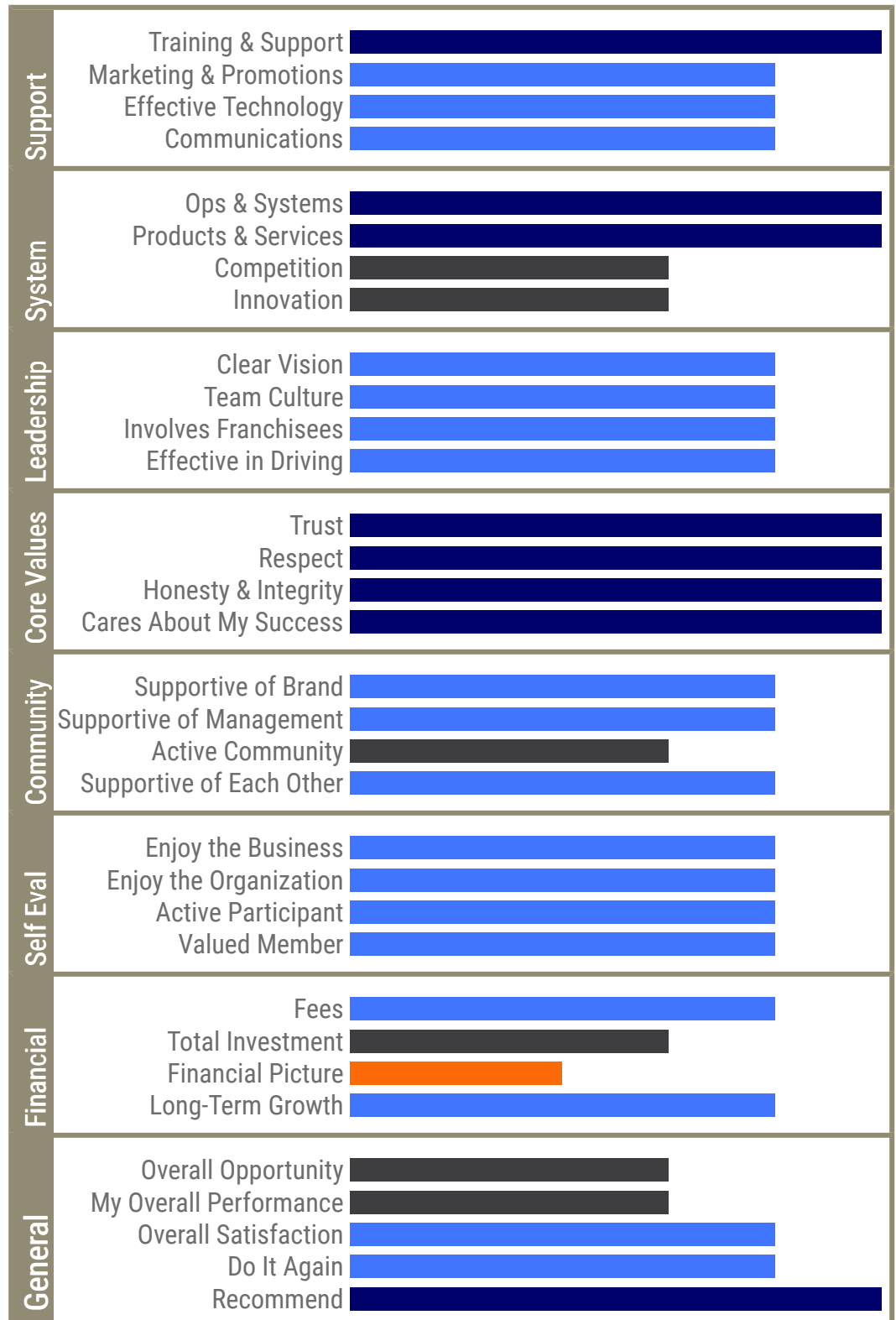
Market: Large Market (250,000 -

499,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Herb Gantin

Participant FSI: 56.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Cape Coral, MA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

Region: West US

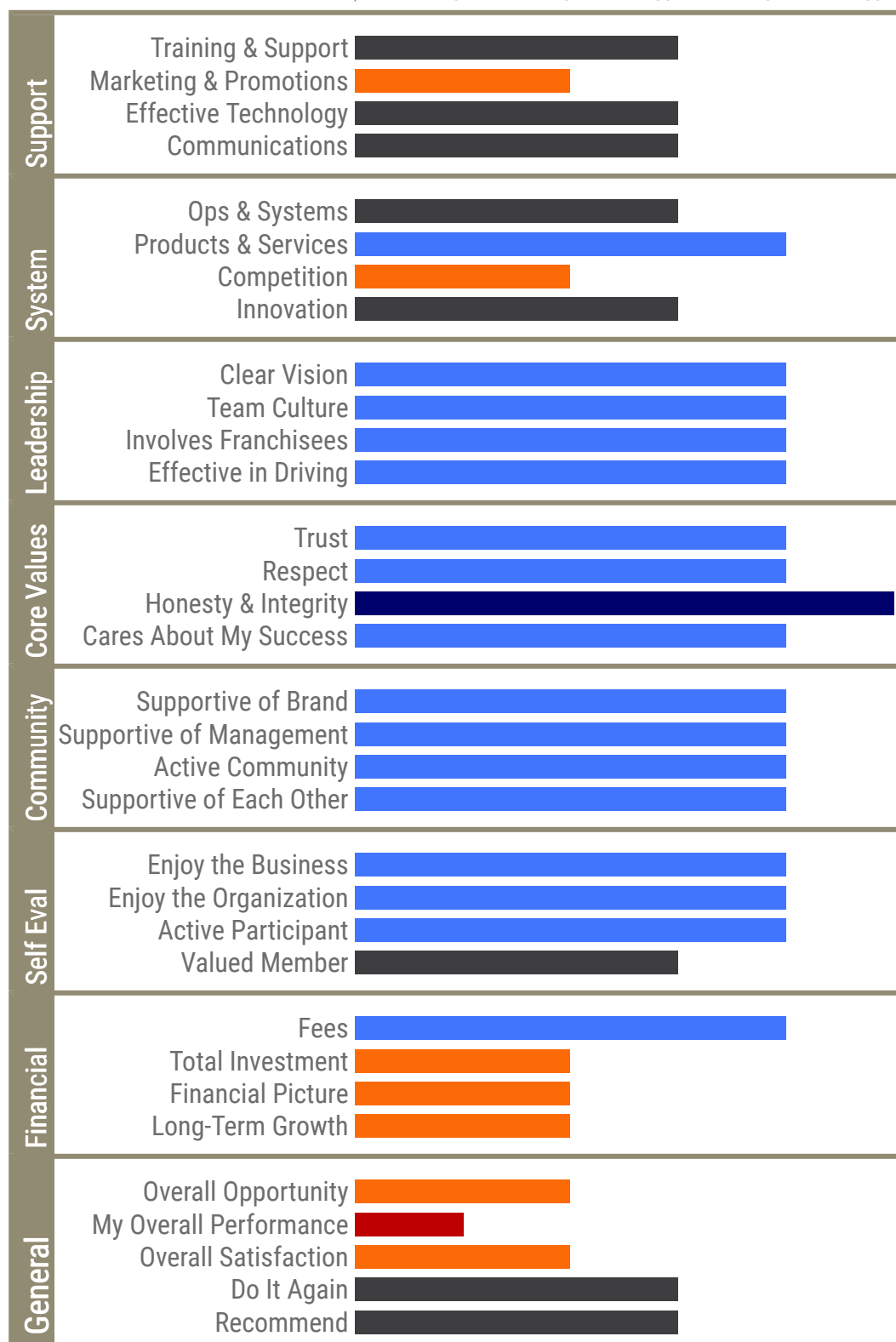
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Herb Gantin

Training, Support, Marketing

They could stand to keep their sales and marketing more current with changing conditions. Otherwise it is a good general strategy

Individual Surveys

Joan Garst

Participant FSI: 77.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Northbrook, TN

Tenure: 10+ years

Units: single unit / territory

Region: Midwest US

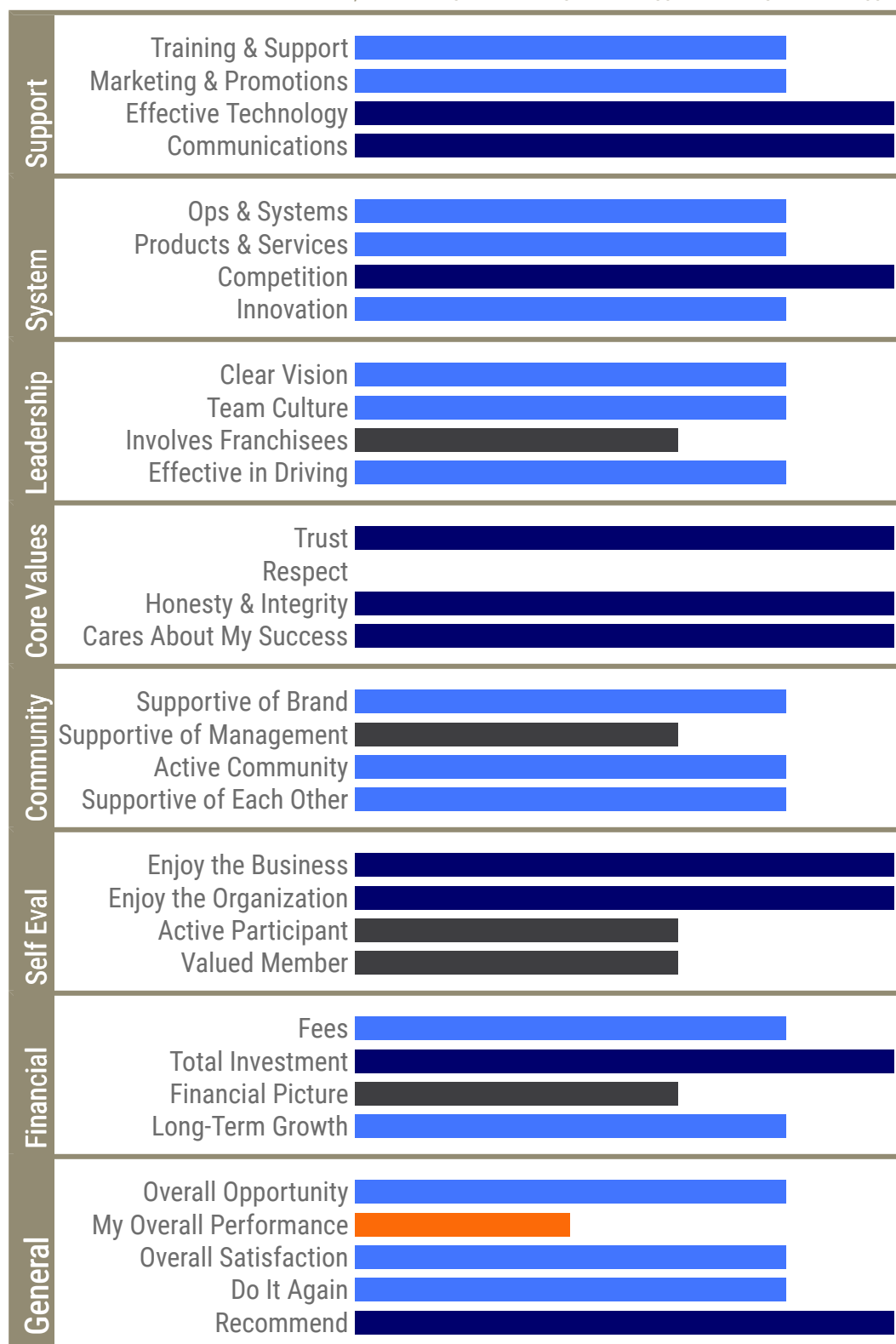
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

Joan Garst

Training, Support, Marketing

I believe the support available to individual offices give local office unique, small and local, supported by a greater organization.

Competition, Products/Services, Creativity

Again, local operations with broad support system, marketing, accounting and tax support.

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

Be sure of the direction before making announcements and committments.

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

I believe the invorment is healthy and franchisees challenge management when there is concern where the conmpany may be going.

Financial Opportunity

I am once retired and went into this venture with the idea of keeping challenged and enjoying an occupation. I did not take advantage of the financial opportunity of the business. I regret that I was not more aggressive.

Individual Surveys

Ed Gaslar

Participant FSI: 87.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Roscoe, IL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

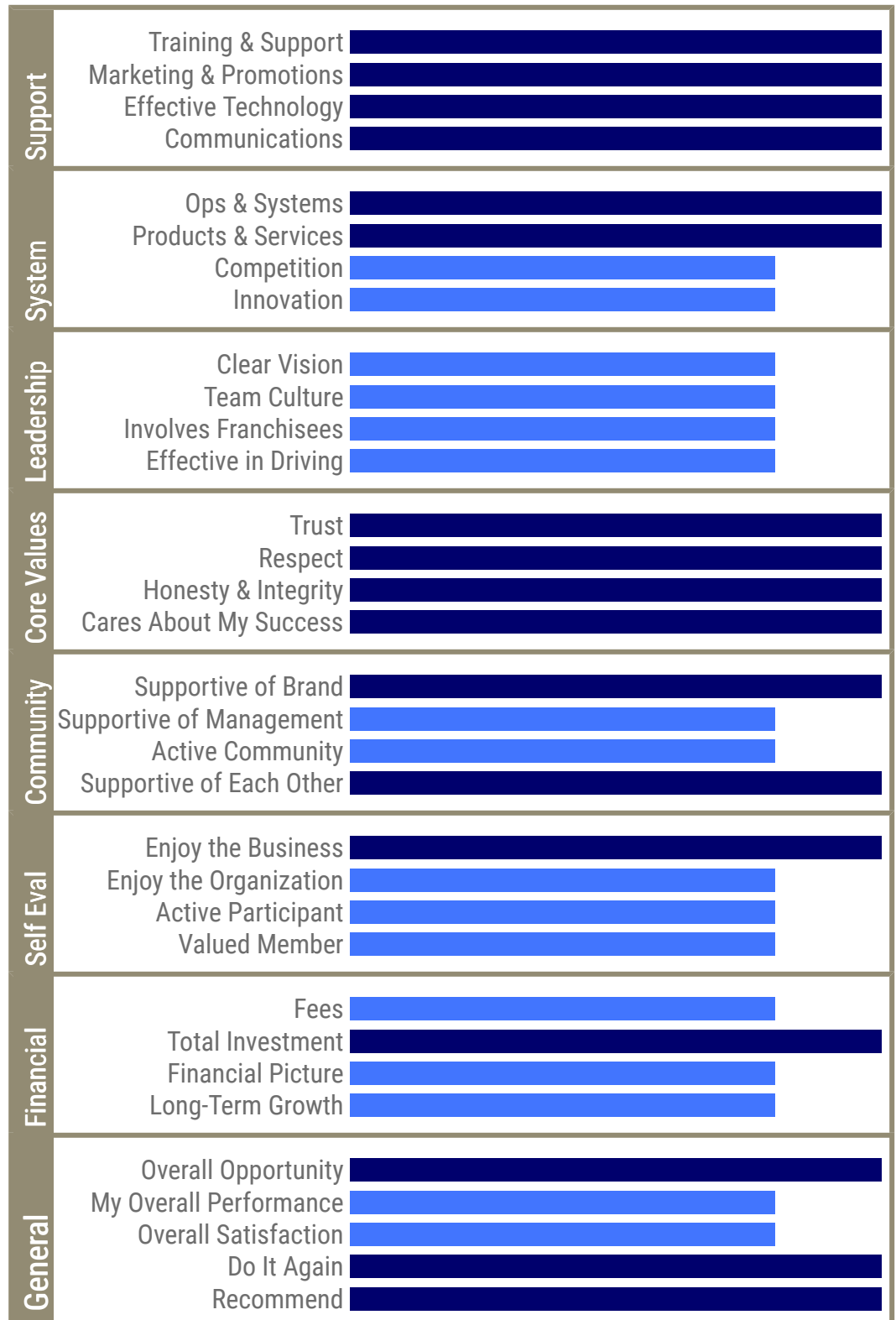
Region: South US

Market: Major Metro (500,000+
population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Joyce Gastar

Participant FSI: 88.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Maryville, GA

Market: Medium Market

(100,000 - 249,999 population)

Region: Northeast US

Future Development: maybe

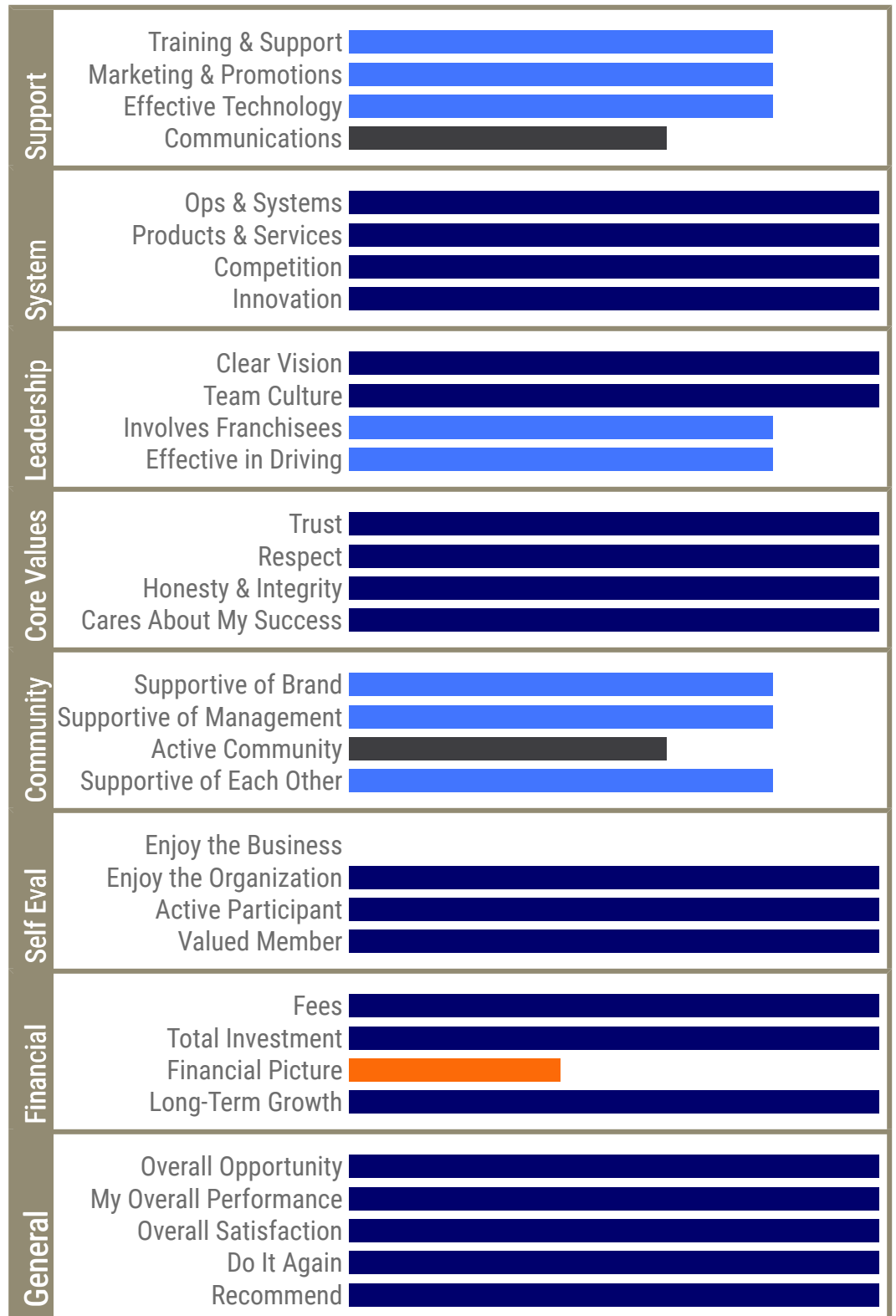
Units: single unit / territory

Tenure: less than 2 years

Gender: male

Ethnicity: Caucasian

Age: 45 - 54



Comments

Joyce Gastar

Training, Support, Marketing

The Franchise Management Team's vision of the future is very compelling, especially in the area of technology. Initial training and support is excellent. Ongoing training and support is "good". Thus, an average rating of "very good". System-wide communication, well, I haven't worked with another franchise. I think it's good. Support manuals and documentation are excellent.

Competition, Products/Services, Creativity

I love this franchise because the innovation and creativity is within the hands of the franchisee. There is considerable freedom for us. I think we are excellently positioned in the competitiveness area because I feel we are far ahead of the competition and will stay there with Molly Wally's visionary future. Quality of the product is in the hands of the owner. That is very empowering. They bring the model, we bring the excellence.

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

More effectiveness in driving initiatives to all franchise owners.

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

I am very proud of this franchise. No franchise owned franchises meaning that they do not compete with us. And, their initial fees are reasonable meaning that their profit motives are through the royalties which matches our profit motives. In other words, their success is our success meaning that all motivations are lined up. We sell our services with their support and not their products. If you are self-confident in the services you provide, this is the franchise to be in.

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

While I strive to be a leader in the franchisee community, I am, right now, just an avid follower trying to learn the system and anxious to get to the near top of my learning curve. With a franchise that's been around since 1966, some of the owners who have been around learned a slightly different model than the one today and have more experience to anticipate if current changes are good or not. So, while supportive, each franchise owner has slightly different goals so franchise agreement is not always unanimous.

Financial Opportunity

Again, I'm new.

Individual Surveys

Thomas Gawks

Participant FSI: 81.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Barletts, IN

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Northeast US

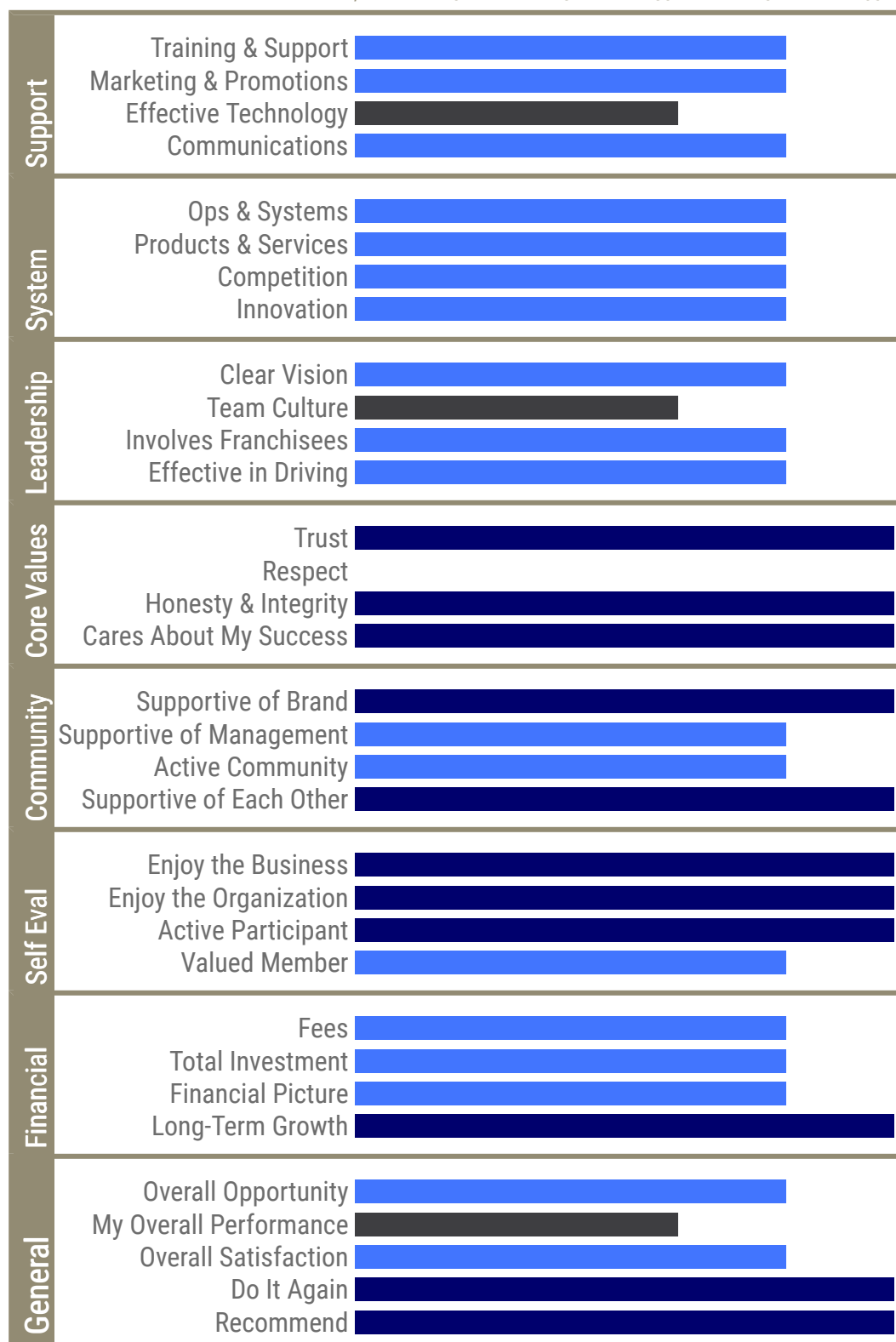
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Thomas Gawks

Training, Support, Marketing

Experience is a key to the business. The franchisor provides plenty of support in terms of experienced staff and trainers for those who need to come up the learning curve.

Competition, Products/Services, Creativity

Well respected in the market place. I as an owner have the tools I need to compete against anyone in the company's niche. The whole system is about providing good service to the end client, growth for the franchise owner and therefore success and national credibility for the franchise operation.

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

Stay the course. The management's long-term strategic focus with the ability to respond tactically is a necessary approach given the constantly evolving environment for tax accounting, tax preparation and payroll services.

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

I have no doubt that the franchisor has the franchisee's best interest in mind when it makes system wide decisions.

Individual Surveys

Jerry Gayth

Participant FSI: 43.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Muncie, CO

Tenure: 10+ years

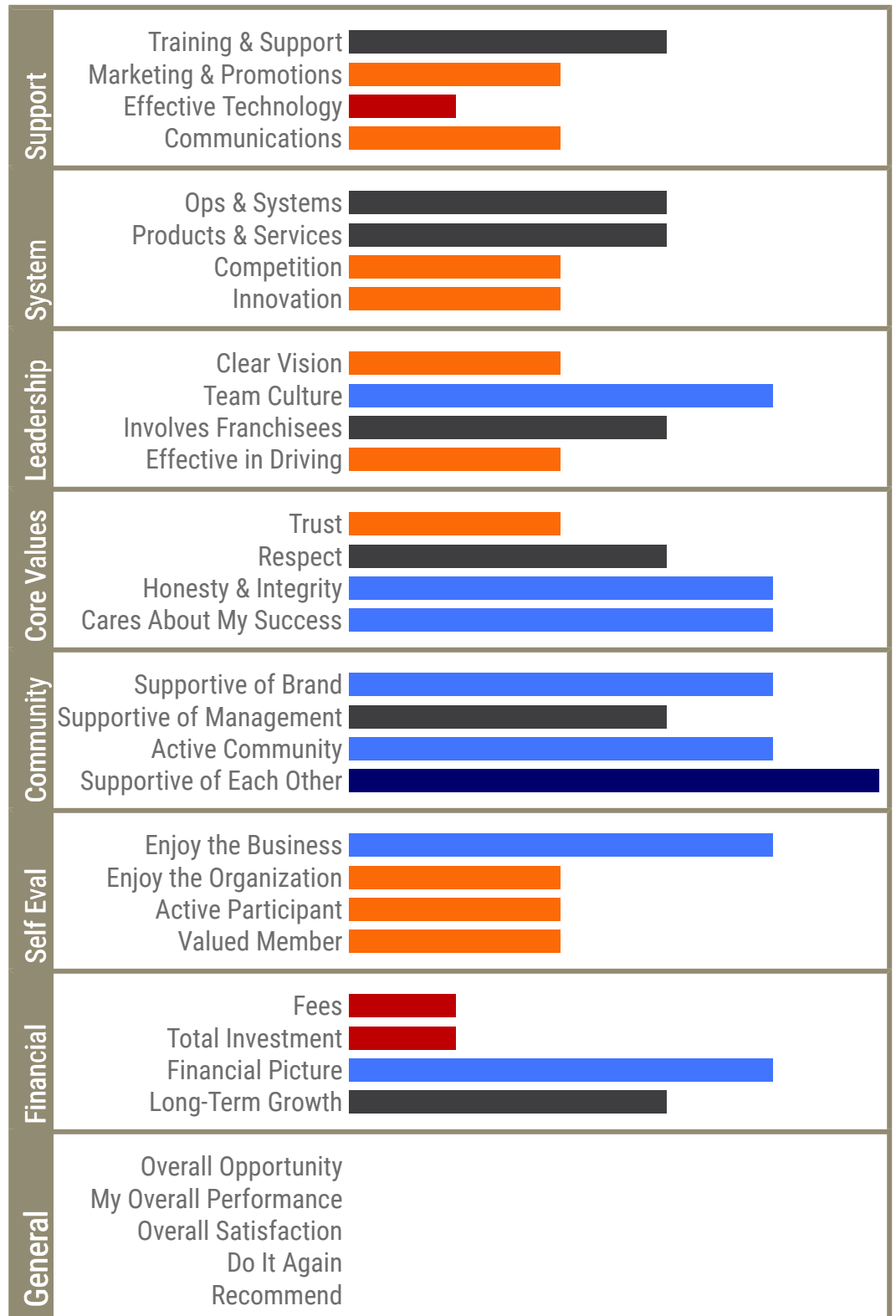
Units: single unit / territory

Future Development: maybe

Region: South US

Market: Small Market (50,000 -

99,999 population)



Individual Surveys

Steve Gell

Participant FSI: 69.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Dayton, GA

Tenure: 6 - 9 years

Units: single unit / territory

Region: South US

Market: Medium Market

(100,000 - 249,999 population)

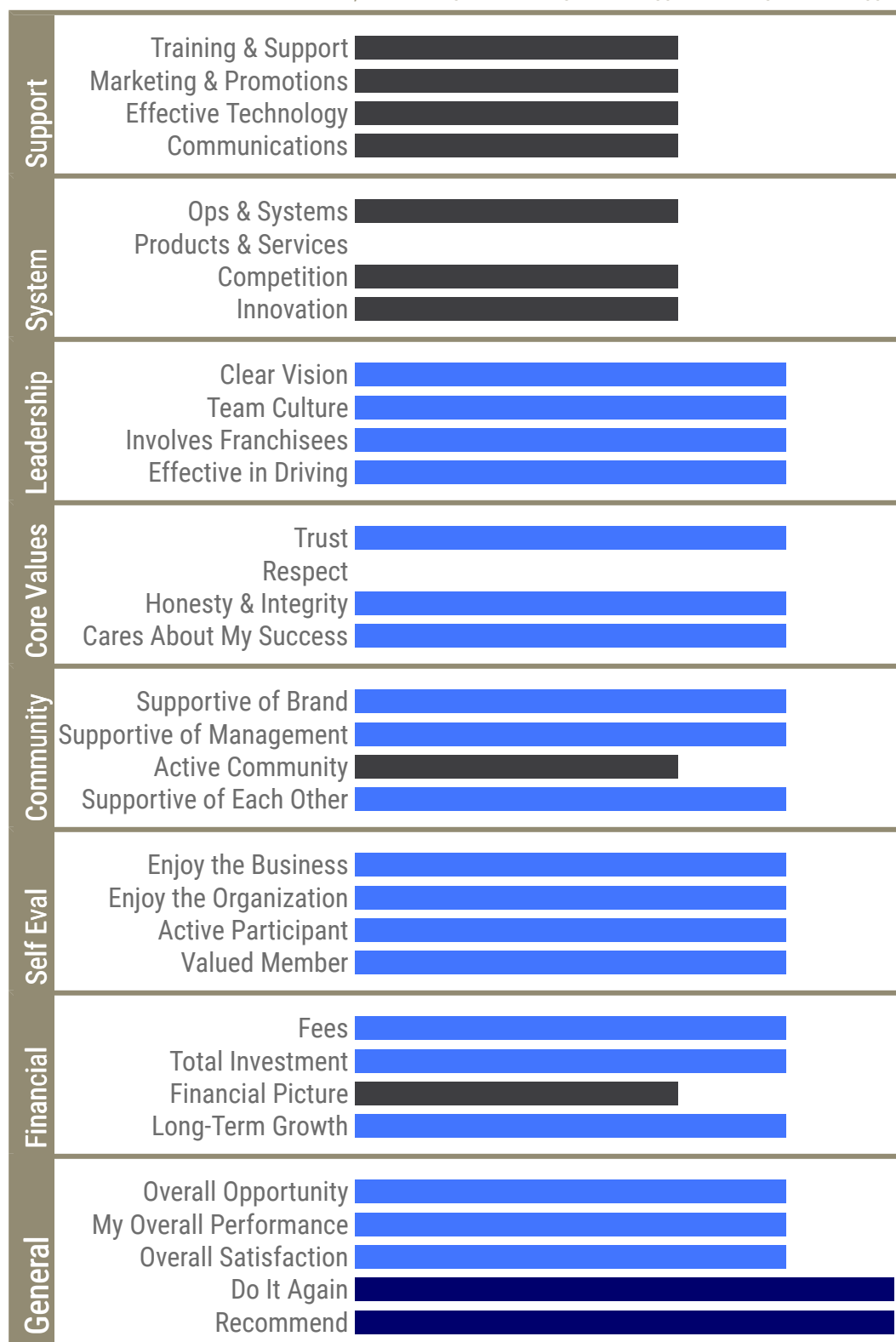
Age: 55 - 64

Ethnicity: Asian

Gender: male and/or female

partnership - completing survey

together



Individual Surveys

Anthony Gent

Participant FSI: 54.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Marietta, PA

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

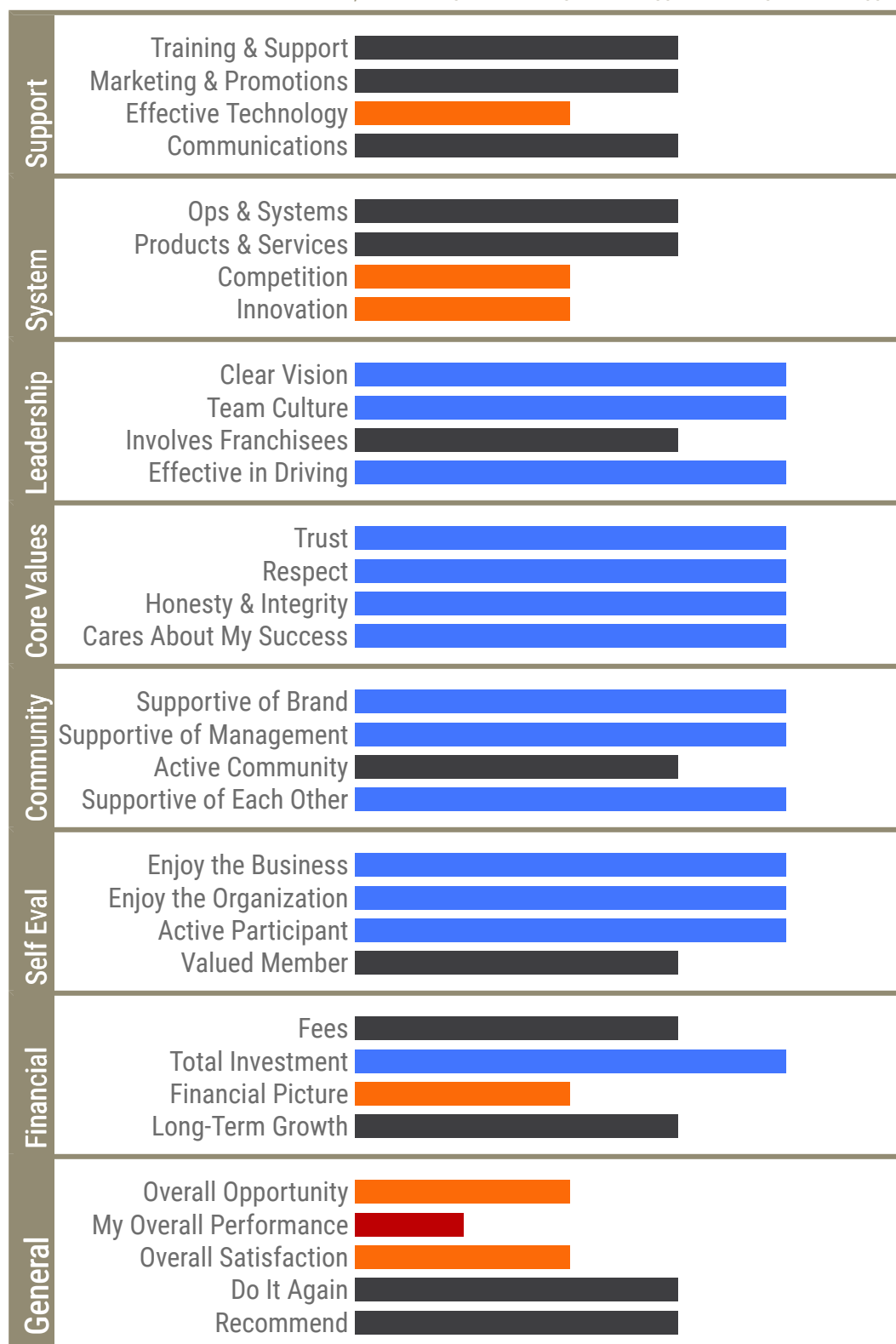
Region: Northeast US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Anthony Gent

Training, Support, Marketing

I believe that the new method of centralized processing effected the way we were trained. We should have been trained on the operations side as if we were going to do the processing ourselves. This would have given us more understanding and confidence in what we were selling.

Individual Surveys

LaRee Hansan

Participant FSI: 68.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

West Haven, CA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

Region: West US

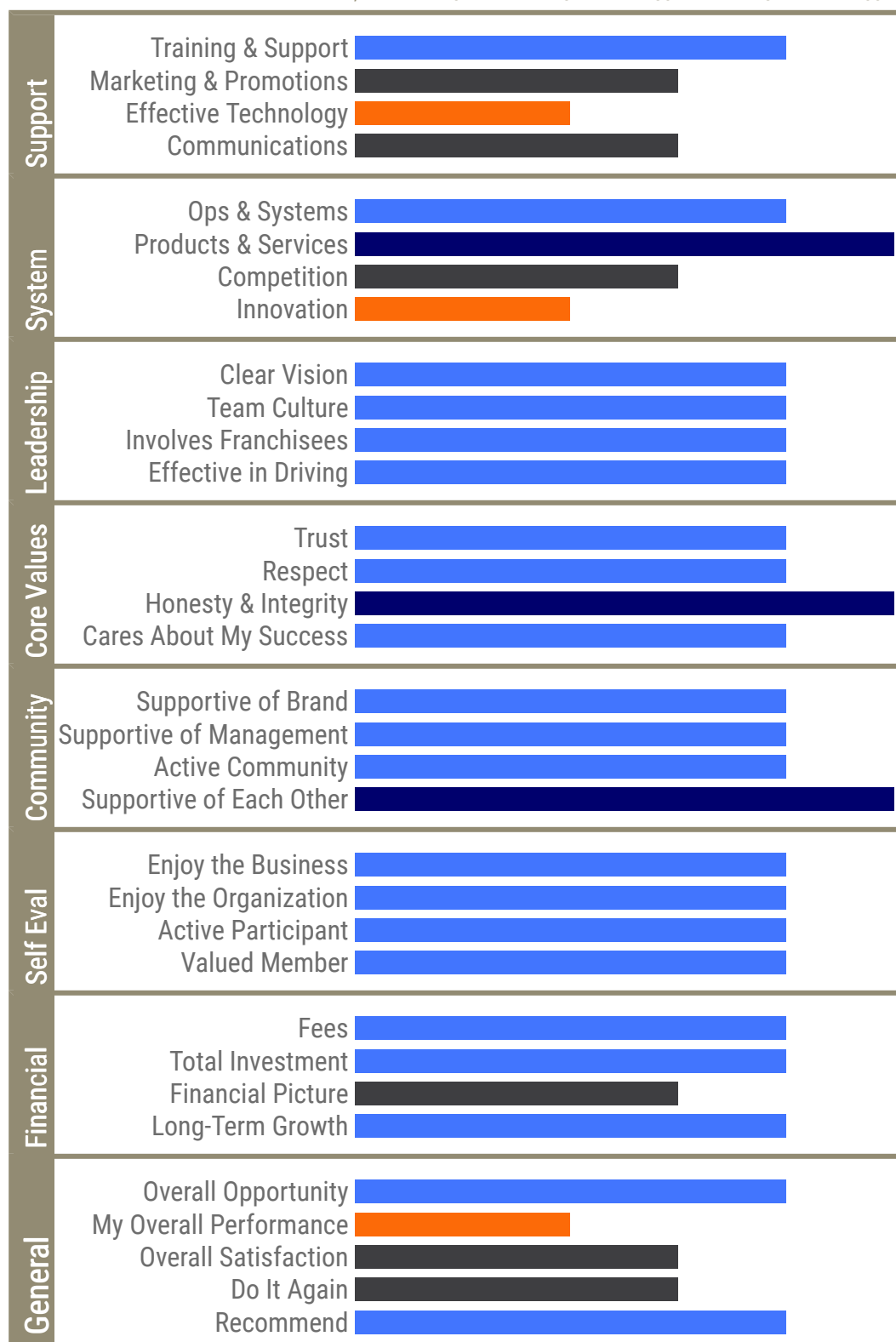
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ronald Hansen

Participant FSI: 51.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

West Haven, IN

Tenure: 10+ years

Units: 2 units / territories

Future Development: no

Region: South US

Market: Very Small Market

(Under 50,000 population)

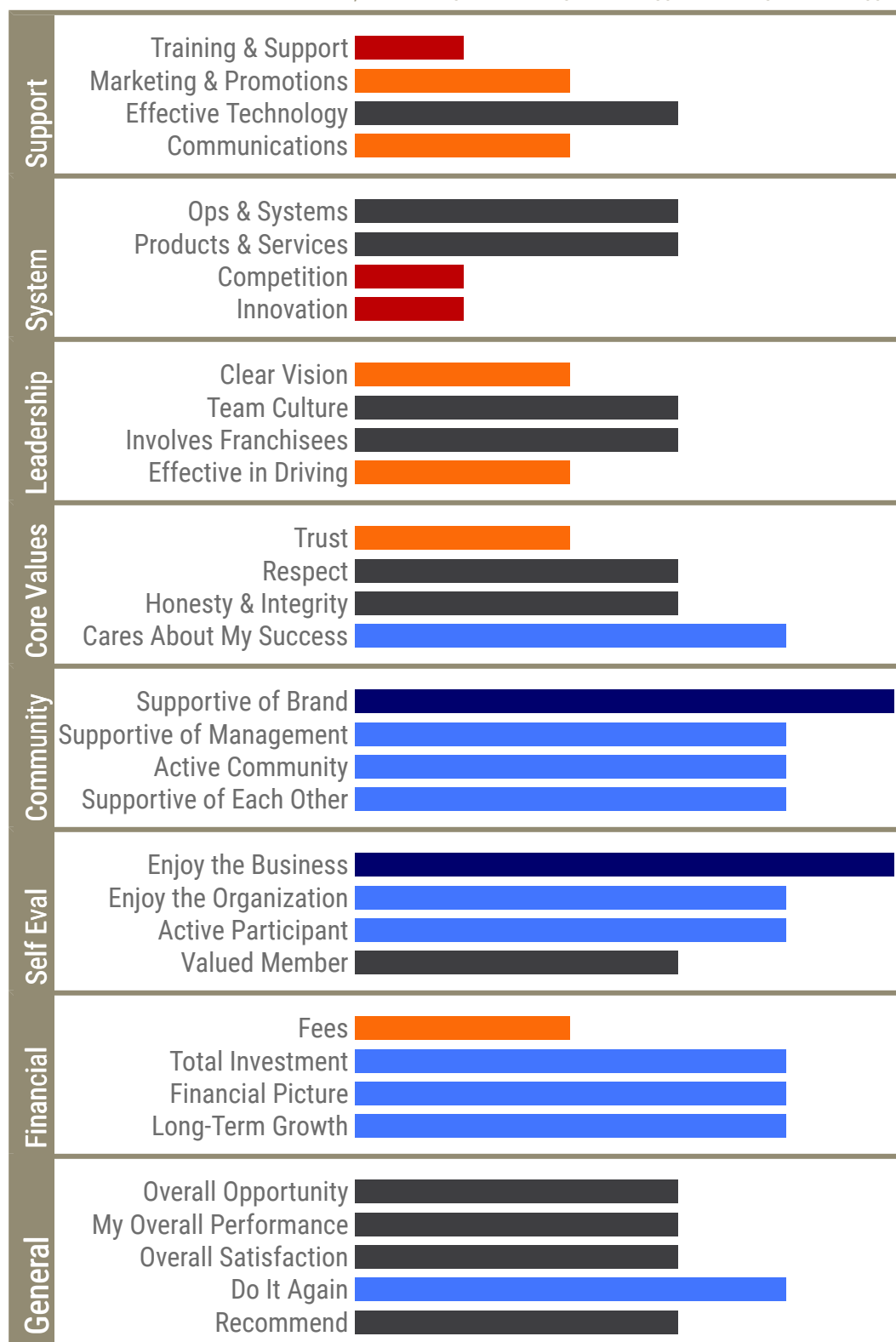
Market: Small Market (50,000 -

99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Pamela Hihnstin

Participant FSI: 72

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Skillman, MS

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

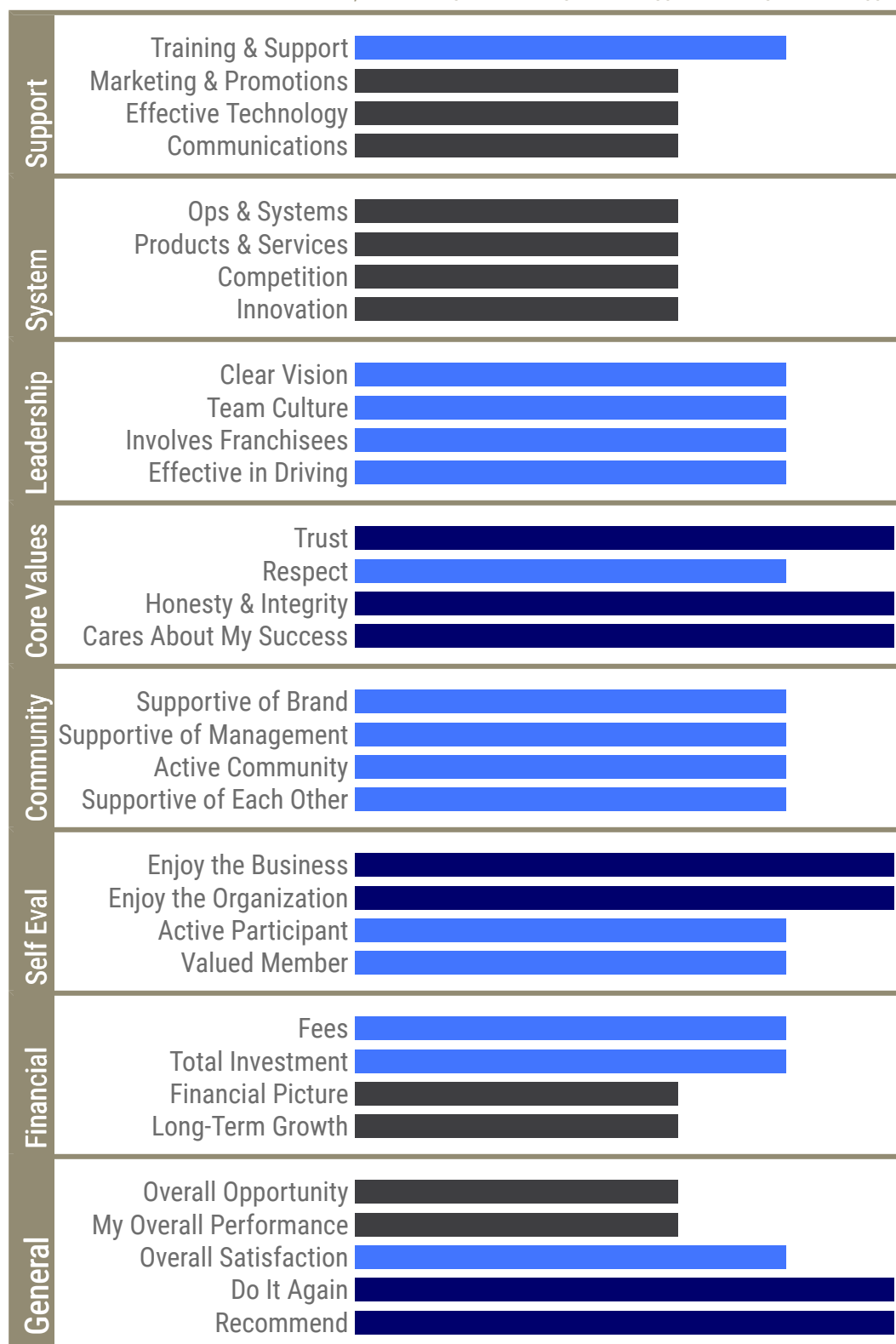
Region: South US

Market: Major Metro (500,000+
population)

Age: 45 - 54

Ethnicity: African American

Gender: male



Individual Surveys

John Hinas

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Greenville, GA

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together

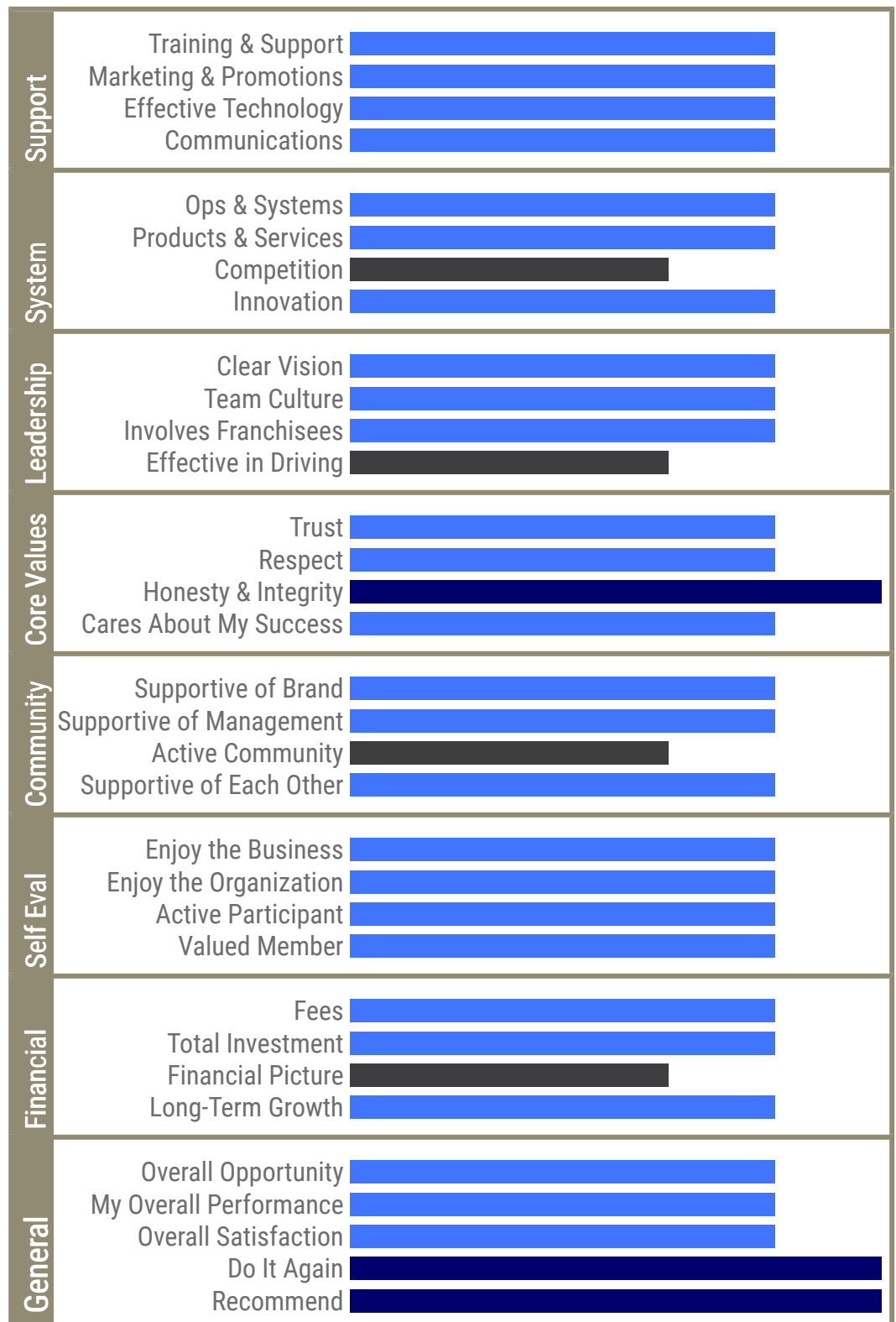
Tenure: 10+ years

Units: 2 units / territories

Future Development: maybe

Region: South US

Market: Major Metro (500,000+
population)



Individual Surveys

Nancy Hinas

Participant FSI: 75.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Valdosta, KY

Tenure: 10+ years

Units: 2 units / territories

Future Development: maybe

Region: South US

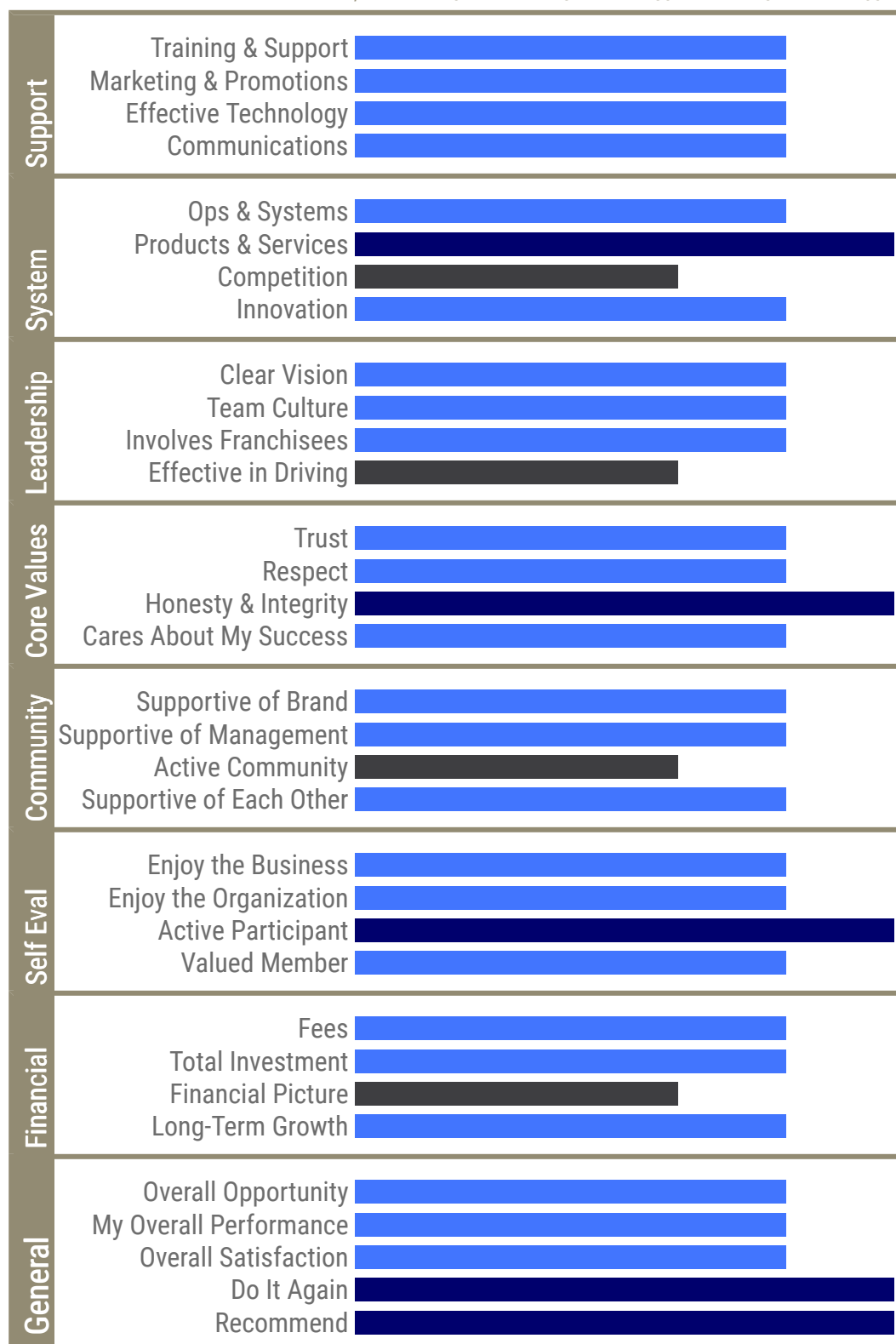
Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey together



Individual Surveys

Janet Hirdan

Participant FSI: 86.7

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Ashland, GA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: South US

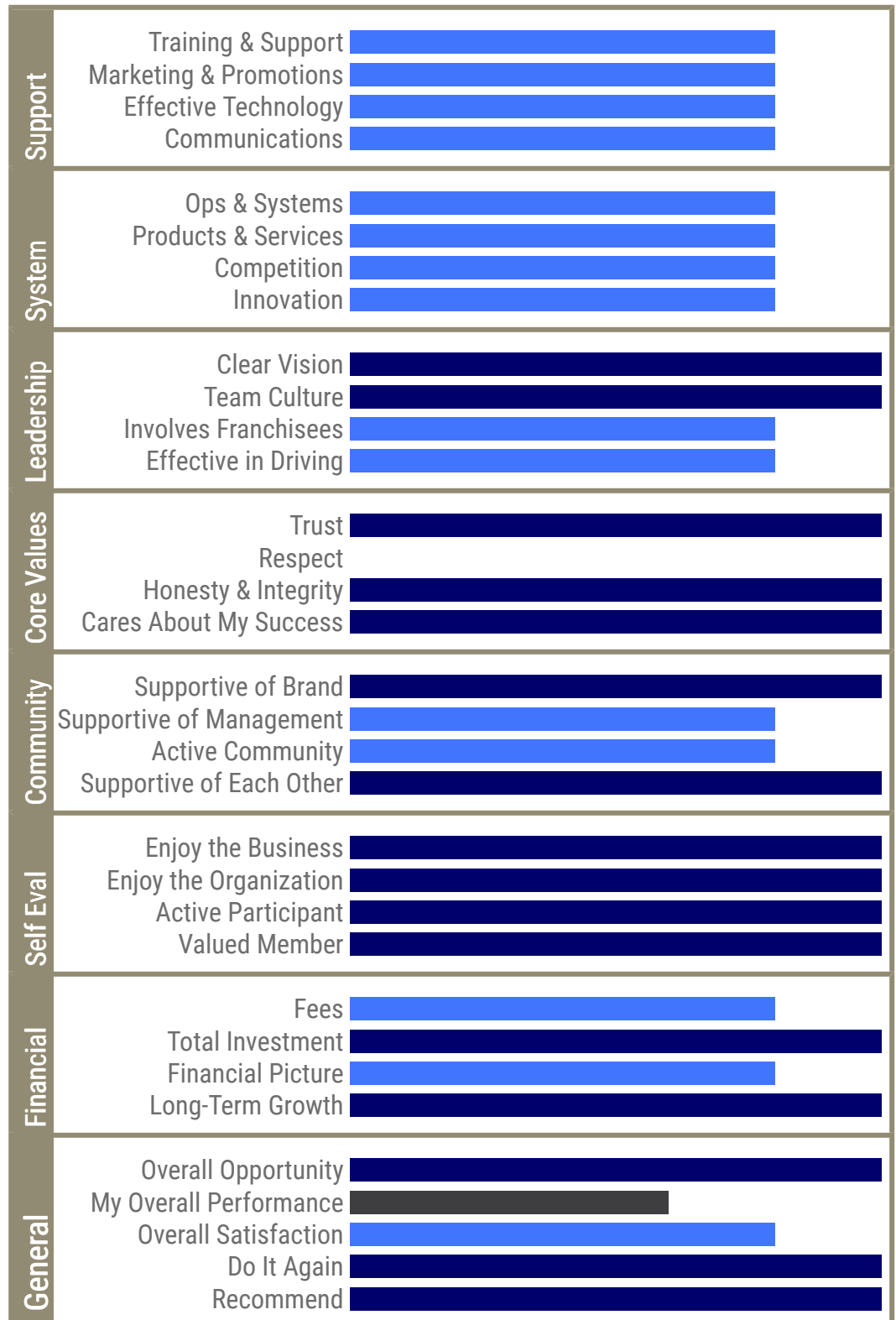
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Jack Iakas

Participant FSI: 51.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Conyers, TX

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: South US

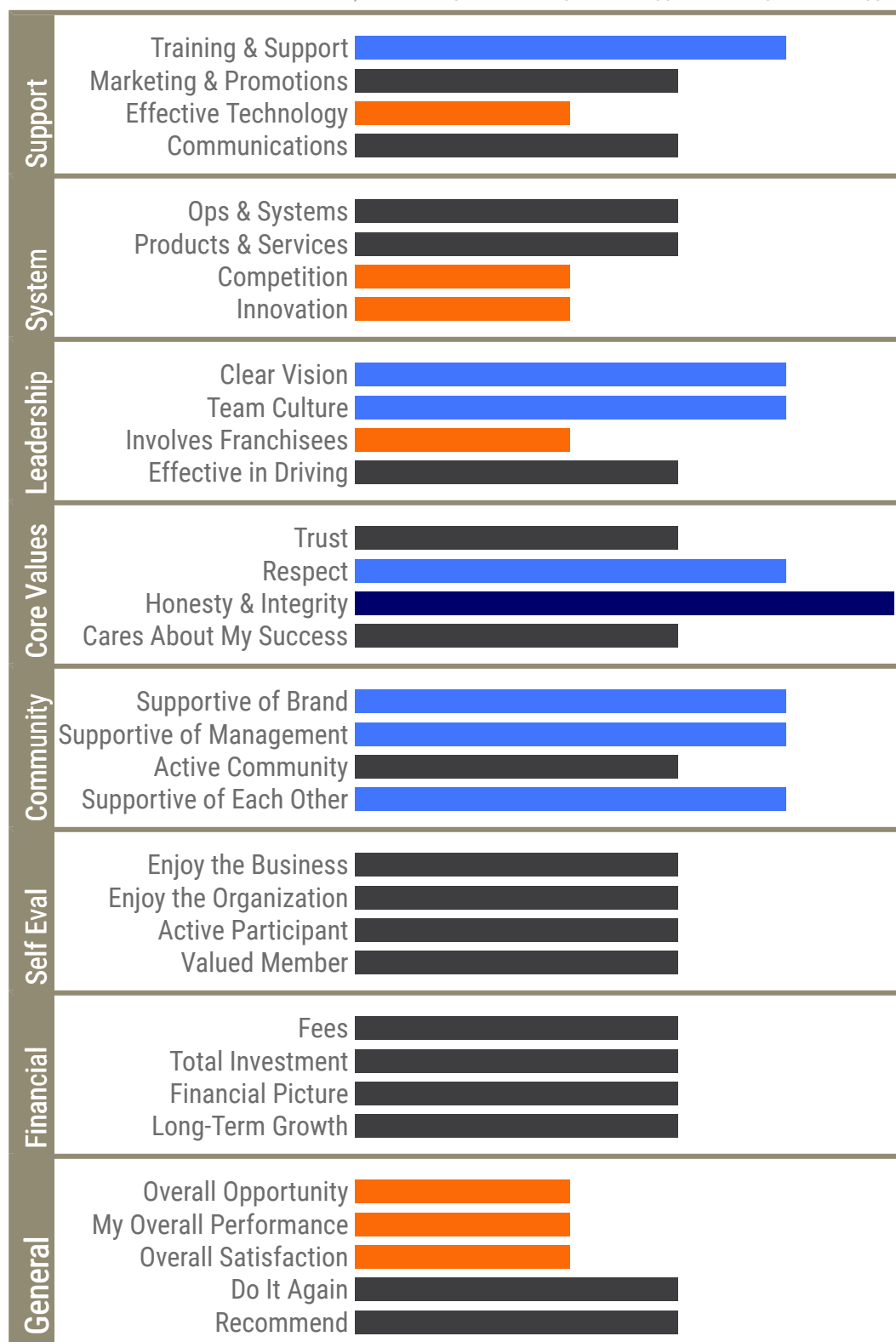
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Cali Idiirna

Participant FSI: 37.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Houston, MN

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: no

Region: Northeast US

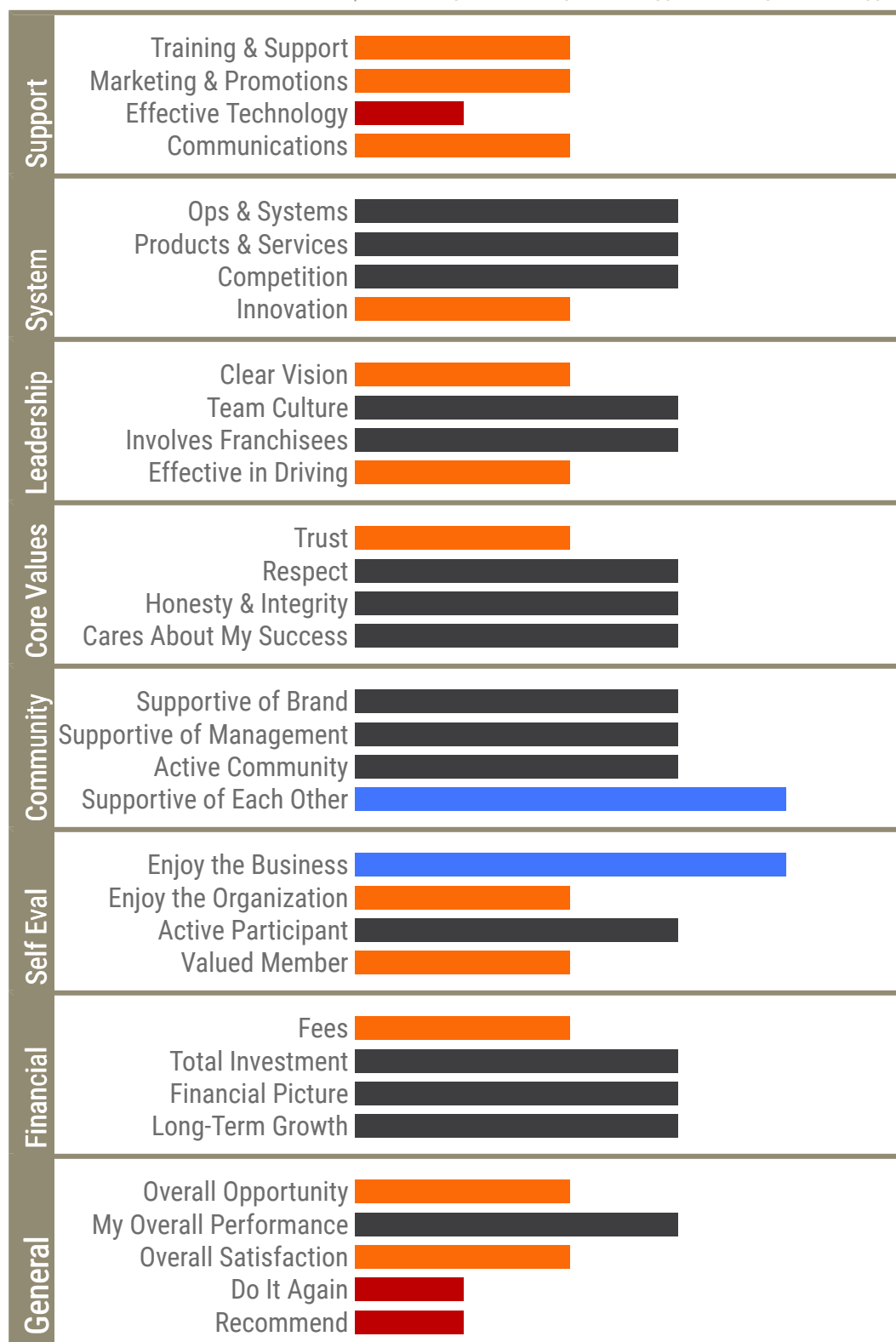
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Cali Idiirna

Training, Support, Marketing

Technology is way behind - very slow to respond

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

We keep hearing promises that are either changed or do not happen

Individual Surveys

Mohammad Intrina

Participant FSI: 78

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

York, DE

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: Northeast US

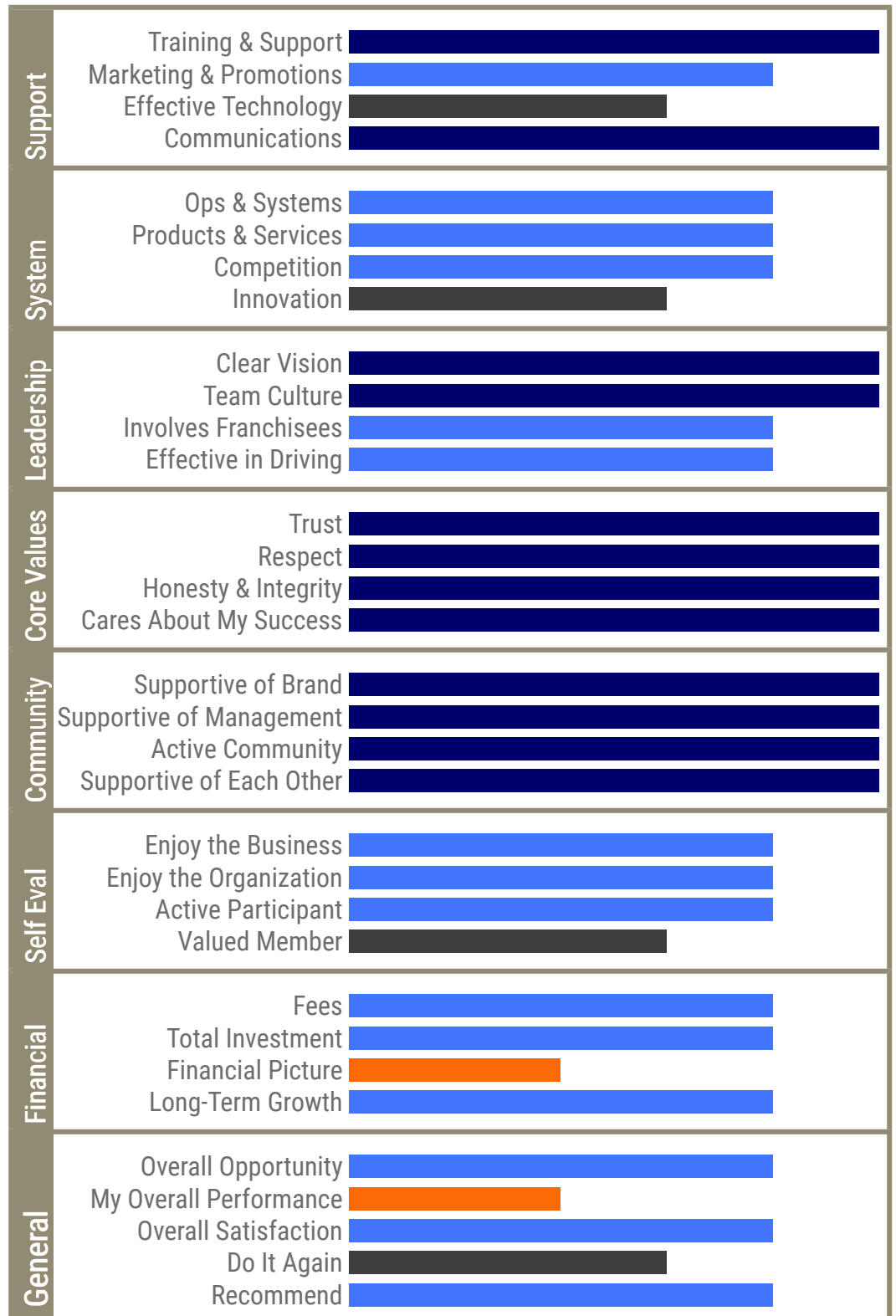
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Espen Iqbal

Participant FSI: 47

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Wilmington, CO

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

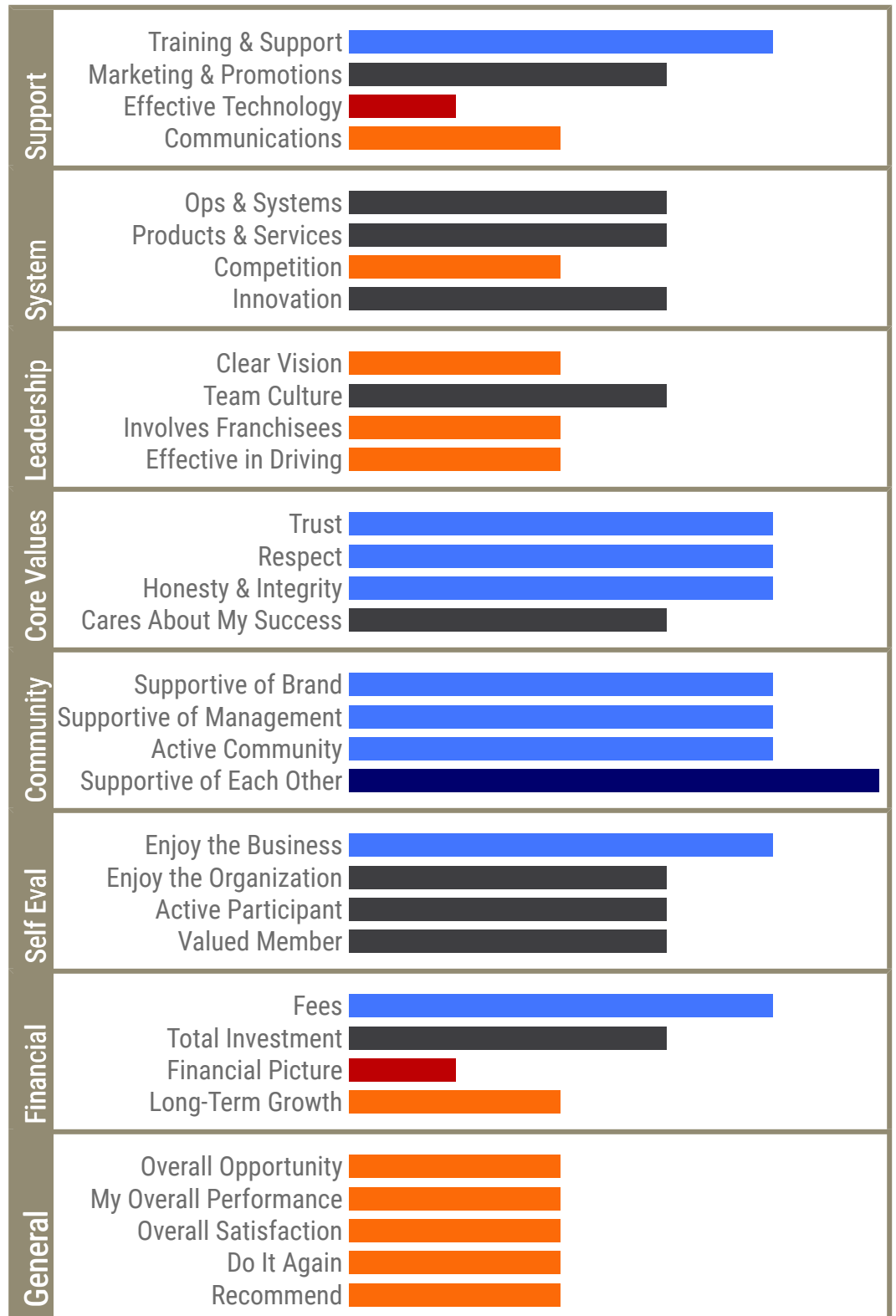
Region: West US

Market: Major Metro (500,000+
population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Charles Jallay

Participant FSI: 65.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Las Vegas, WA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably

Region: Midwest US

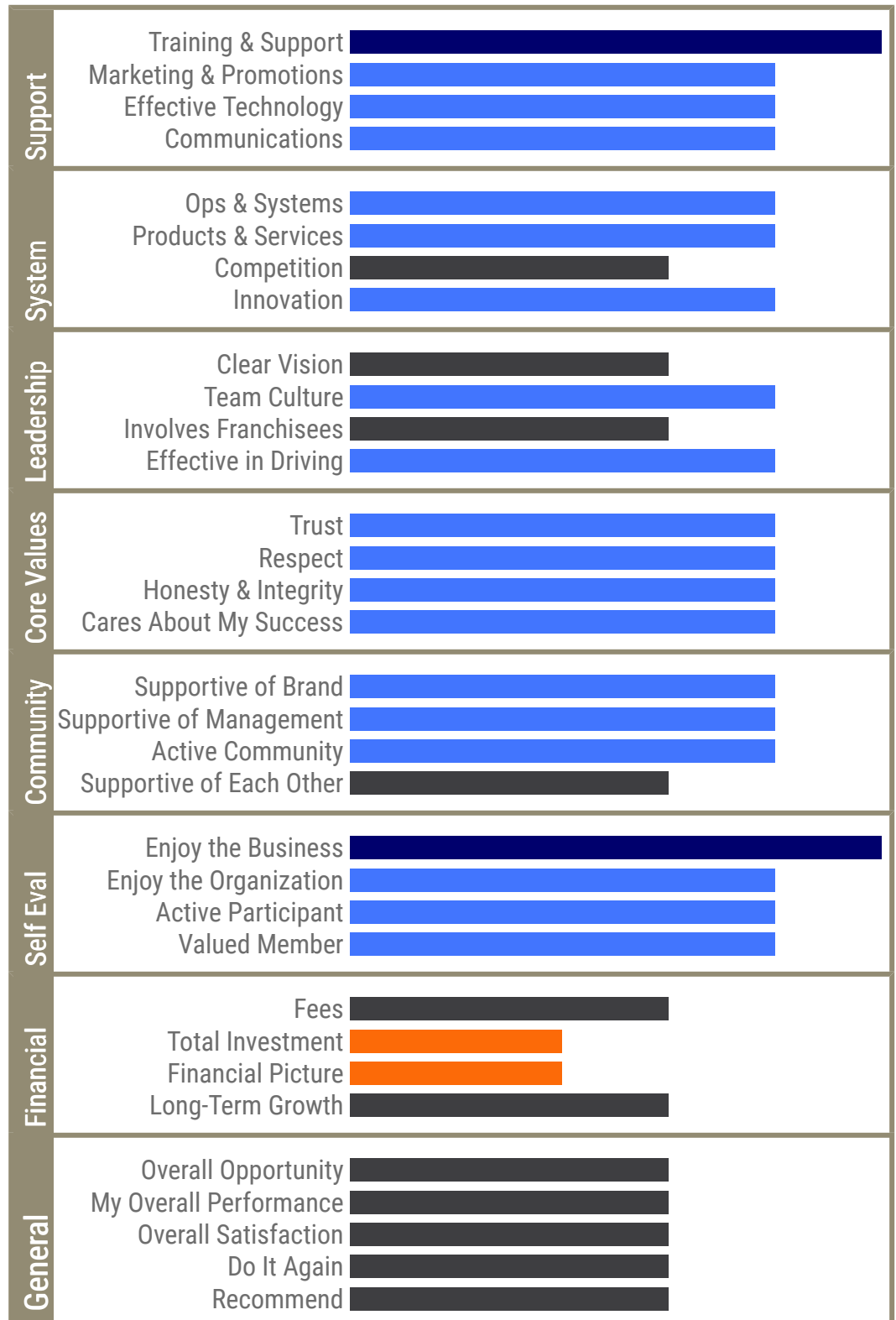
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Asian

Gender: male



Individual Surveys

Bill Jias

Participant FSI: 68.8

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Pocatello, OK

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

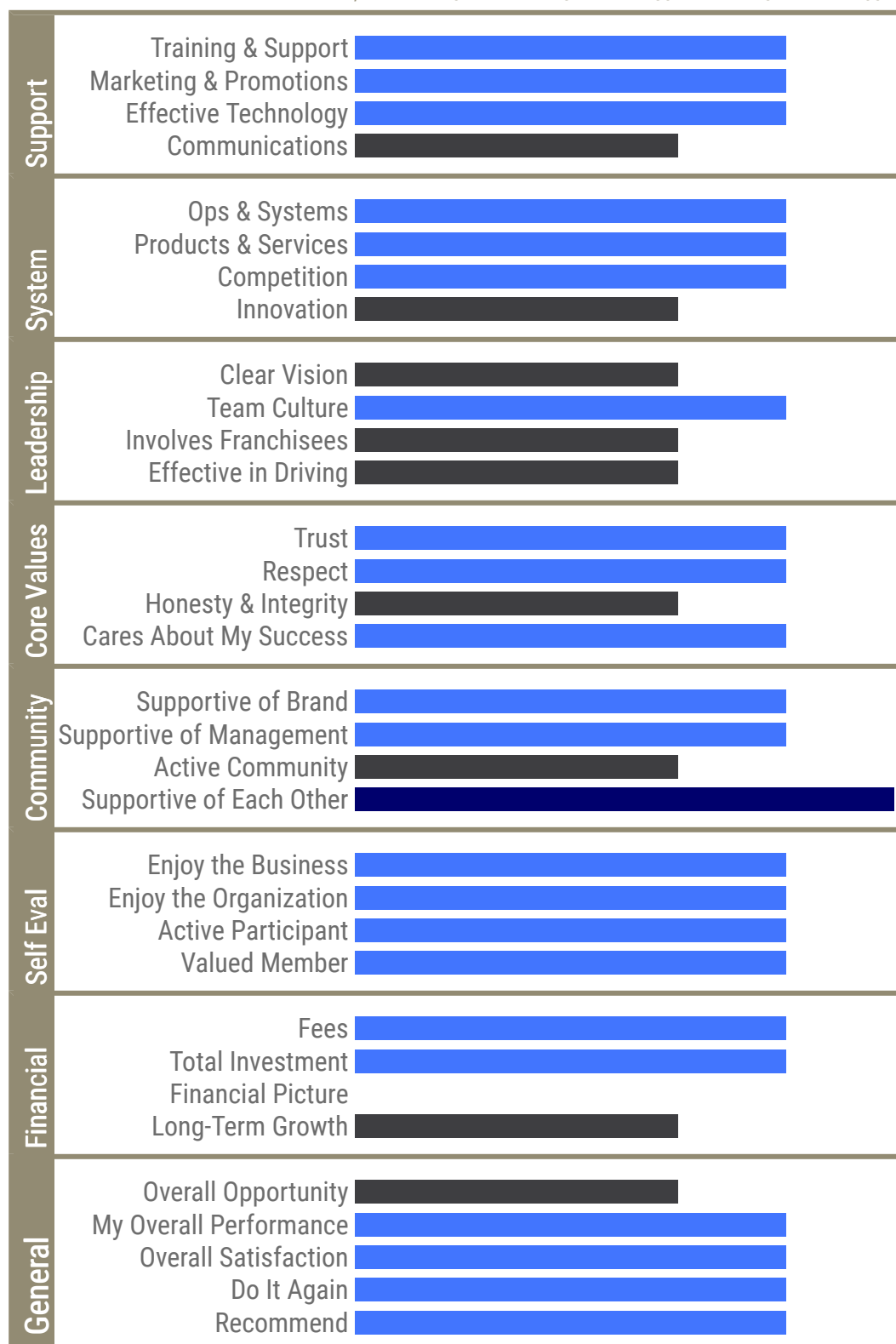
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Teresa Jilmar

Participant FSI: 65.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Tulsa, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: South US

Market: Medium Market

(100,000 - 249,999 population)

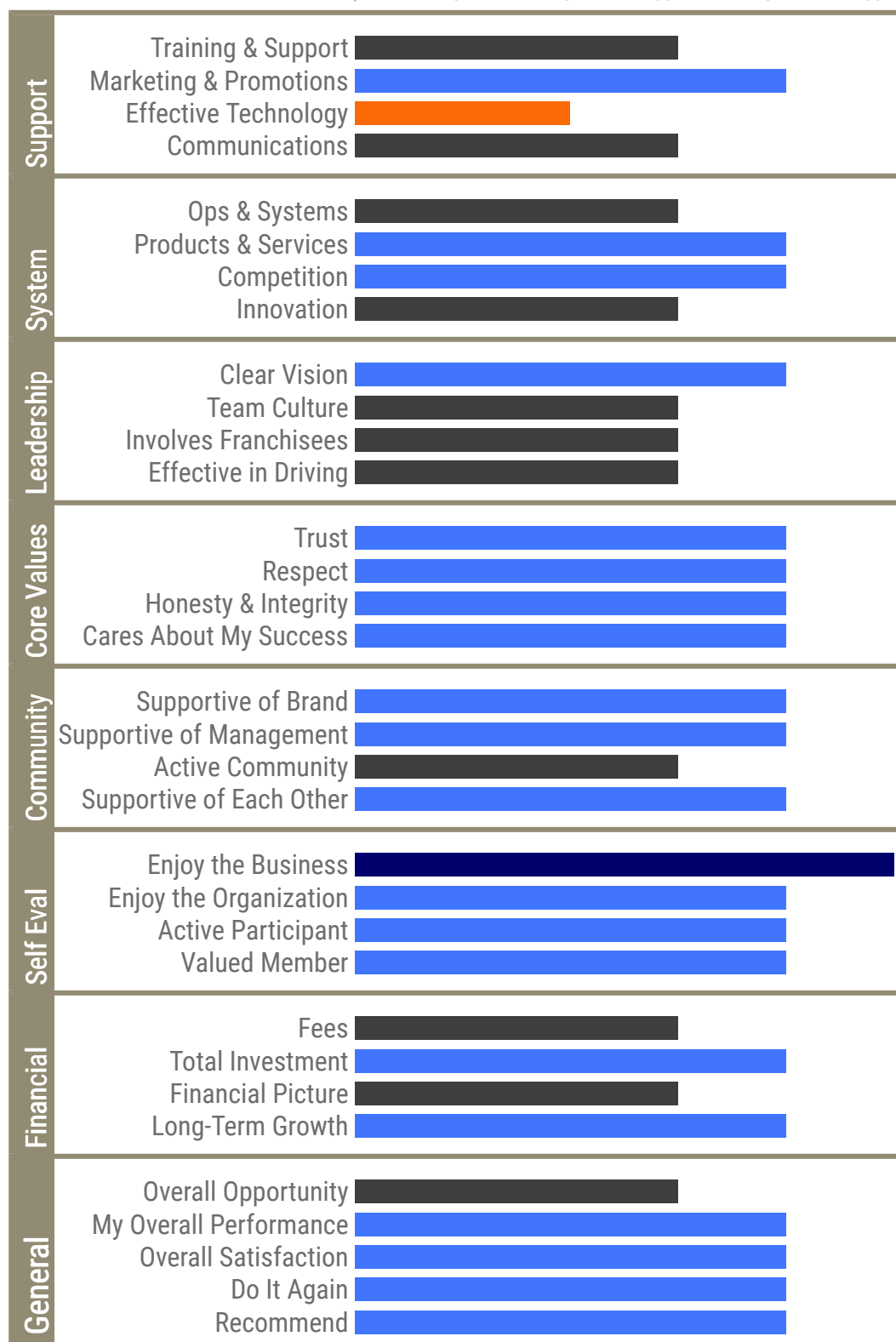
Age: 65+

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Comments

Teresa Jilmar

Training, Support, Marketing

Training is primarily in the tax area.

Individual Surveys

John Jittla

Participant FSI: 61.4

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Watkinsville, AZ

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

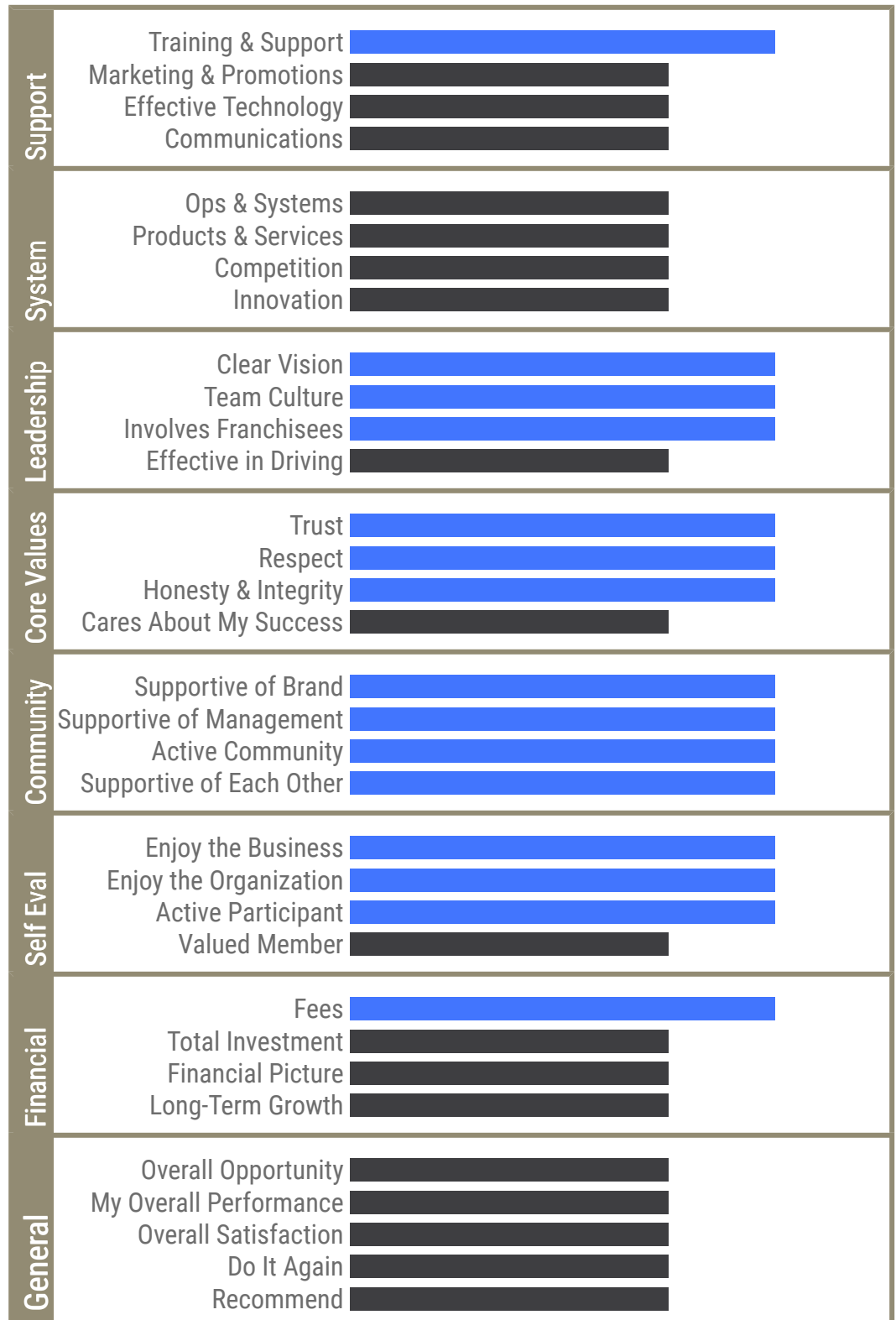
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Asian

Gender: male



Individual Surveys

Charles Jramar

Participant FSI: 86.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Pittsburgh, AL

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

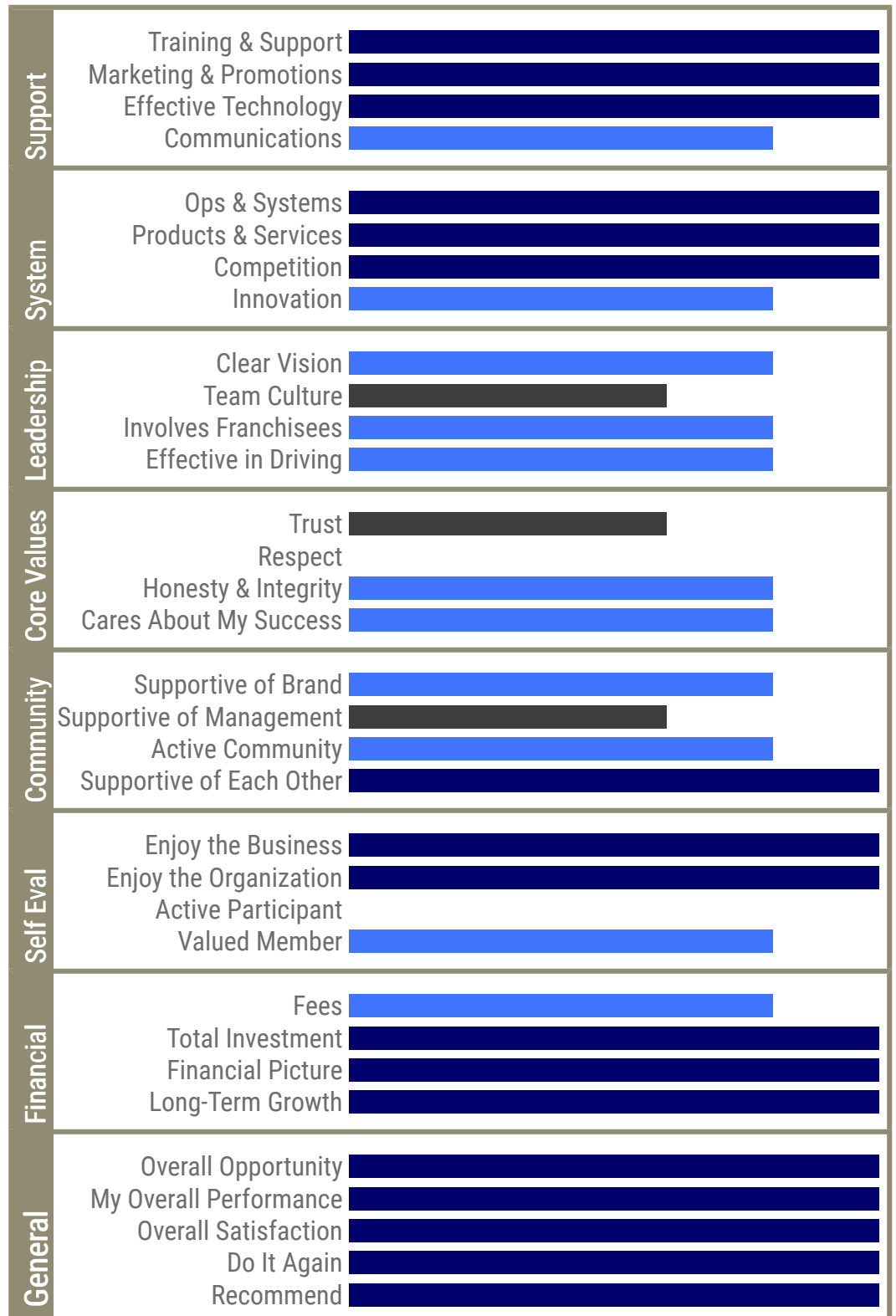
Region: Midwest US

Market: Large Market (250,000 -
499,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Karon Jrysl

Participant FSI: 78

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Denver, WV

Tenure: 10+ years

Units: 2 units / territories

Future Development: no

Region: Midwest US

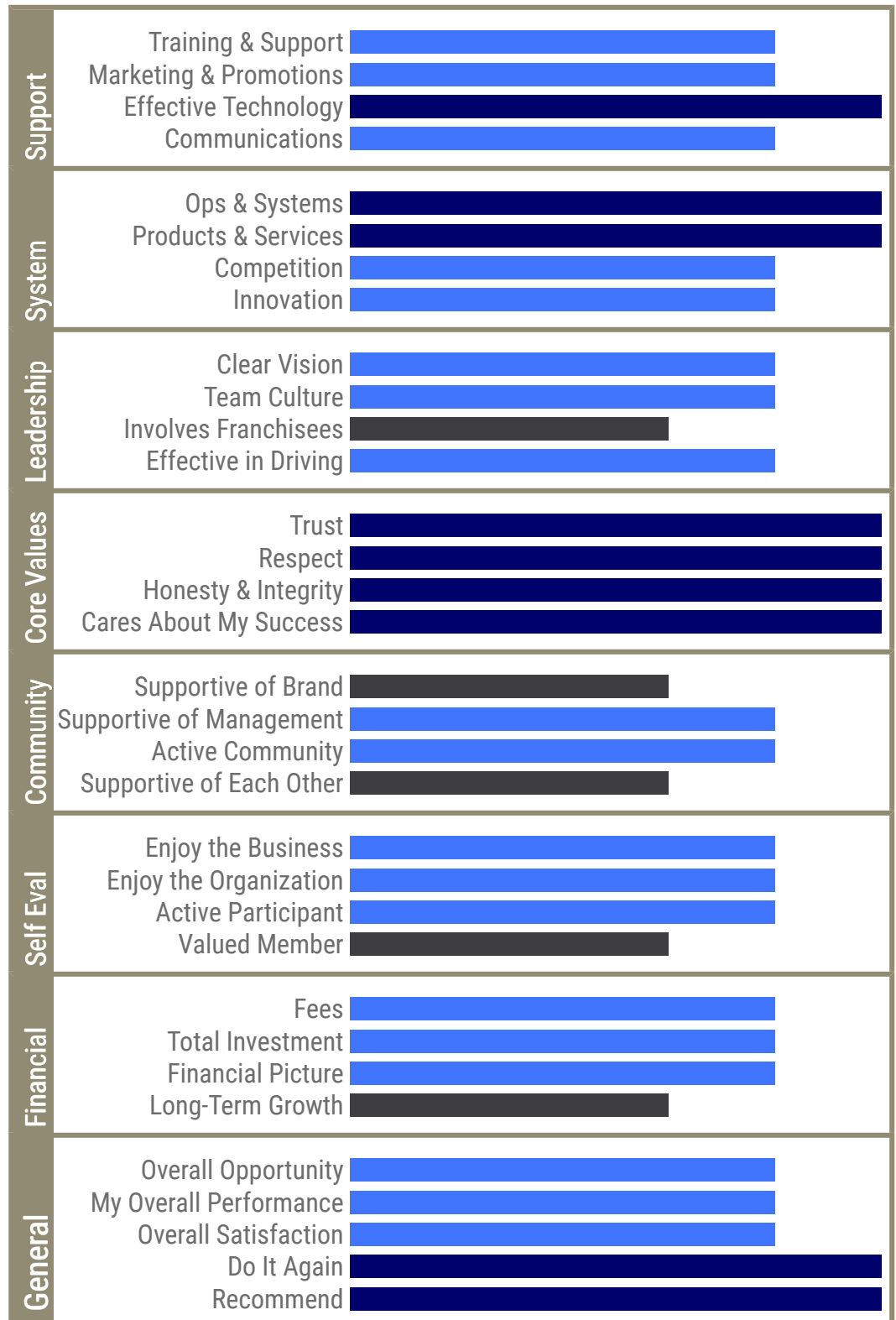
Market: Large Market (250,000 -

499,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Langdon KaFirta

Participant FSI: 61.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Stamford, CA

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

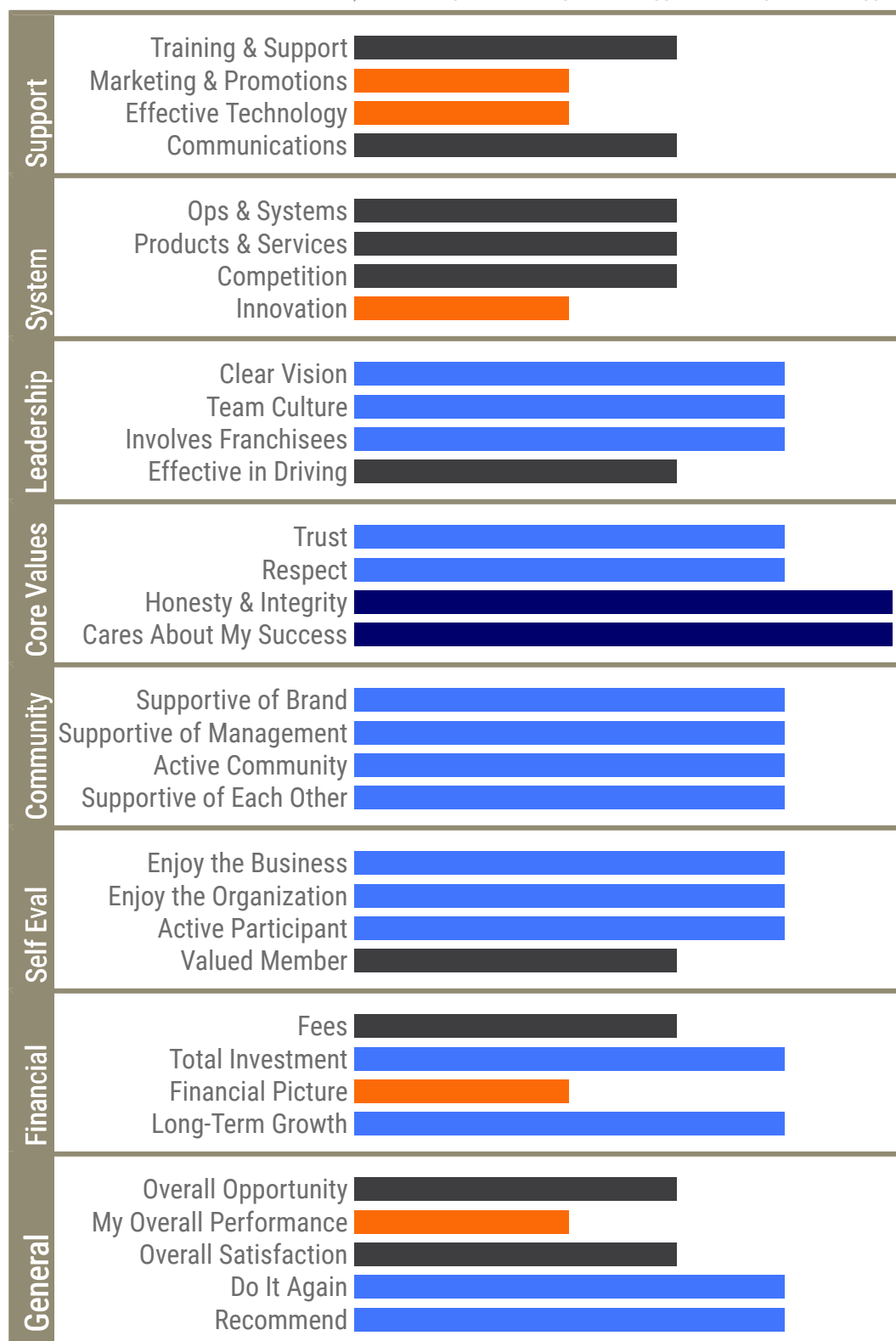
Region: Northeast US

Market: Major Metro (500,000+ population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Langdon KaFirta

Training, Support, Marketing

The marketing and sales programs are not strong enough to support franchisees with little or no selling experience.

Competition, Products/Services, Creativity

We need to get better technology to compete in the current environment and attract the next generation of business people.

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

Beef up the marketing and sales staff. There is tremendous support for operations but very little for marketing. Senior management says that marketing is the most important part of the job, yet the organization is not reflective of that focus.

Financial Opportunity

I am a first year franchisee. The expectations I had of client acquisition are nowhere near what is reality, and greatly differs from what I was led to believe.

Individual Surveys

Dominic Kai

Participant FSI: 58.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Tustin, FL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

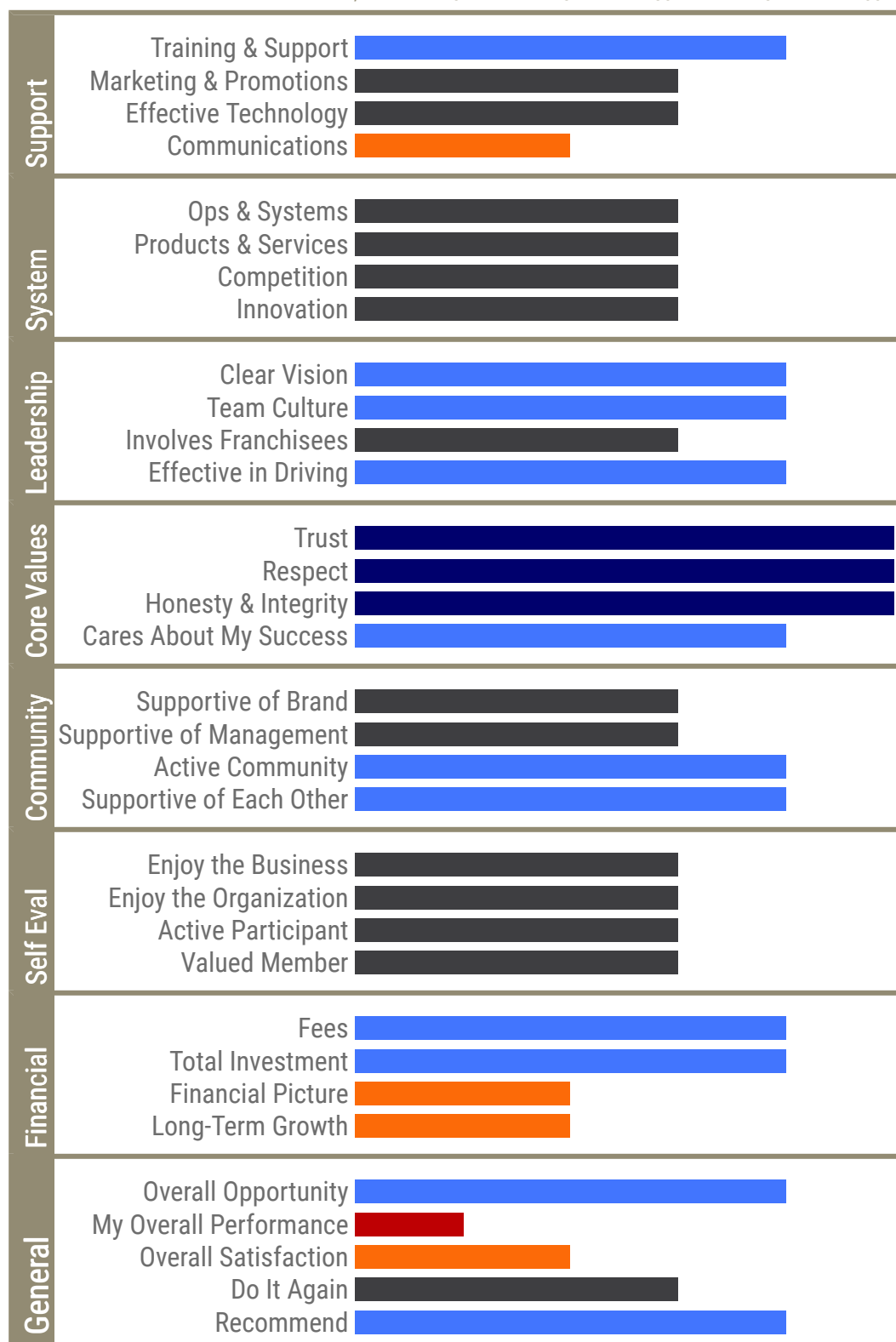
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

James Kamman

Participant FSI: 57.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Mesa, OK

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: Midwest US

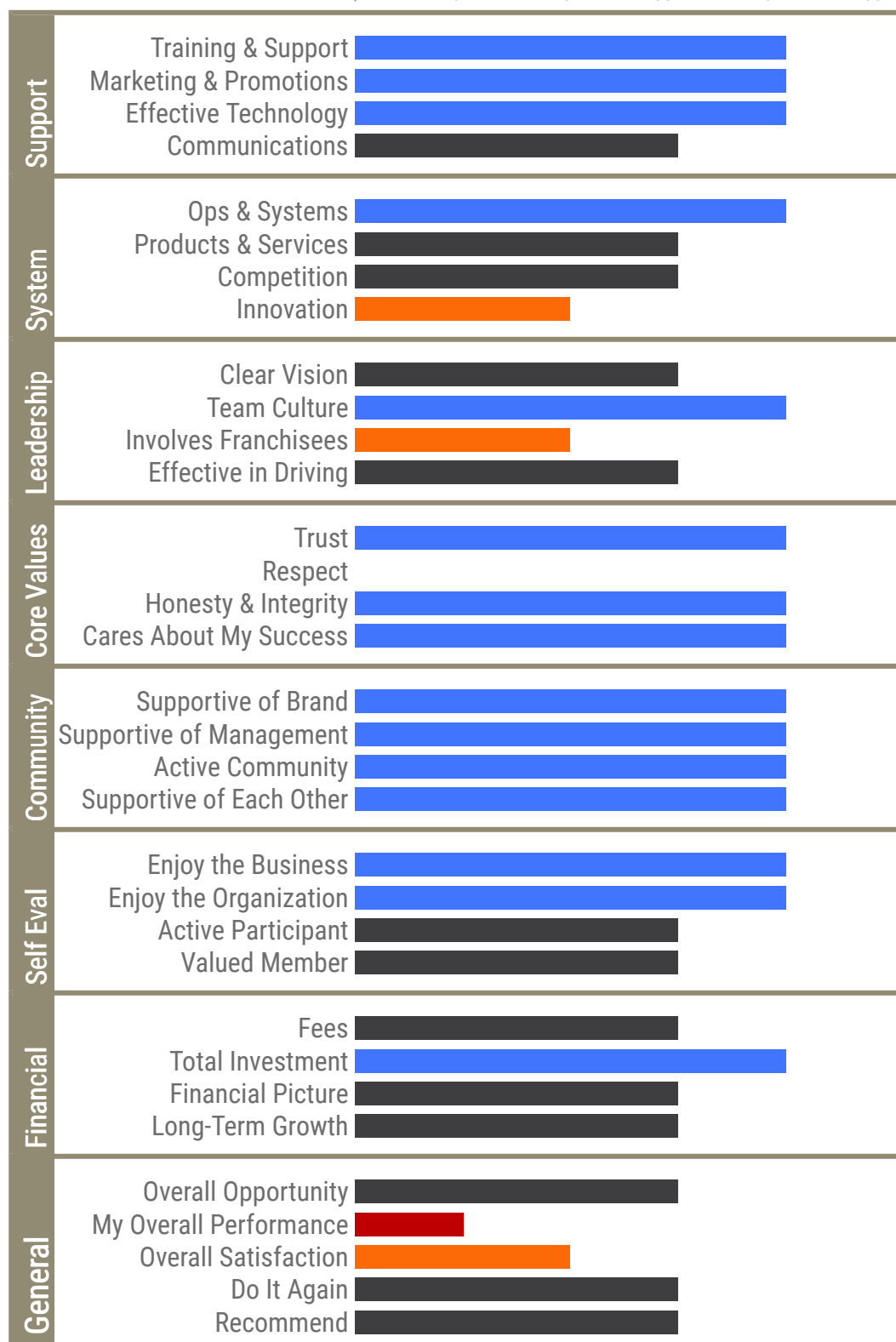
Market: Medium Market

(100,000 - 249,999 population)

Age: 25 - 34

Ethnicity: Caucasian

Gender: male



Individual Surveys

Dale Kavy

Participant FSI: 81.3

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Georgetown, FL

Tenure: 10+ years

Units: 4 units / territories

Future Development: no

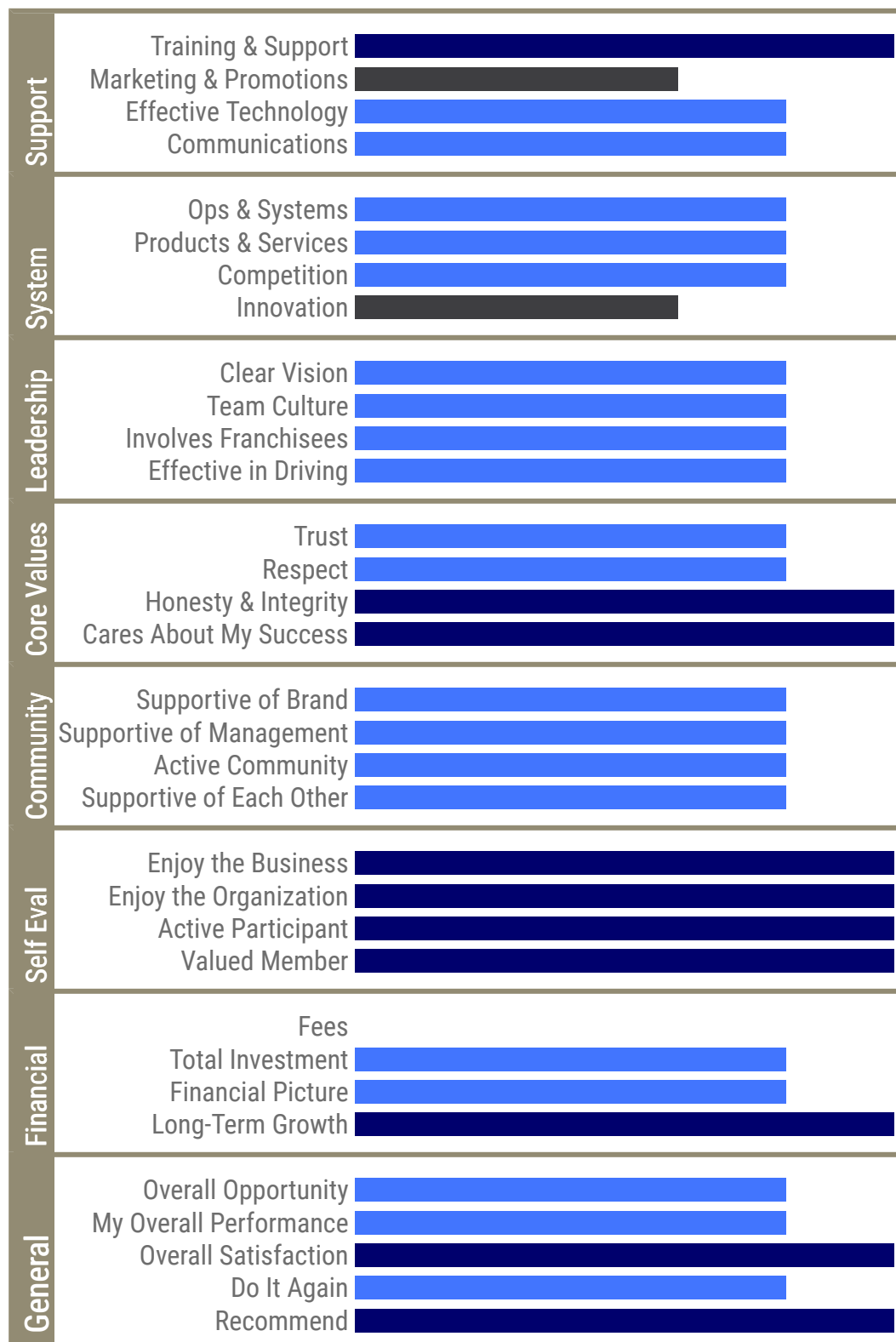
Region: South US

Market: Major Metro (500,000+ population)

Gender: male

Ethnicity: Caucasian

Age: 65+



Individual Surveys

David Kaysin

Participant FSI: 58.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Macon, TN

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

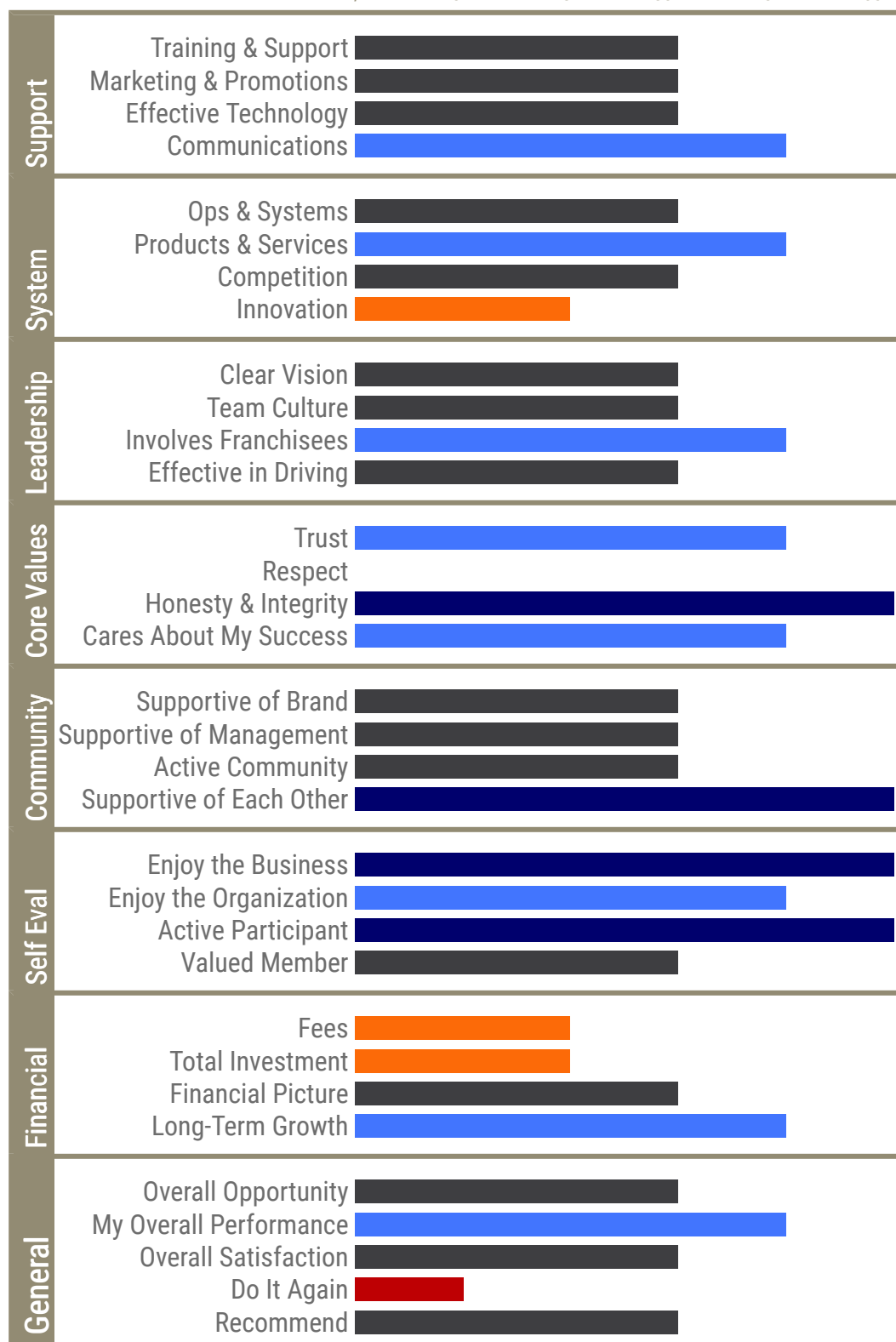
Region: South US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: female



Comments

David Kaysin

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

Communicate a clear plan and then provide periodic updates on progress.

Financial Opportunity

I feel that during this recession, the franchisor should have lowered the minimum royalty requirement to take into account the slower than normal growth experienced by new offices.

Individual Surveys

Jeffrey Kaysin

Participant FSI: 56.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Macon, AZ

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: West US

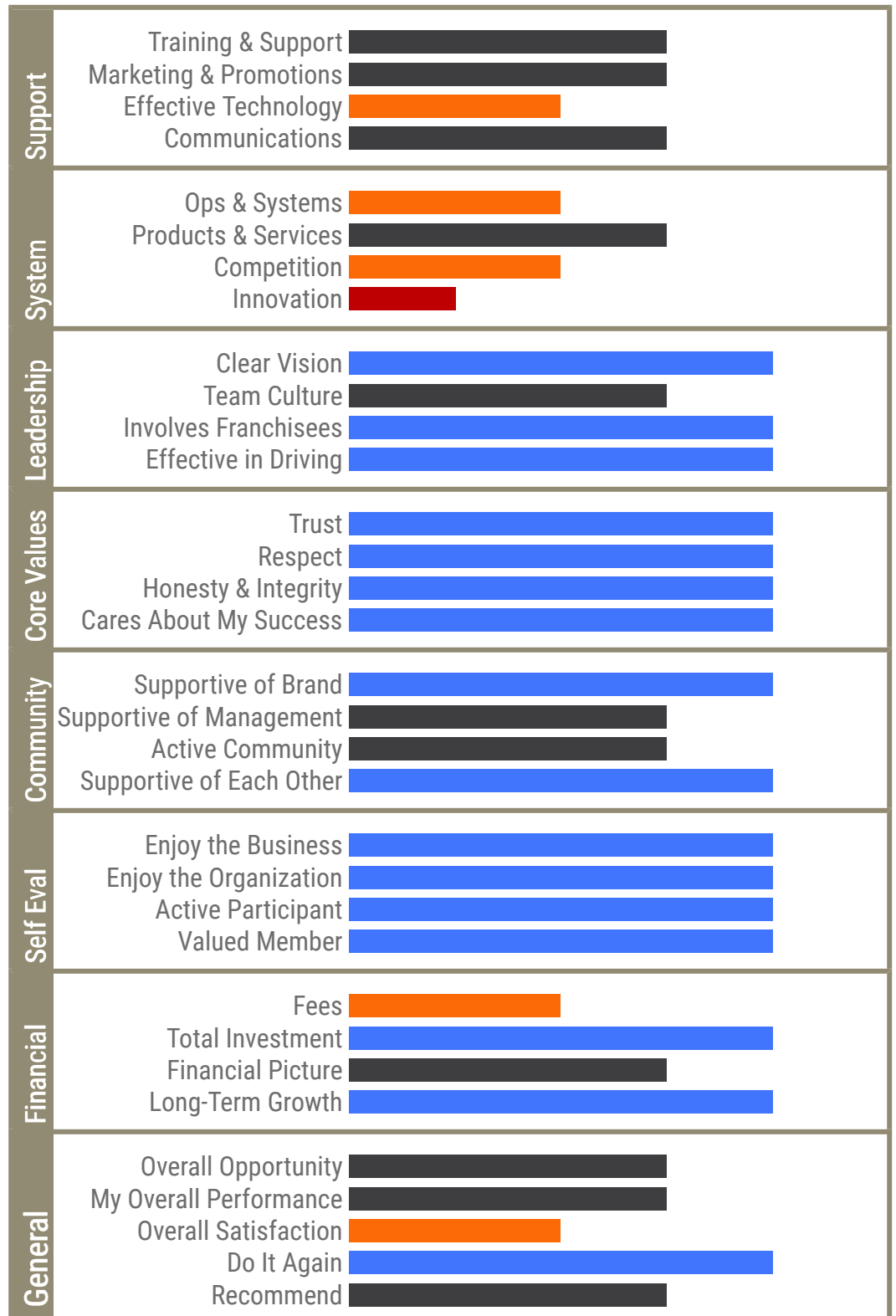
Market: Medium Market

(100,000 - 249,999 population)

Age: 25 - 34

Ethnicity: Other

Gender: male



Comments

Jeffrey Kaysin

Training, Support, Marketing

Overall training could be updated to reflect what's happening in the market place in terms of competition. Technology is easy to use, but could be improved as it is lacking features that are found in off the shelf software solutions.

Individual Surveys

Jeffrey Kaysin

Participant FSI: 65.9

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Macon, AZ

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

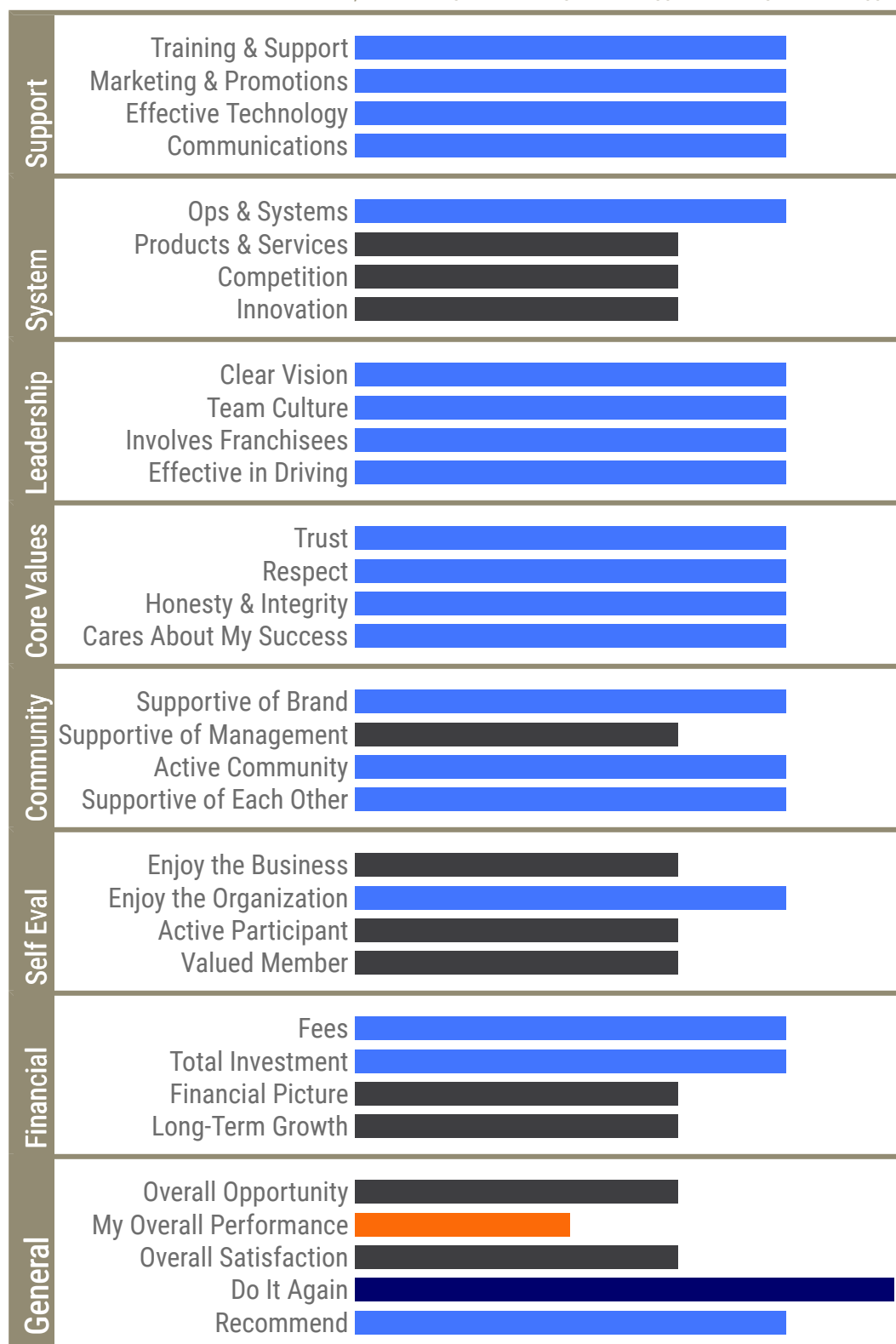
Market: Very Small Market

(Under 50,000 population)

Age: 45 - 54

Ethnicity: African American

Gender: male



Individual Surveys

Randy Kecas

Participant FSI: 87.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Scott Depot, WV

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably

Region: West US

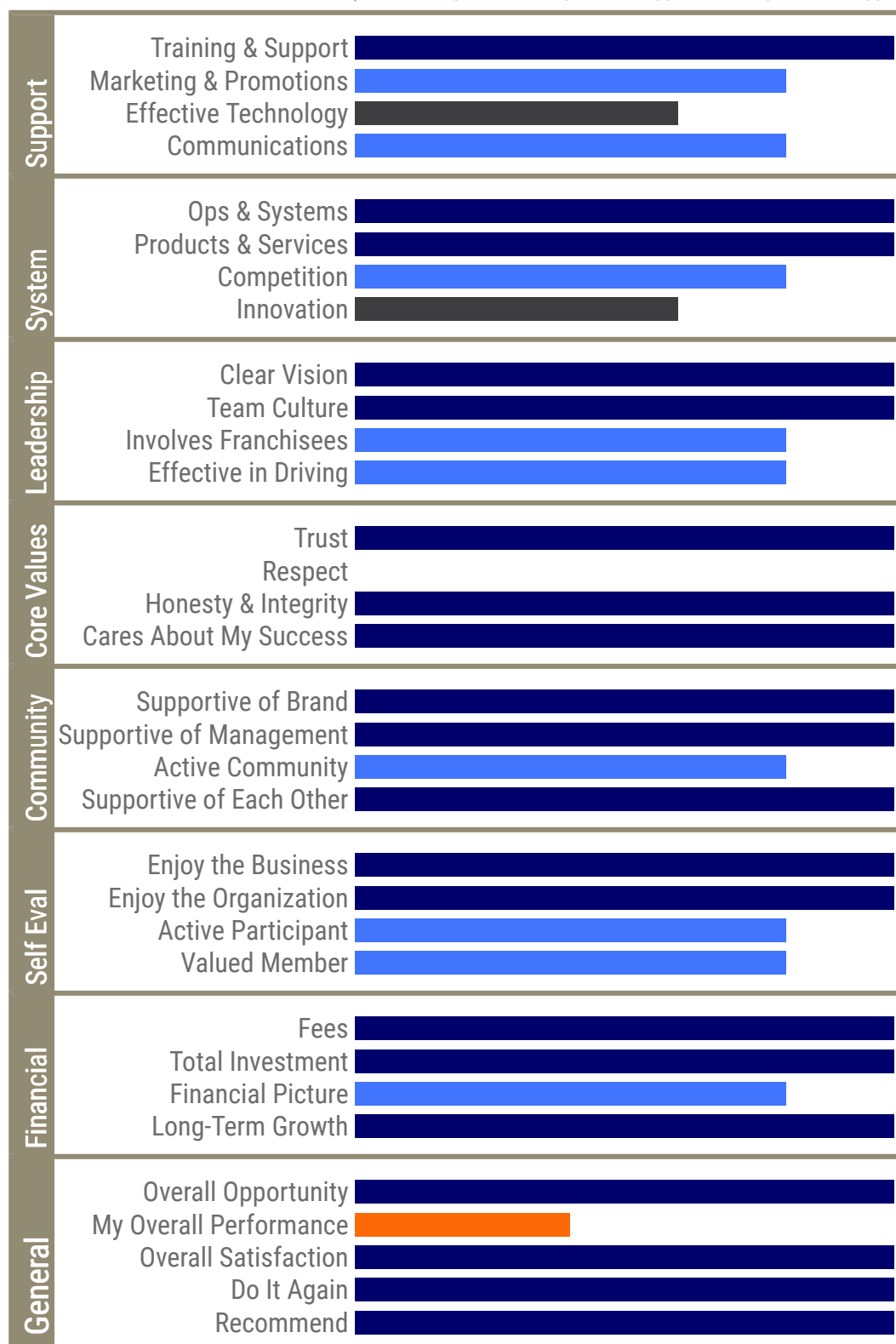
Market: Small Market (50,000 -

99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Randy Kickar

Participant FSI: 50

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Austin, WV

Tenure: 10+ years

Units: 2 units / territories

Future Development: maybe

Region: South US

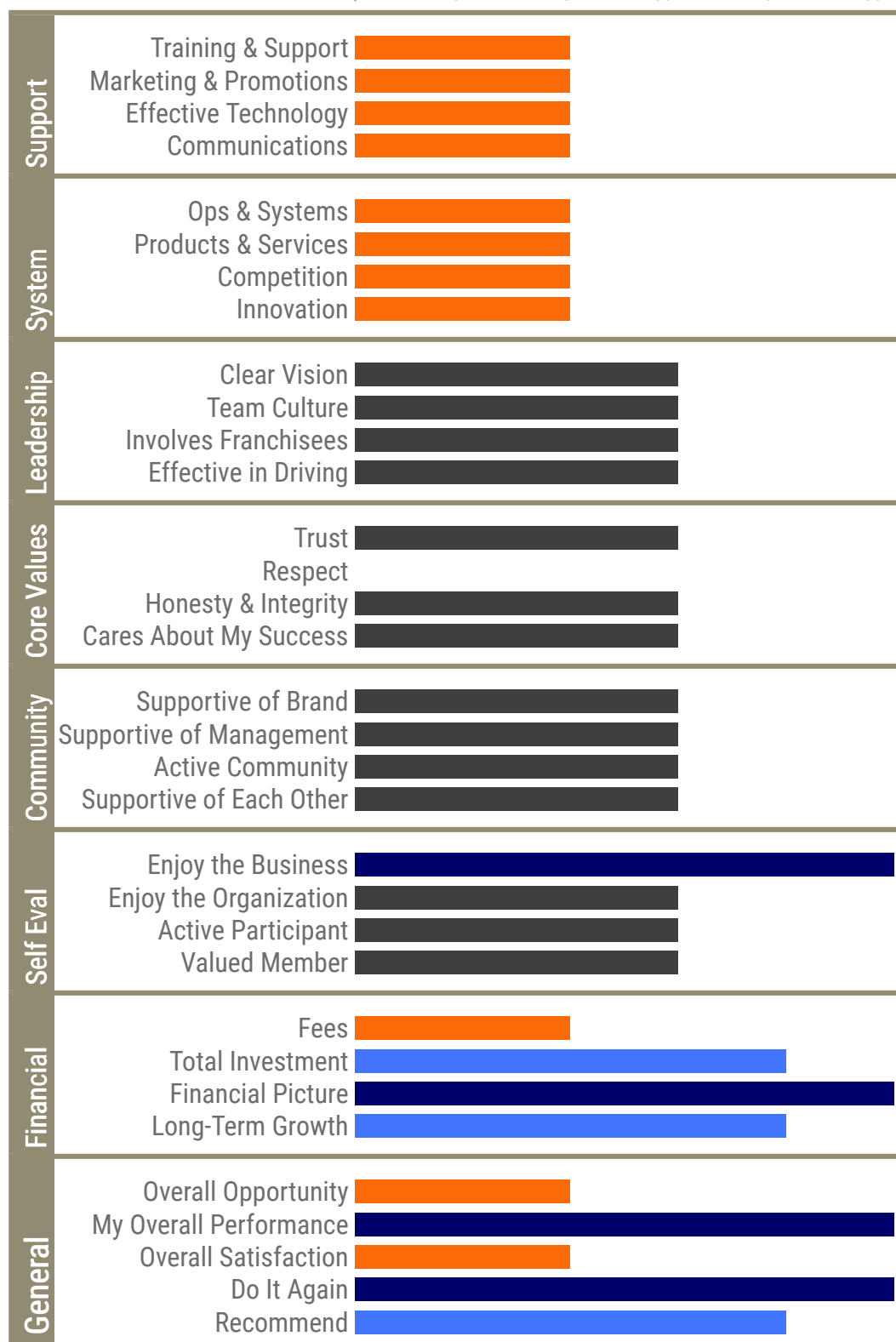
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Wayne Kinas

Participant FSI: 71.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Waterville, TX

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

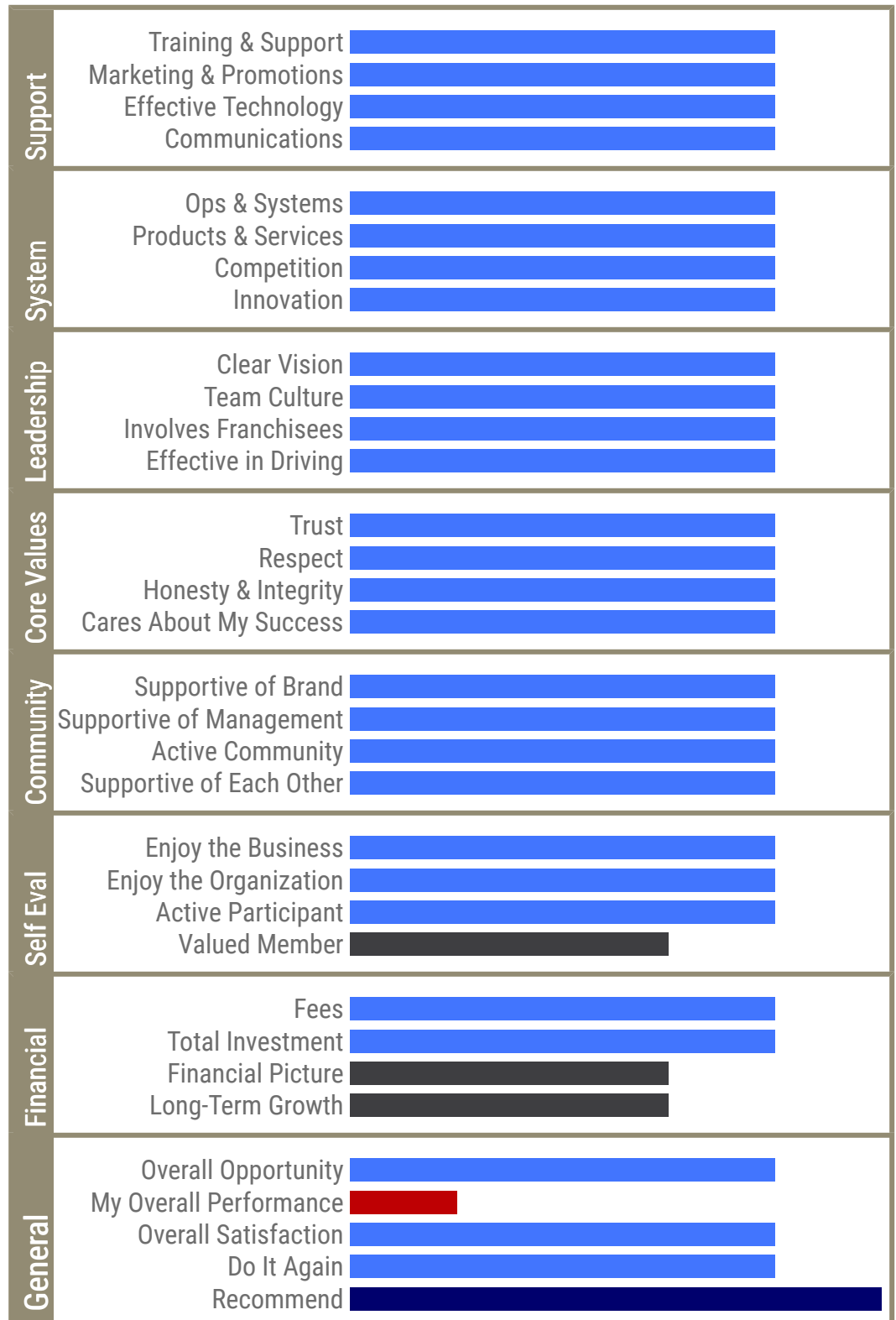
Region: South US

Market: Major Metro (500,000+
population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Jack Larila

Participant FSI: 67.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Port Charlotte, NY

Market: Major Metro (500,000+ population)

Region: South US

Future Development: maybe

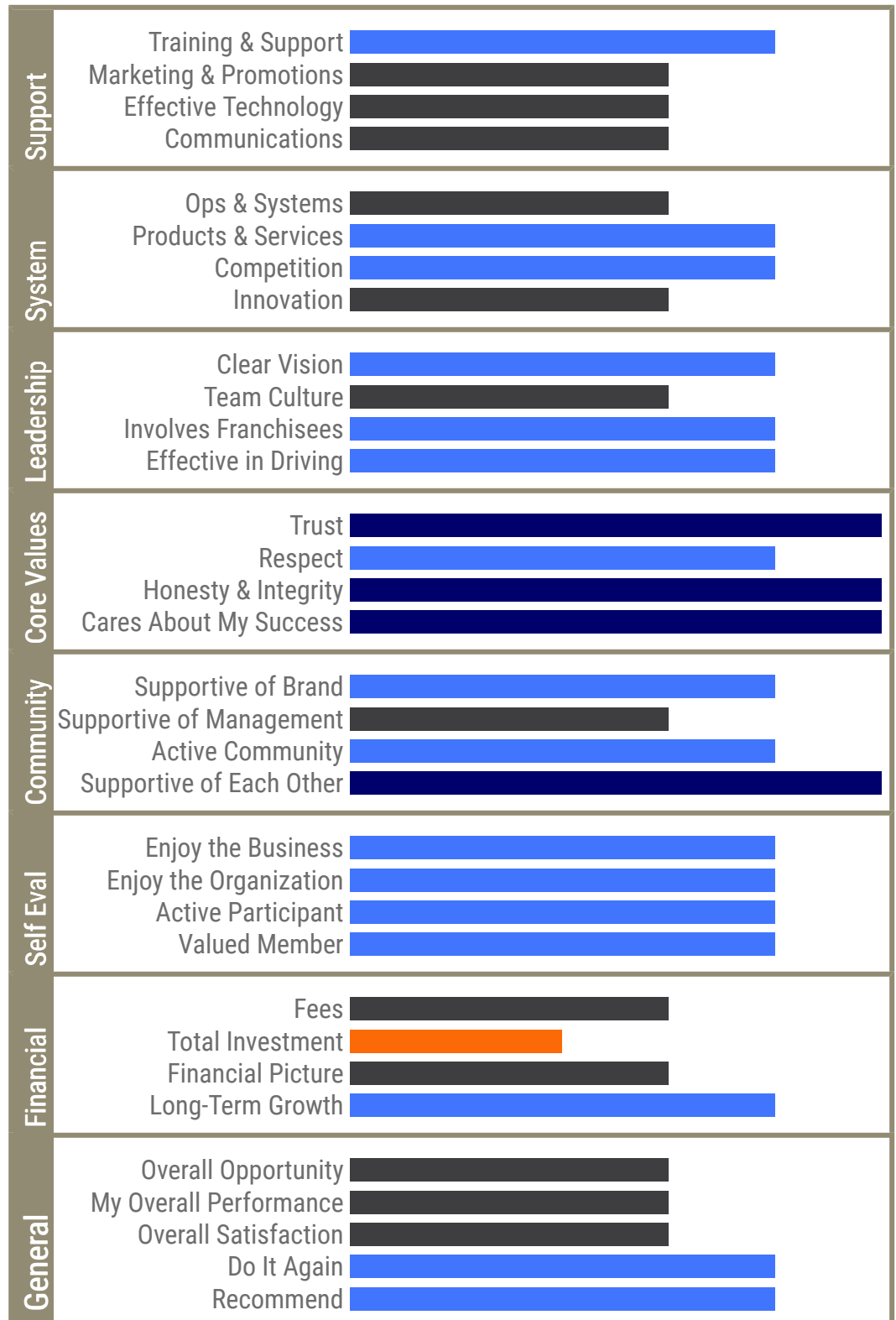
Units: single unit / territory

Tenure: less than 2 years

Gender: male

Ethnicity: Caucasian

Age: 35 - 44



Comments

Jack Larila

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

Manage the "home office" better. Discouraging to see the inconsistency in terms of professionalism and competence in Athens, GA.

Financial Opportunity

Fees charged for doing data entry portion of monthly write-ups (for newer franchisees) are unacceptable.

Individual Surveys

Tamera Liira

Participant FSI: 70.3

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

North Charleston, NE

Market: Medium Market

(100,000 - 249,999 population)

Region: Midwest US

Future Development: no

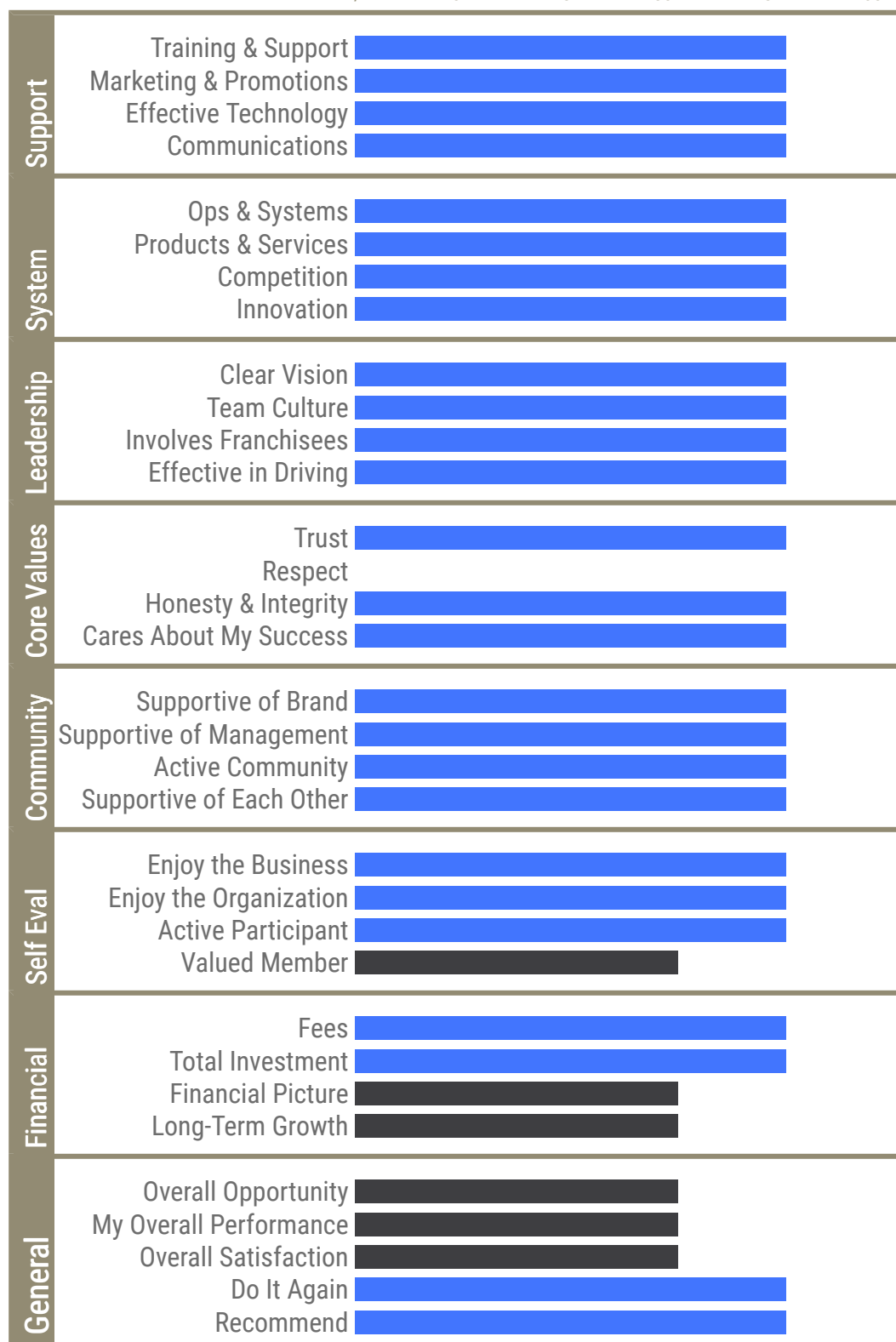
Units: 2 units / territories

Tenure: 10+ years

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

James Lilas(#2)

Participant FSI: 43.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Ardsley, MI

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

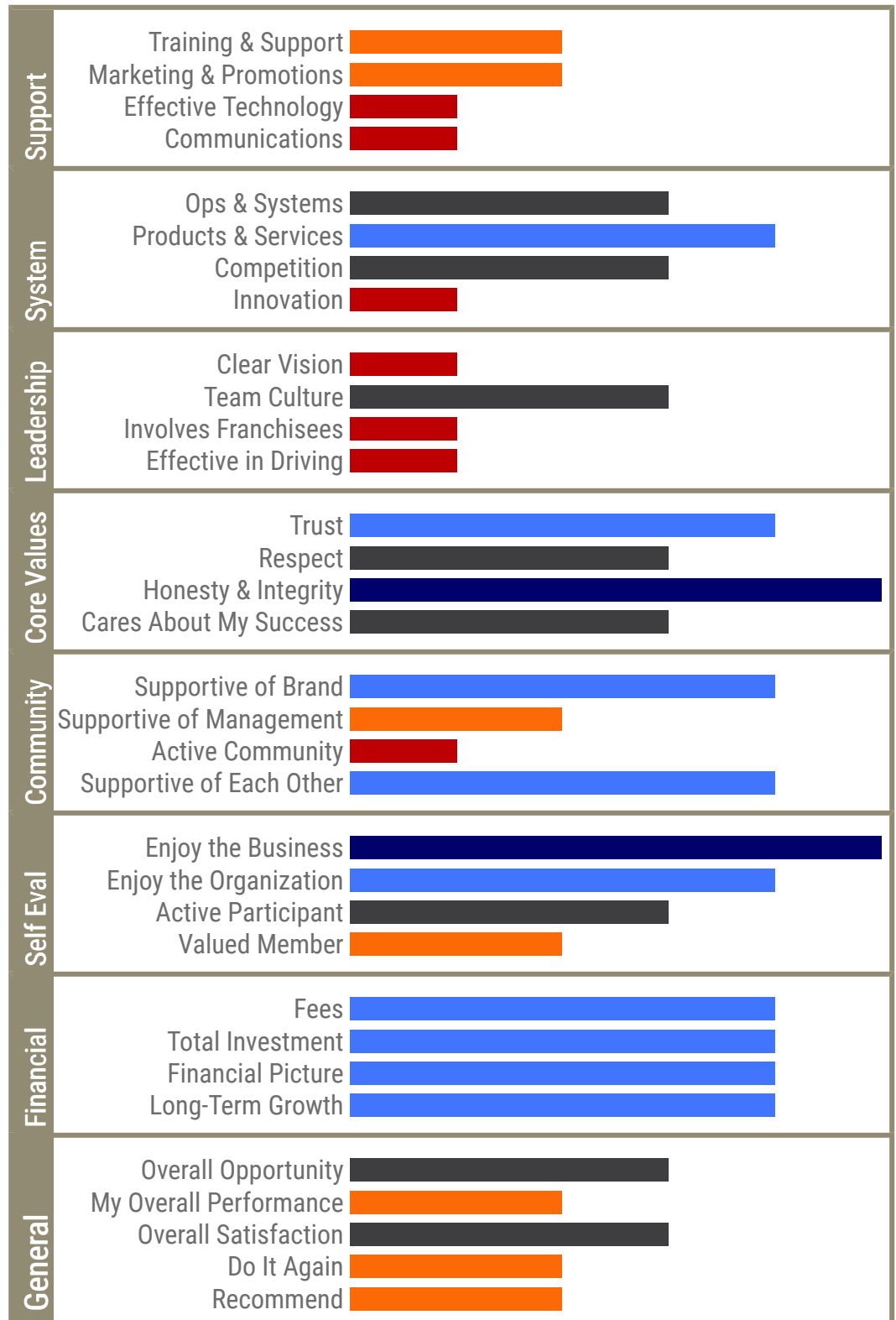
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

James Lilas(#2)

Training, Support, Marketing

Actual operations training is very good. Marketing training very poor as they keep changing marketing philosophy and programs. Teach one program and promote others.

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

Senior management is not in touch with the average franchise. Senior management has changed vision and directions multiple times in last 5 years.

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

Core values of integrity, accuracy and ethics never waivers. It is hard to respect franchisor when you don't believe they know hoe to grow the business.

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

Very little communication with other franchisees. We are all too busy trying to survive. Many of the franchisees are exceptional to work with, others offer no solutions to the problems that exist.

Individual Surveys

Kay Lillar

Participant FSI: 92.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Farmington Hills, MI

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

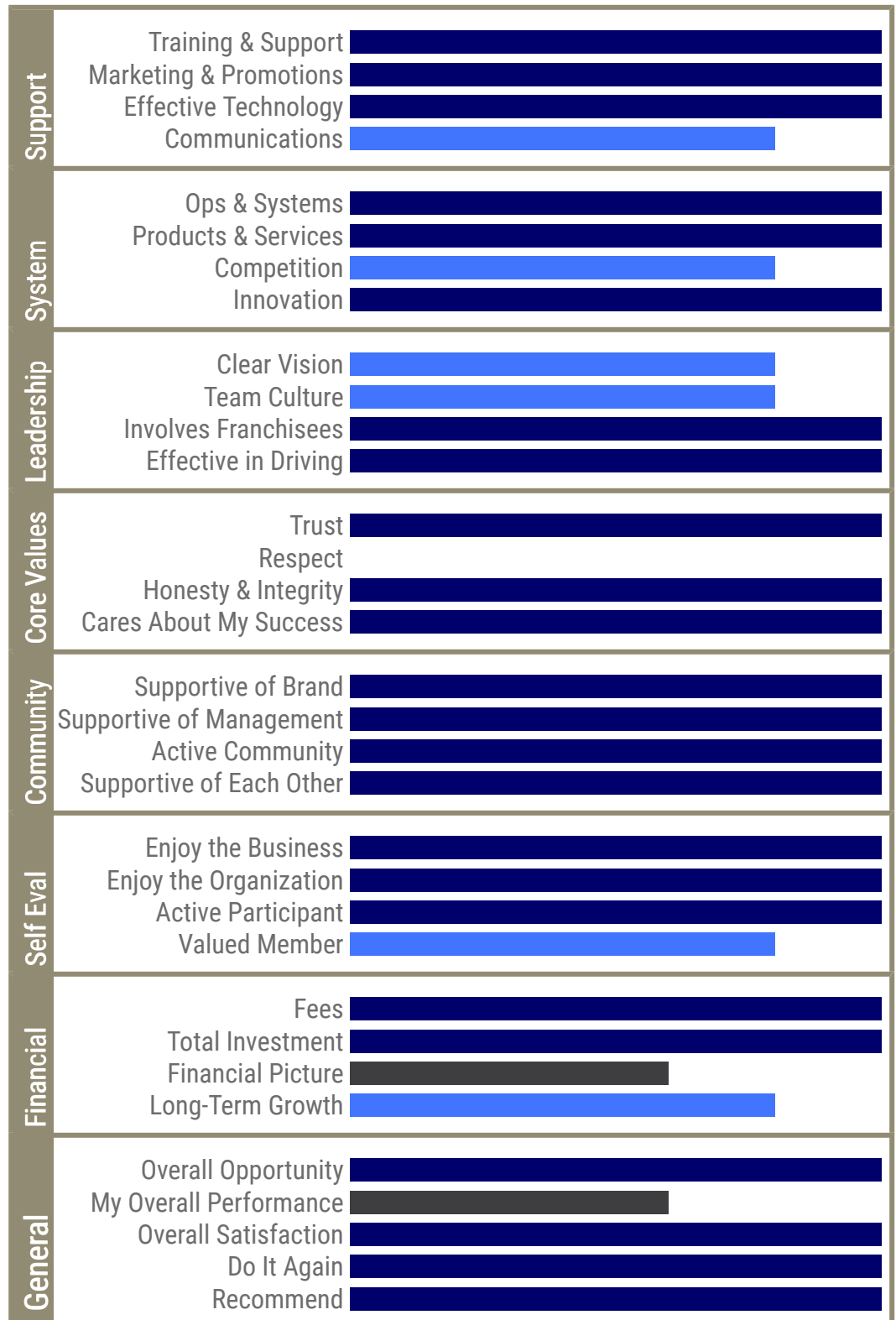
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Nanette Lillar

Participant FSI: 76.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Kalamazoo, CO

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: West US

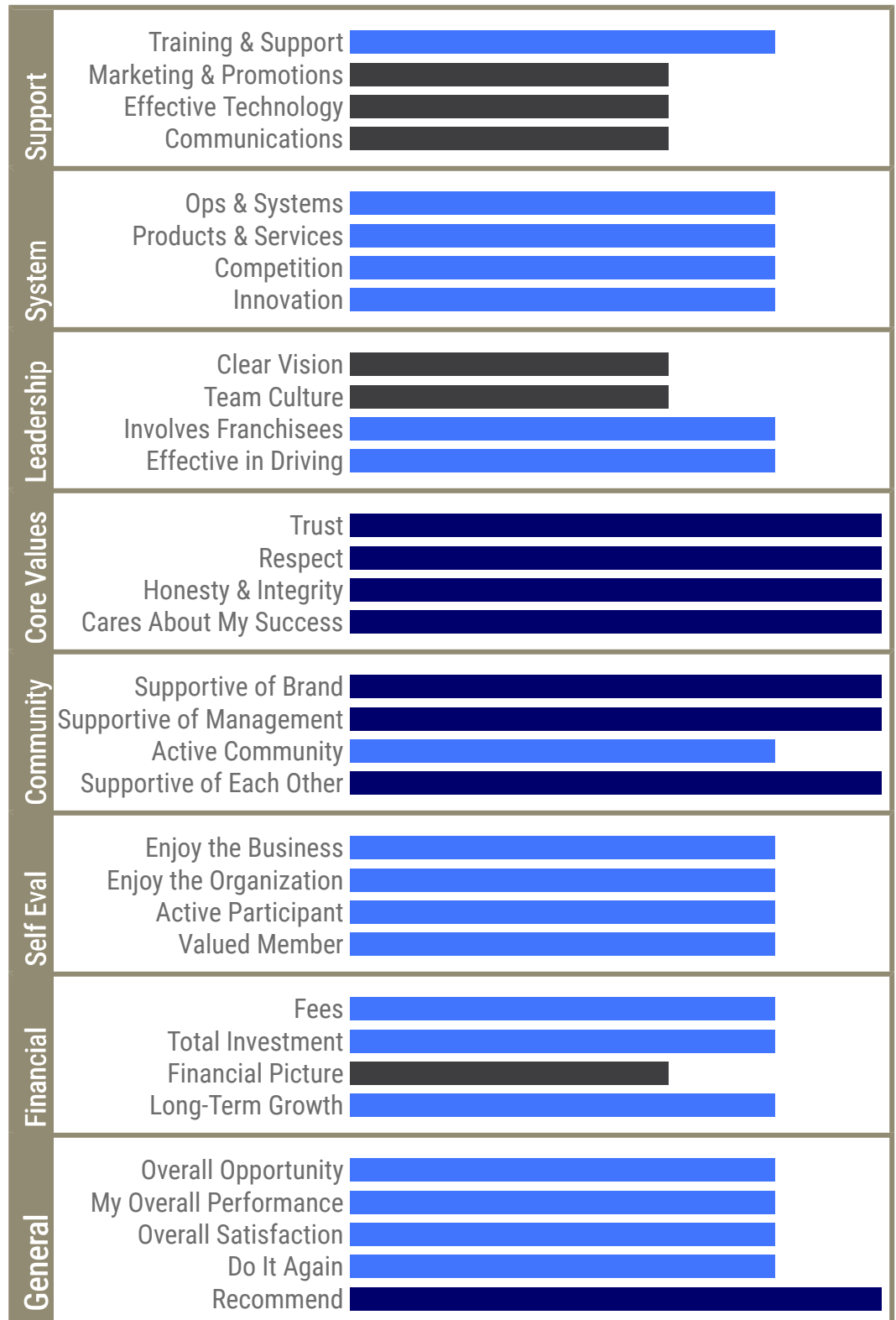
Market: Large Market (250,000 -

499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ron Lillar

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Kalamazoo, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

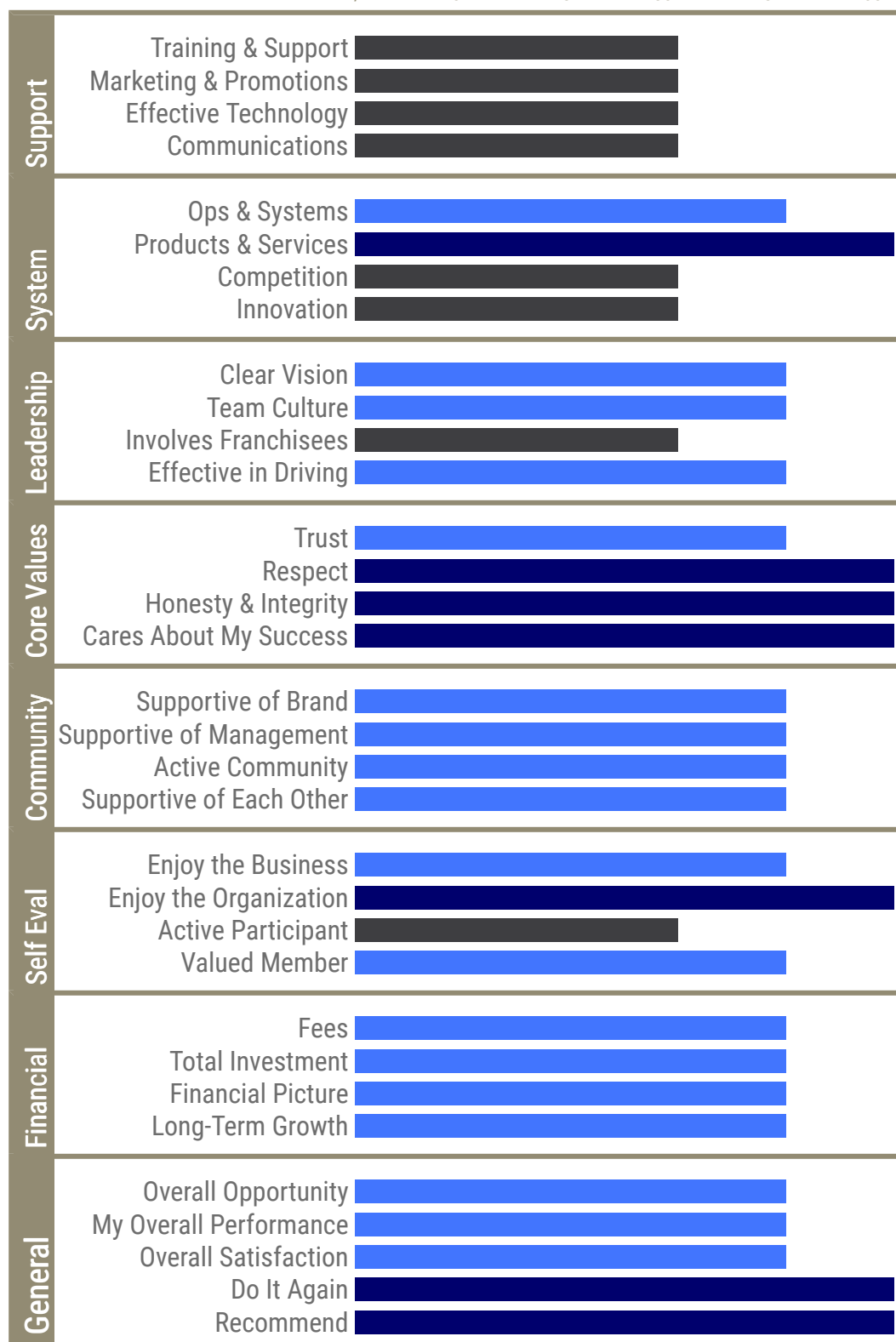
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Kathy Linahan

Participant FSI: 60.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Chapel Hill, SC

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: West US

Market: Small Market (50,000 -

99,999 population)

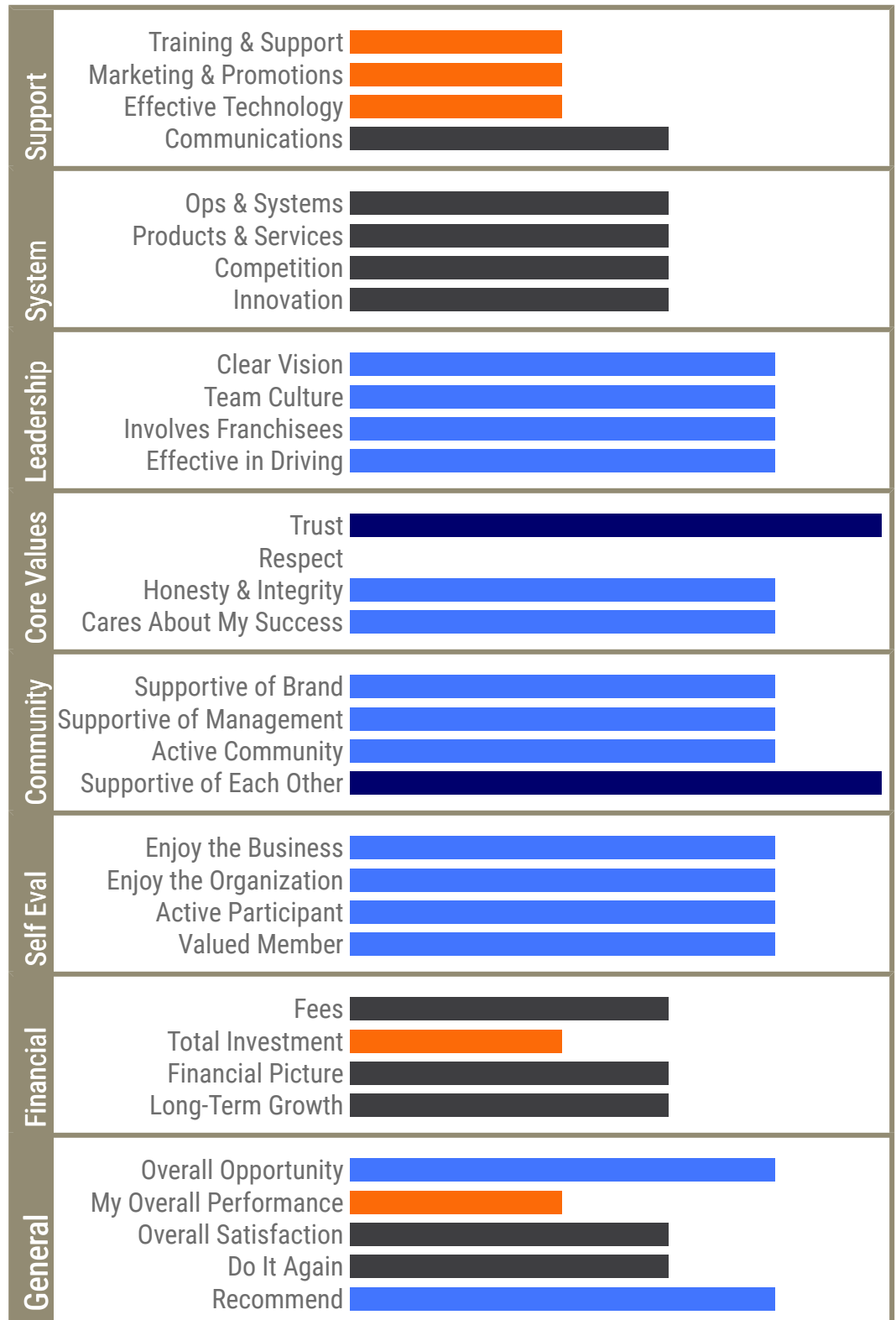
Age: 45 - 54

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Comments

Kathy Linahan

Training, Support, Marketing

Improvements in the use of Technology would be helpful

Individual Surveys

Arlene Liwray

Participant FSI: 51.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Lincoln, NY

Market: Large Market (250,000 -

499,999 population)

Region: Midwest US

Future Development: no

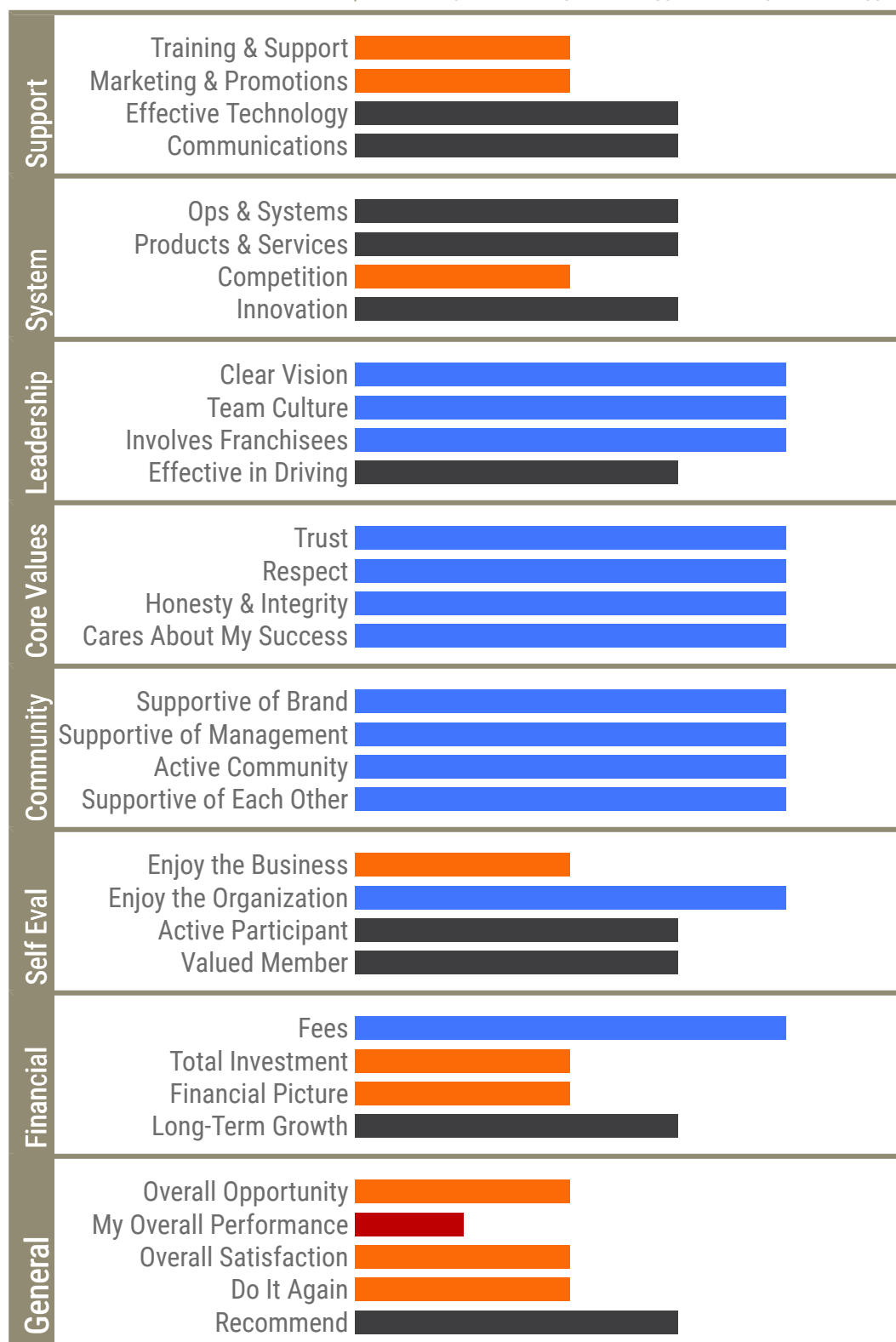
Units: single unit / territory

Tenure: less than 2 years

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Arlene Liwray

Training, Support, Marketing

I did not feel adequately prepared for marketing and sales after the initial training program. There was not enough time devoted to the sales process and closing in the initial training and there should be more followup in the field training on this. The bi-weekly operations training webconference has been very useful and should be extended to contain more sales and marketing training. The better closing workshop in October was very good and should be extended to all offices via webconference.

Competition, Products/Services, Creativity

Products and services are typically better than the competition thereby increasing competitiveness. Prices are usually higher than competition which reduces market competitiveness.

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

Focus more time and resources on making new franchisees more successful. I like the new vision, culture and plans for the future. Effectiveness will in large part be determined by the successful implementation of these.

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

Franchisee support at the national level as demonstrated by the council and the annual conference is good. I would like to see more support at the local/regional level.

Financial Opportunity

The sales process and in particular closing is much more difficult than I had expected. In my experience, the close rate is much lower for a new office than it is for an established office which makes using the average rate somewhat misleading.

Individual Surveys

James Maejikaitis

Participant FSI: 62.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Tempe, TX

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably

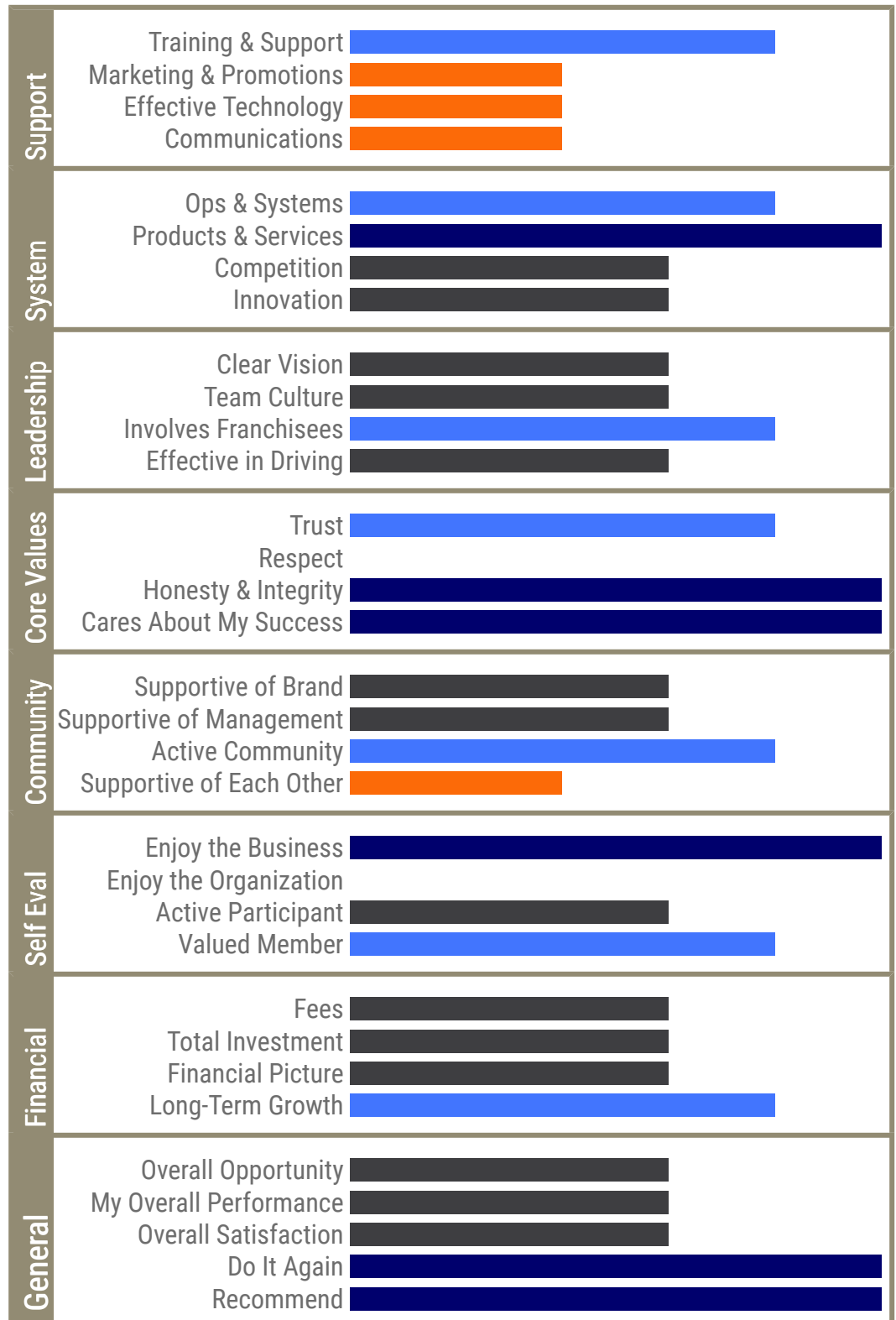
Region: South US

Market: Major Metro (500,000+ population)

Age: 35 - 44

Ethnicity: Hispanic

Gender: male



Comments

James Maejikaits

Training, Support, Marketing

I believe that Molly Wally's needs to enforce the technology and communication within the franchise owners to share experiences.

Competition, Products/Services, Creativity

We need to have franchise internal audits on the system to standardize all procedures.

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

Molly Wally's needs to be more strong on standardize the products and system and need to make mandatory the interaction between franchisees

Individual Surveys

Bob Malsin

Participant FSI: 62.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

San Antonio, IL

Tenure: 10+ years

Units: 2 units / territories

Future Development: no

Region: Midwest US

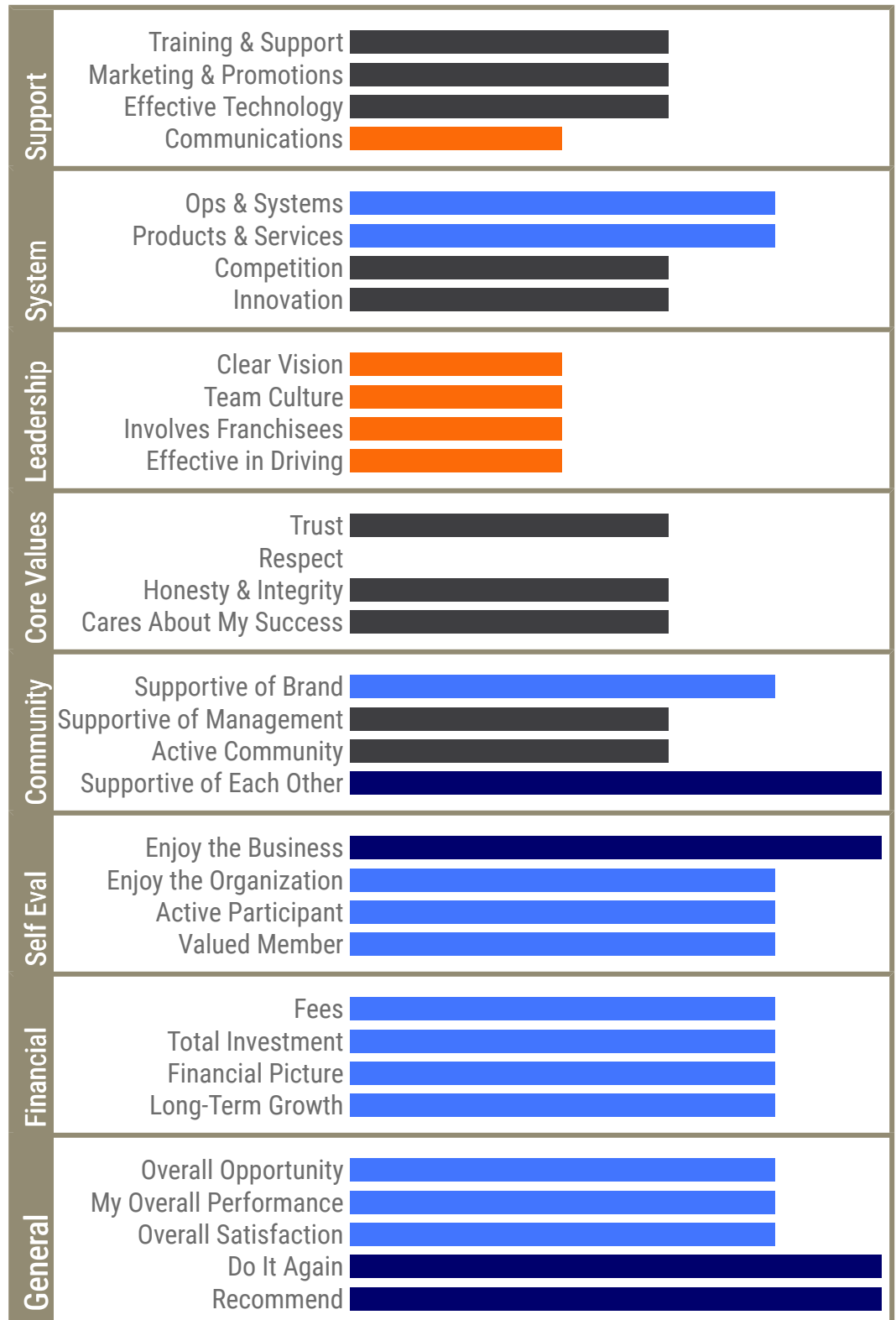
Market: Large Market (250,000 -

499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Dick Mawall

Participant FSI: 15.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Matthews, MT

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: no

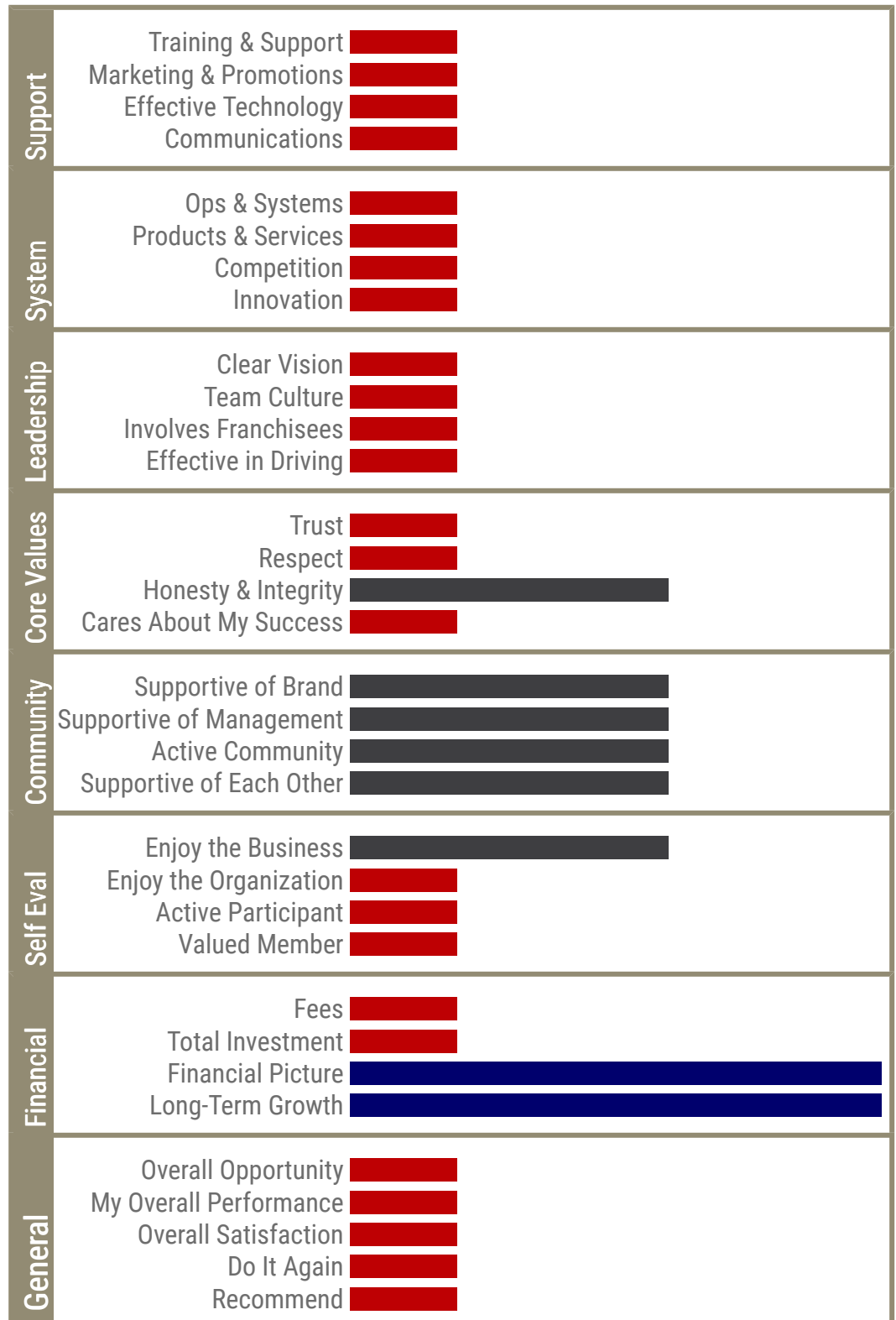
Region: West US

Market: Major Metro (500,000+
population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Fred Mawall

Participant FSI: 43.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Matthews, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

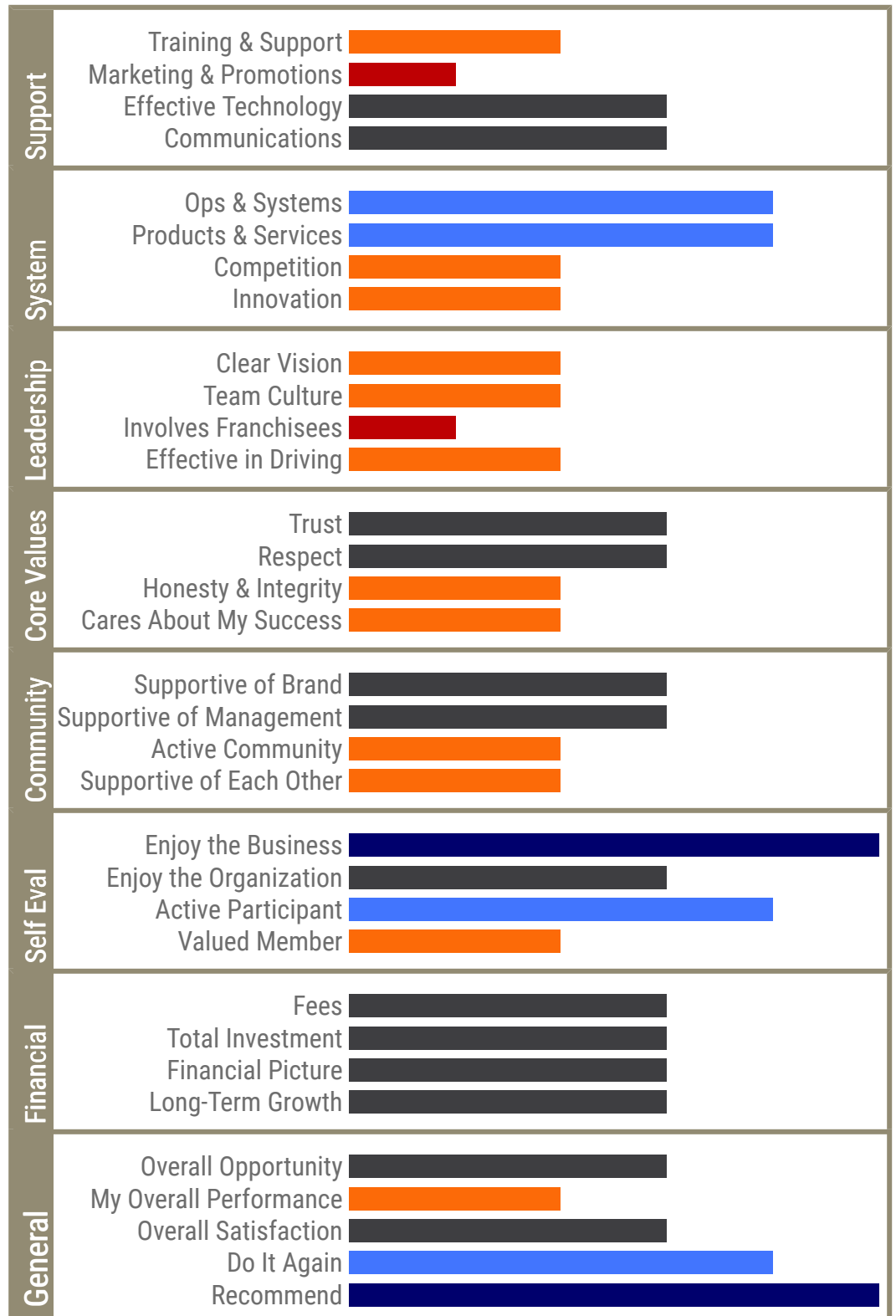
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Native American

Gender: male



Comments

Fred Mawall

Training, Support, Marketing

I think if they would answer their phones and quit using voice mail to screen their calls it would help. I can hardly ever get a real person on the phone. There for support is lacking from lack of communication.

Competition, Products/Services, Creativity

They spend too much time on trying to be a big deal, and not taking care of their clients, us the franchise. They are more interested in what new deal they can make for themselves than what they can do for us. They do not seem to realize if we are blessed they will be as well. They would sale more franchises, if the ones they have prosper

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

quit trying to carry us to places we do not want to go, pay attention to us, not your personal dreams of glory

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

they are to busy making deals that no one wants but them. If they want the brand to grow, let it be through us, not around us. They are always making deals that do not pan out, as if no forethought had been given to it.

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

The "brand" means nothing to my clients, they do business with me, regardless of the name of the company. The franchiser only supports the brand to sale, not to support. Its hard to build the brand when you never know what is going to fall through the cracks with the deal making from management

Financial Opportunity

the current economy has a direct relation to the financial opportunity of my business. If government would get out of the picture and let things be, life would be so much easier. But the current administration has a cradle to grave thought process. The world has gone PC nuts and nothing can be done

Individual Surveys

Lisa McCaeghay

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Northford, SC

Tenure: less than 2 years

Units: single unit / territory

Future Development: yes

Region: West US

Market: Medium Market

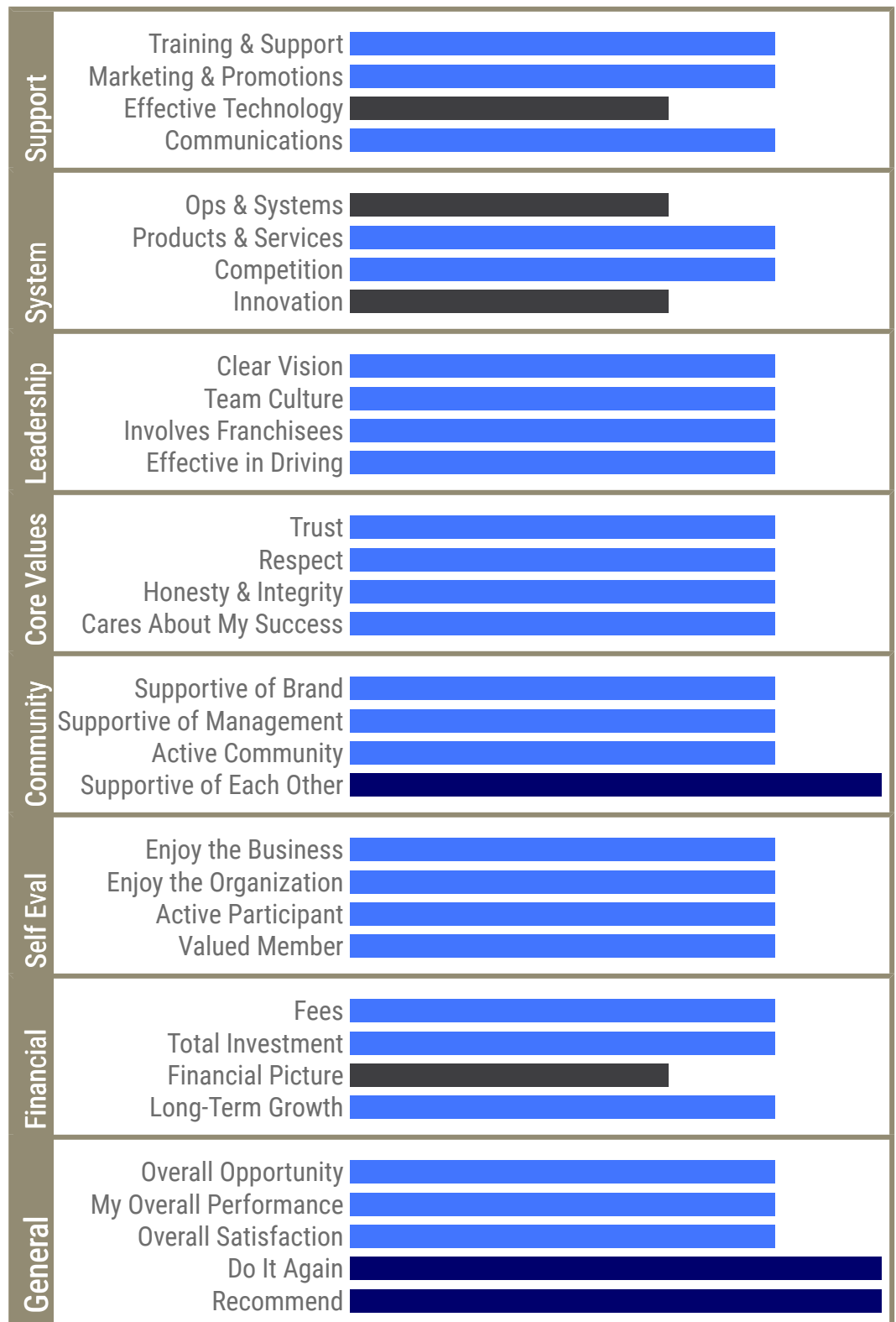
(100,000 - 249,999 population)

Market: Major Metro (500,000+ population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Bill McCarthy

Participant FSI: 60.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Boise, CT

Tenure: less than 2 years

Units: single unit / territory

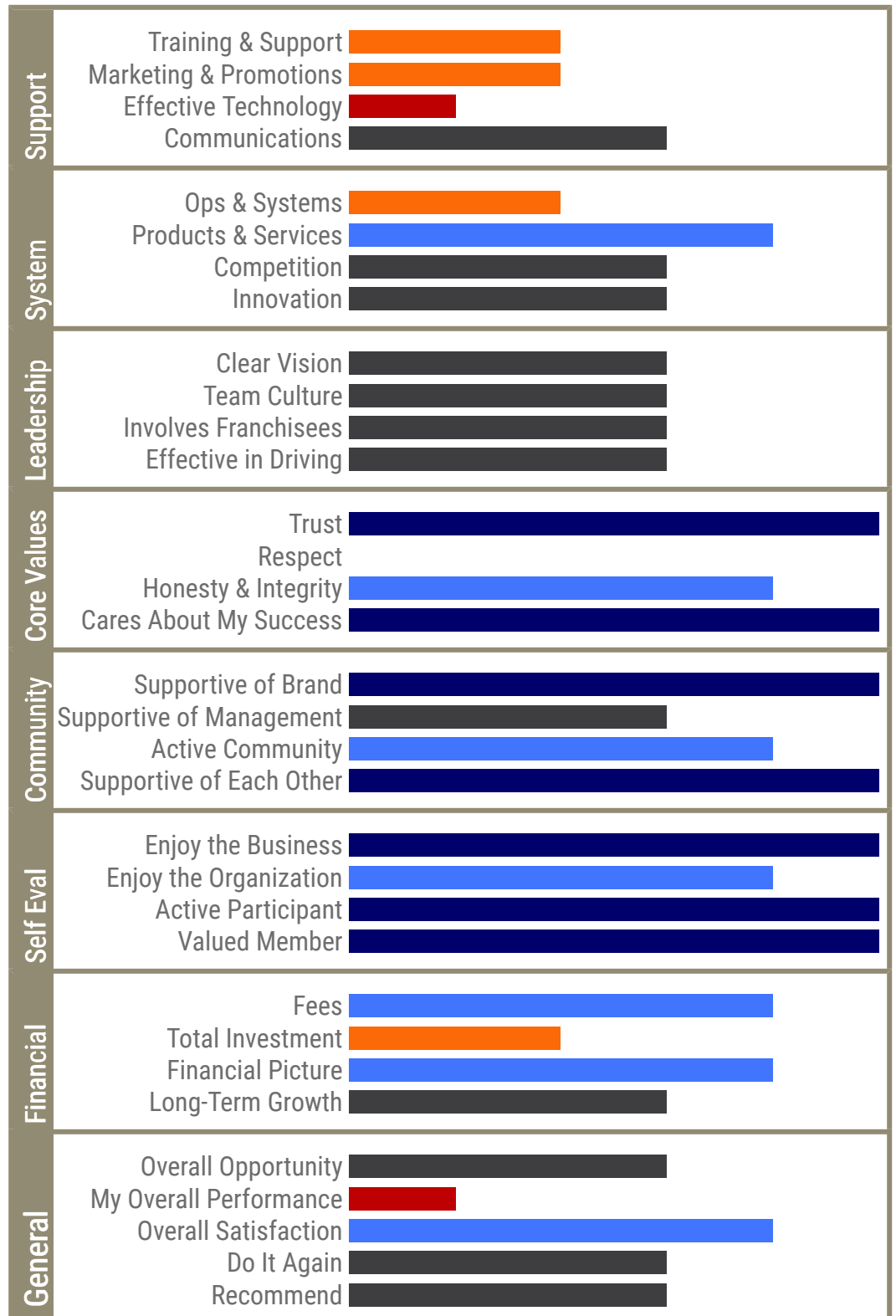
Future Development: maybe

Region: South US

Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64



Individual Surveys

Susan McCinnall

Participant FSI: 78.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Charleston, SC

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

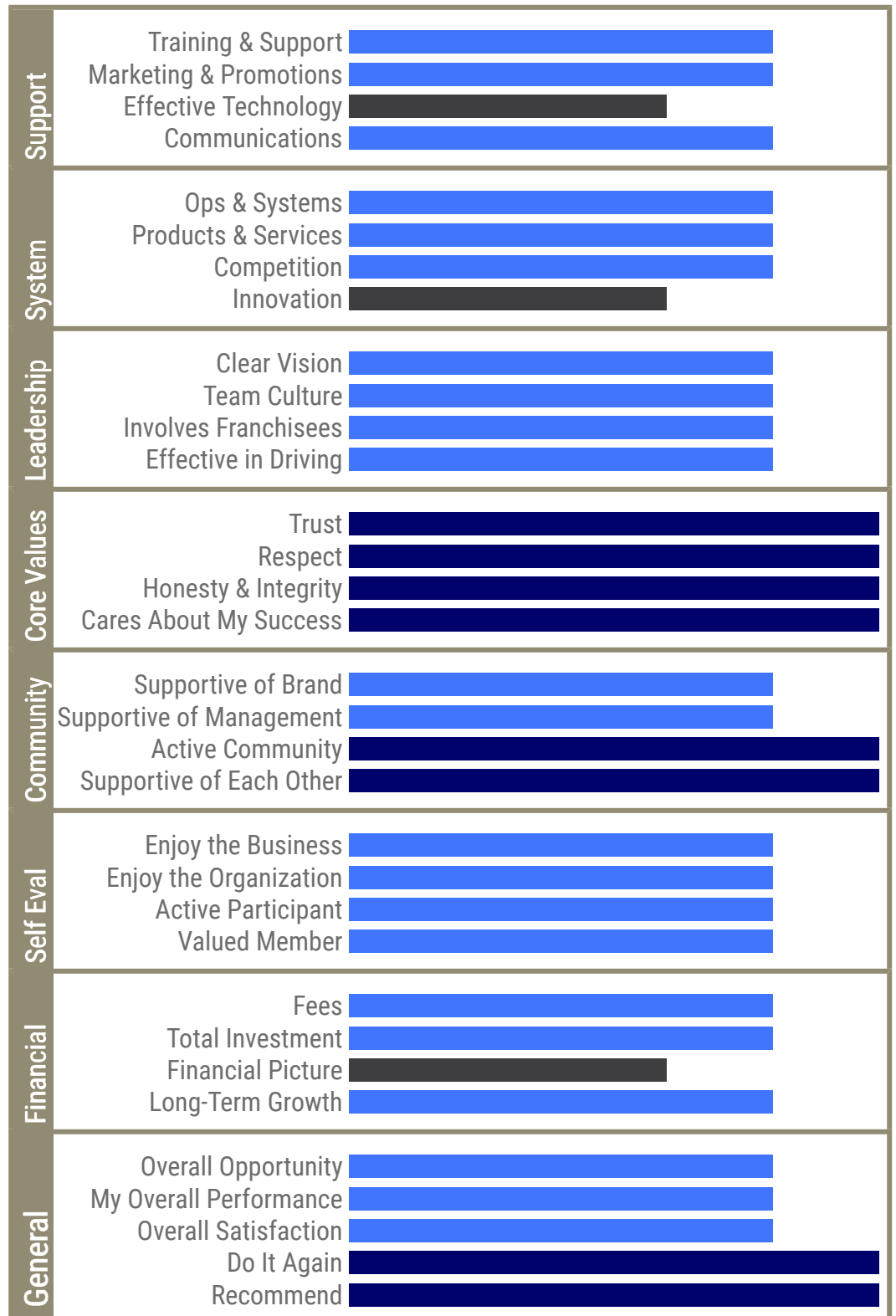
Region: Northeast US

Market: Large Market (250,000 -
499,999 population)

Gender: male

Ethnicity: Caucasian

Age: 45 - 54



Individual Surveys

Ronald McDanial

Participant FSI: 68.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Greenville, IN

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: Midwest US

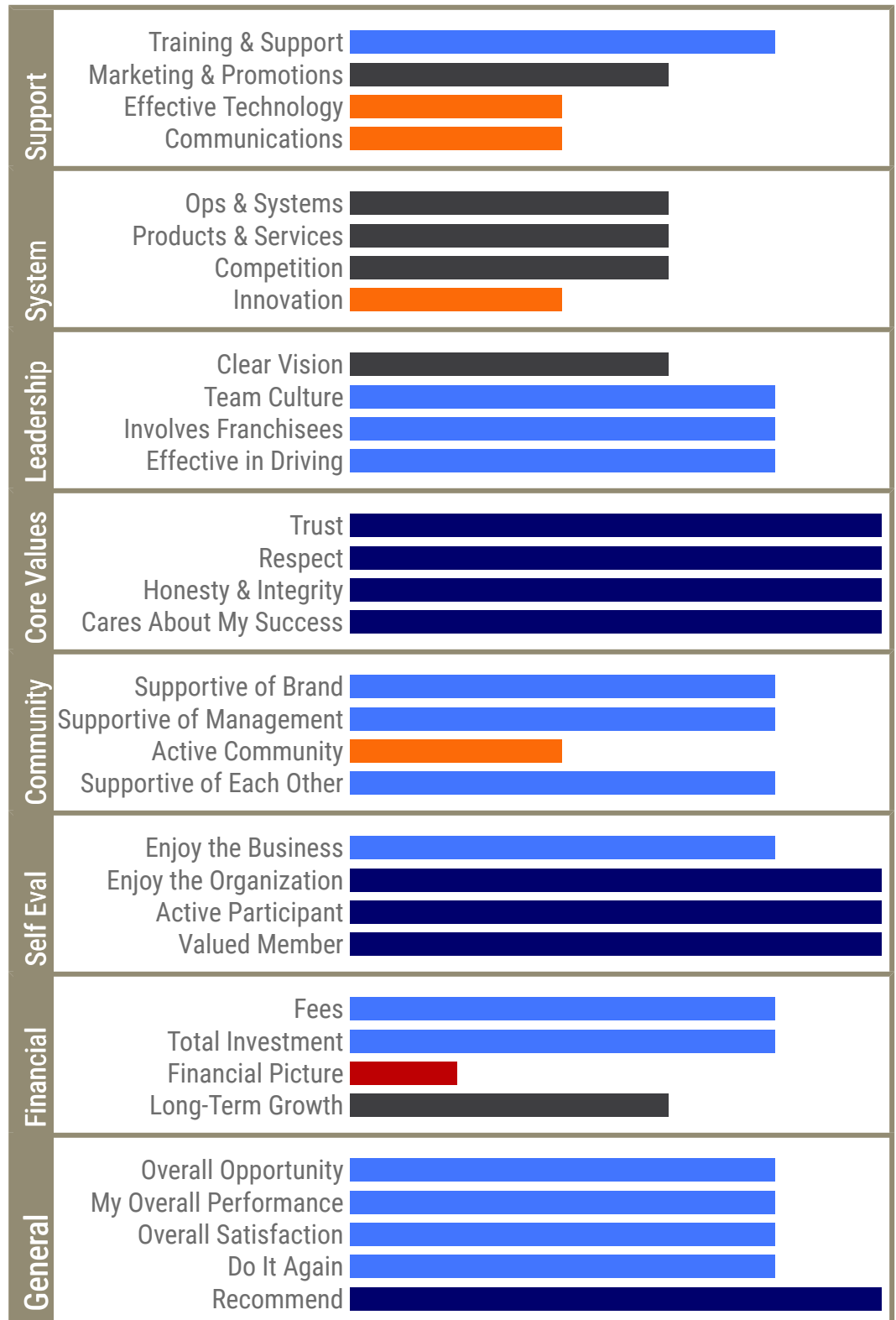
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Ronald McDanial

Competition, Products/Services, Creativity

slow to keep up with technological advances

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

pay more attention to the new and young entrepreneurs coming into the market place. They have SIGNIFICANTLY different needs from the old way of doing things

Financial Opportunity

The present economy has the most to do with this. That is not the fault of the franchisor.

Individual Surveys

Annette McLaeghlin

Participant FSI: 83.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Connersville, CO

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: yes

Region: West US

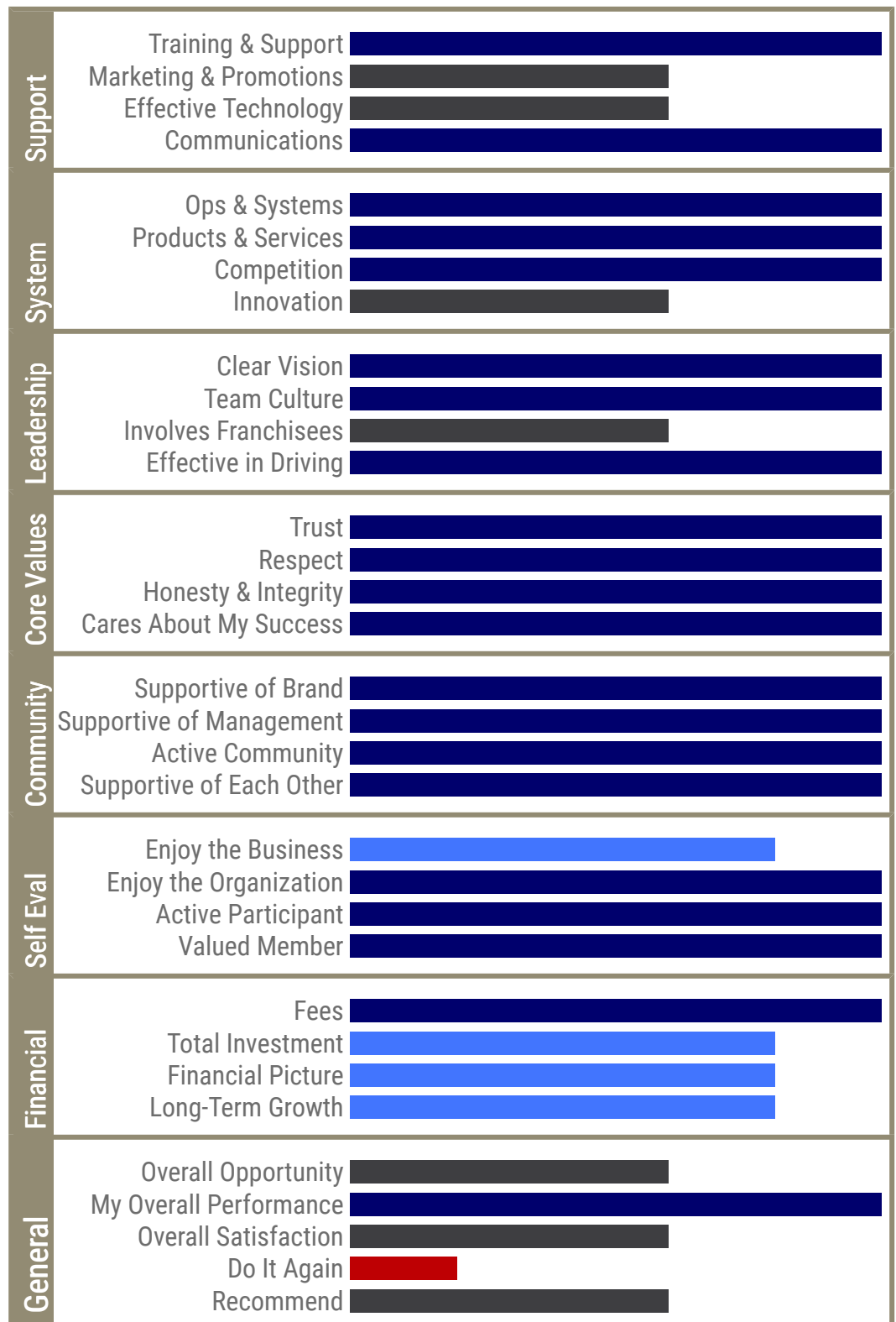
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Jay Miwisad

Participant FSI: 71.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Boulder, NE

Tenure: less than 2 years

Units: single unit / territory

Future Development: yes

Region: South US

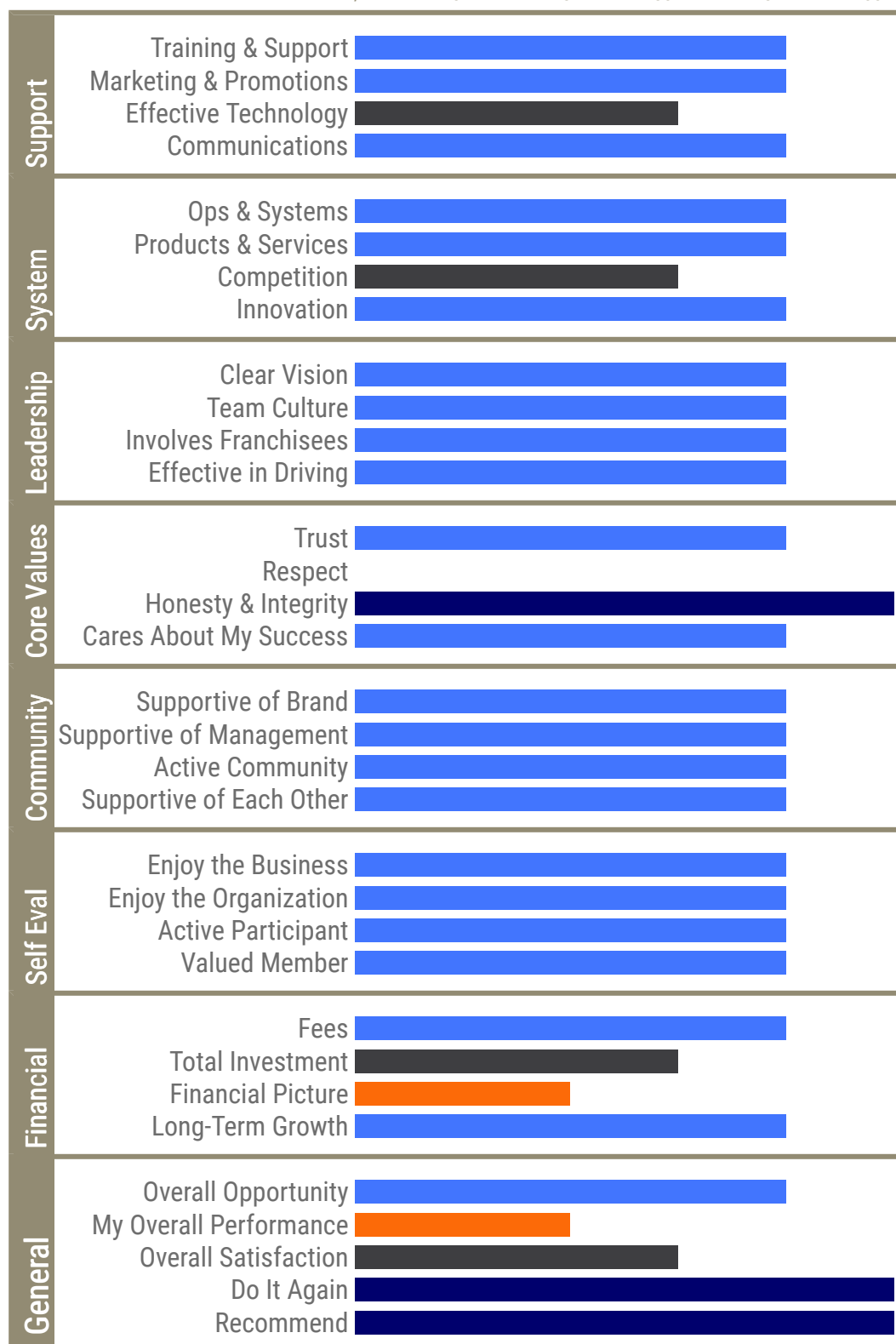
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

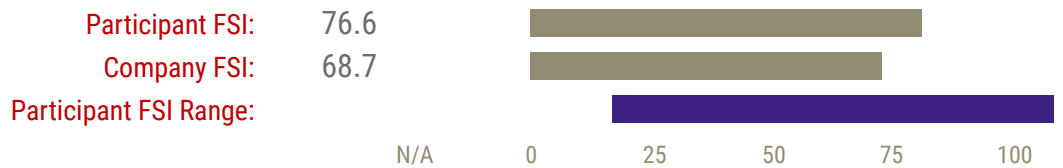
Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert+C157
Mylandar



Lincoln, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

Market: Small Market (50,000 -

99,999 population)

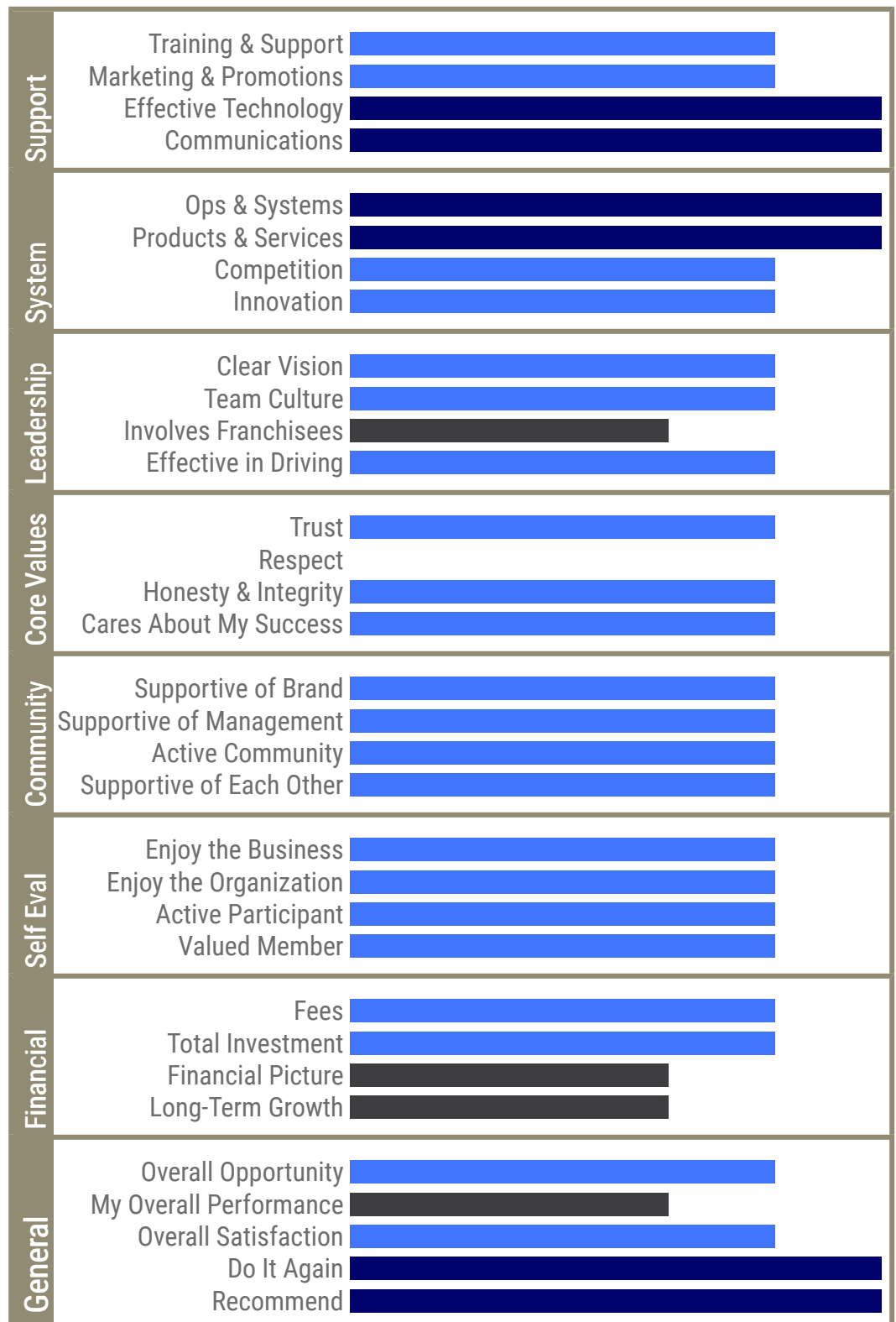
Age: 65+

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Individual Surveys

Lawrence Naani

Participant FSI: 53.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Florence, KY

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

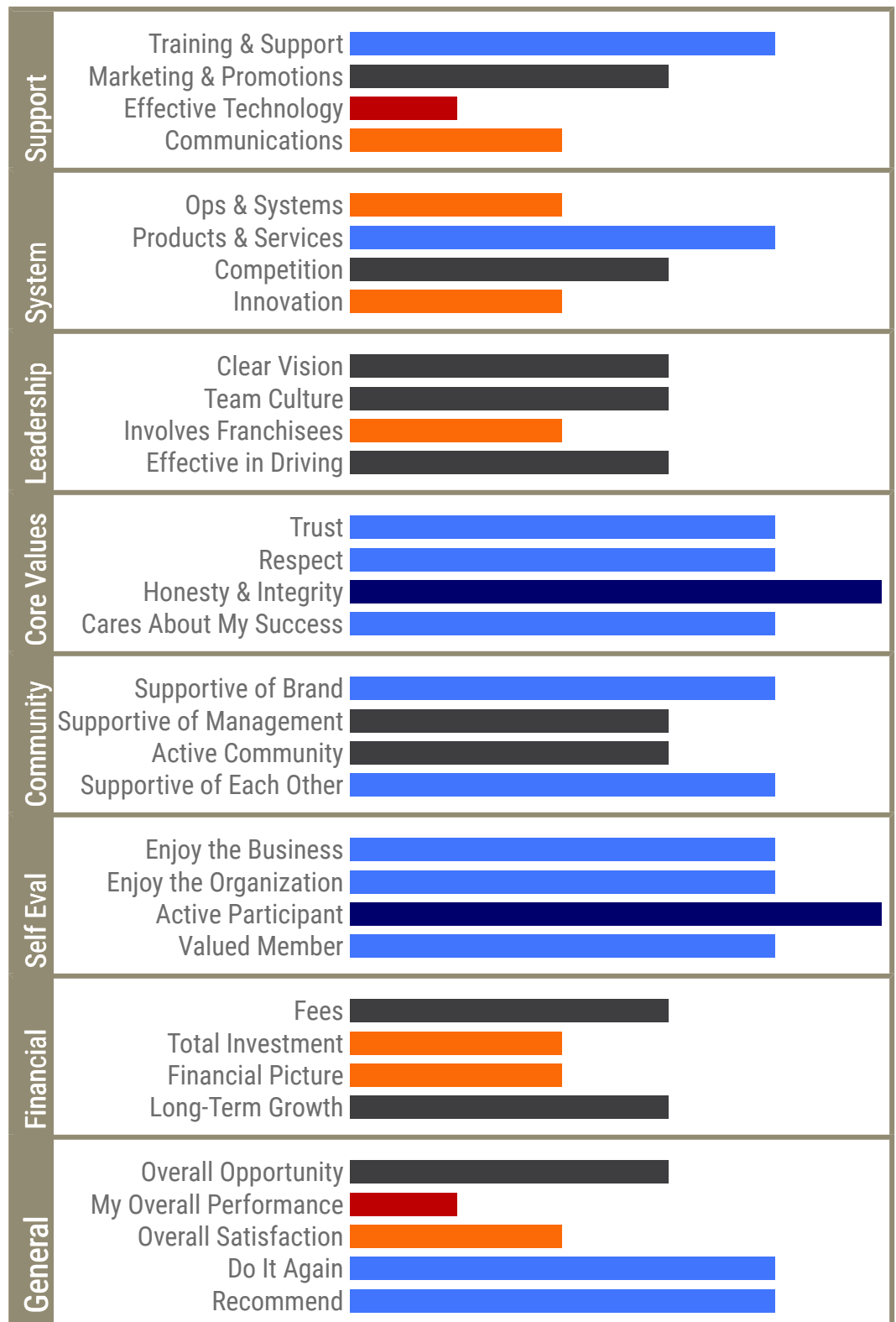
Region: West US

Market: Large Market (250,000 -
499,999 population)

Age: 45 - 54

Ethnicity: Other

Gender: male



Comments

Lawrence Naani

Training, Support, Marketing

Addition of the online seminars was great - keep it up. Support hours are too short for west coast accounts - also the idea of taking 1/2 days off on Fridays in the summer while quaint is not reality in today's competitive market.

Competition, Products/Services, Creativity

Overall a very honest organization but it is very bogged in the past and takes too long to implement changes that are needed - they are trying and are making some real improvements for the future.

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

Move away from the more traditional Top's Down corporate culture and encourage more motivation for more of a bottoms up management style. Also implement Management By Objectives and hold staff accountable to meet these objectives.

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

Albeit a bit too paternalistic at times Molly Wally's is a very honest organization and tries hard to resolve any issues in an honest and open manner. Their heart is in the right place.

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

A good bunch of folks - I think an open Franchise Blog for the Franchisees would help facilitate communication. I'm glad they are continuing with the annual regional meetings with management - the last series went well.

Financial Opportunity

It's a difficult environment with lots of competition - I think tax will remain a strong field but we have a ways to go to improve our inhouse accounting system.

Individual Surveys

Stephen Naani

Participant FSI: 81.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Burlington, MN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

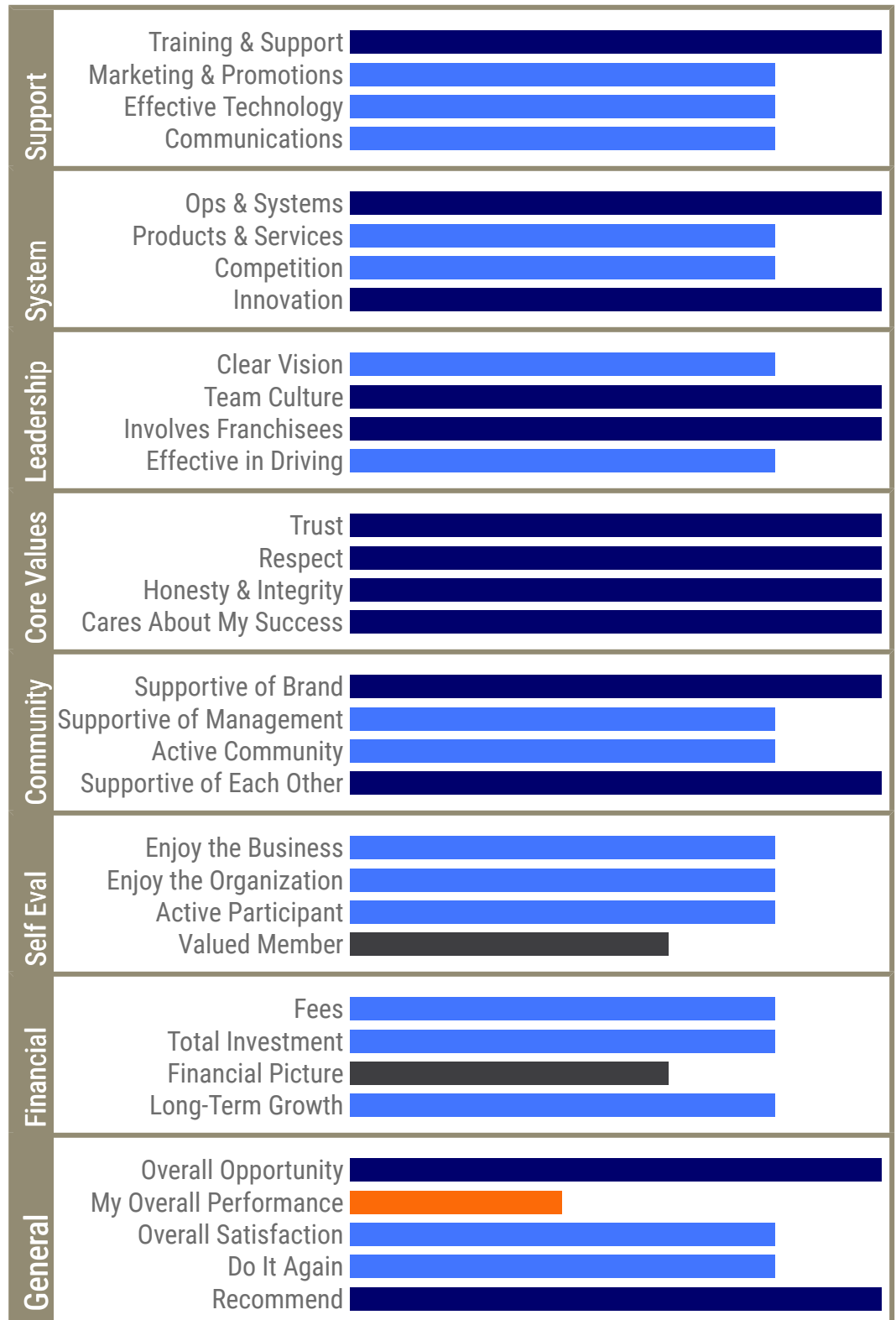
Market: Large Market (250,000 -

499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Bob Nan

Participant FSI: 65.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Santa Clara, FL

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably

Region: Northeast US

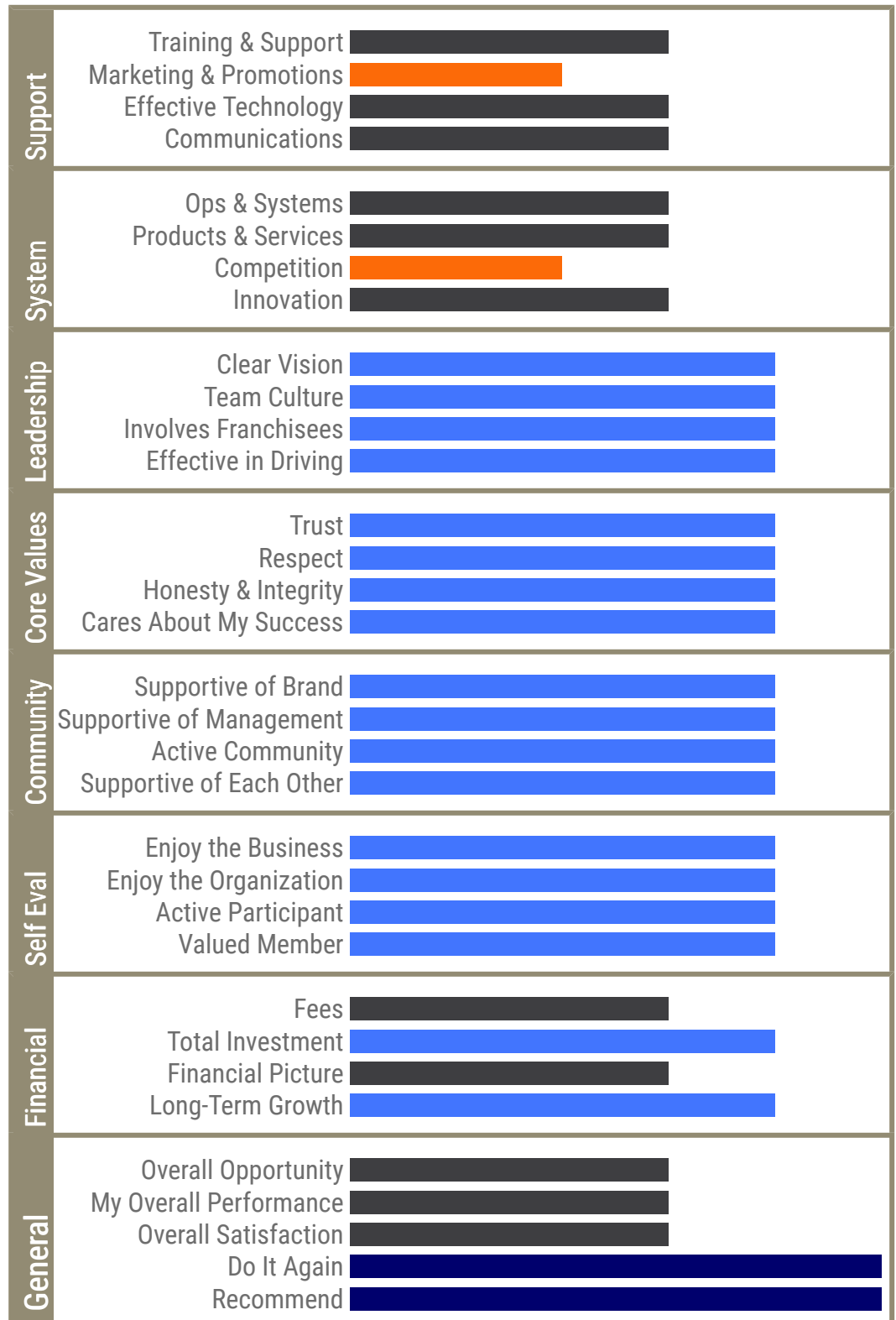
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Asian

Gender: female



Individual Surveys

Christopher Narsins

Participant FSI: 59.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Ponte Vedra, WV

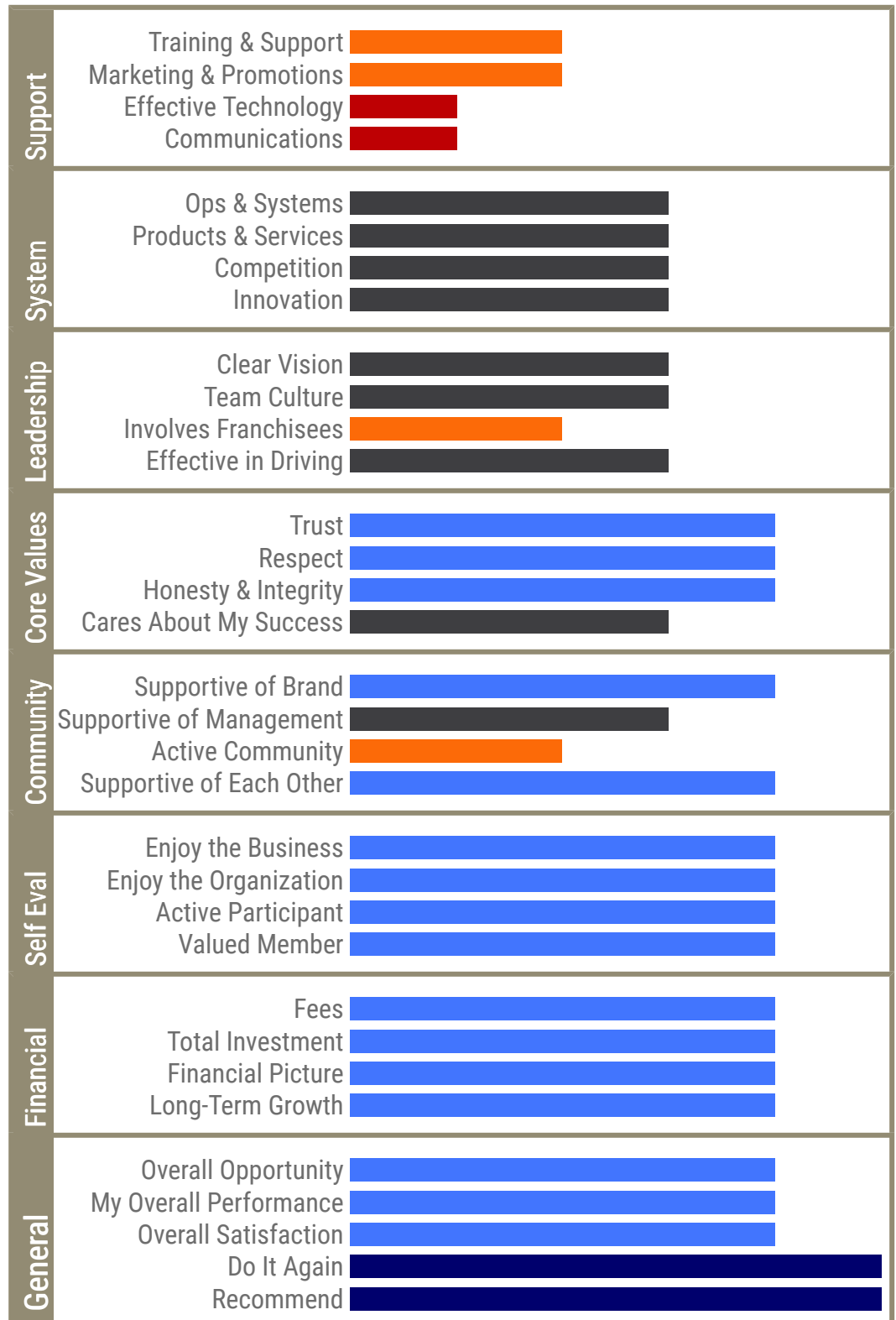
Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

Market: Major Metro (500,000+ population)



Individual Surveys

Beth Nassari

Participant FSI: 86.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Nitro, TN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

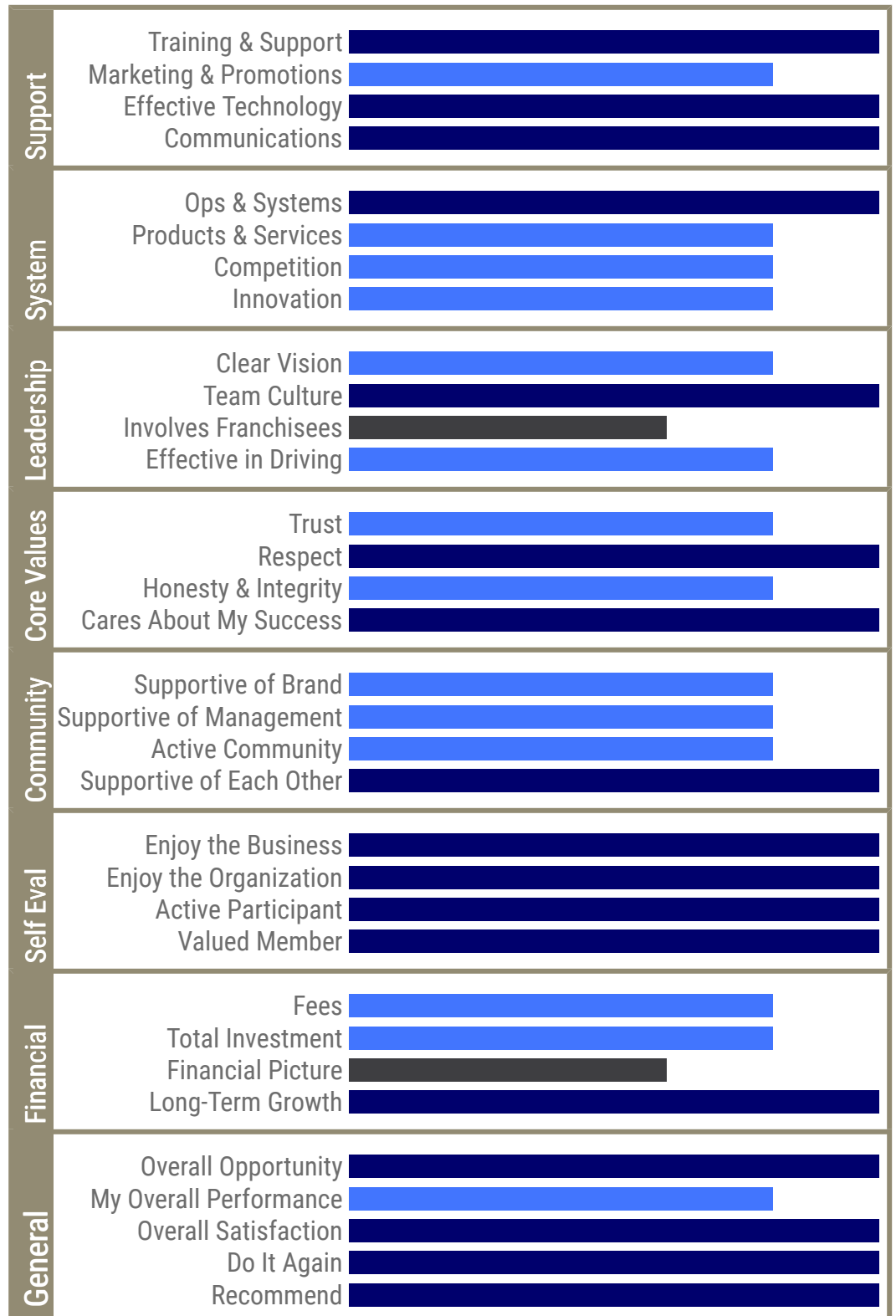
Region: South US

Market: Major Metro (500,000+
population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Harry Nattarsin

Participant FSI: 78.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Old Hickory, KY

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

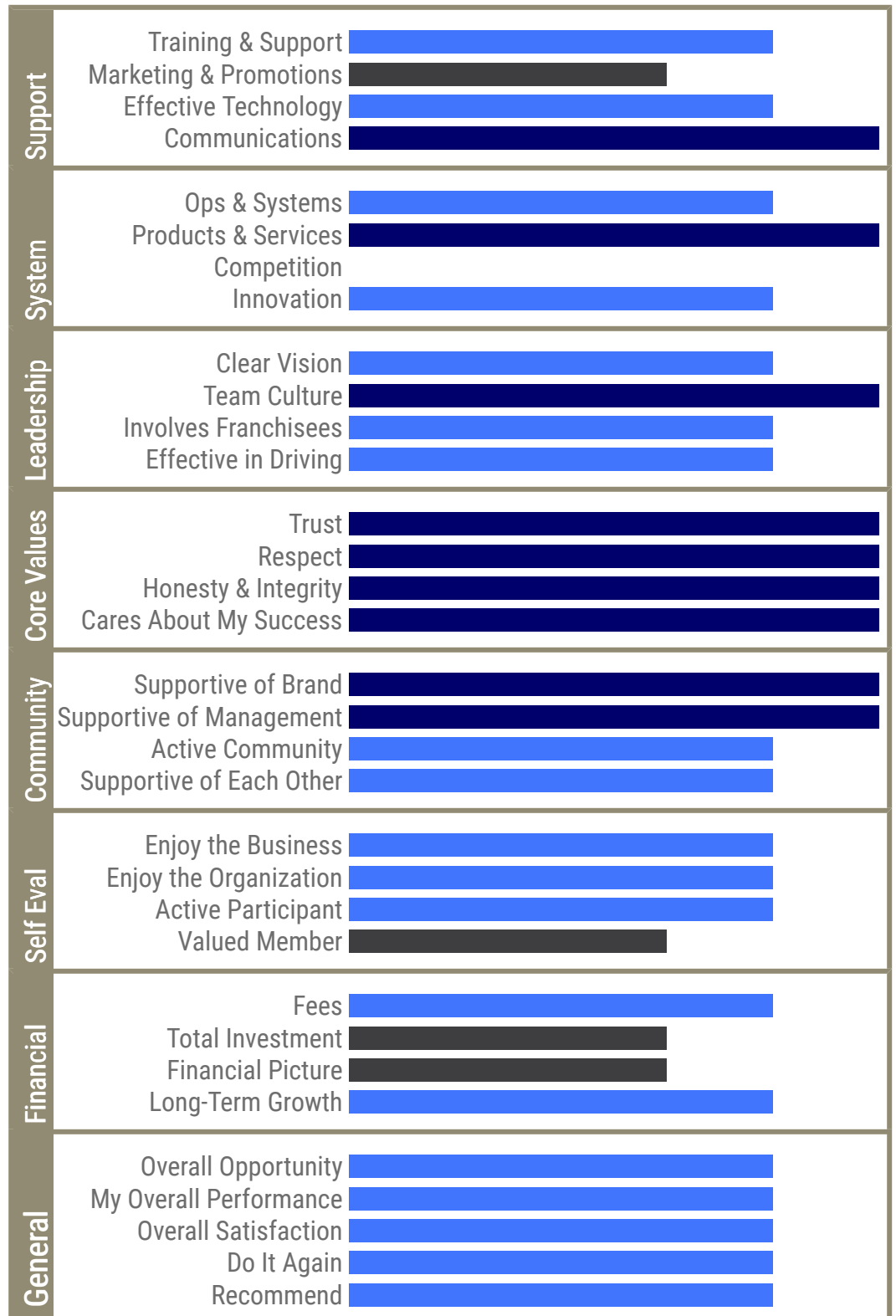
Region: South US

Market: Very Small Market

(Under 50,000 population)

Ethnicity: Caucasian

Gender: male



Comments

Harry Nattarsin

Training, Support, Marketing

More marketing in two week training. In field training

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

More focus on sales skill development

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

They Are a good bunch

Financial Opportunity

Good long term opportunity. Taking longer than expected

Individual Surveys

Phil Nattarsin

Participant FSI: 47

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Old Hickory, TN

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

Region: West US

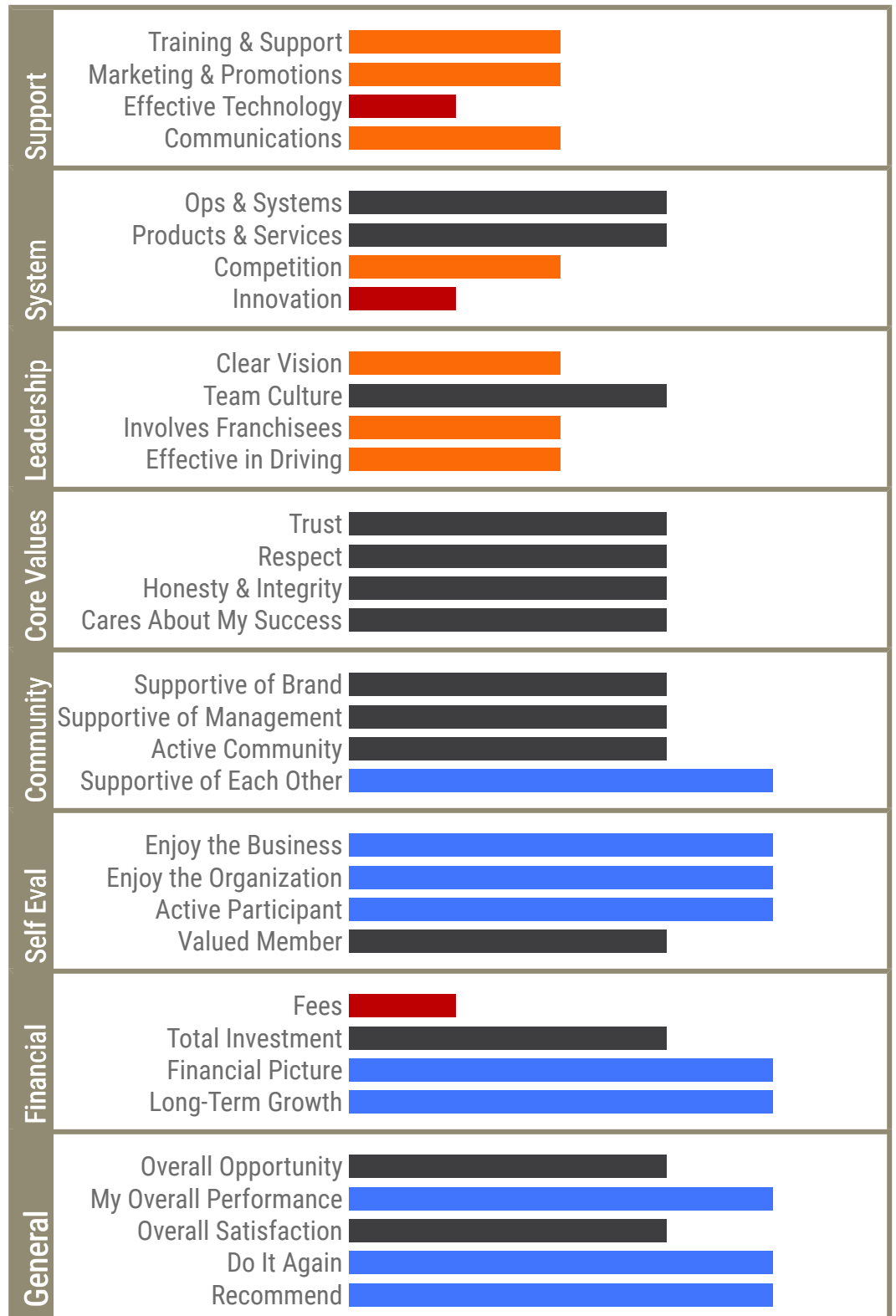
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Phil Nattarsin

Training, Support, Marketing

Attending meetings is costly and provide limited valuable information which could be shared much more cost effectively for franchise owners. Particularly when info is changing throughout the year.

Competition, Products/Services, Creativity

individual owners are responsible for the quality. Software is rather inflexible in providing info clients would like to have. Systems do not allow imports of data from banks & credit cards.

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

There has been lot's of talk and little action on many fronts. very frustrating to franchise owners. I am very skeptical regarding any new software development efforts. I regard this as a huge risk to my accounting practice. I don't feel that my concerns which I have voiced about this have been heard. Too many "old" franchisees are in the system and in management and their view of the future is what the world was like 10 years ago.

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

I think for the most part we all share similar concerns.

Financial Opportunity

9% a month for what exactly?

Individual Surveys

Nanette Netcha

Participant FSI: 62.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Mobile, CO

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: Northeast US

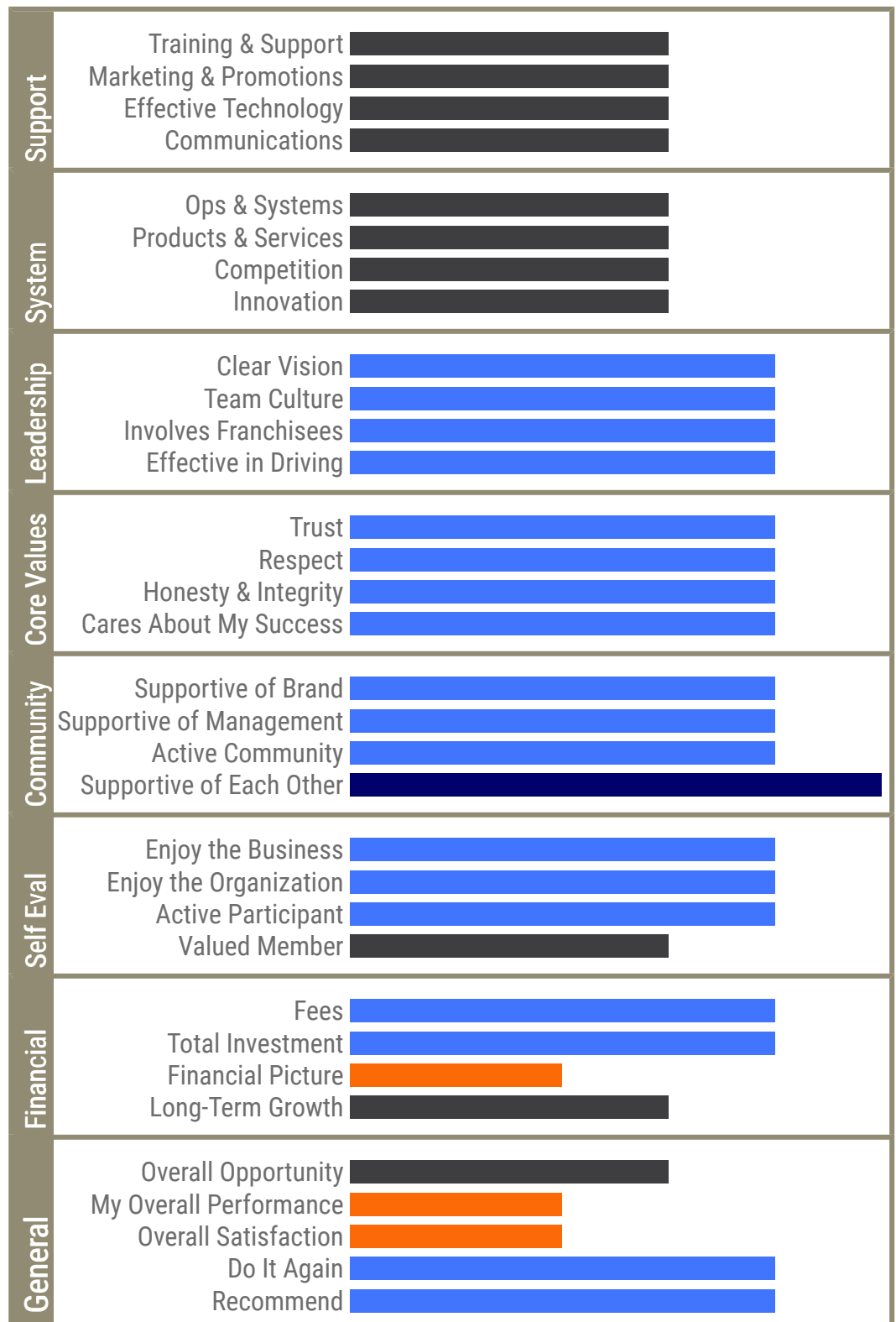
Market: Small Market (50,000 -

99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Glen Nhillips

Participant FSI: 53

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Walhalla, TN

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: South US

Market: Small Market (50,000 -

99,999 population)

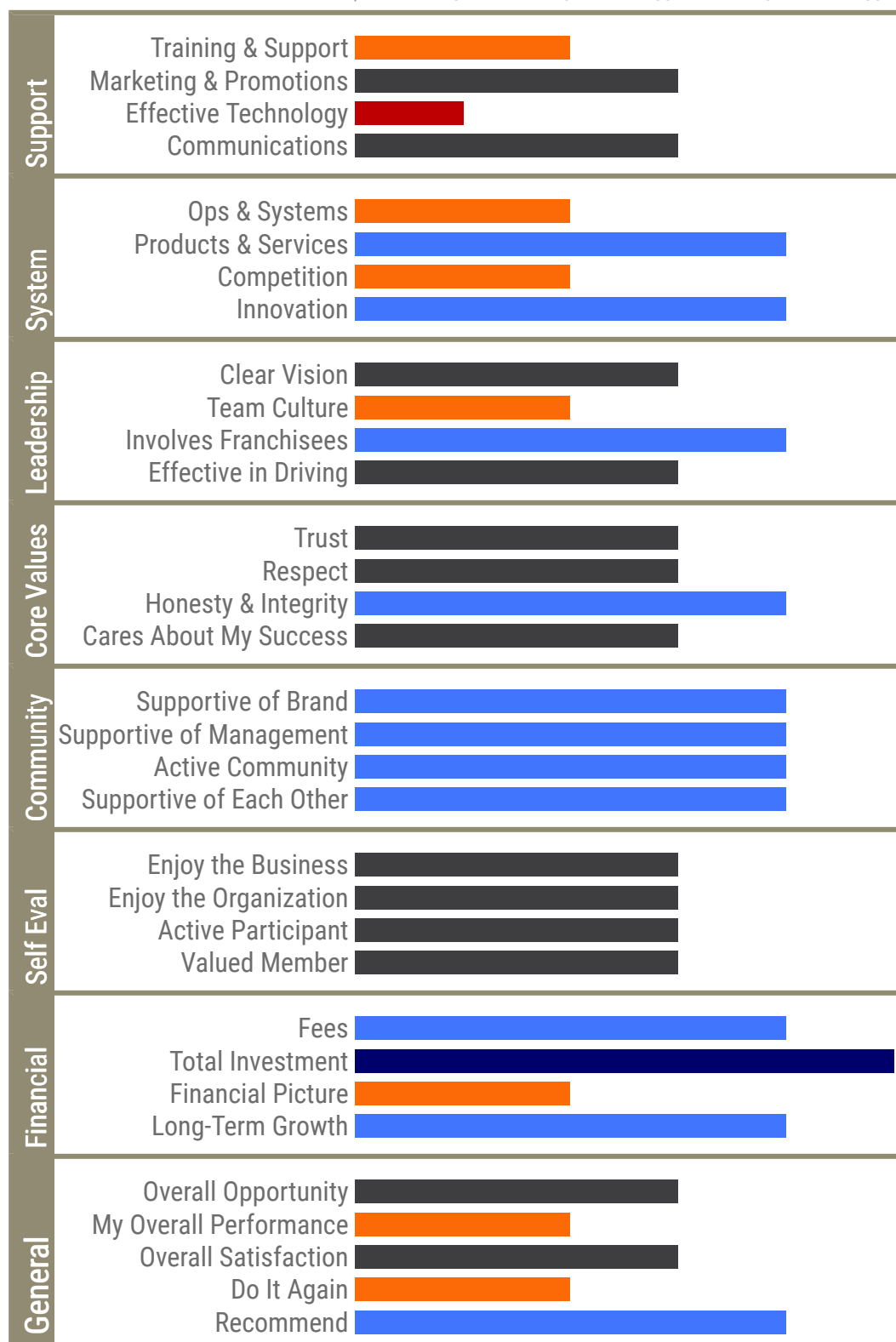
Age: 35 - 44

Ethnicity: African American

Gender: male and/or female

partnership - completing survey

together



Comments

Glen Nhillips

Training, Support, Marketing

It would be more effective if training, particularly the operations and tax training, were iterative over the course of the first year or two. After attending the initial training, it could be months before you get your first client or begin processing and seeing the types of issues/questions you will encounter regularly.

Individual Surveys

Paul Nirtar

Participant FSI: 39.6

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Knoxville, MA

Tenure: 10+ years

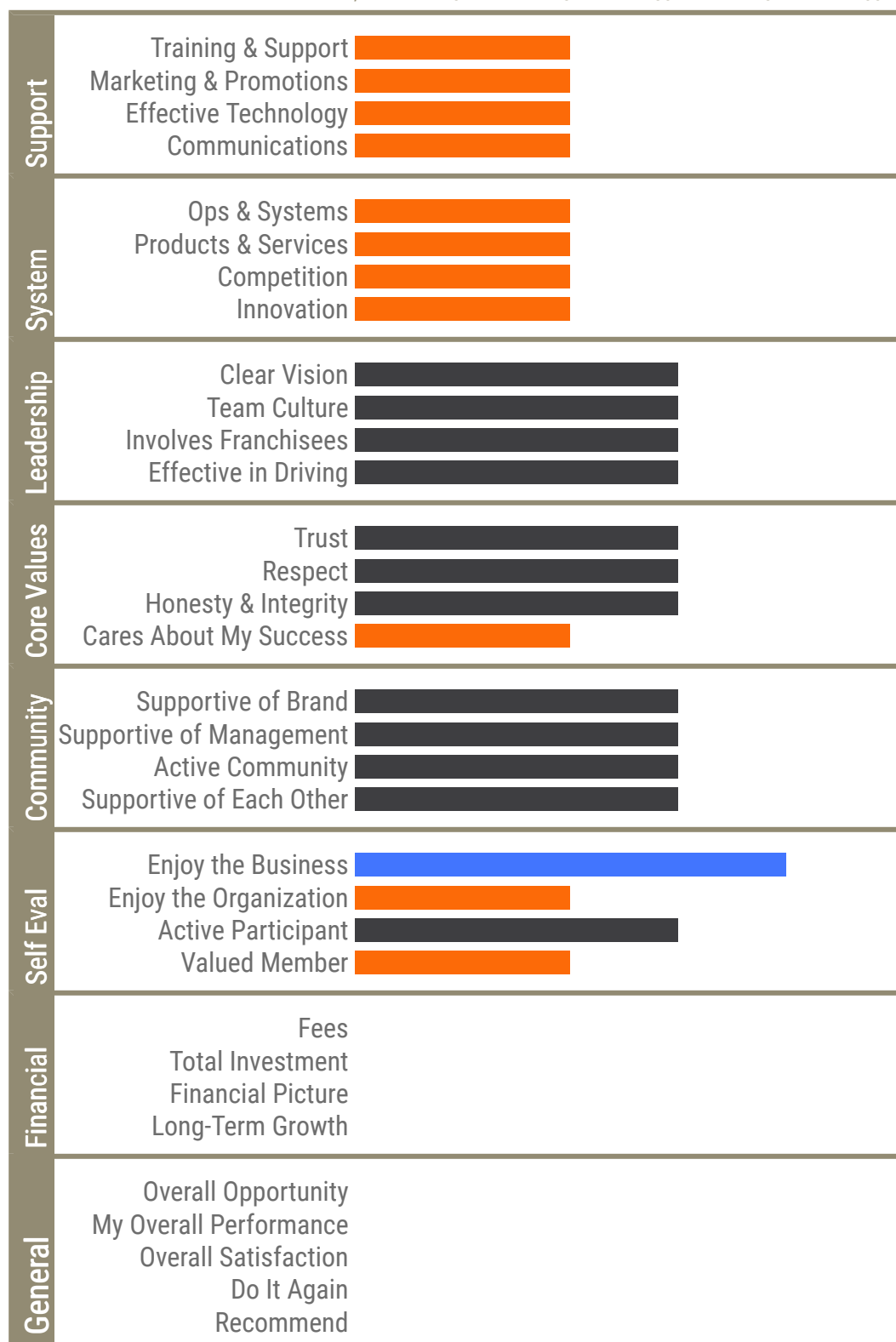
Units: single unit / territory

Future Development: no

Region: West US

Market: Large Market (250,000 -

499,999 population)



Individual Surveys

George O'Tiila

Participant FSI: 62.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Winchester, CA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

Region: Midwest US

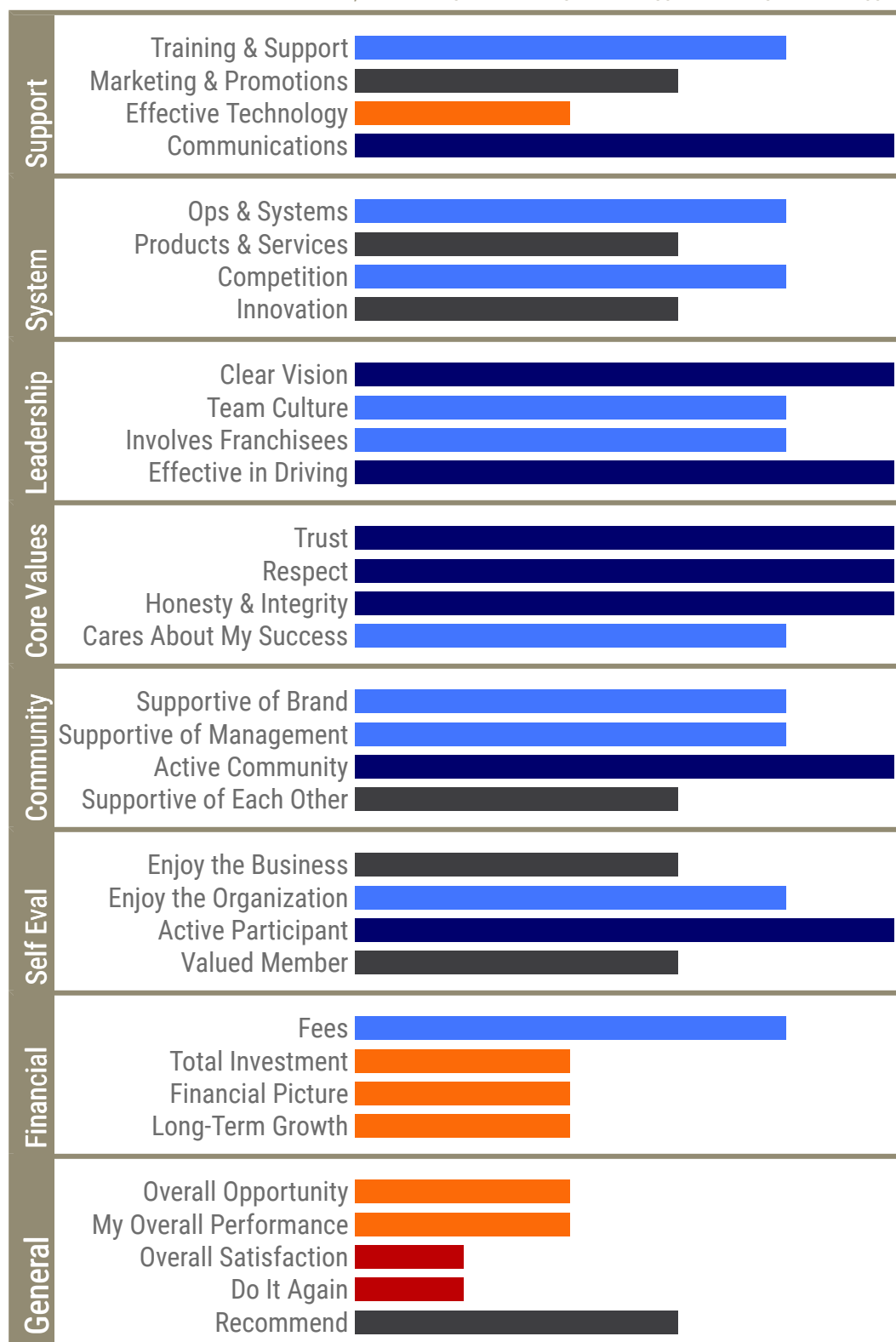
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Bonnie Padar

Participant FSI: 54.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Grand Junction, CA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: West US

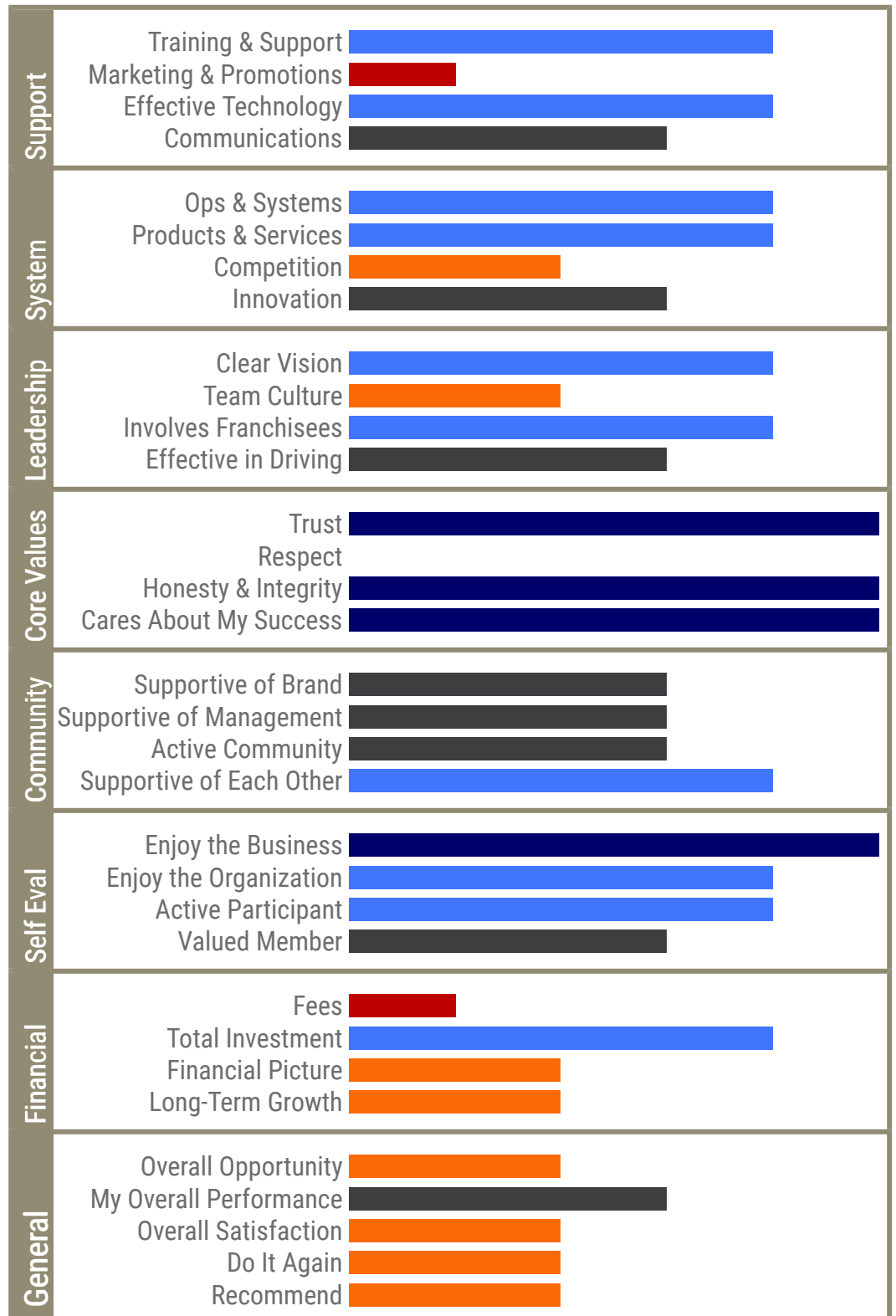
Market: Large Market (250,000 -

499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Padar

Participant FSI: 61.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Grand Junction, CT

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: maybe

Region: West US

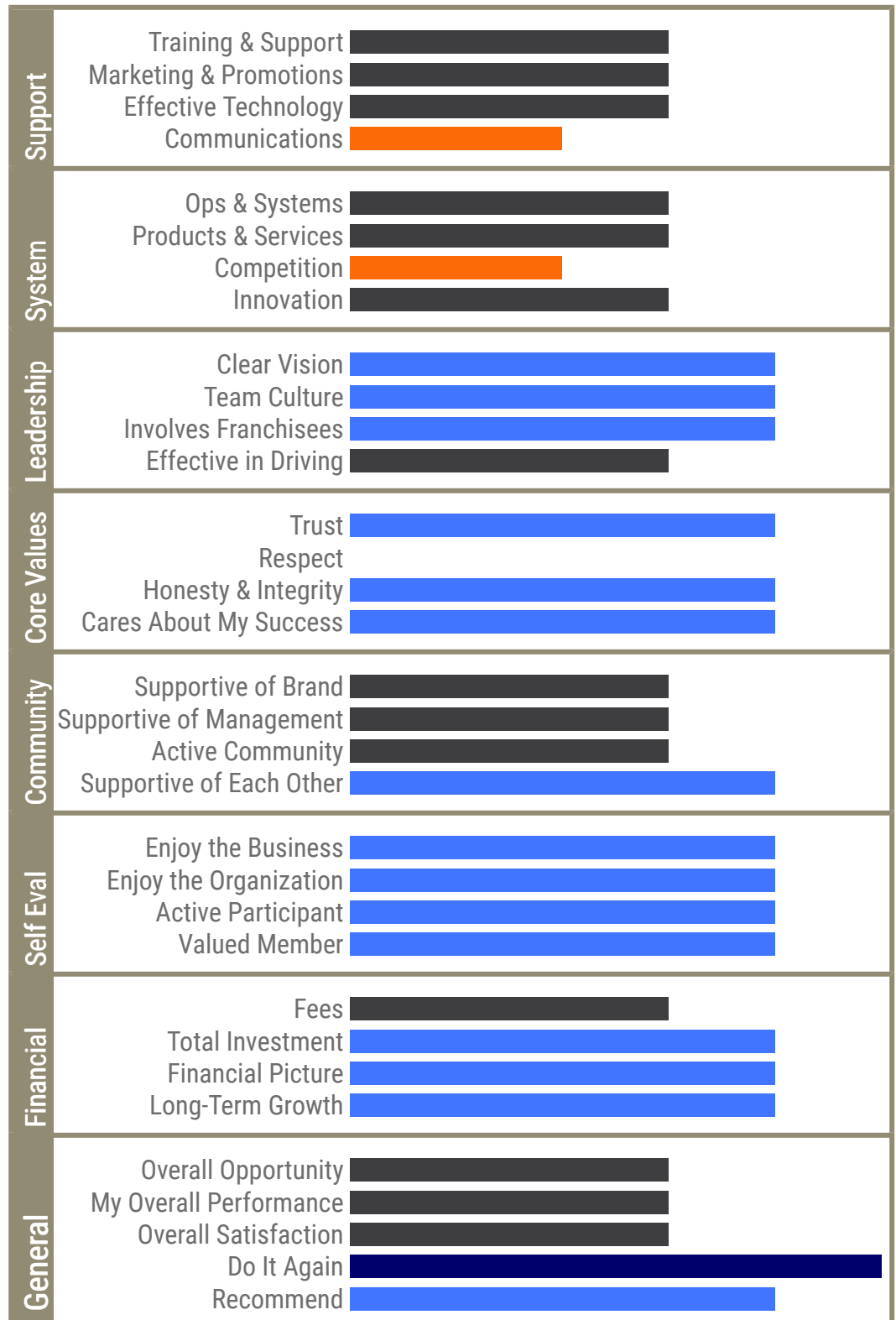
Market: Small Market (50,000 -

99,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Dick Padfiit

Participant FSI: 70.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Albany, MT

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

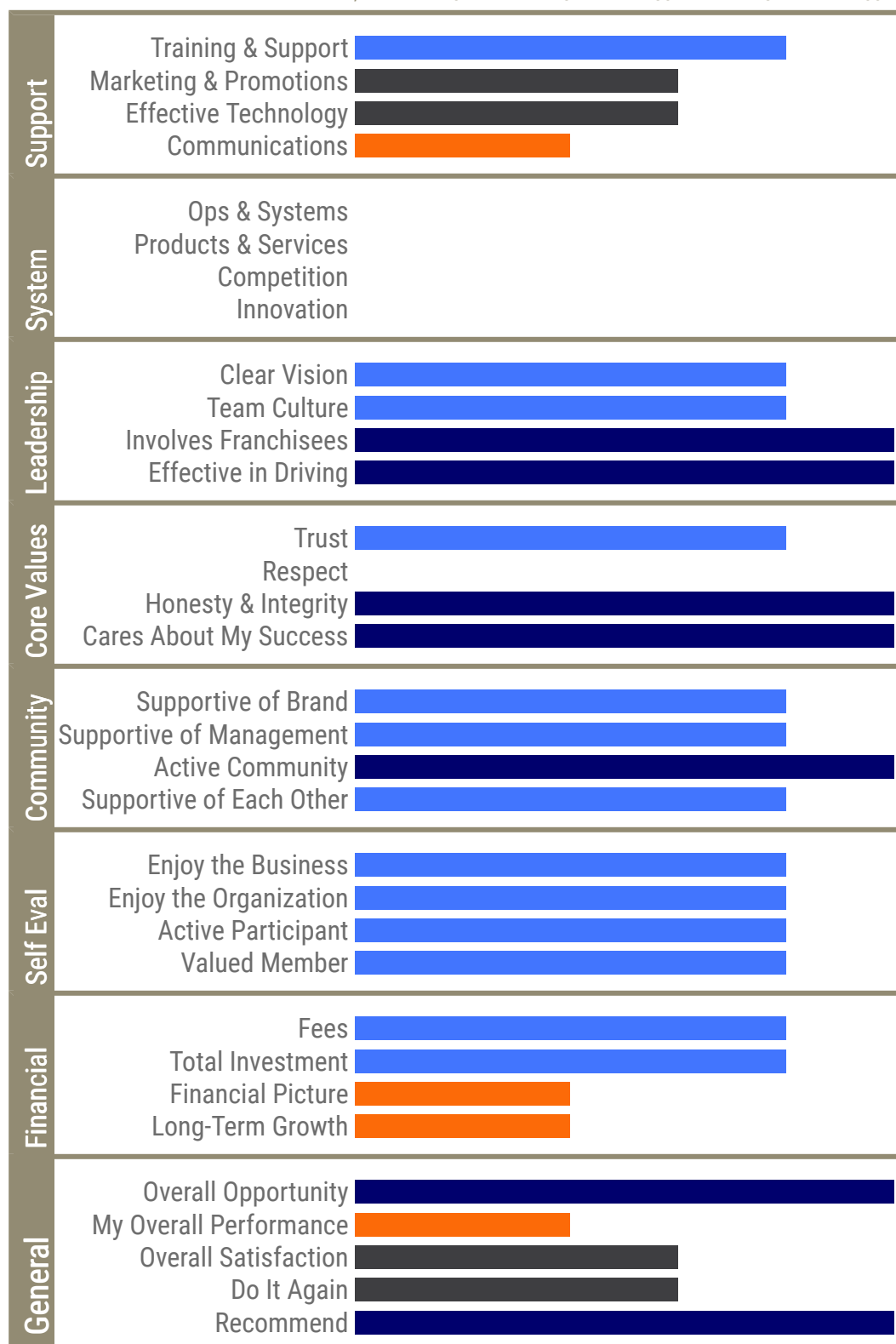
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Asian

Gender: male



Comments

Dick Padfiit

Competition, Products/Services, Creativity

Very productive, Educational, Informative, Supportive programme.

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

National Advertise.

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

This is the #1 Accounting Franchise Company in the North America.

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

To get more involve with the Franchisor.

Financial Opportunity

There is lot of Opportunity but I am sick / Heart problems don't have much time.

Individual Surveys

John Padfiit

Participant FSI: 100

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Albany, TX

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: West US

Market: Major Metro (500,000+ population)

Age: 45 - 54

Ethnicity: Asian

Gender: male

Support	Training & Support	
	Marketing & Promotions	
	Effective Technology	
	Communications	
System	Ops & Systems	
	Products & Services	
	Competition	
	Innovation	
Leadership	Clear Vision	
	Team Culture	
	Involves Franchisees	
	Effective in Driving	
Core Values	Trust	
	Respect	
	Honesty & Integrity	
	Cares About My Success	
Community	Supportive of Brand	
	Supportive of Management	
	Active Community	
	Supportive of Each Other	
Self Eval	Enjoy the Business	
	Enjoy the Organization	
	Active Participant	
	Valued Member	
Financial	Fees	
	Total Investment	
	Financial Picture	
	Long-Term Growth	
General	Overall Opportunity	
	My Overall Performance	
	Overall Satisfaction	
	Do It Again	
	Recommend	

Individual Surveys

Ralph Padfiit

Participant FSI: 71.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Albany, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

Region: Northeast US

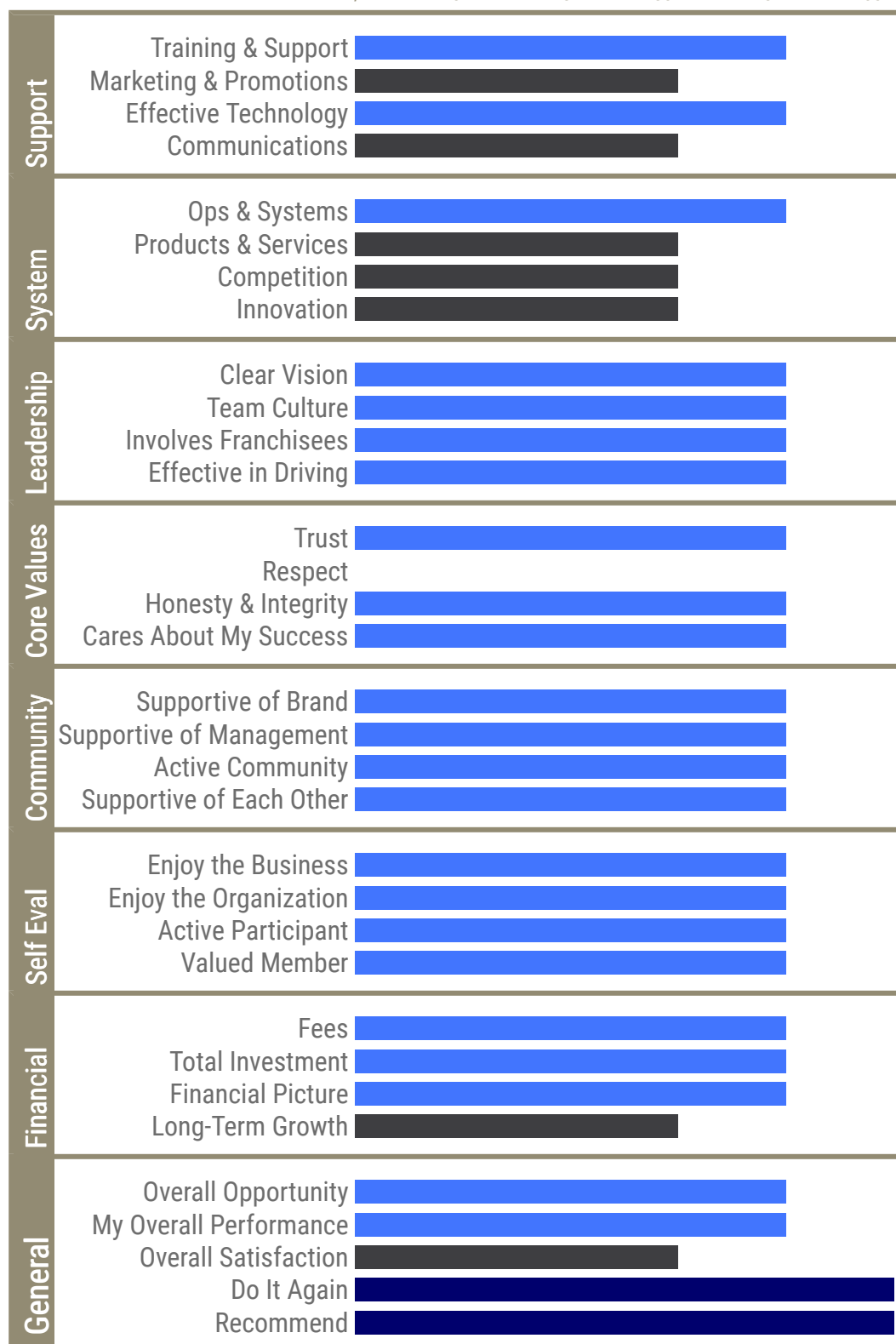
Market: Small Market (50,000 -
99,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey
together



Individual Surveys

Walter Padfiit

Participant FSI: 36.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Albany, CA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

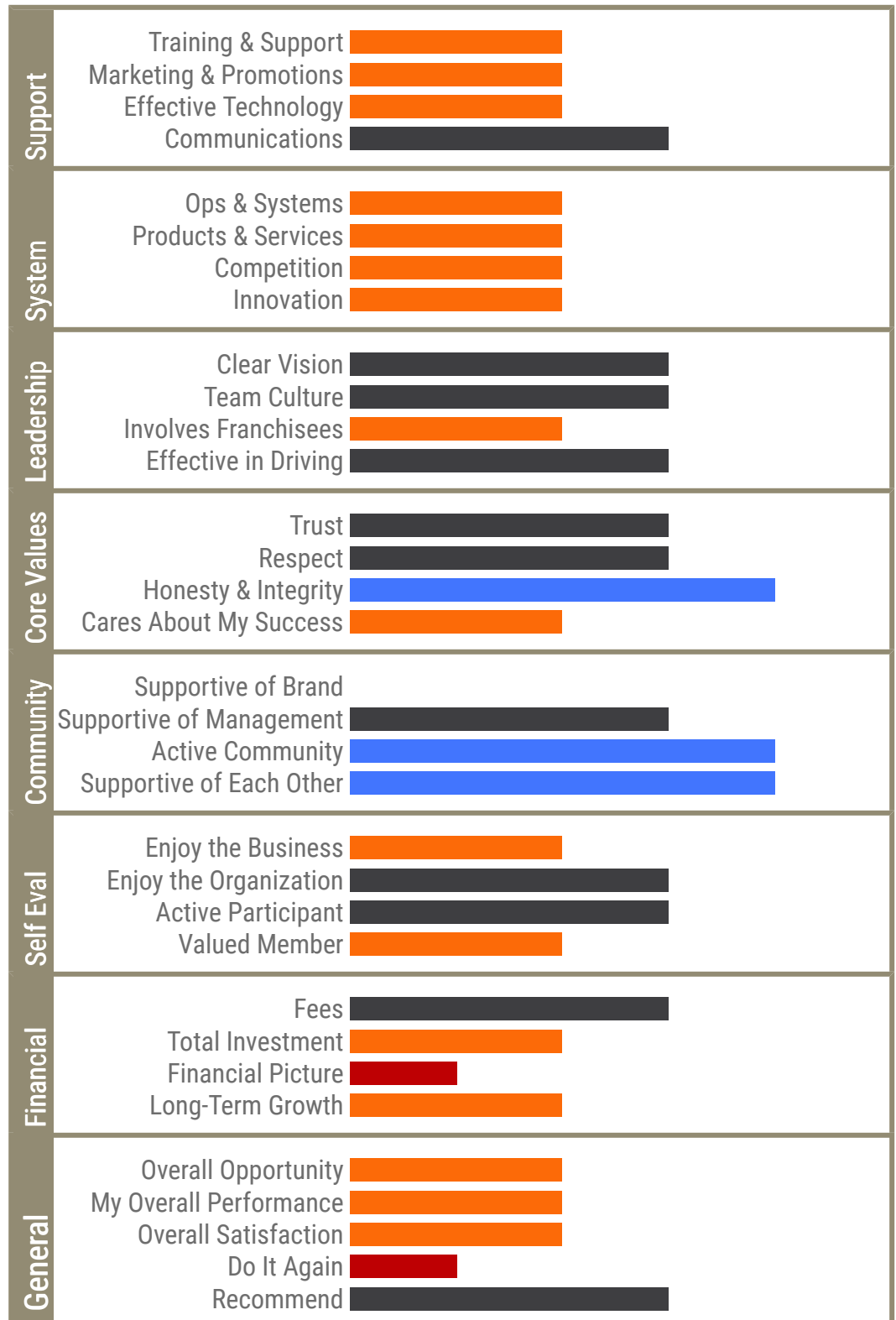
Region: South US

Market: Major Metro (500,000+ population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Mark Paichanbachar

Participant FSI: 76.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Walnut Creek, CA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

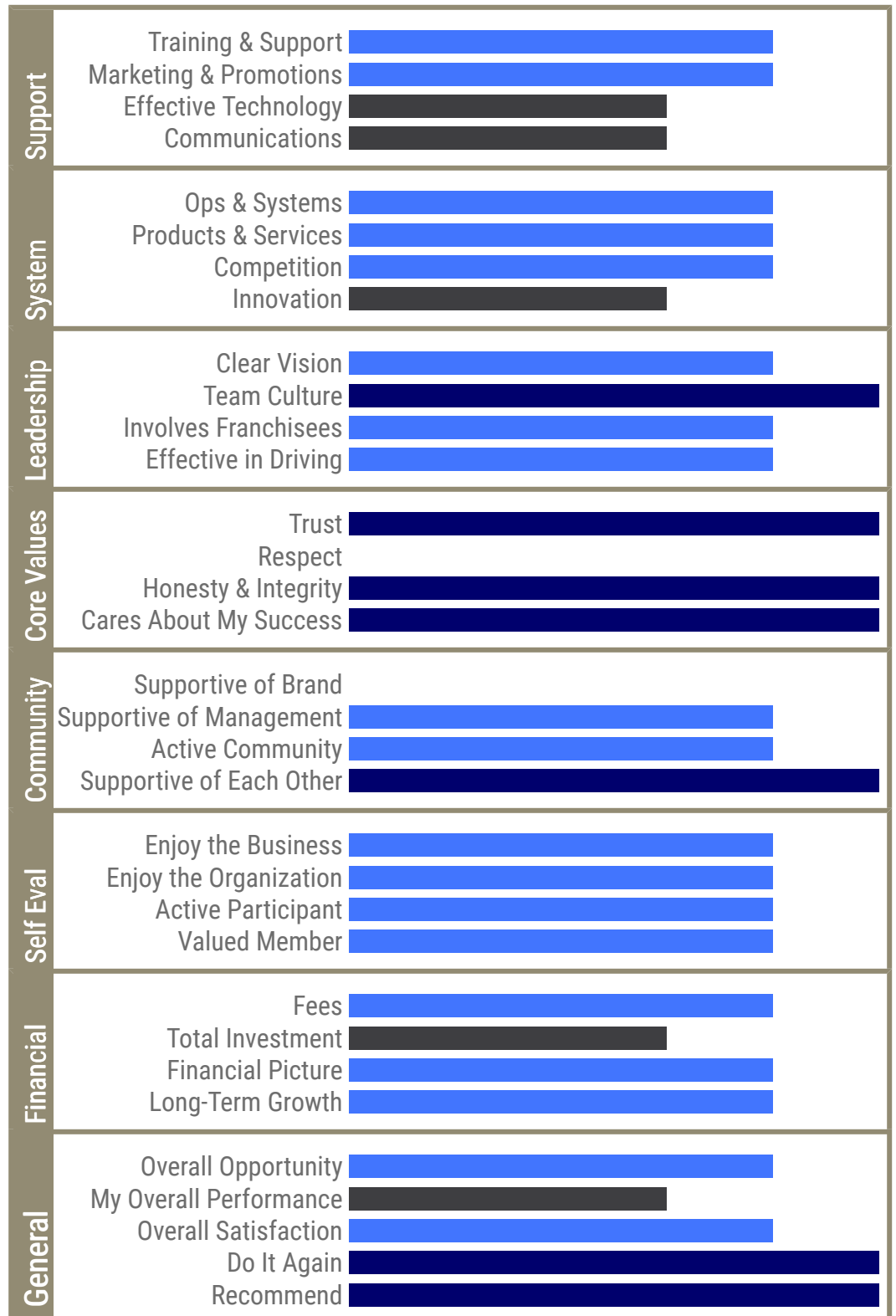
Region: Northeast US

Market: Small Market (50,000 -
99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Bonnie Pankin

Participant FSI: 44.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Elk Grove, CA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

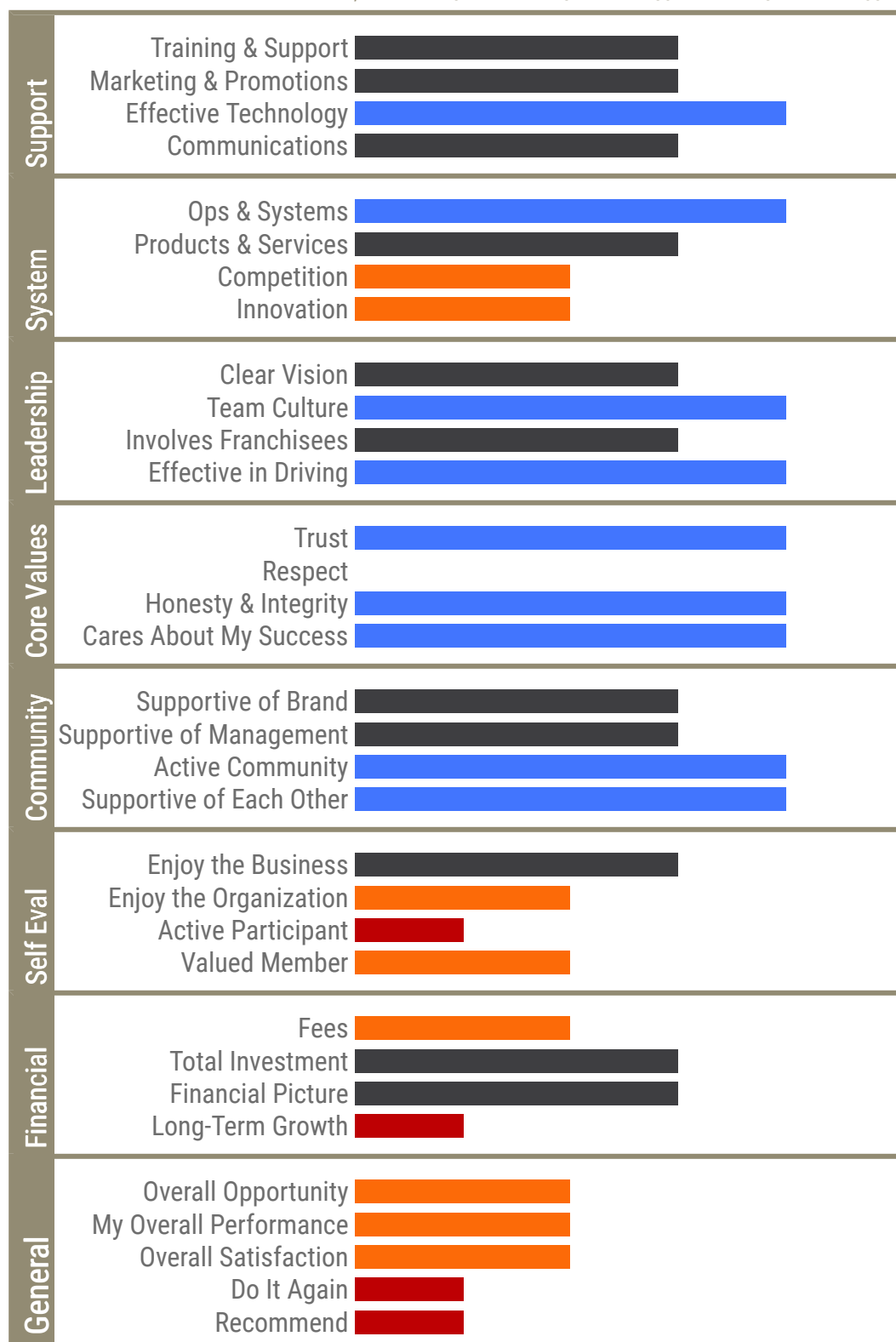
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Bonnie Pankin

Financial Opportunity

I plan to retire around April20, 2011 and transfer my accounting clients to Dennis Hobie in Fletcher,NC.

Individual Surveys

Ralph Pankin

Participant FSI: 67.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Elk Grove, GA

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: probably
not

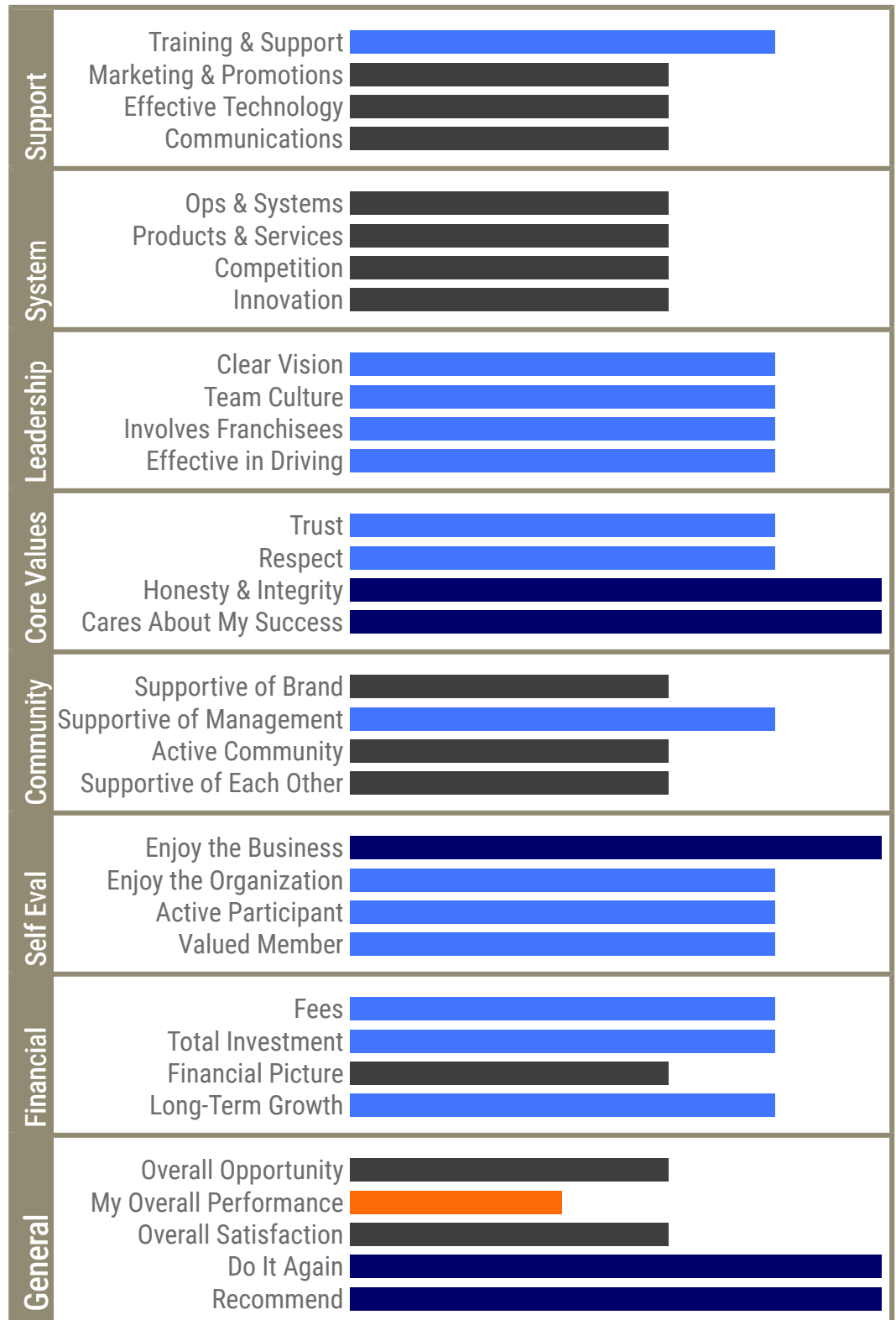
Region: Midwest US

Market: Major Metro (500,000+
population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

Ralph Pankin

Training, Support, Marketing

OK but needs to be updated. Follow up training with updated manuals

Individual Surveys

Fred Pansbargar

Participant FSI: 64.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Frankford, GA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

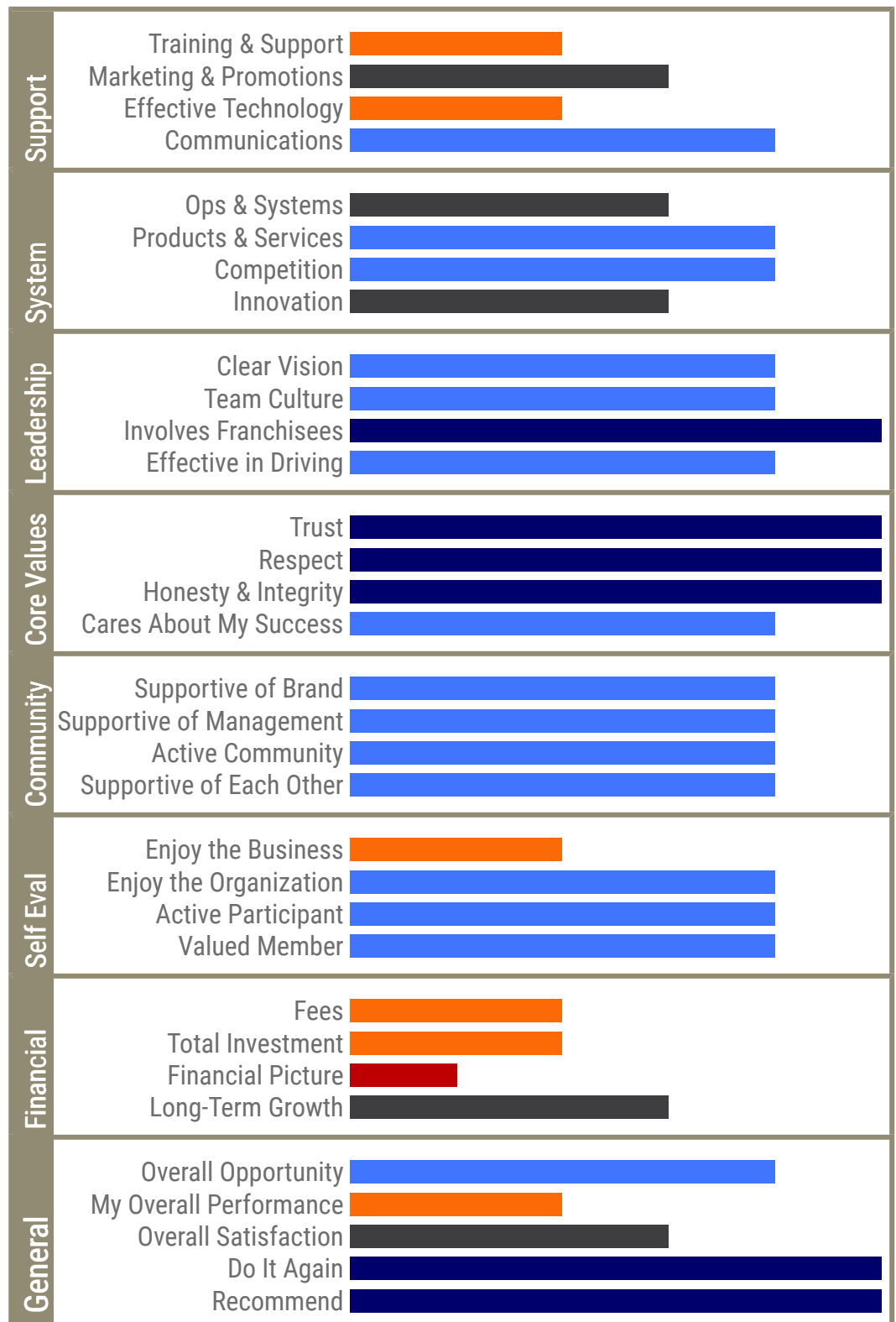
Region: Northeast US

Market: Small Market (50,000 -
99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Fred Pansbargar

Training, Support, Marketing

Tax training is a significant weak spot. Support is very good, but support does not replace training. Coming into the business with no tax background has proved to be a significant hindrance to success.

Individual Surveys

Fred Pegar

Participant FSI: 87.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Lakewood, IL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

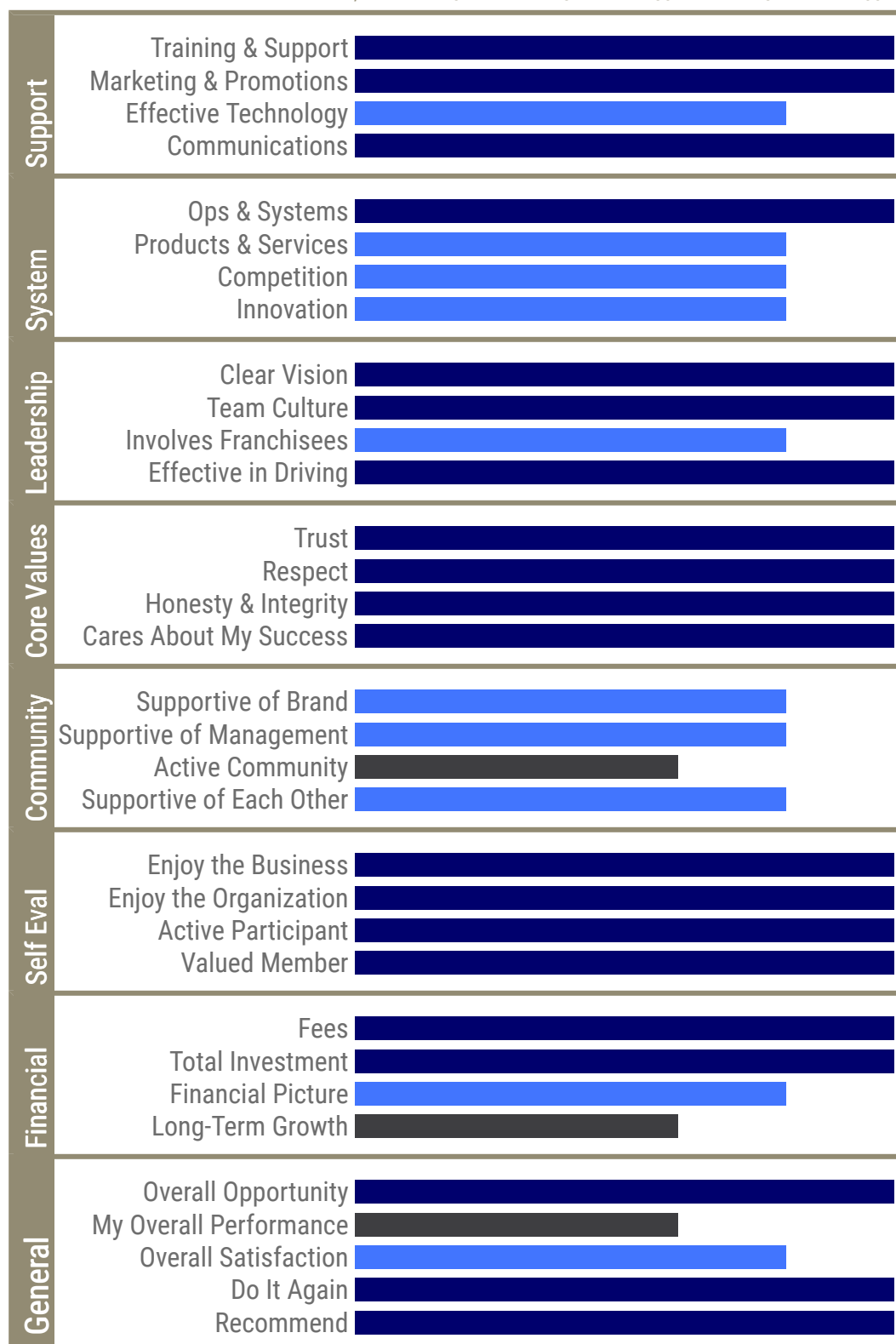
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Fred Pegar

Training, Support, Marketing

From the beginning, the training and support has been excellent.

Individual Surveys

Larry Pibba

Participant FSI: 88.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Marietta, IL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

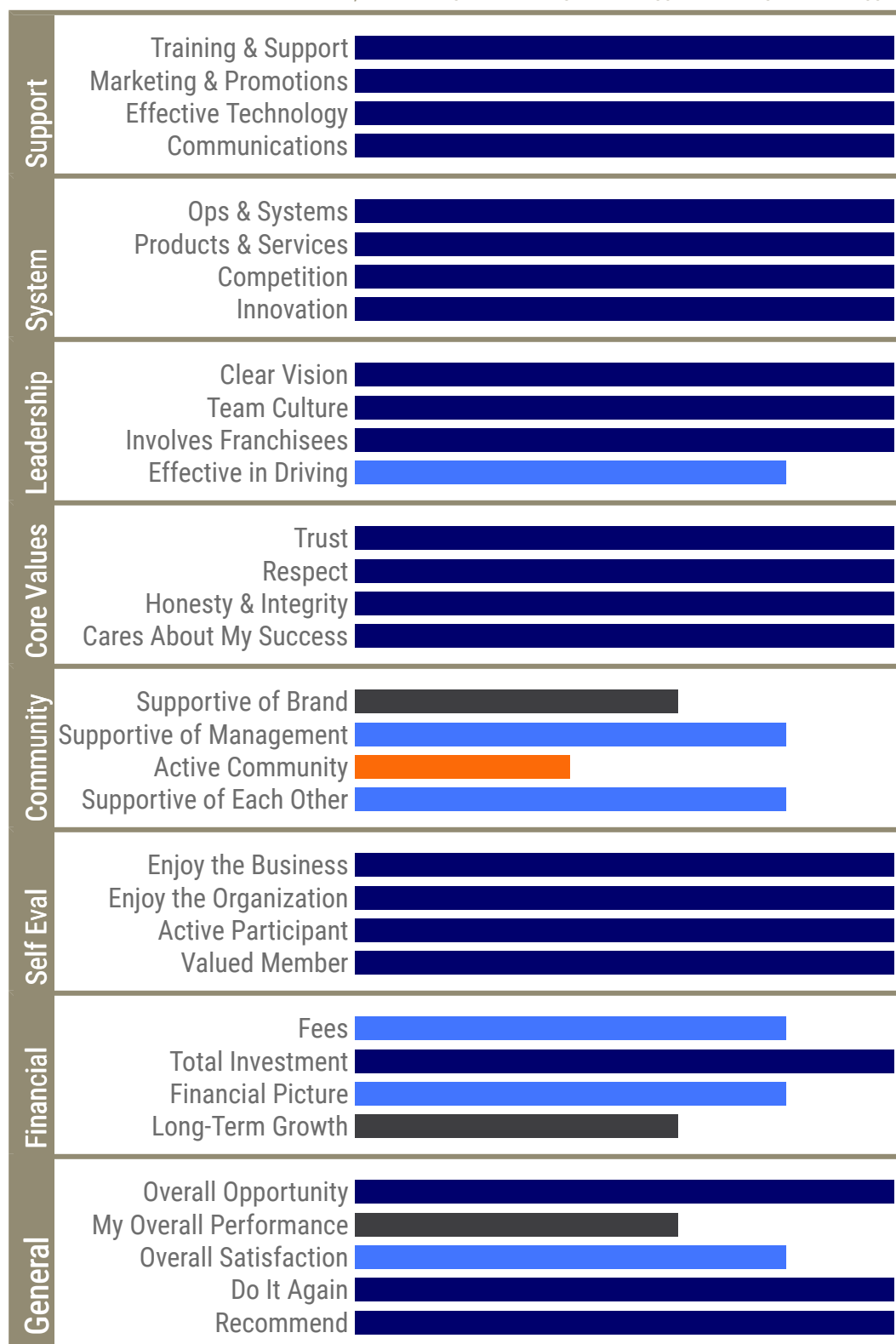
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

John Piend

Participant FSI: 96.1

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Shawnee Mission, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

Market: Small Market (50,000 -

99,999 population)

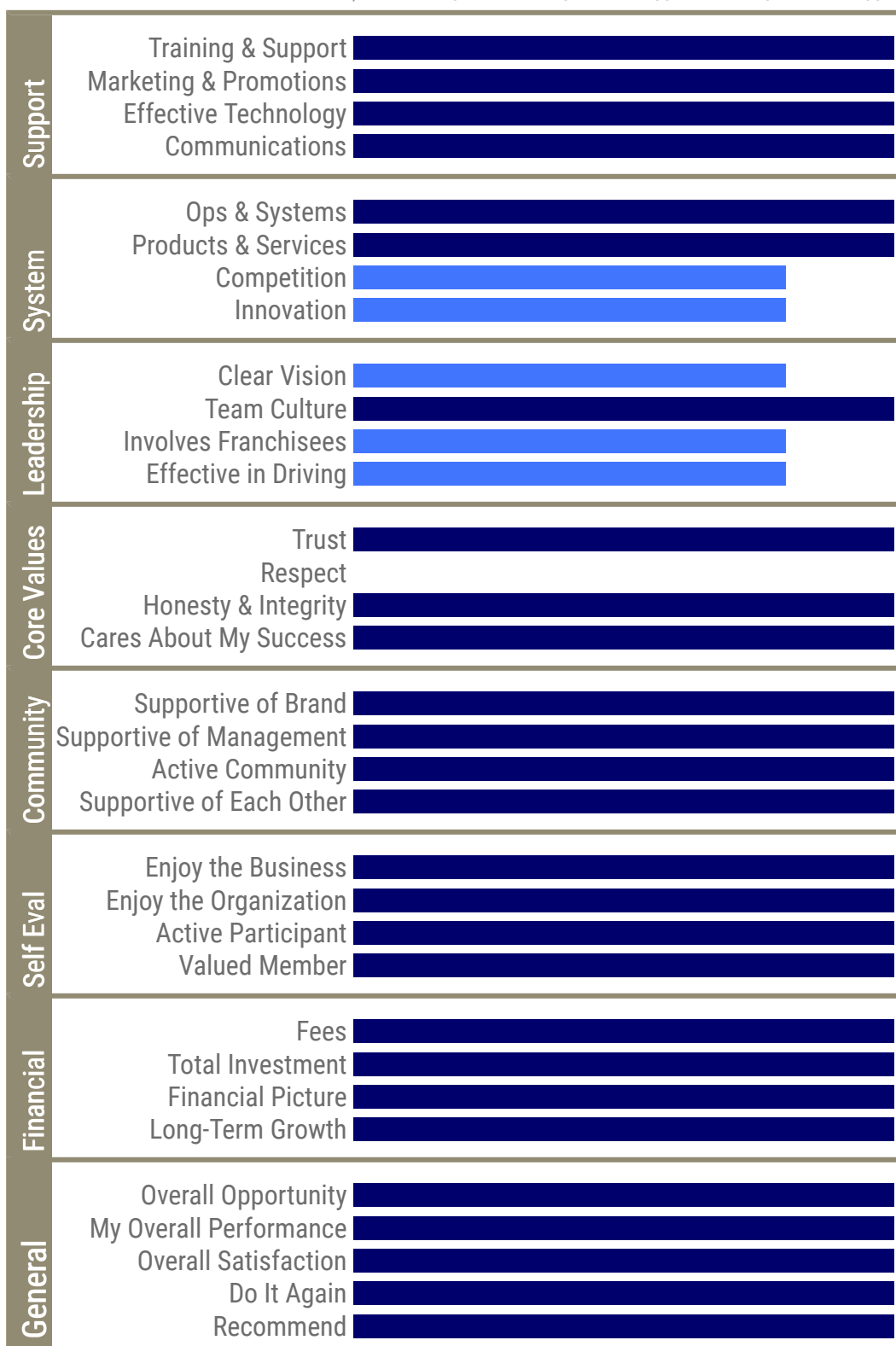
Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Individual Surveys

John Piend(Tipaka)

Participant FSI: 81.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Shawnee Mission,
CO

Tenure: 10+ years

Units: single unit / territory

Future Development: probably

not

Region: South US

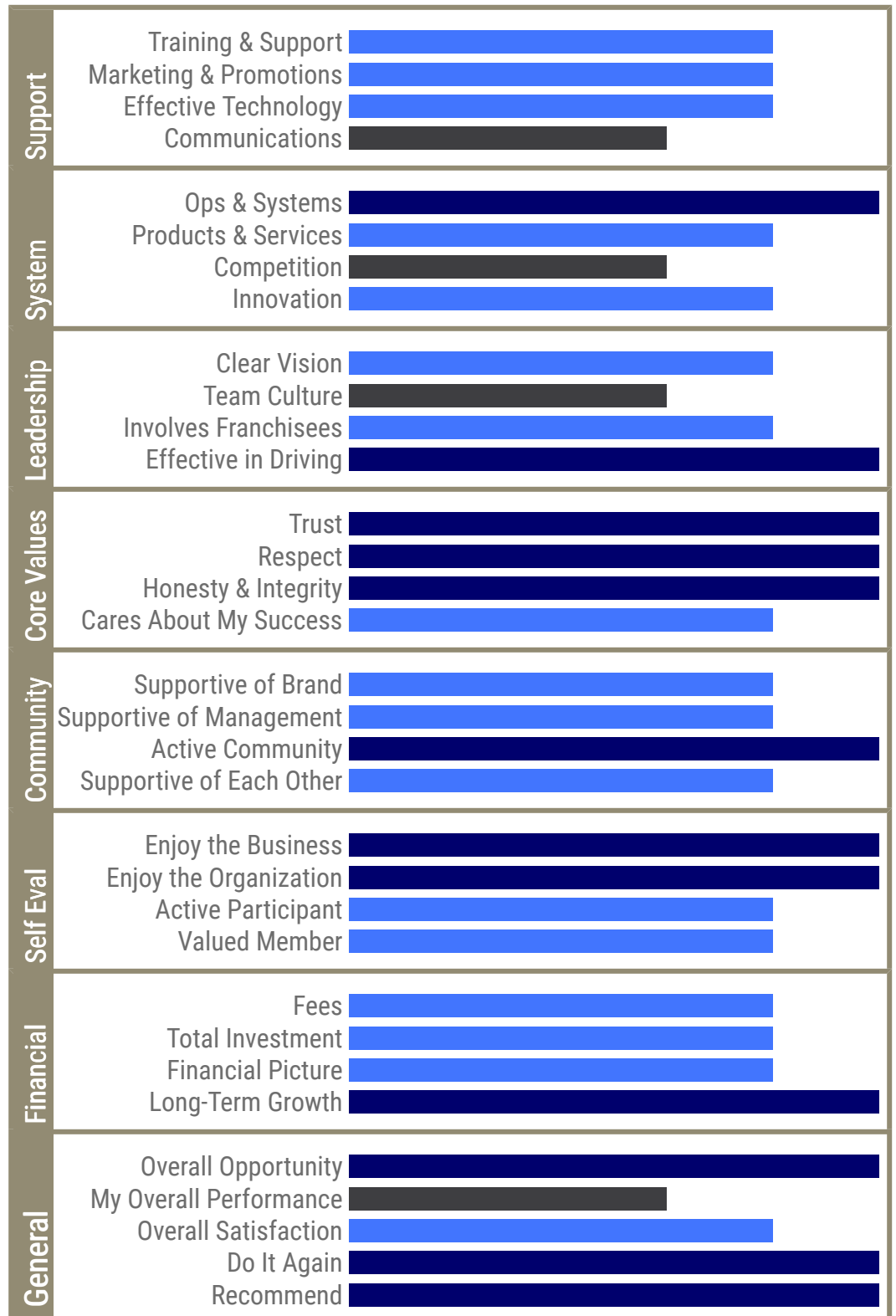
Market: Small Market (50,000 -

99,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Pillins

Participant FSI: 69.5

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Devon, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

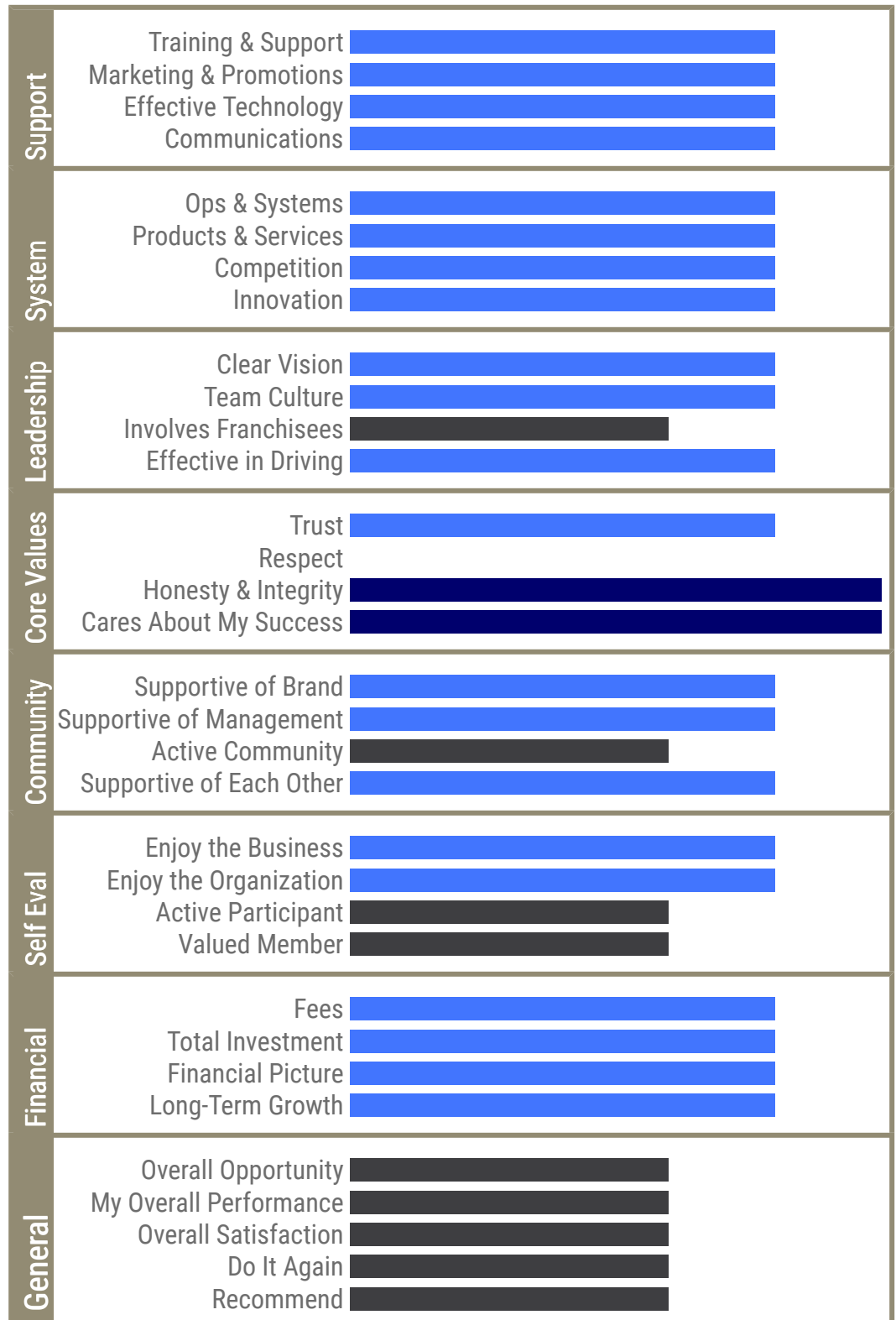
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

William Pillins

Participant FSI: 90.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Devon, SC

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

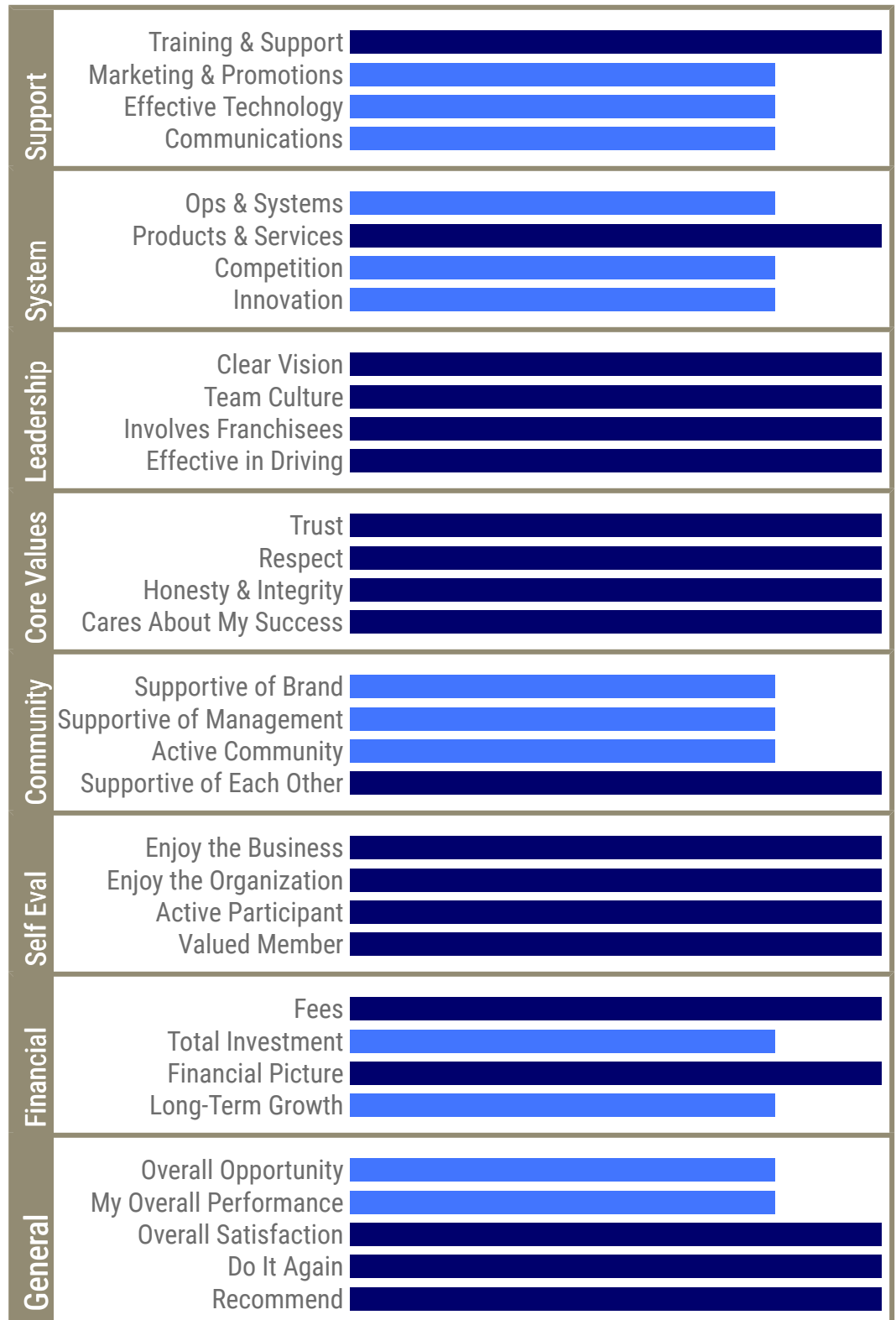
Region: South US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Bill Pisa

Participant FSI: 60.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Woodstock, MA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

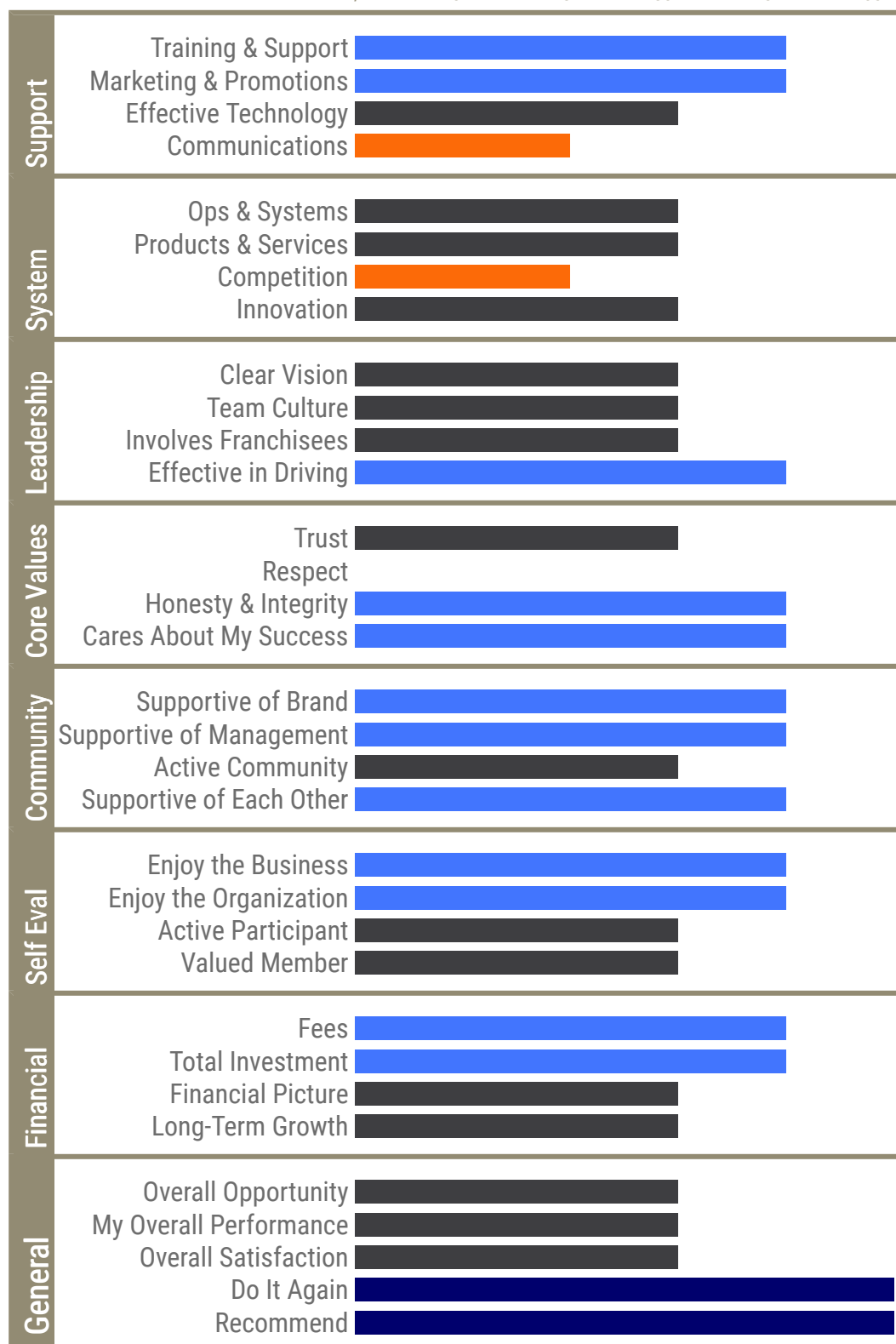
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Carl Piss

Participant FSI: 60.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Hudson,

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: West US

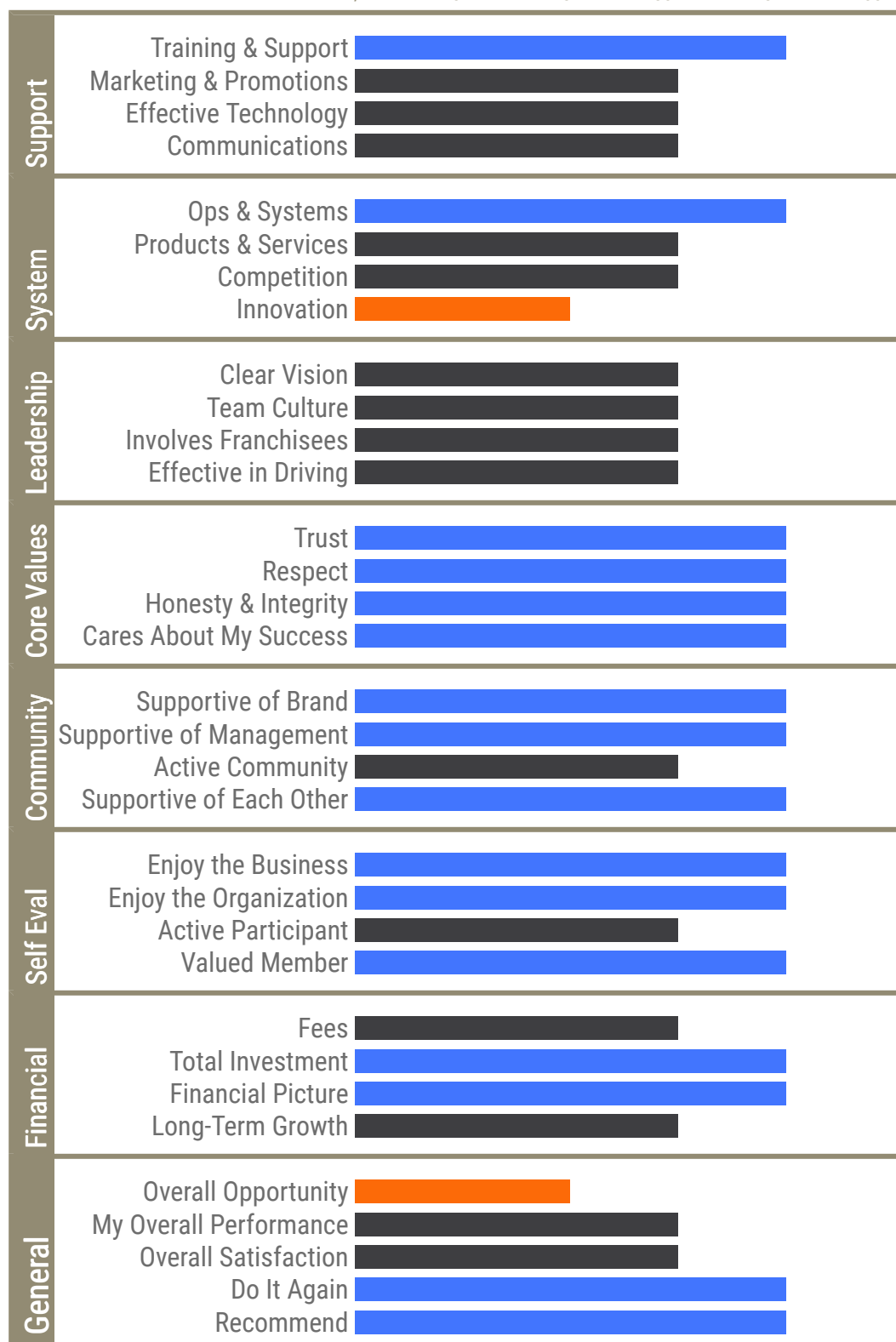
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

John Piss

Participant FSI: 65.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Hudson, KS

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: South US

Market: Large Market (250,000 -

499,999 population)

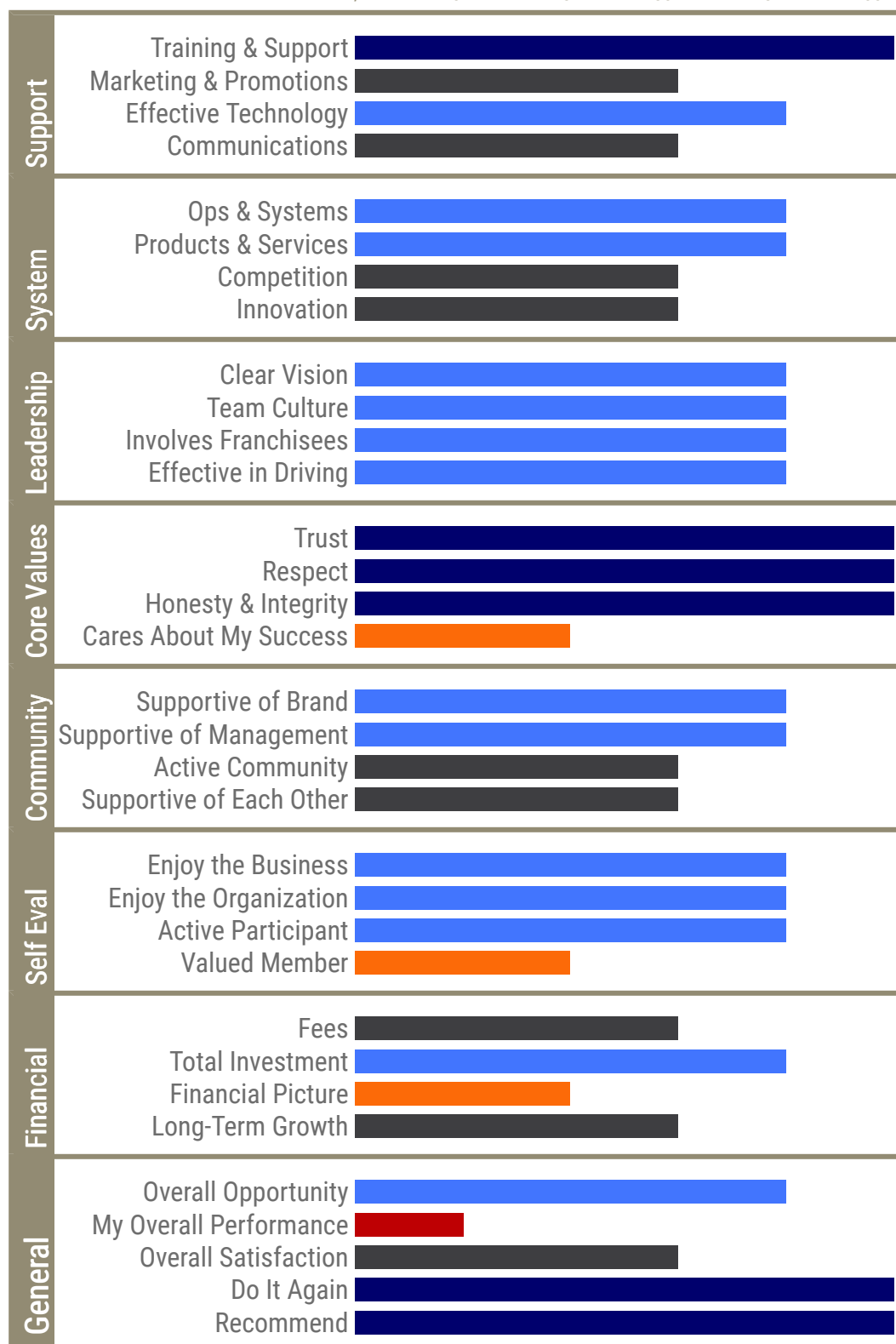
Market: Major Metro (500,000+

population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

John Piss

Participant FSI: 81.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Hudson, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

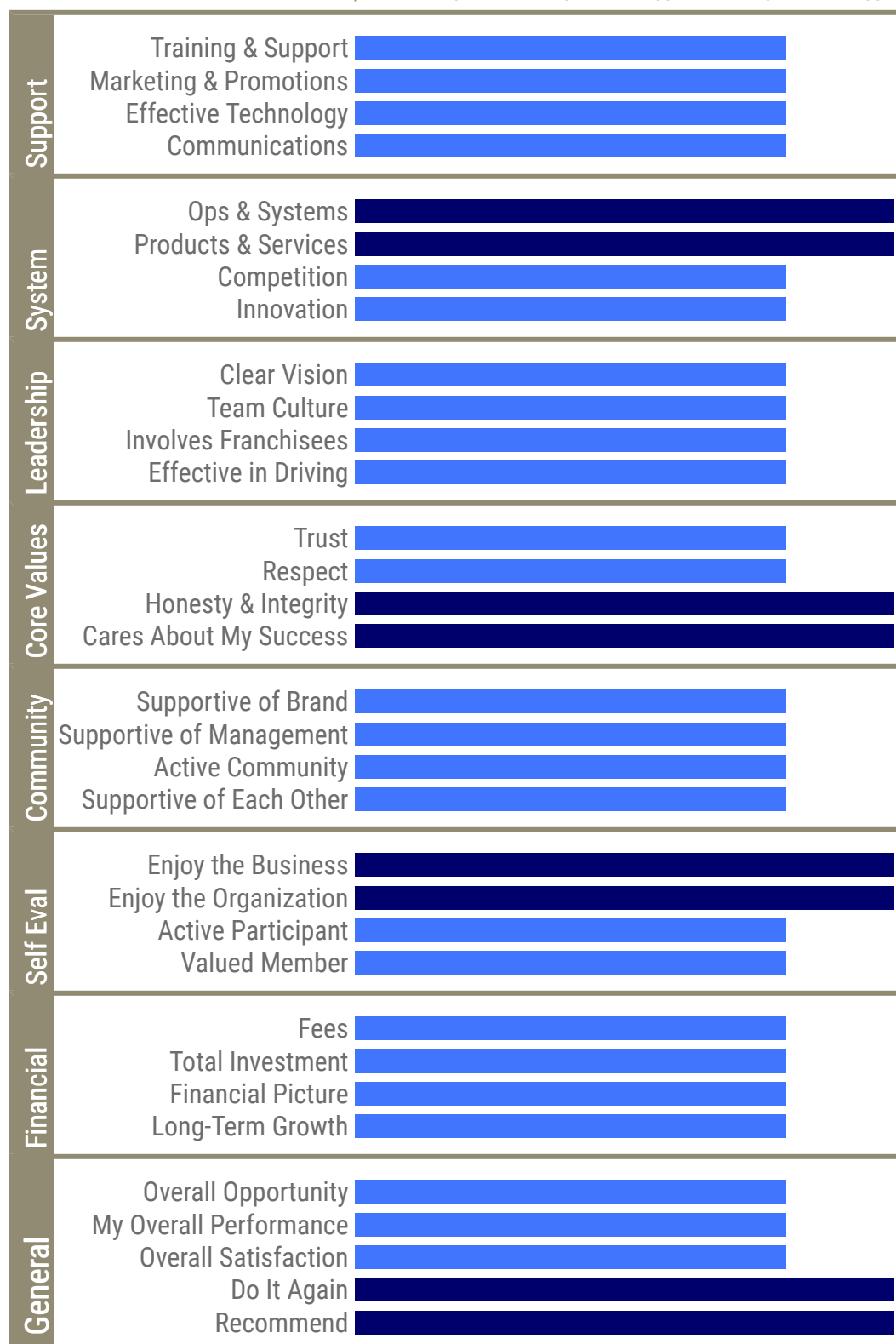
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ken Raffird/Marshall

Participant FSI: 81.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Sun City, OH

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably

Region: Midwest US

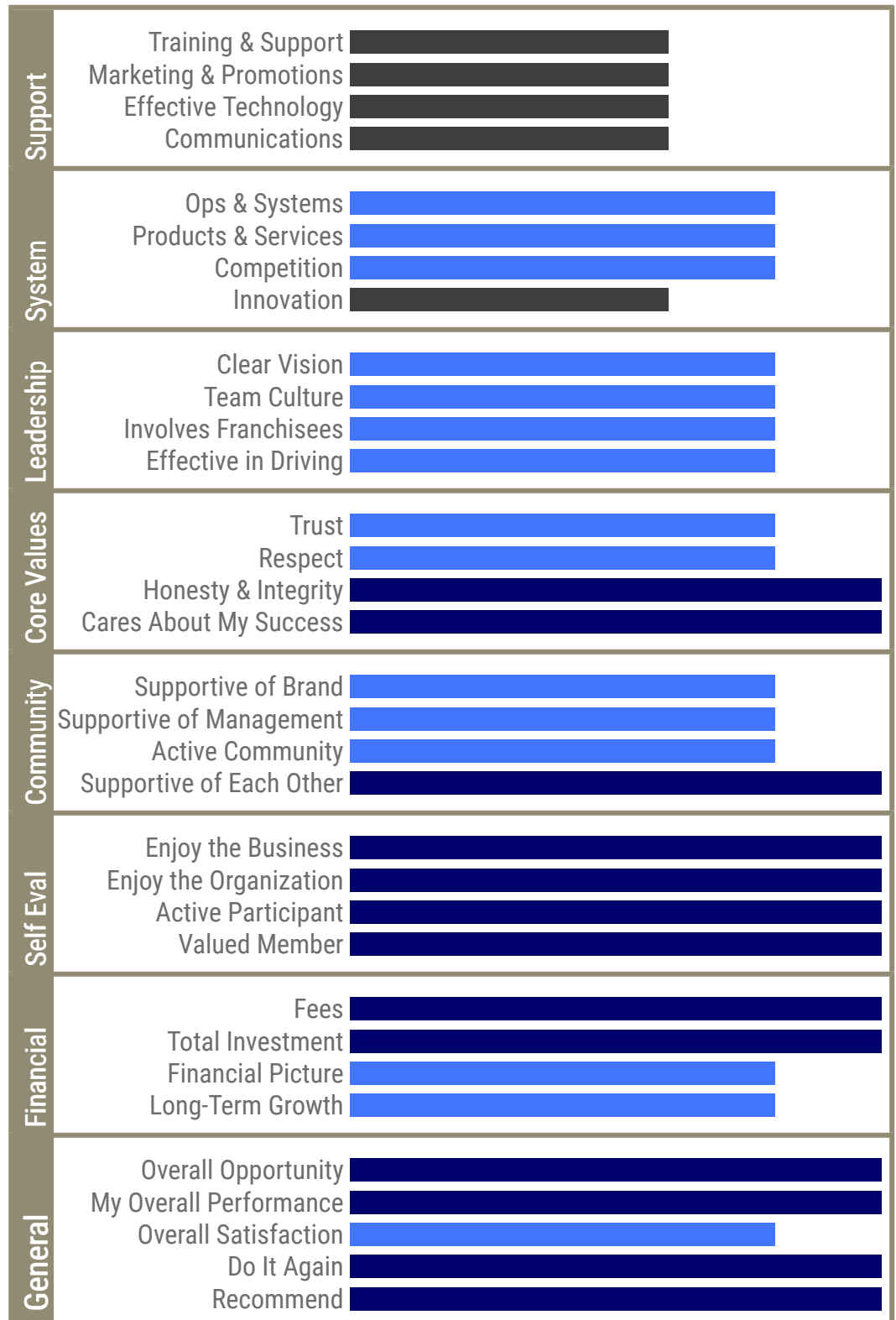
Market: Large Market (250,000 -

499,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

**Steve Raffird/
Marshall**

Participant FSI: 85.9
Company FSI: 68.7
Participant FSI Range:

N/A 0 25 50 75 100

Sun City, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

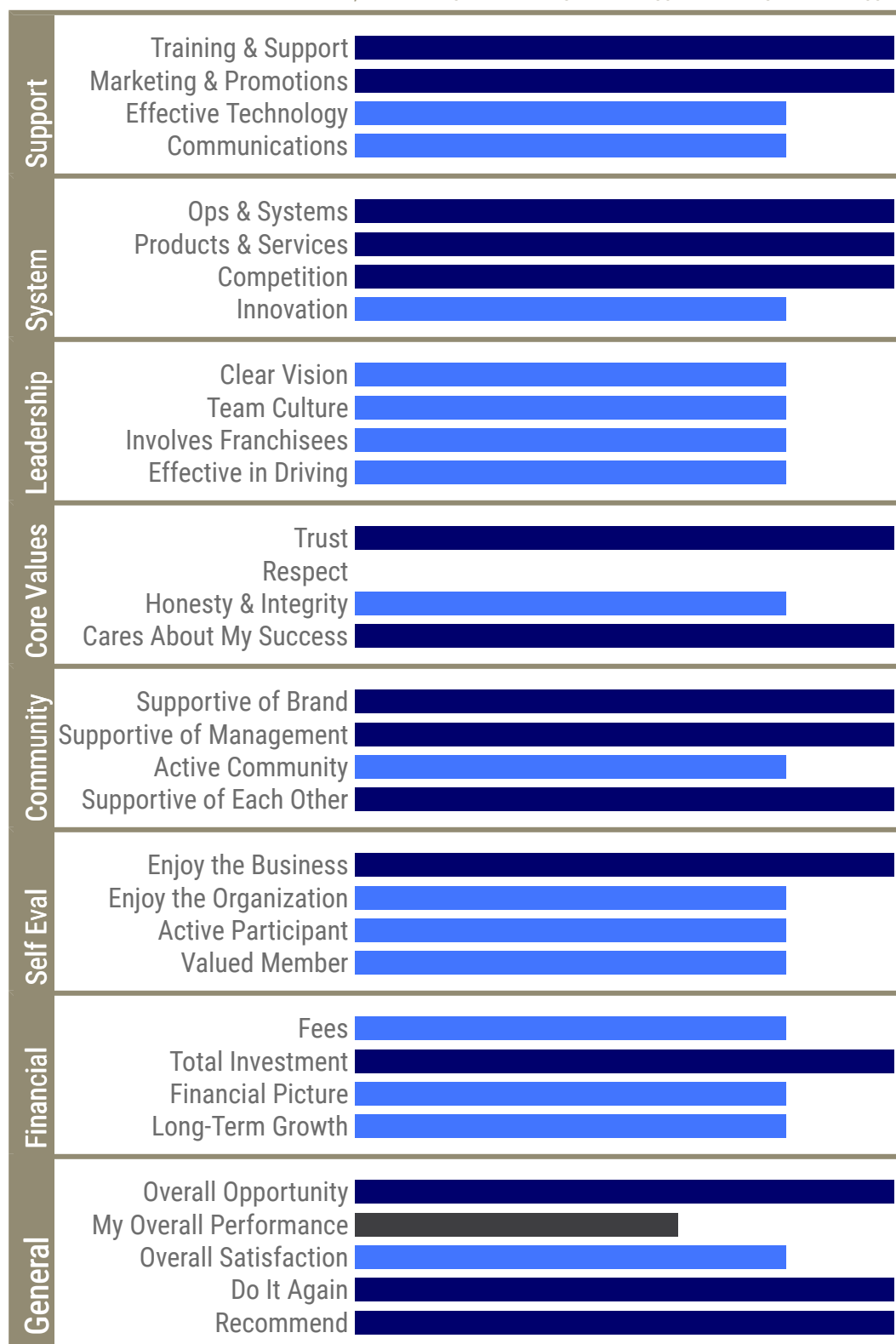
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

**Steve Raffird/
Marshall**



Sun City, GA

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: Northeast US

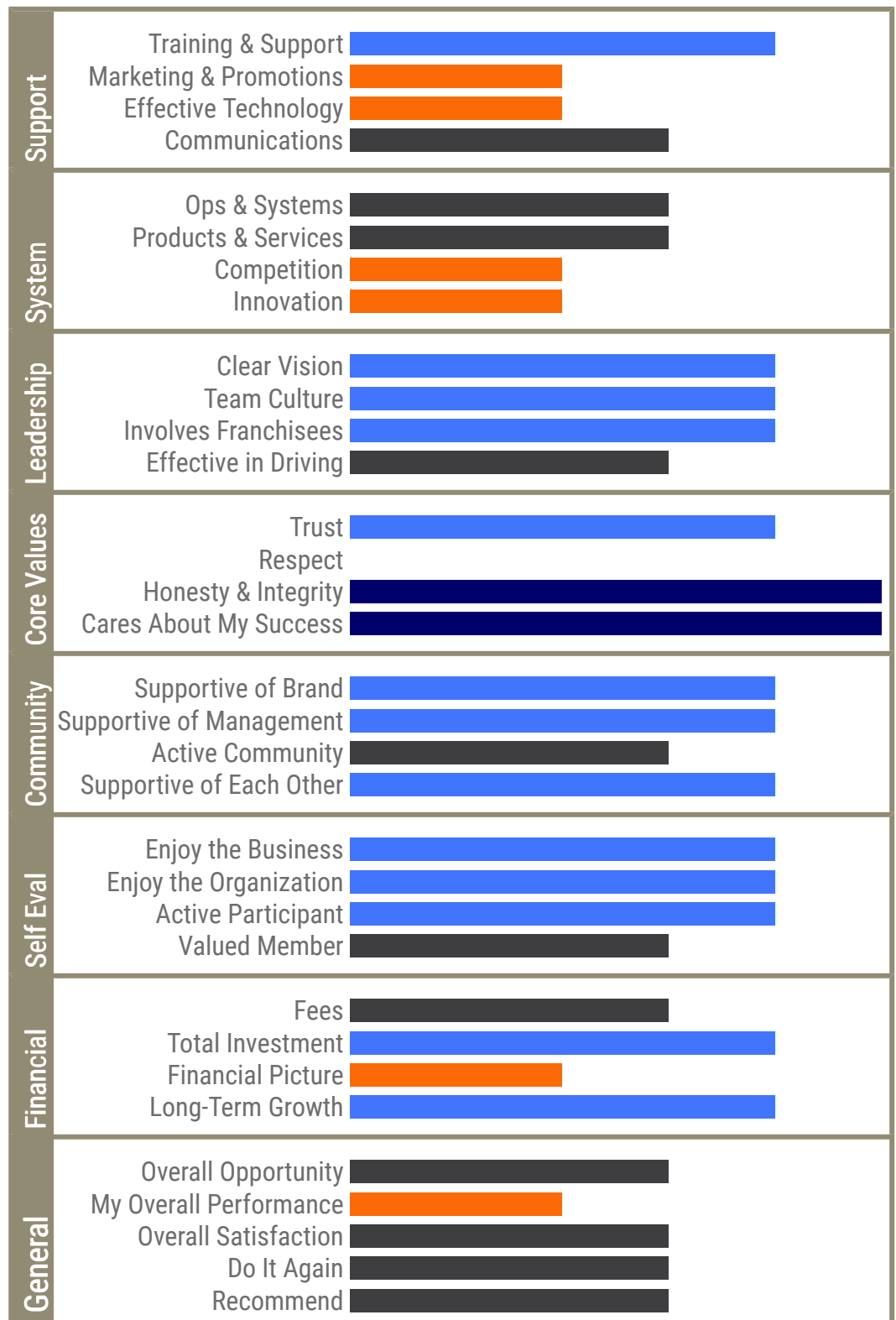
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Marie Rallars

Participant FSI: 65.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Orange, NY

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: Midwest US

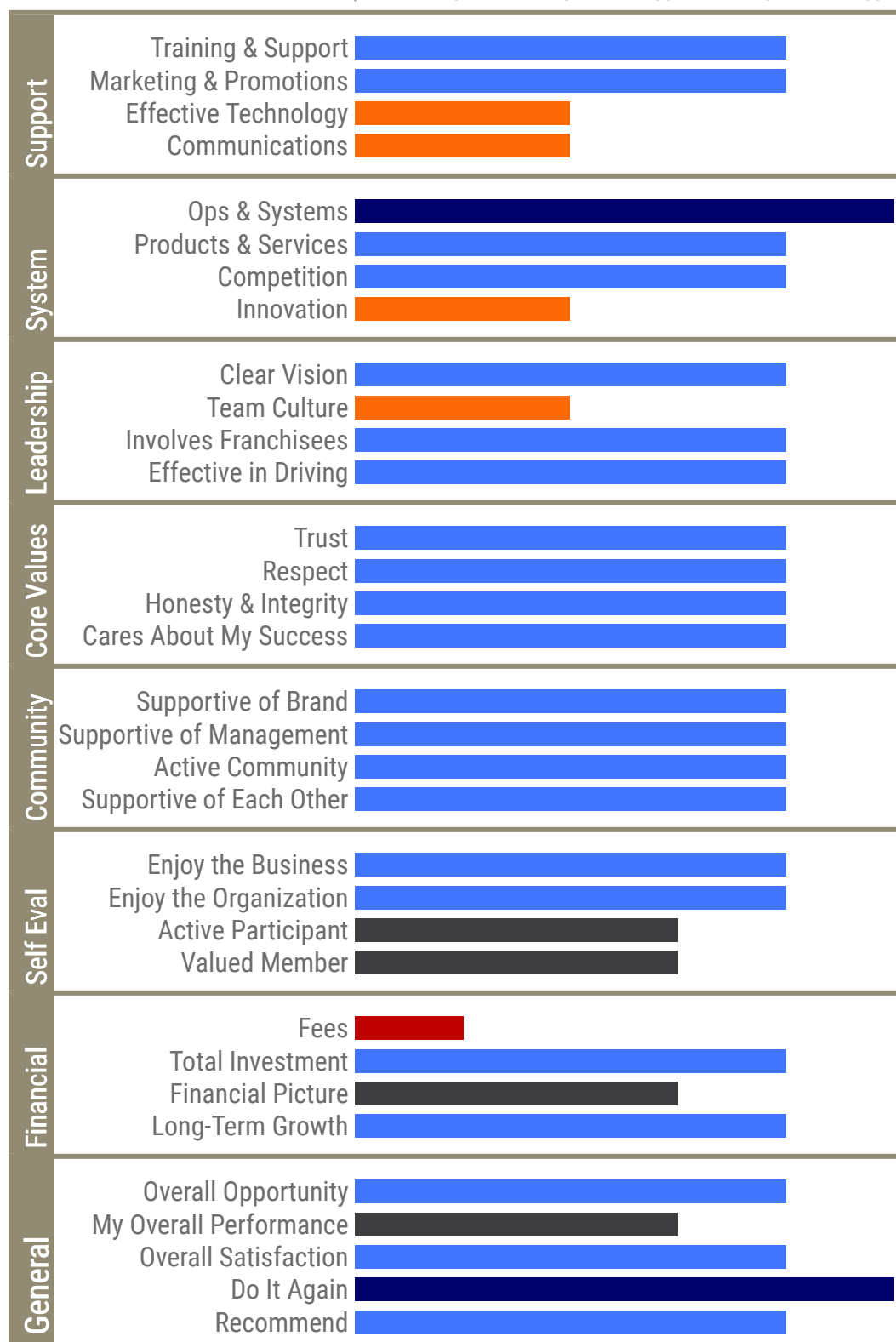
Market: Very Small Market

(Under 50,000 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Paul Rcahill

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Chesterfield, FL

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: Midwest US

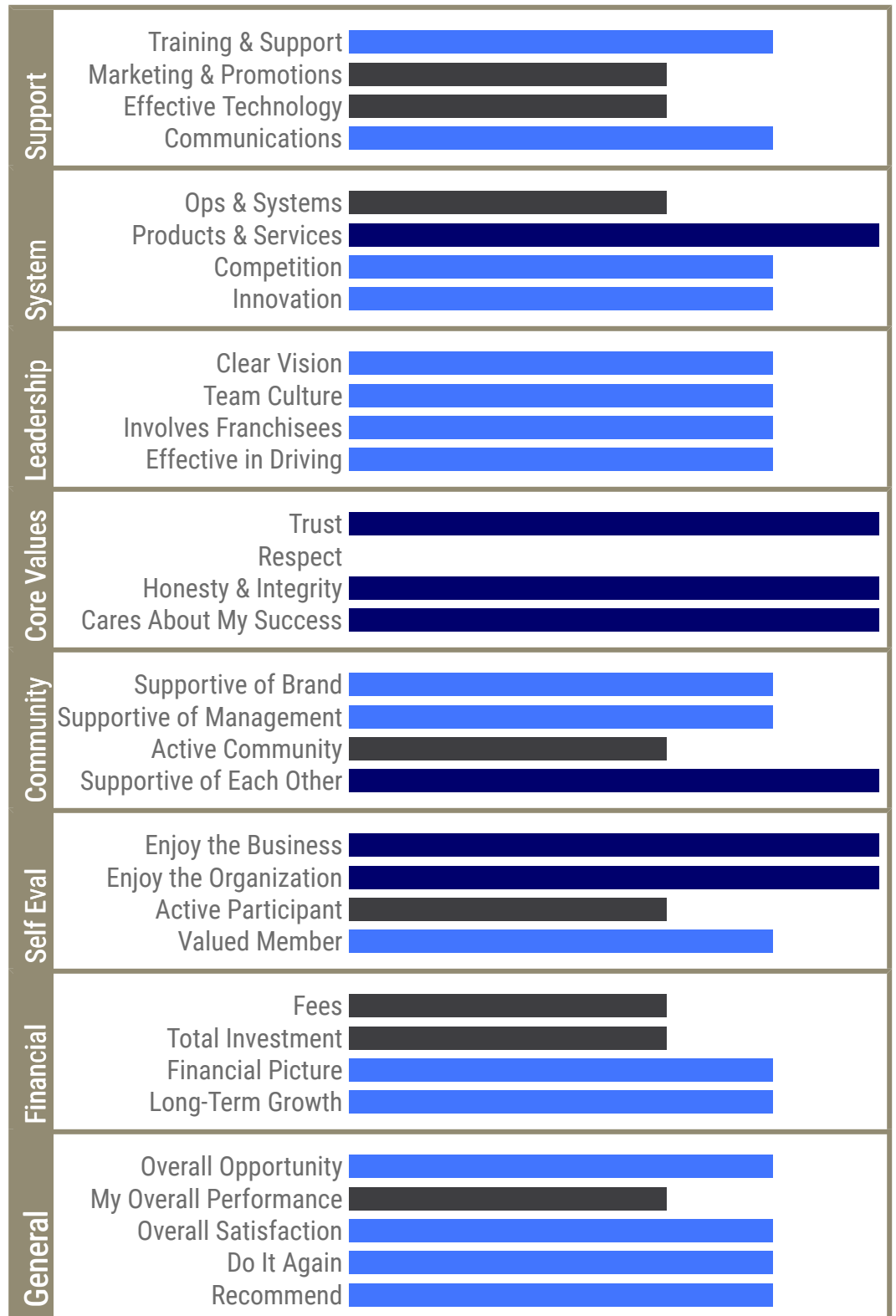
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ken Rchianfald

Participant FSI: 58.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Fremont, OH

Tenure: 10+ years

Units: single unit / territory

Future Development: no

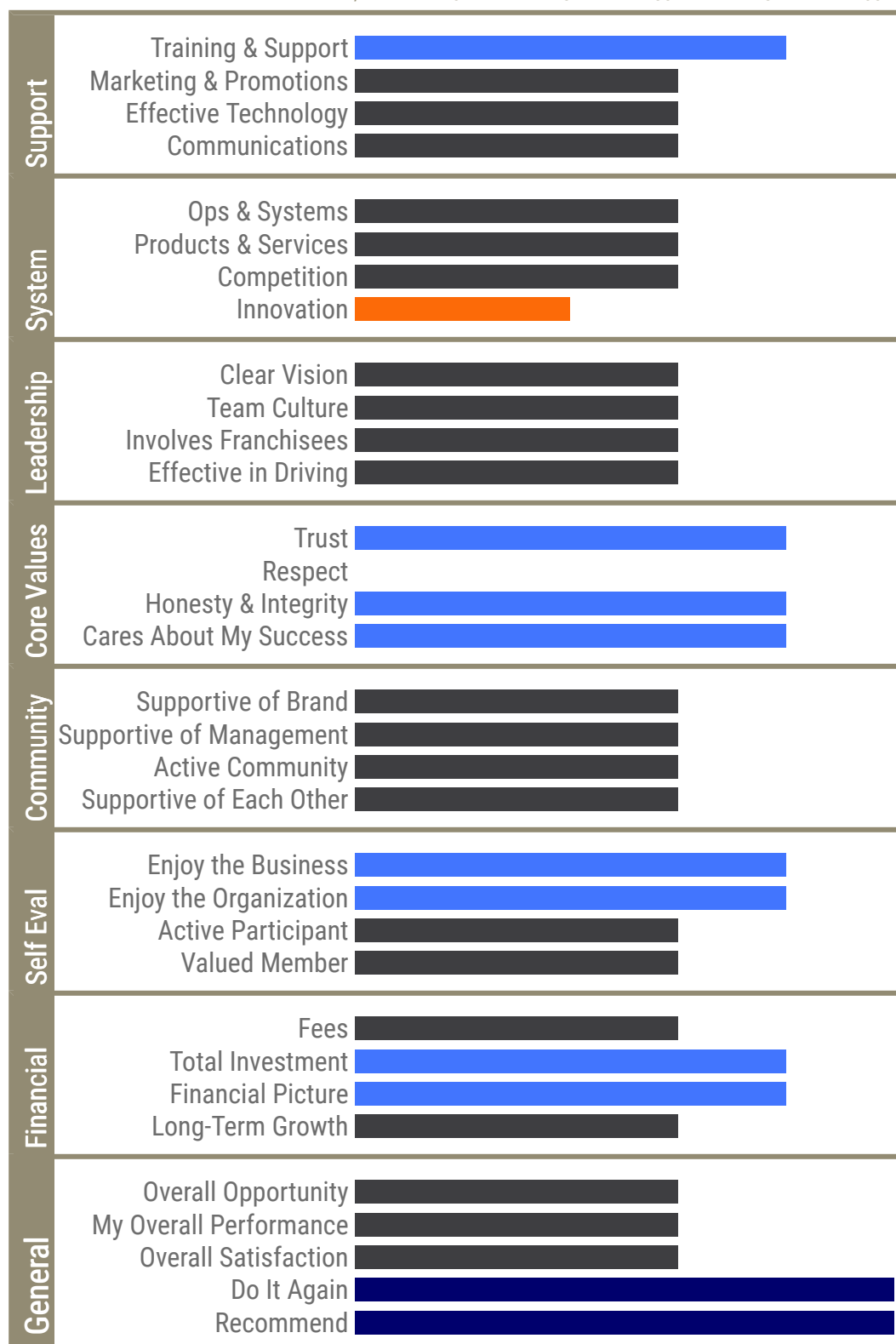
Region: South US

Market: Major Metro (500,000+ population)

Age: 45 - 54

Ethnicity: Asian

Gender: male



Individual Surveys

Steve Rhilala

Participant FSI: 48.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

New City, NH

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

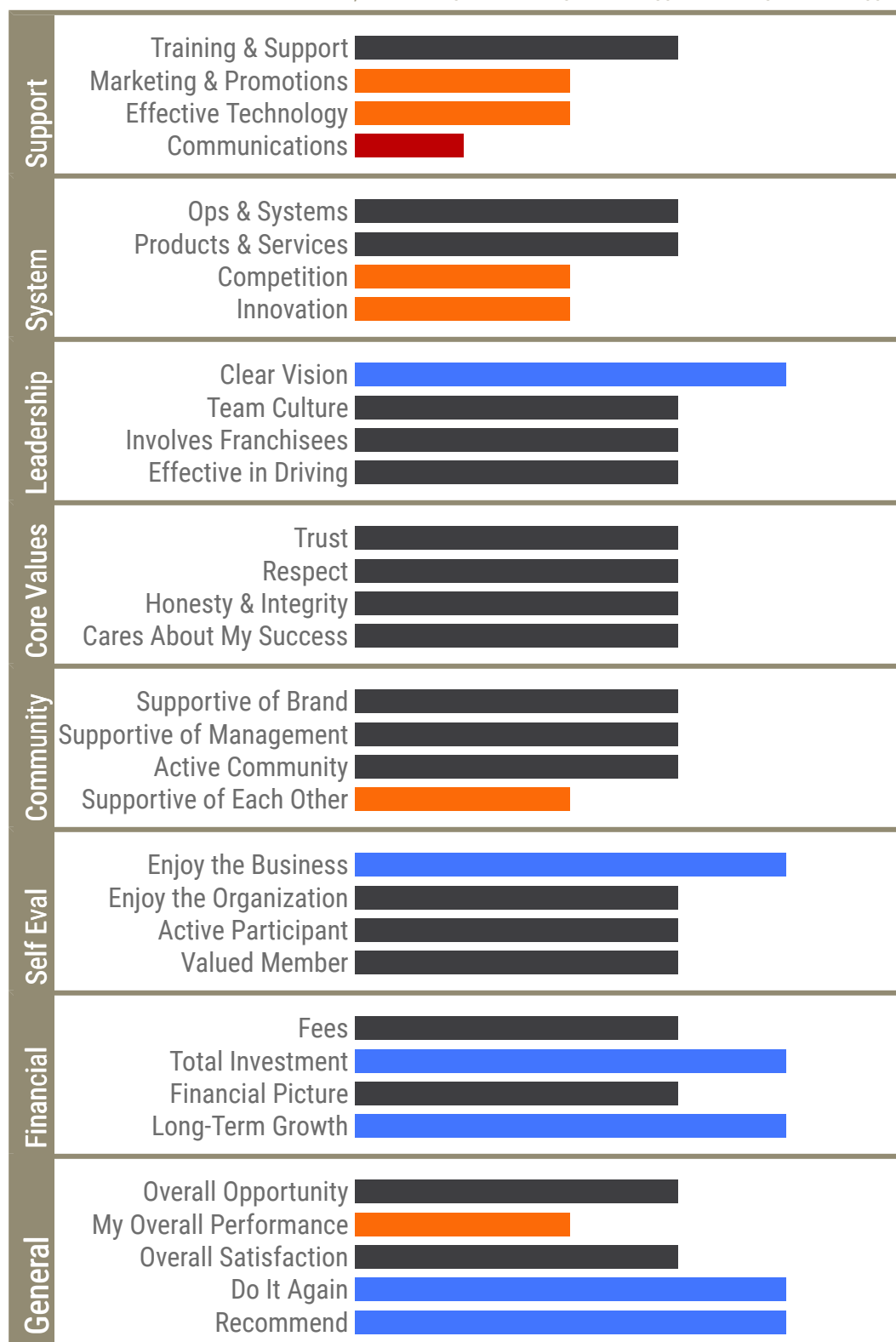
Market: Very Small Market

(Under 50,000 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Ronya Rilva

Participant FSI: 78.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Londonderry, FL

Market: Major Metro (500,000+ population)

Region: Midwest US

Future Development: no

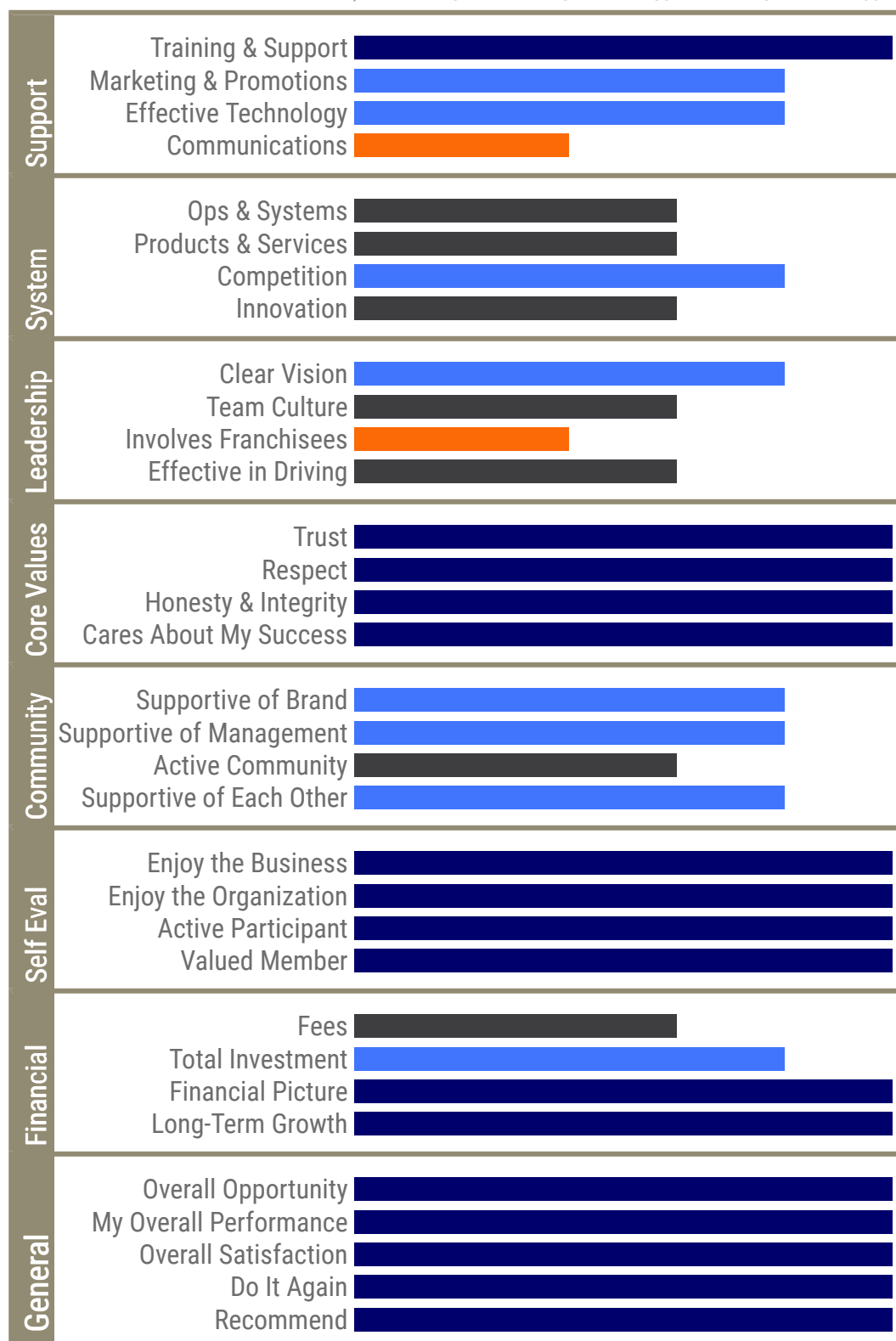
Units: single unit / territory

Tenure: 2 - 5 years

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Comments

Ronya Rilva

Training, Support, Marketing

Very effective and always willing to help. The biggest thing they need to work on is proactively getting in front of new offices and/or offices that aren't growing or staying very small. Many owners don't reach out for help, and Molly Wally's could do more help them along by not waiting for the owner to contact home office. the home office has help me tremendously.

Competition, Products/Services, Creativity

software that's closer to the cutting edge of technology is needed to maintain competitiveness in the future.

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

Involve the franchisees more in helping determine the direction of the company. also, either be more active in guiding new offices, or more selective to who gets in as new owners. way too many of the population is stuck at very low levels of revenue.

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

the community is great, but would be much more helpful if we had an intranet that could be used to encourage communication between franchisees.

Individual Surveys

Ronya Rilva

Participant FSI: 78

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Londonderry, FL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

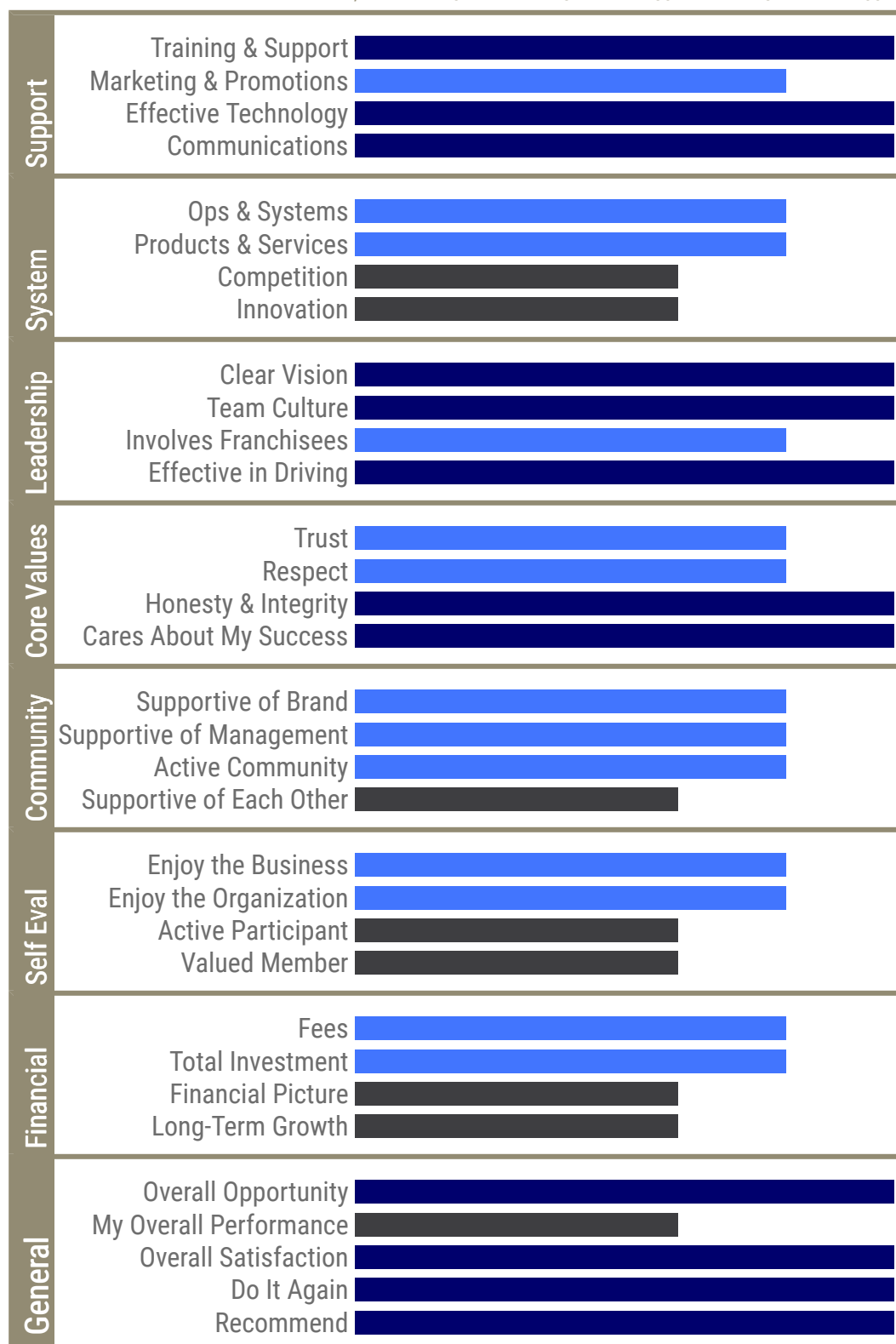
Market: Small Market (50,000 -

99,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

Ronya Rilva

Financial Opportunity

Growth and some other answers has to be weighed by my age (71)and needs, and not the promotions and oppurtunities offered by the franchise. My overall experience has been very positive, and if I was more disaplained to follow their procedures etc. I would be substaintly more successful today than I am.

Individual Surveys

Joe Rimmins

Participant FSI: 93.8

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Panama City Beach,
OK

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

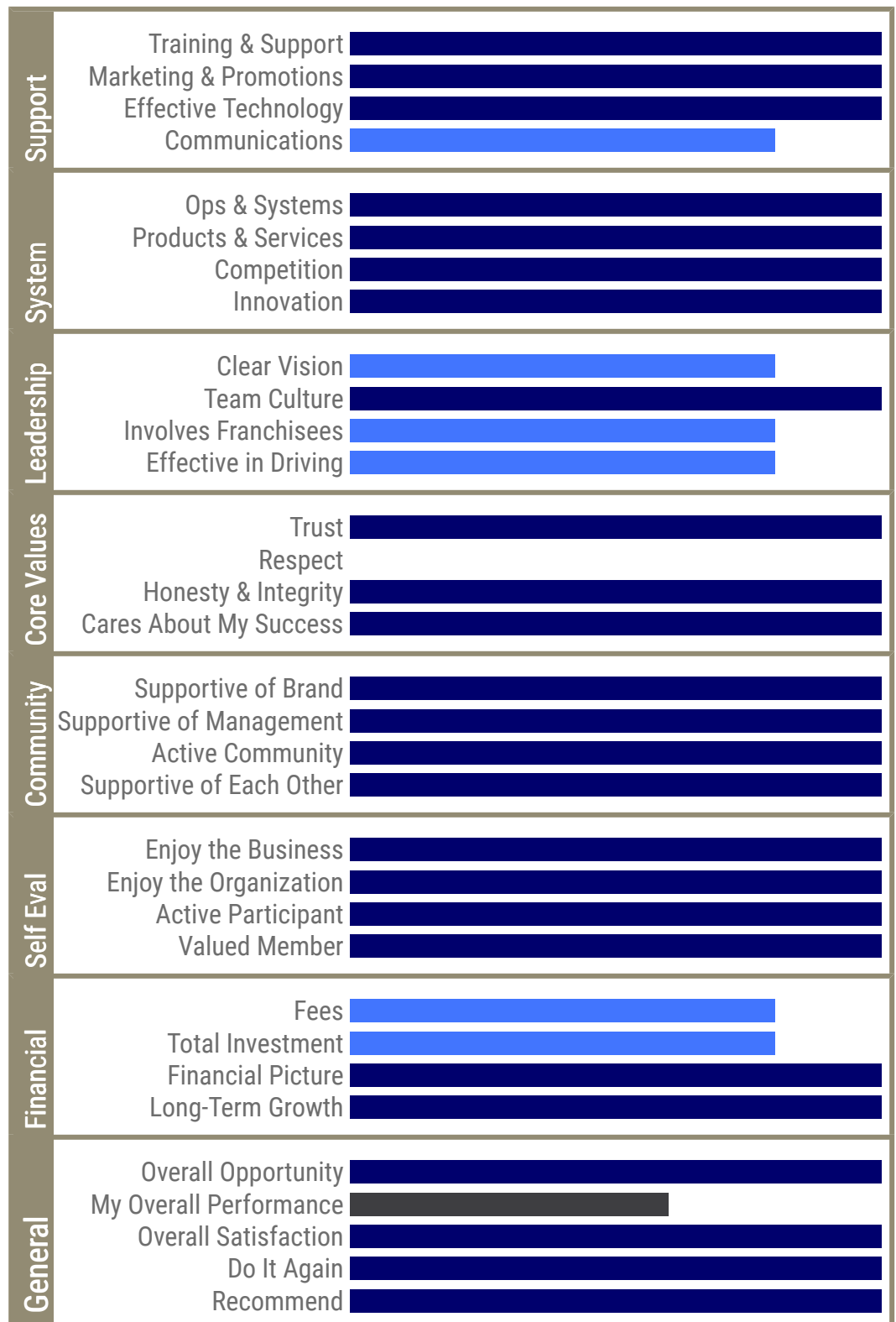
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Diana Rmith

Participant FSI: 91.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Broken Arrow, WA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

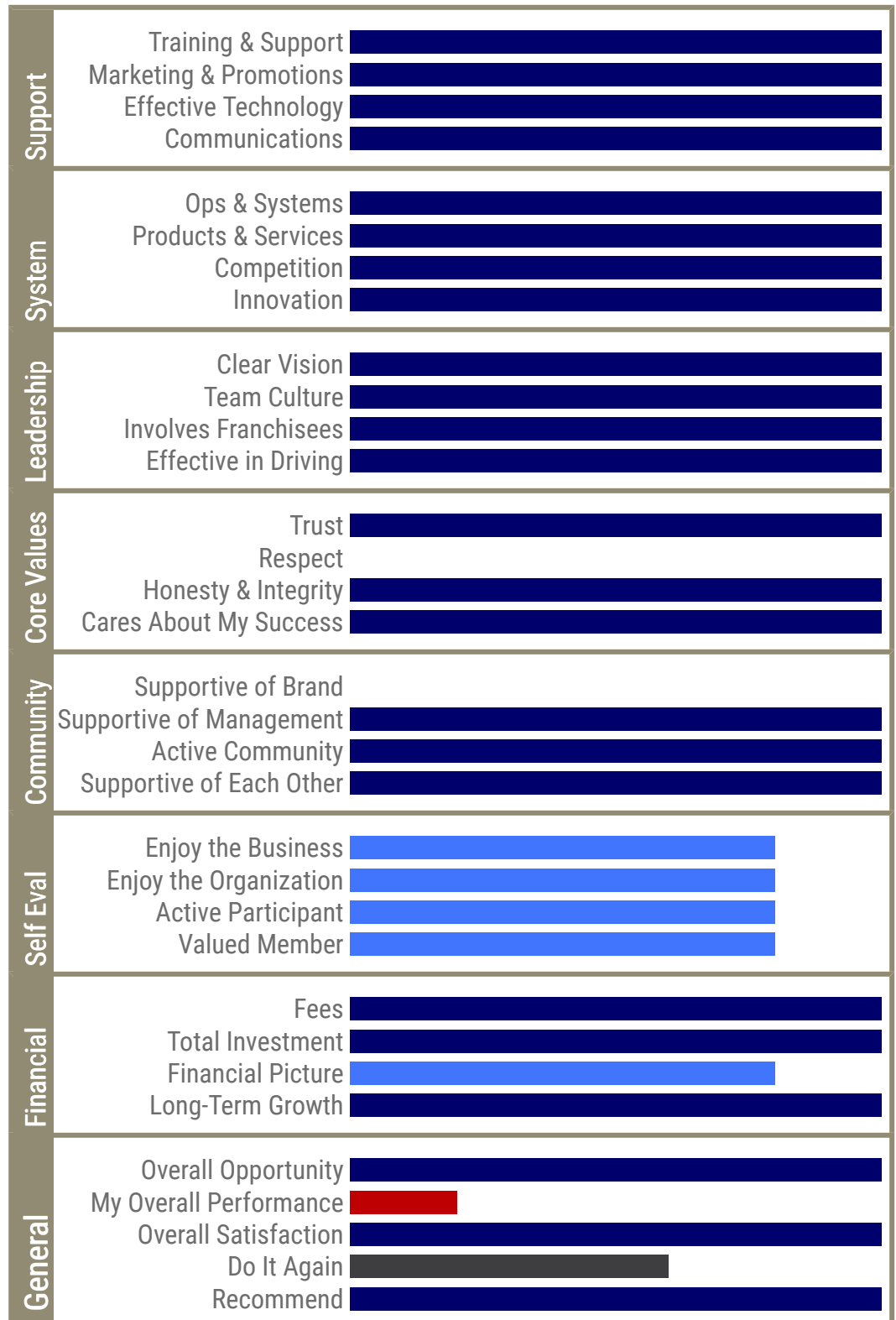
Region: Midwest US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Diana Rmith

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

The Franchisor has always operated under the principle that its success is dependent upon my success.

Individual Surveys

Michael Rmith

Participant FSI: 76.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Broken Arrow, CT

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: probably
not

Region: West US

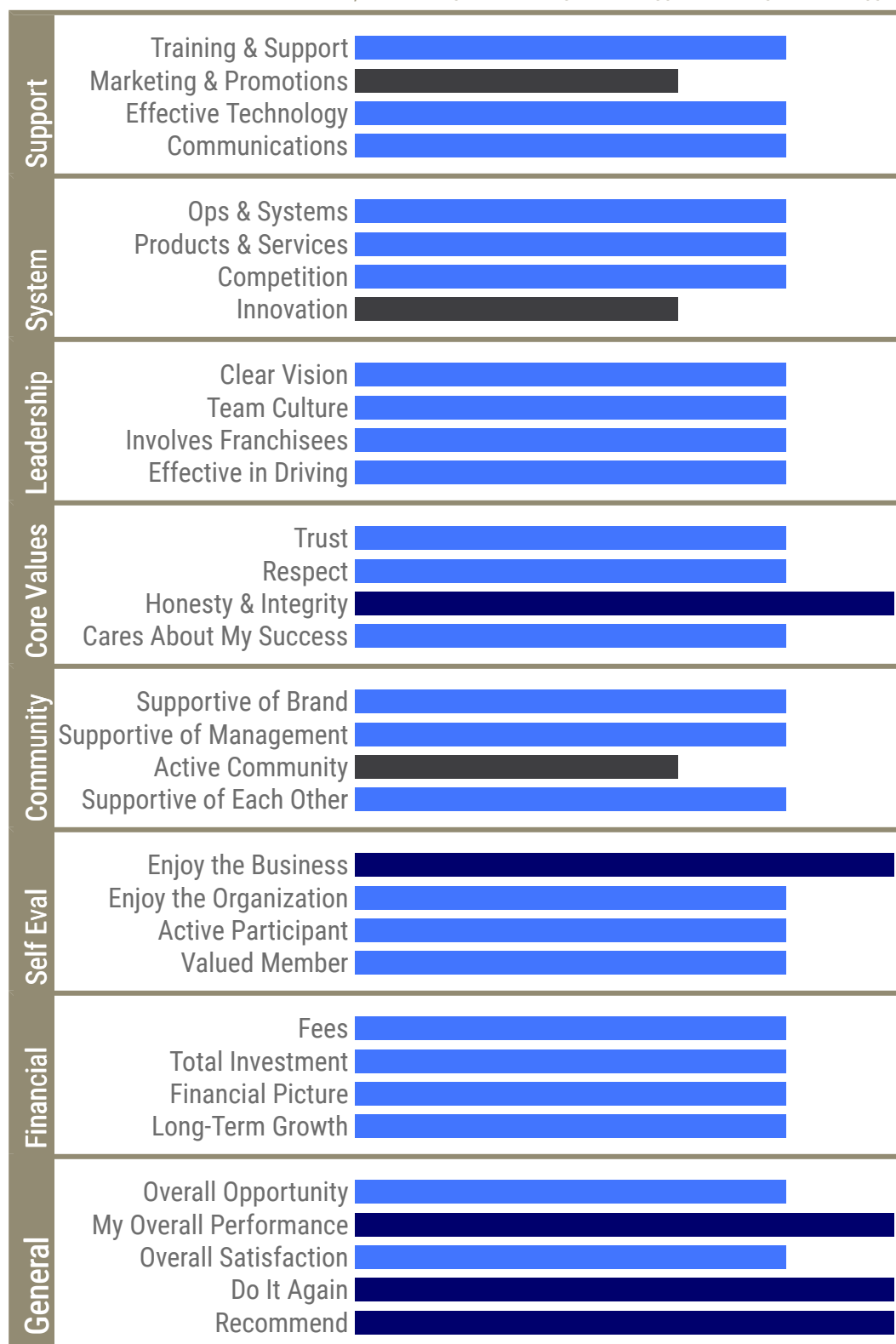
Market: Large Market (250,000 -
499,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey
together



Individual Surveys

William Rmith

Participant FSI: 73.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Vancouver, SC

Market: Major Metro (500,000+ population)

Region: Midwest US

Future Development: maybe

Units: single unit / territory

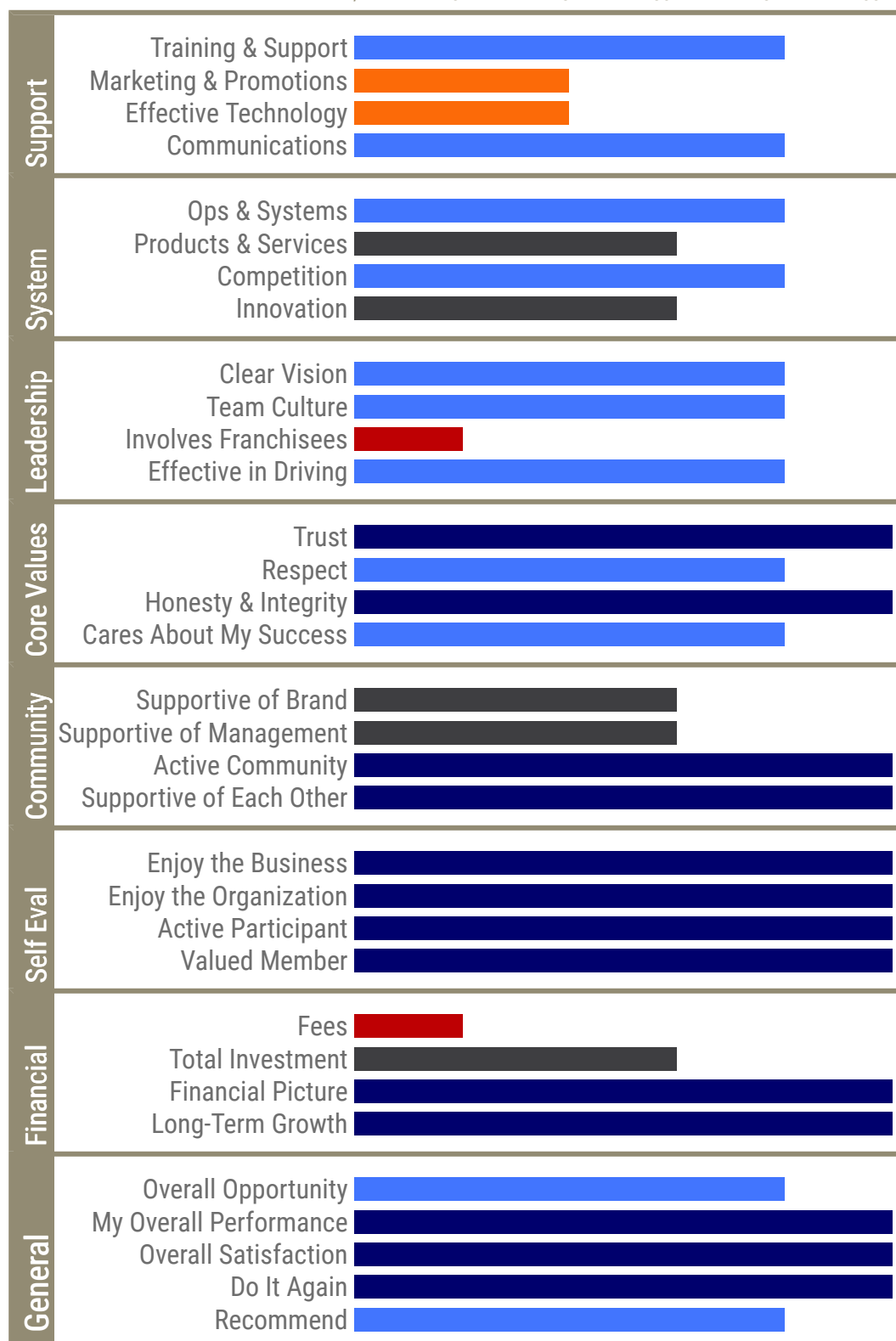
Tenure: 10+ years

Age: 55 - 64

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey together



Comments

William Rmith

Training, Support, Marketing

Marketing Support continues to be the weakest, but telemarketing firm has improved over earlier models

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

Listen to the franchisees more and respond with action, not only words about what we are going to do.

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

There is an UNREASONABLE expectation built by many of the new offices of what it takes and how long it takes to build a successful and profitable franchise.

Financial Opportunity

Hard work, learning the intricacies of small business accounting, and having a sales oriented personality (very difficult for most accountants) are the keys to success in this endeavor. Also, hiring people who care as much about our business as the owners is the thing that allows any franchisee to grow.

Individual Surveys

Terry Rmyrl

Participant FSI: 59.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Columbia, LA

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Midwest US

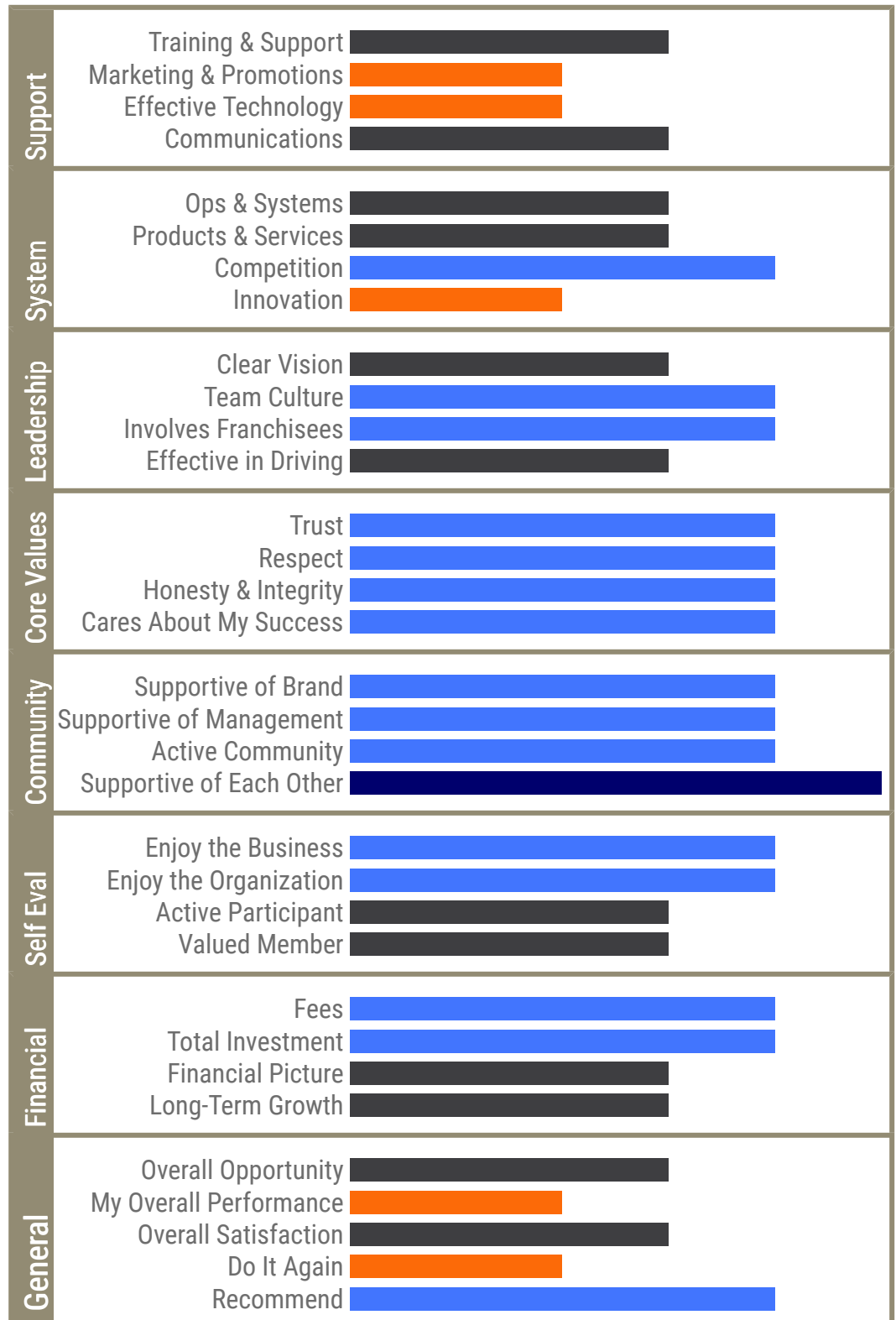
Market: Small Market (50,000 -

99,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

A.J. Rnydar

Participant FSI: 76.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Metairie, OH

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

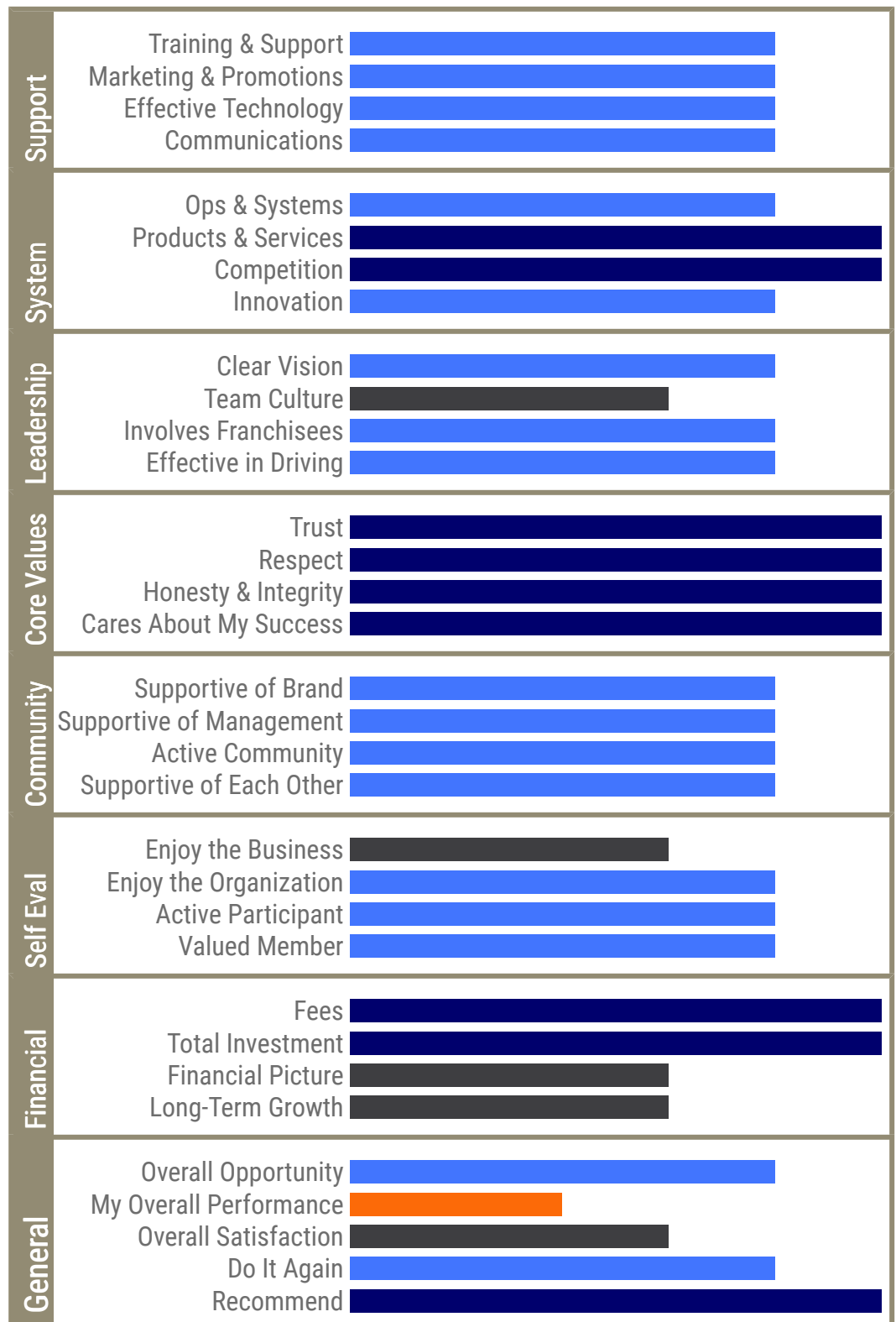
Market: Very Small Market

(Under 50,000 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Bill Rparli

Participant FSI: 68.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Westlake, MA

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

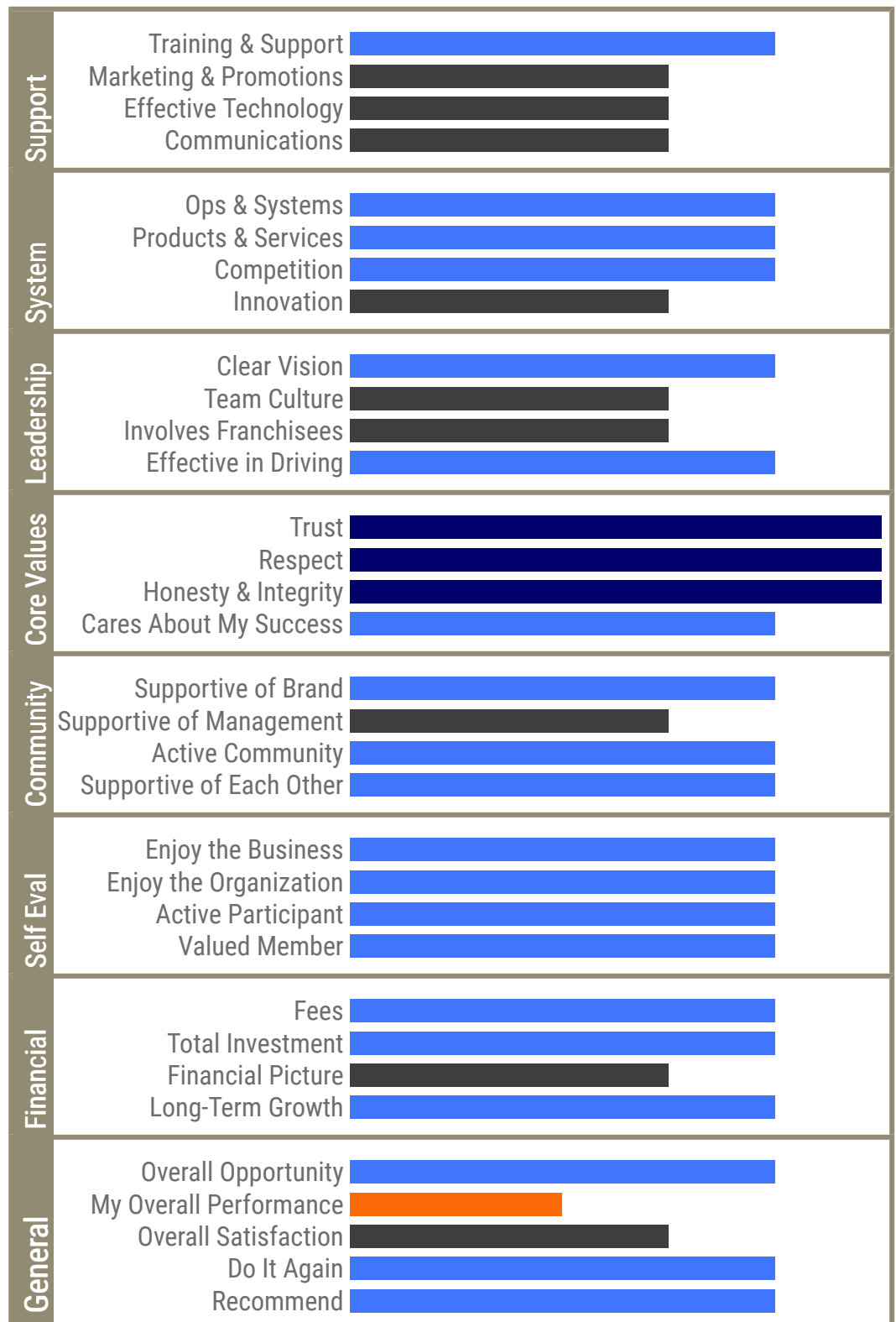
Region: South US

Market: Major Metro (500,000+ population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Comments

Bill Rparli

Training, Support, Marketing

I think training can be more pro-active. Meaning, initial training had a few days of marketing training, however nothing has been pushed (maybe even offered) in terms of marketing training. However, all communication indicates our primary focus should be on marketing our business. Some additional on-going training would help us in overcoming the hesitation we may have in marketing.

Individual Surveys

Cary Rtiry

Participant FSI: 72.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Oklahoma City, CA

Units: single unit / territory

Future Development: maybe

Region: South US

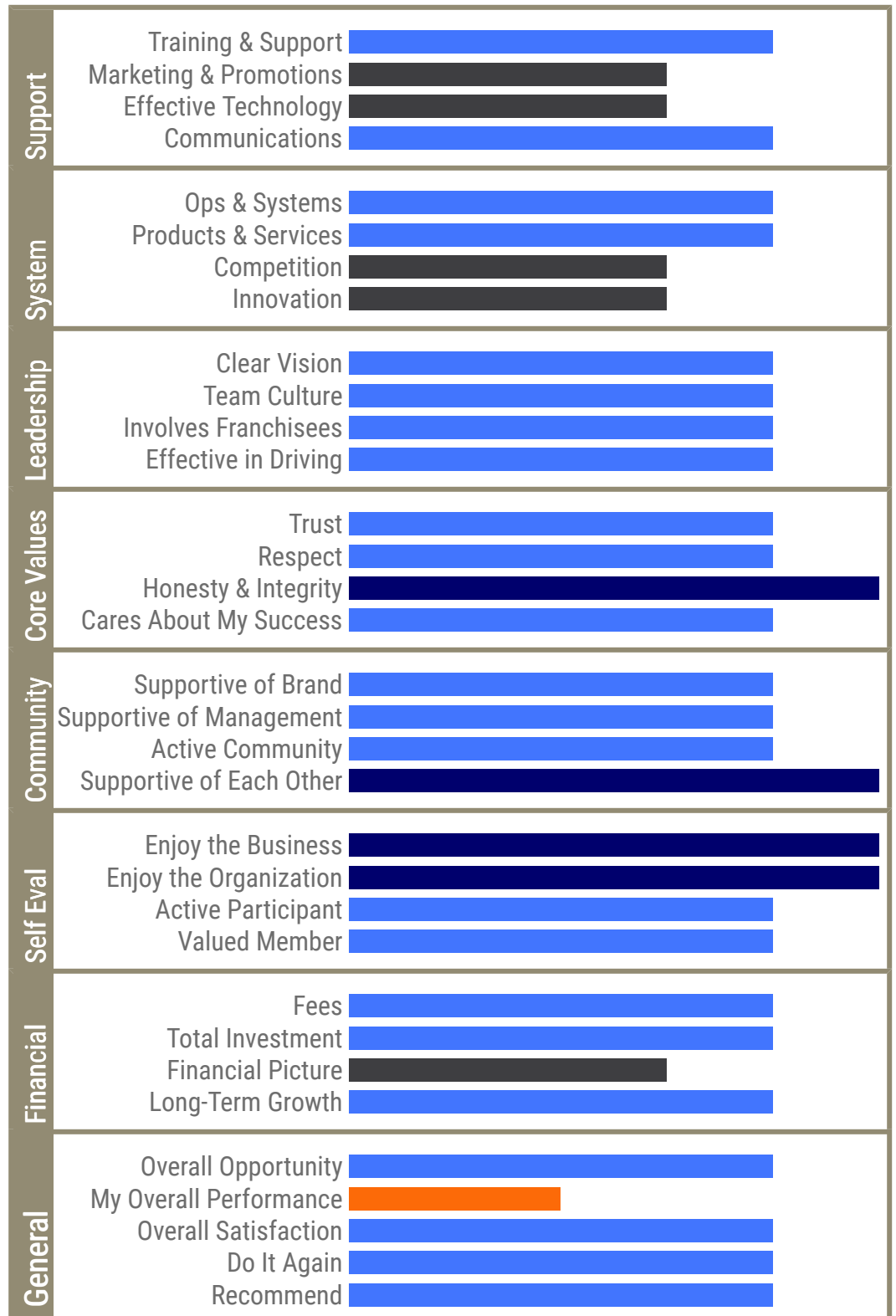
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Jim Rtivar

Participant FSI: 84.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

San Jose, MD

Tenure: 10+ years

Units: single unit / territory

Future Development: probably not

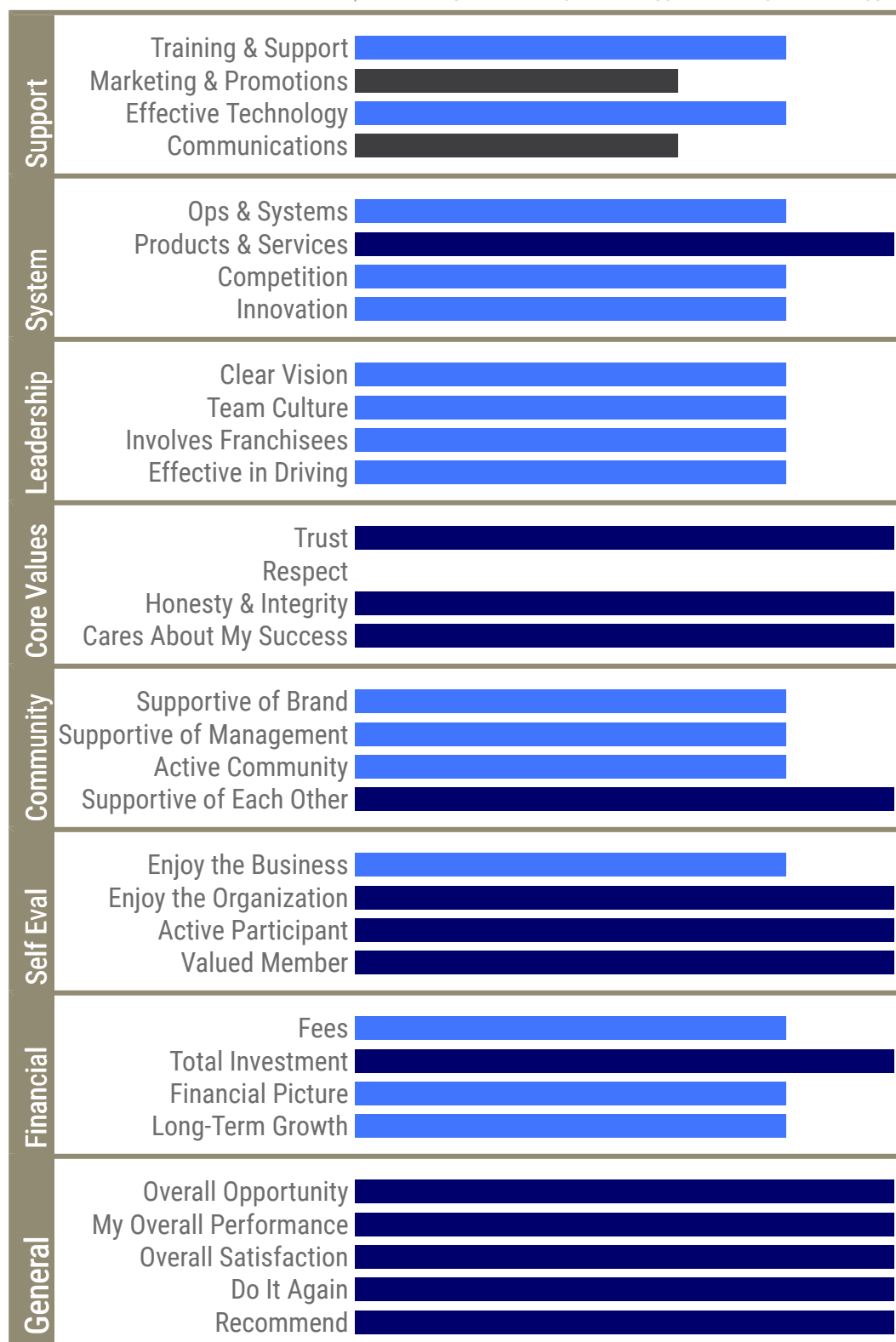
Region: South US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: female



Individual Surveys

Charles Rtrebla

Participant FSI: 59.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Mesa, PA

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: no

Region: South US

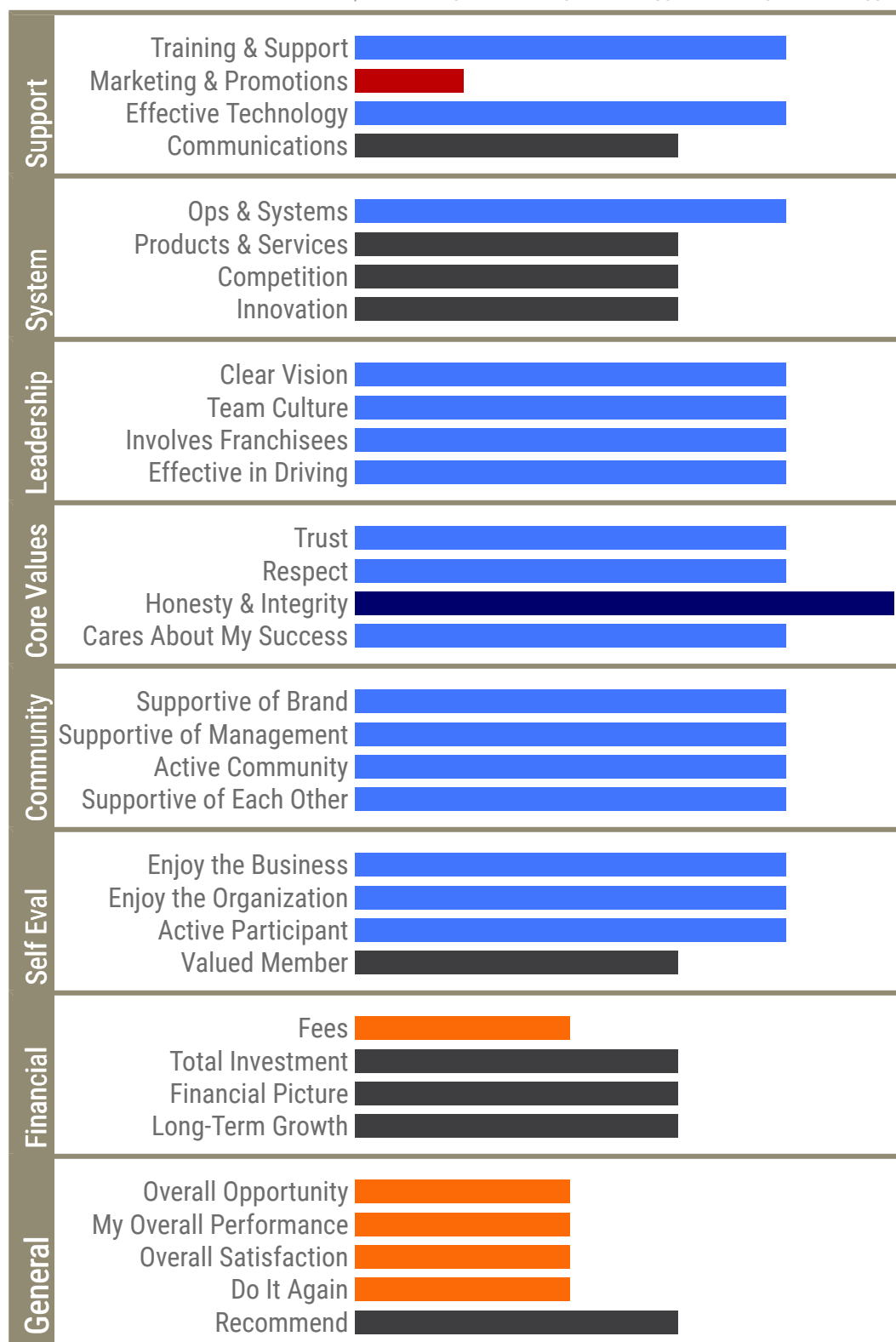
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Tom Rtrebla

Participant FSI: 98.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Mesa, NC

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

Region: Northeast US

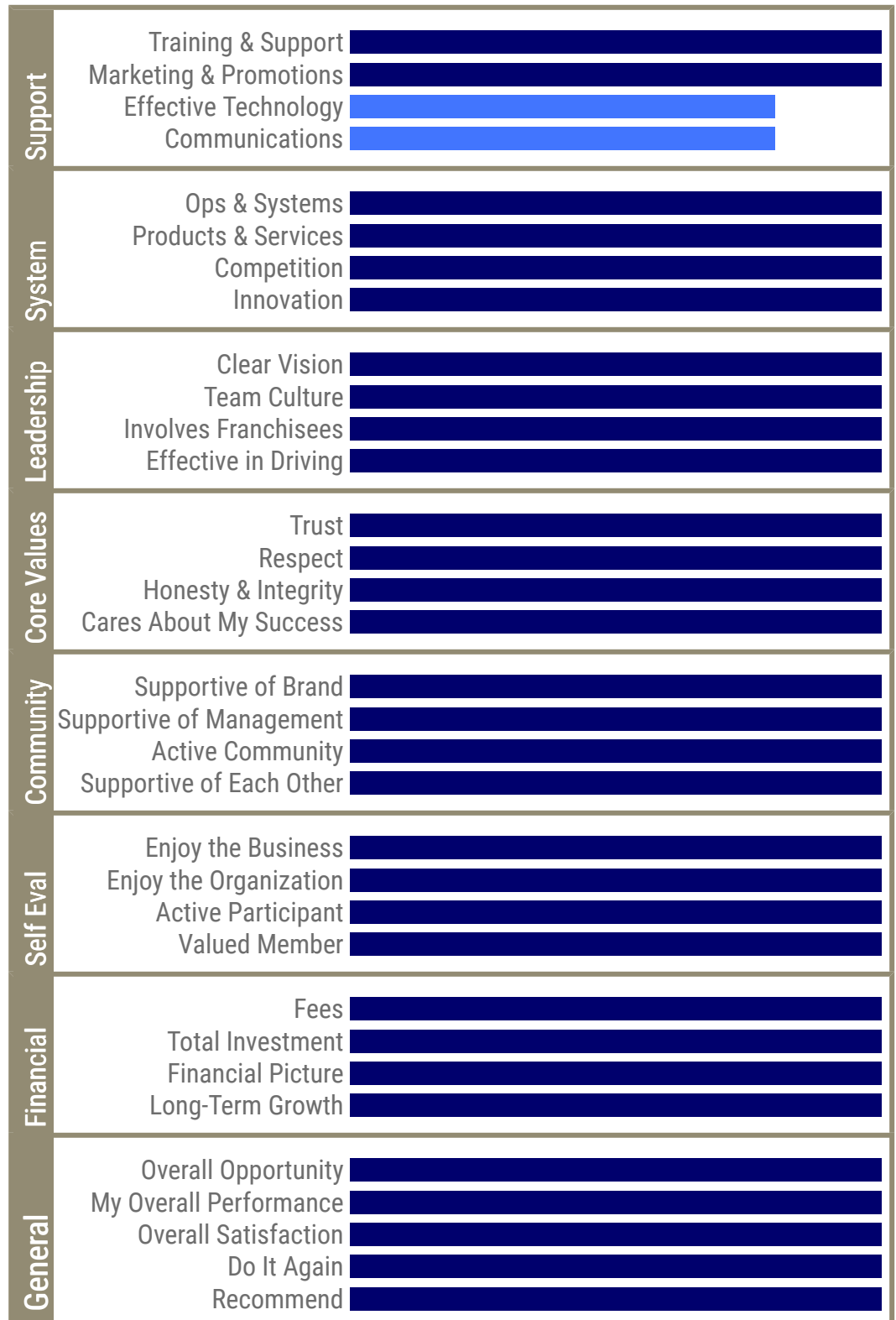
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

John Rwaanay

Participant FSI: 67.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Scranton, WA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

Region: South US

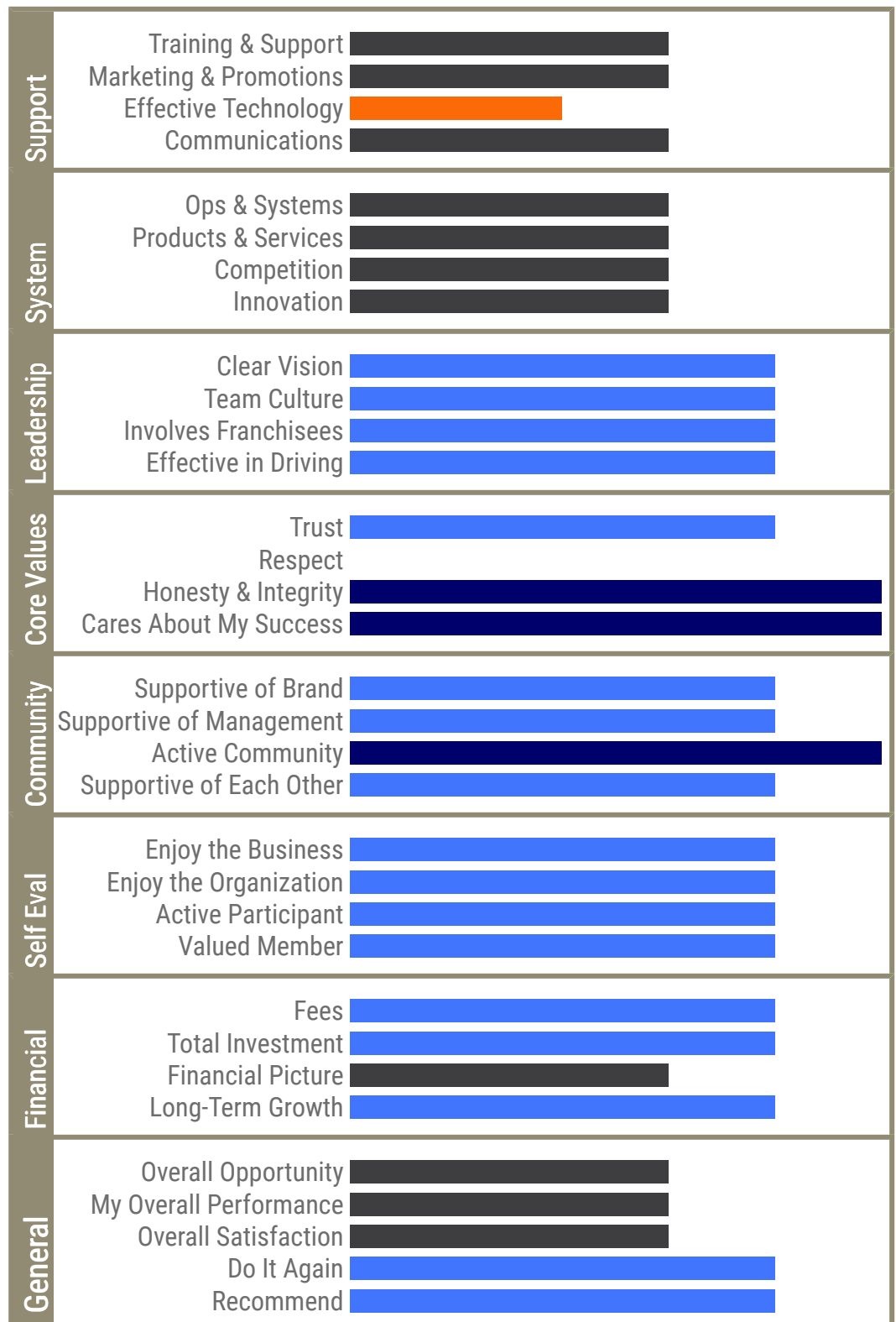
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

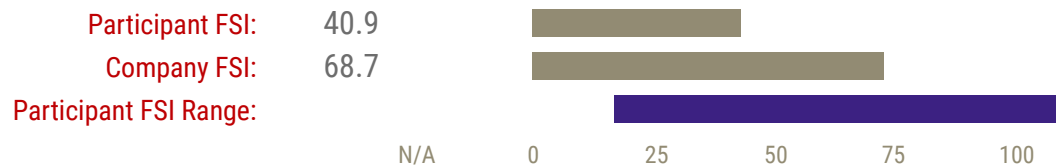
Ethnicity: Caucasian

Gender: male



Individual Surveys

Thomas Rwanstrim



Duluth, PA

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Northeast US

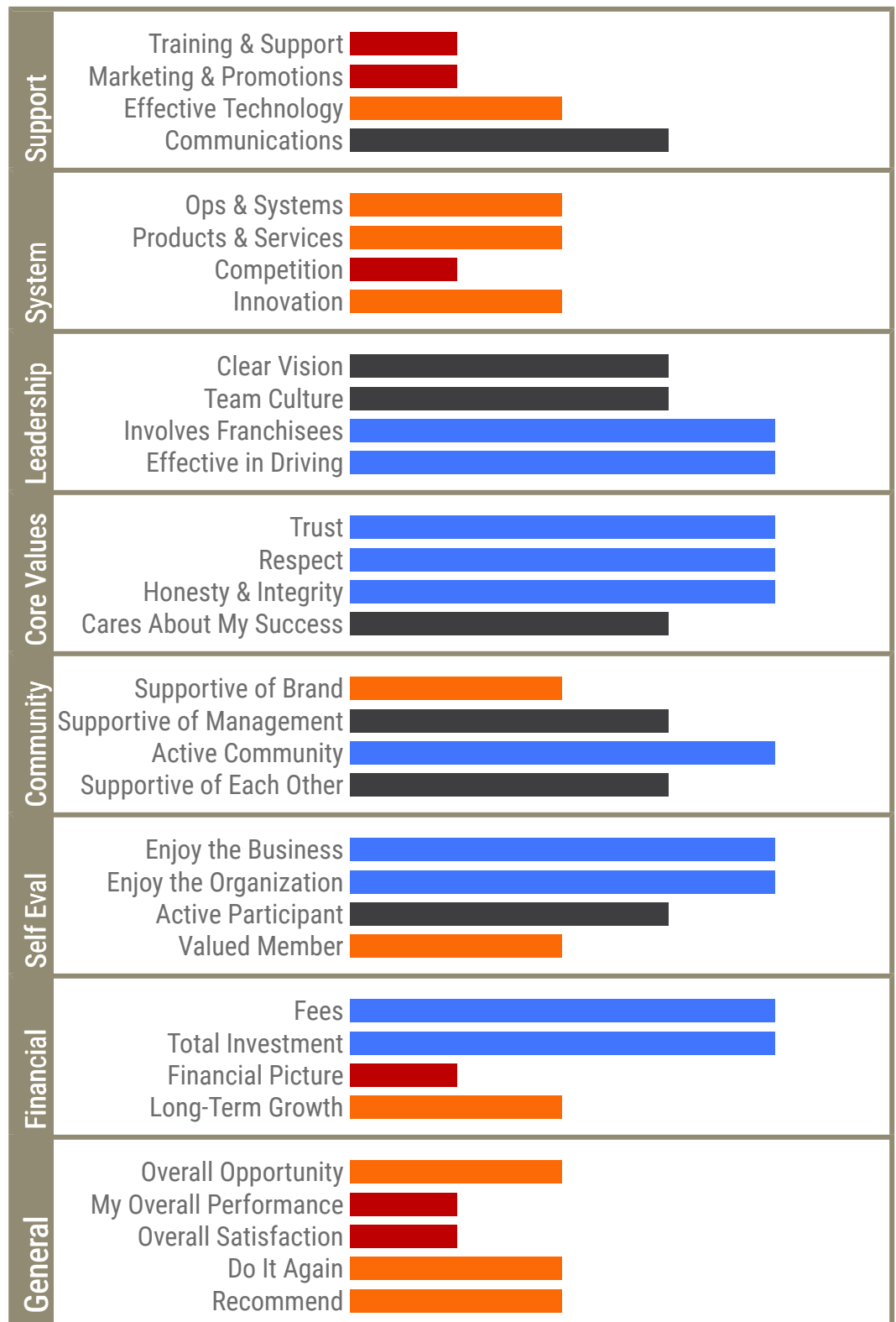
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Thomas Rwanstrim

Training, Support, Marketing

training is extremely poor in particular helping with the state situation. there is no other way to learn than trial and error which is dangerous. Support on questions is acceptable

Individual Surveys

Jim Ryad

Participant FSI: 95.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Brooklyn, NC

Tenure: 10+ years

Units: single unit / territory

Future Development: no

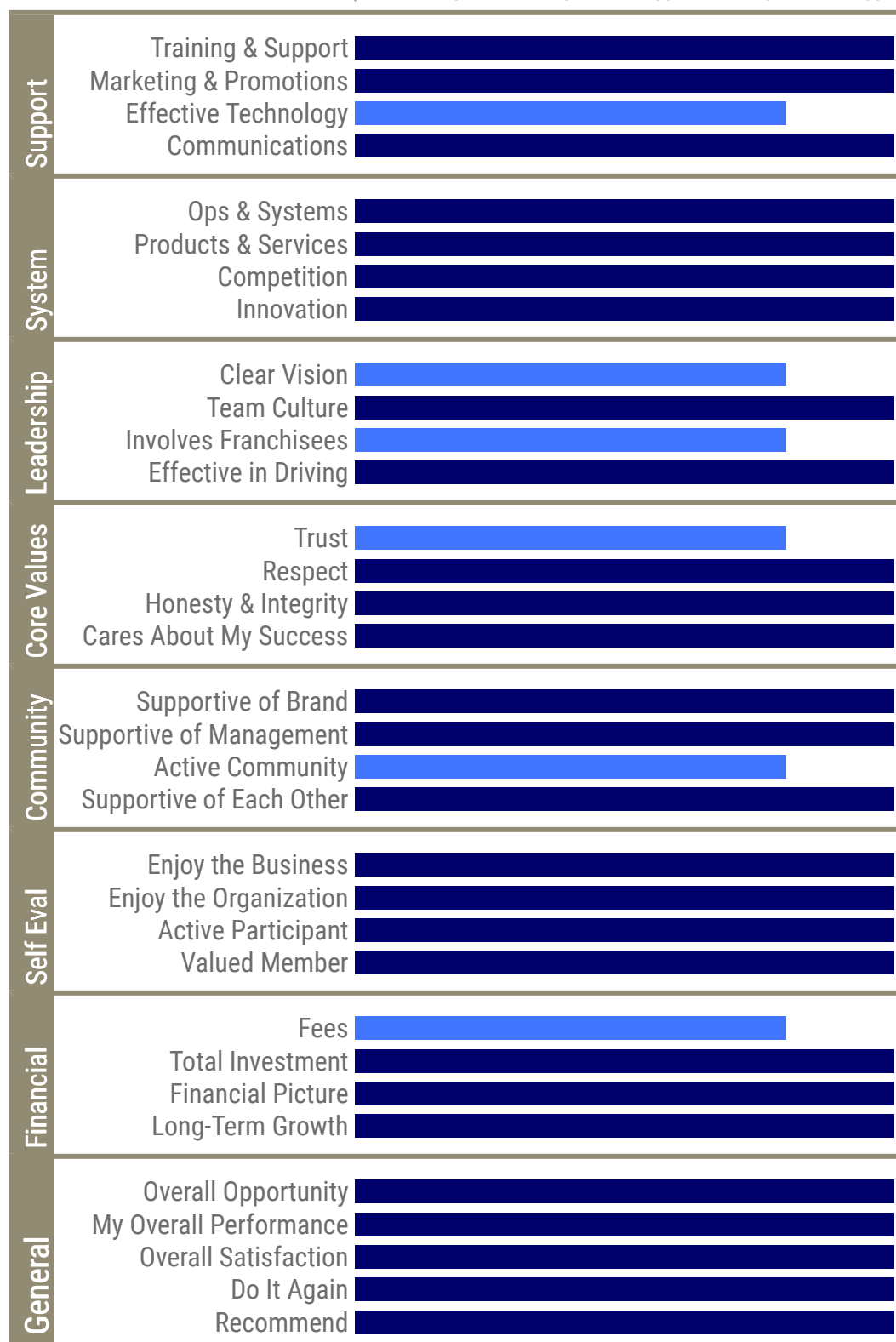
Region: West US

Market: Major Metro (500,000+
population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Jim Ryad

Training, Support, Marketing

Training and support are second to none.

Competition, Products/Services, Creativity

Very little in the form of competition for what we offer

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

Franchisor is very respected among franchises

Financial Opportunity

This business could grow as much as I want it to.

Individual Surveys

George Sarris

Participant FSI: 47

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Brunswick, OR

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

Region: South US

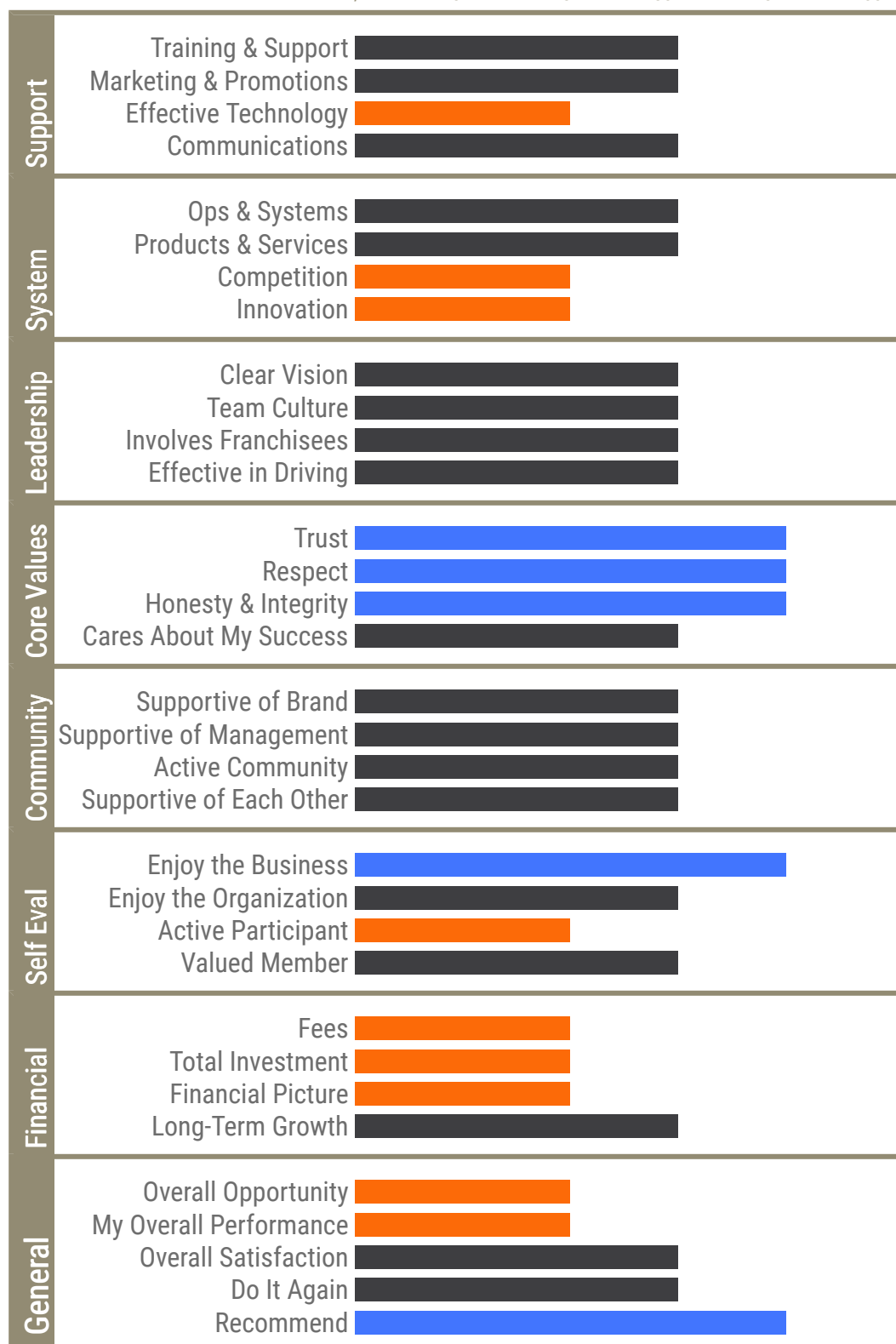
Market: Very Small Market

(Under 50,000 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Connie Shenam

Participant FSI: 78.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Spokane, TX

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

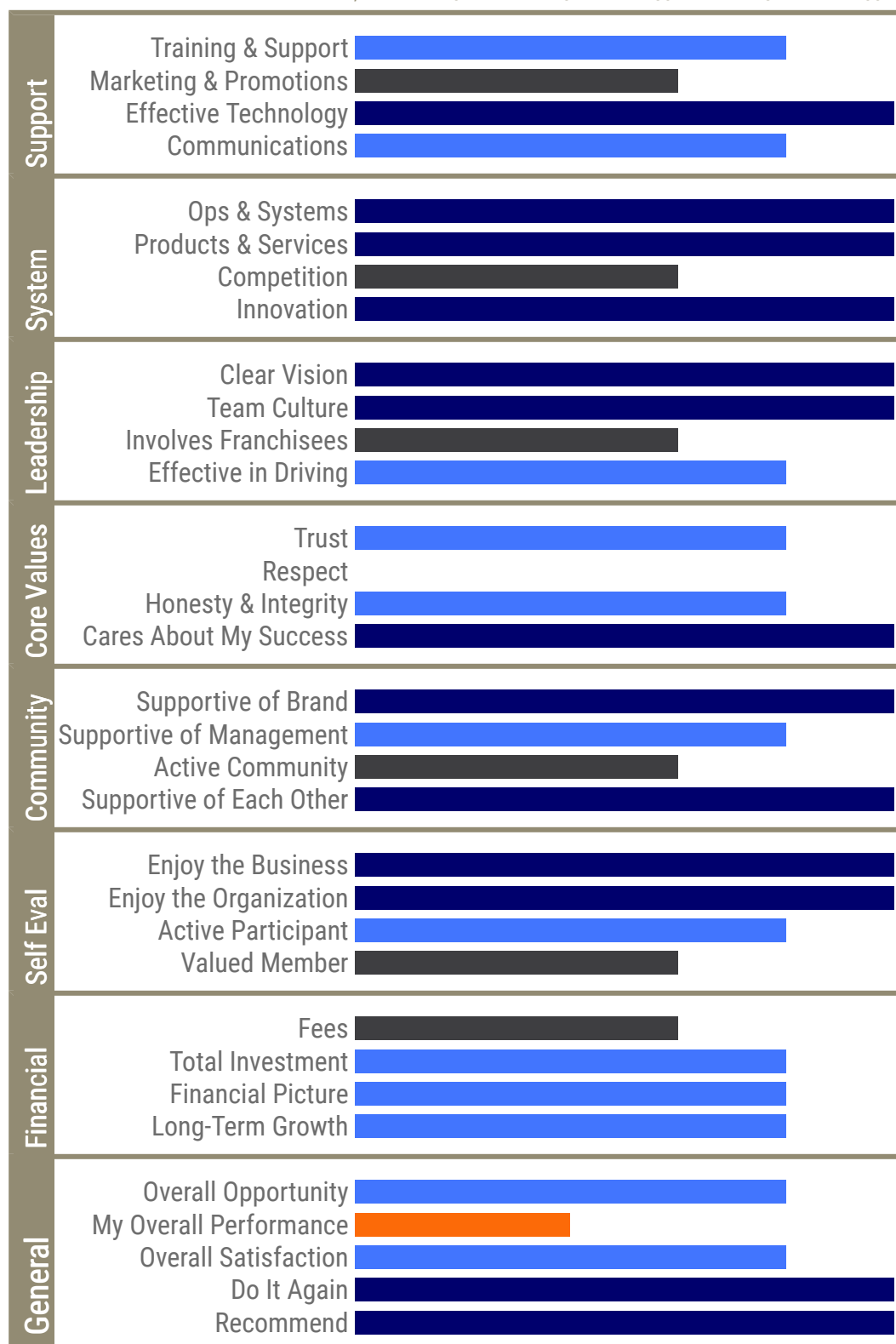
Market: Large Market (250,000 -

499,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Shialan,

Participant FSI: 86.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Olympia, CA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

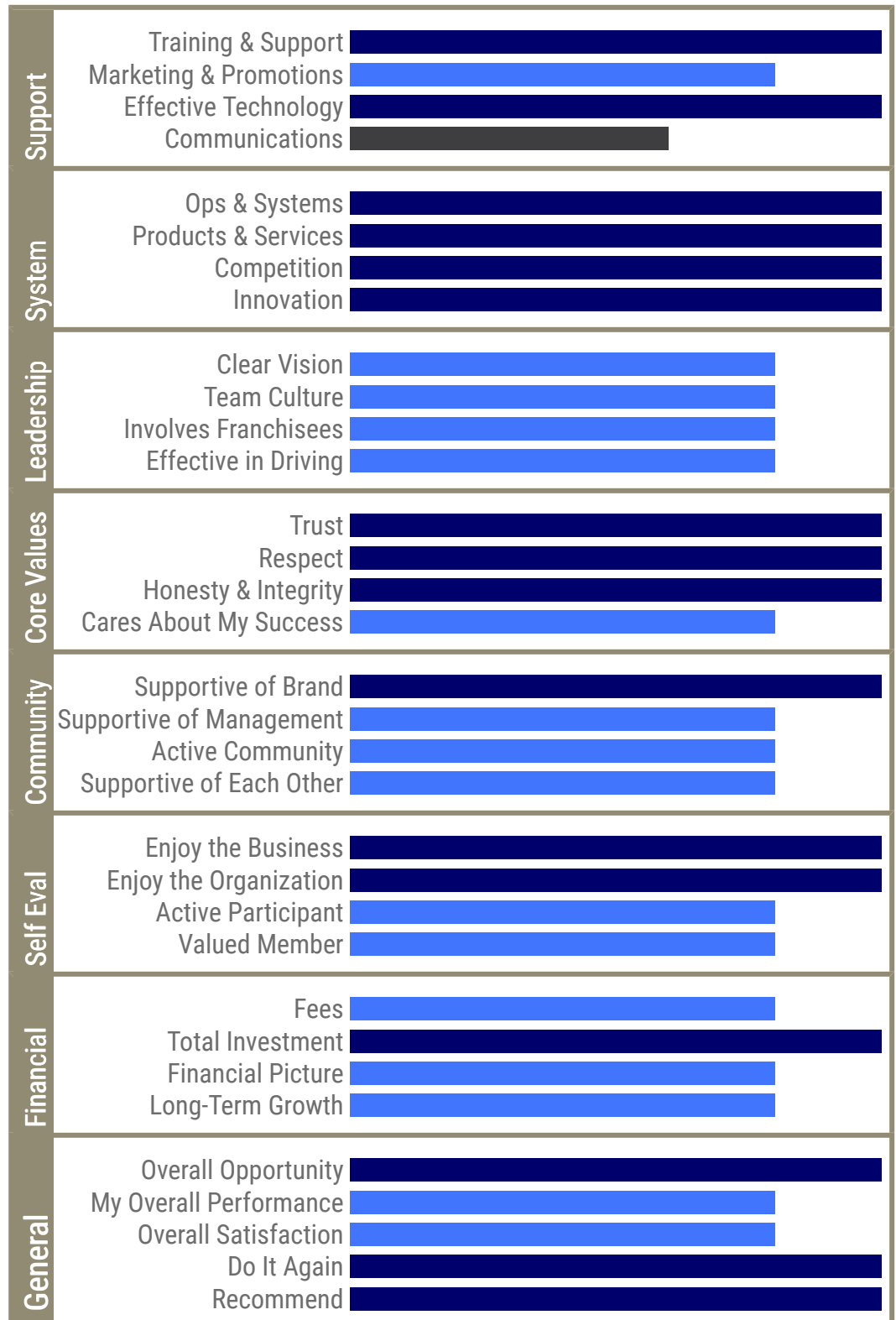
Region: South US

Market: Major Metro (500,000+
population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Jim Shialan,

Participant FSI: 36.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Olympia, MD

Future Development: no

Units: single unit / territory

Tenure: less than 2 years

Gender: male

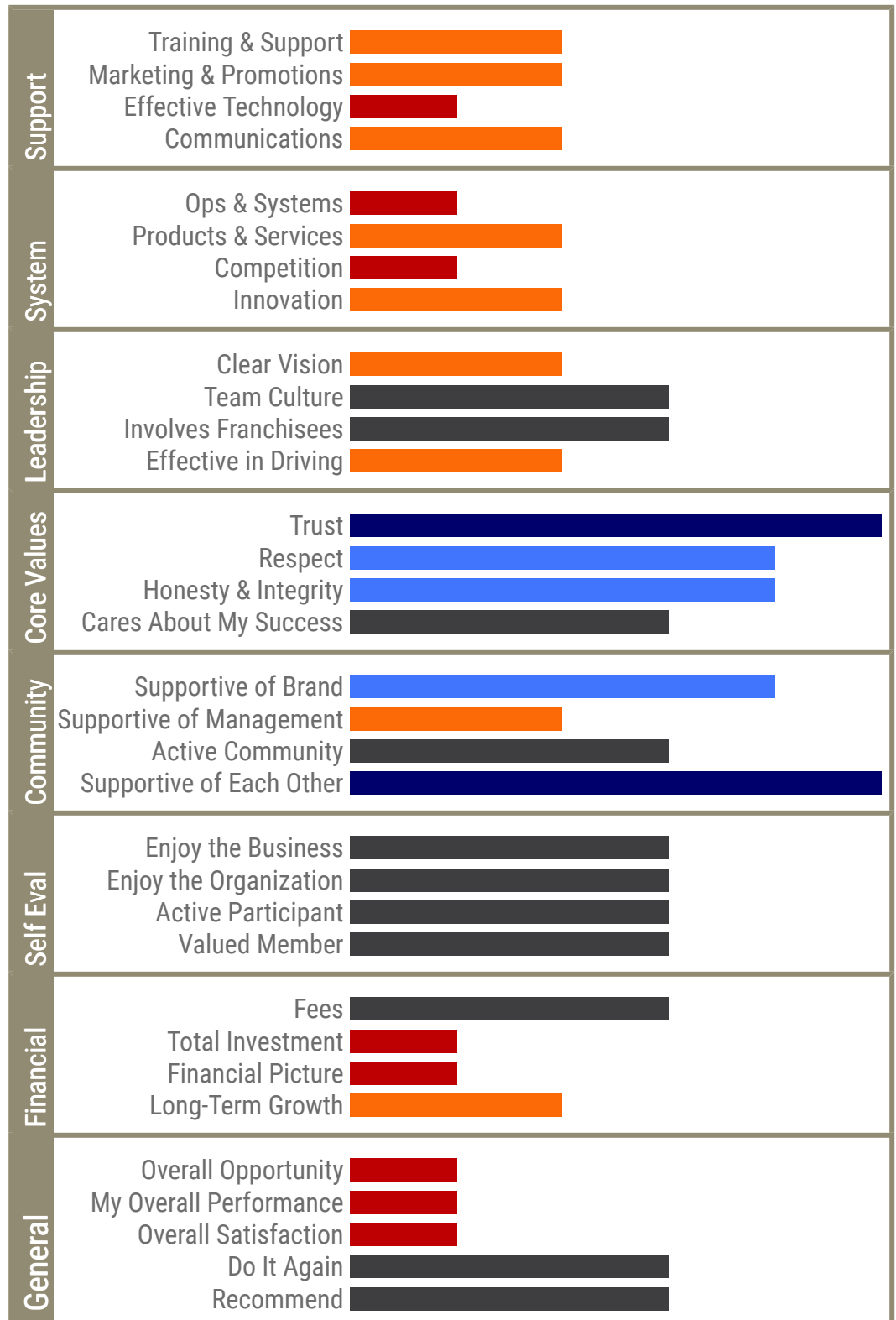
Ethnicity: Caucasian

Age: 55 - 64

Region: Midwest US

Market: Large Market (250,000 -

499,999 population)



Comments

Jim Shialan,

Training, Support, Marketing

A more organized and effective mentoring program.

Competition, Products/Services, Creativity

My market may be atypical, but the marketing plan is not working in my market and the recommended pricing is too expensive for my market.

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

Hire a Project Management person or implement a more results based management style for enhancements. In talking to more senior franchises, Molly Wally's management is normally late with promises and changes direction frequently. In the less than two years I have seen the late with promises with centralized branding and Quickbooks interface to PAS.

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

I would think it would be to the Franchisor's benefit to more effectively mentor new franchises to help them succeed and generate higher royalty payments to the franchisor sooner.

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

They recognize I am struggling. Fellow franchisees are very supportive. If you have a question, they will go above and beyond to get you an answer or offer suggestions to help your franchise.

Financial Opportunity

I have 30+ years experience in business. I am not a CPA but my background in Banking was as a budget/financial analysis/numbers guy. I am a successful project manager and am organized. I am not an EA. I did not purchase an existing practice, I started my business from scratch, with zero clients. I am not strong in sales and the marketing ideas recommended by the franchisor, that I have used, have not worked well in my market. Was I really a good candidate for this franchise? Having been accepted, I assume I was, but it's been much harder than I thought and I wish I had a mentor I could go to. Given the opportunity early on, I would have paid extra for a mentor to work with me every week the first month, then every two weeks for three months, then once a month for six months with, following a documented plan of action. The results of my performance, along with other franchisee results, could be used to update selection criteria and/or training and/or the implementation plan of action.

Individual Surveys

Charles Simpkins

Participant FSI: 35.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Houston, PA

Tenure: 6 - 9 years

Units: single unit / territory

Future Development: no

Region: West US

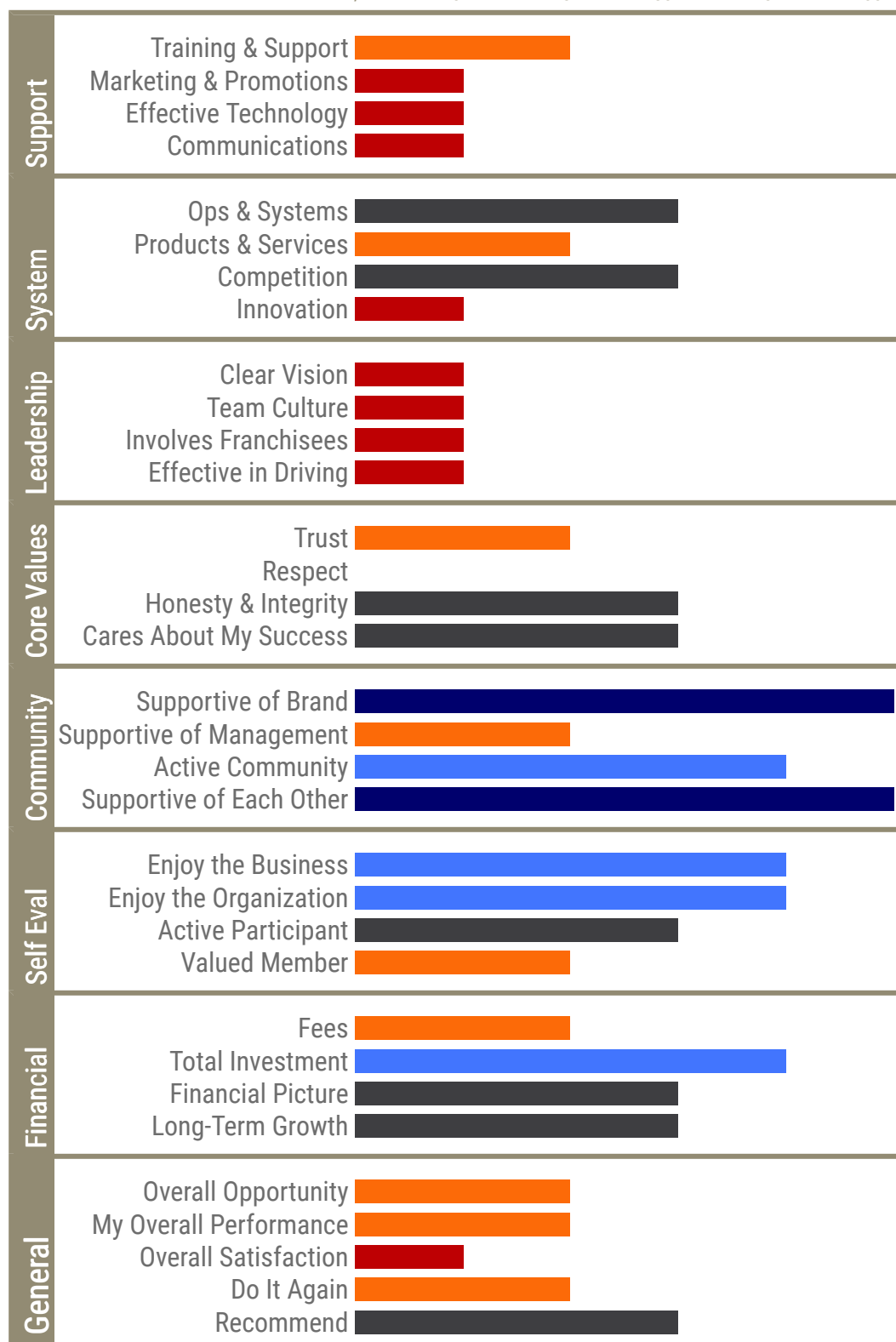
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Other

Gender: male



Individual Surveys

John Sraxlar

Participant FSI: 68.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Macungie, KS

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

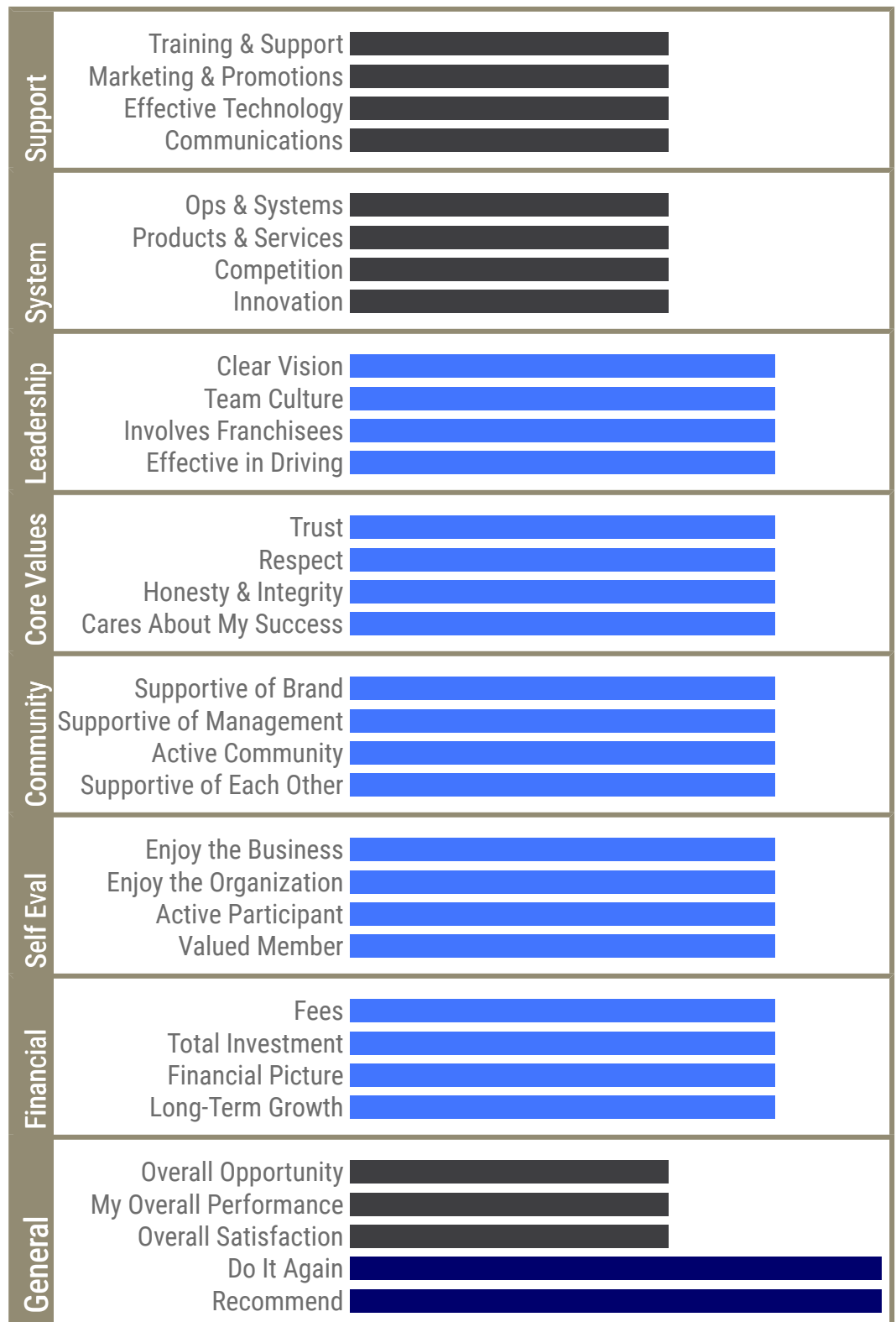
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Other

Gender: male



Individual Surveys

Craig Talsh

Participant FSI: 70.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Suffern, CO

Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: West US

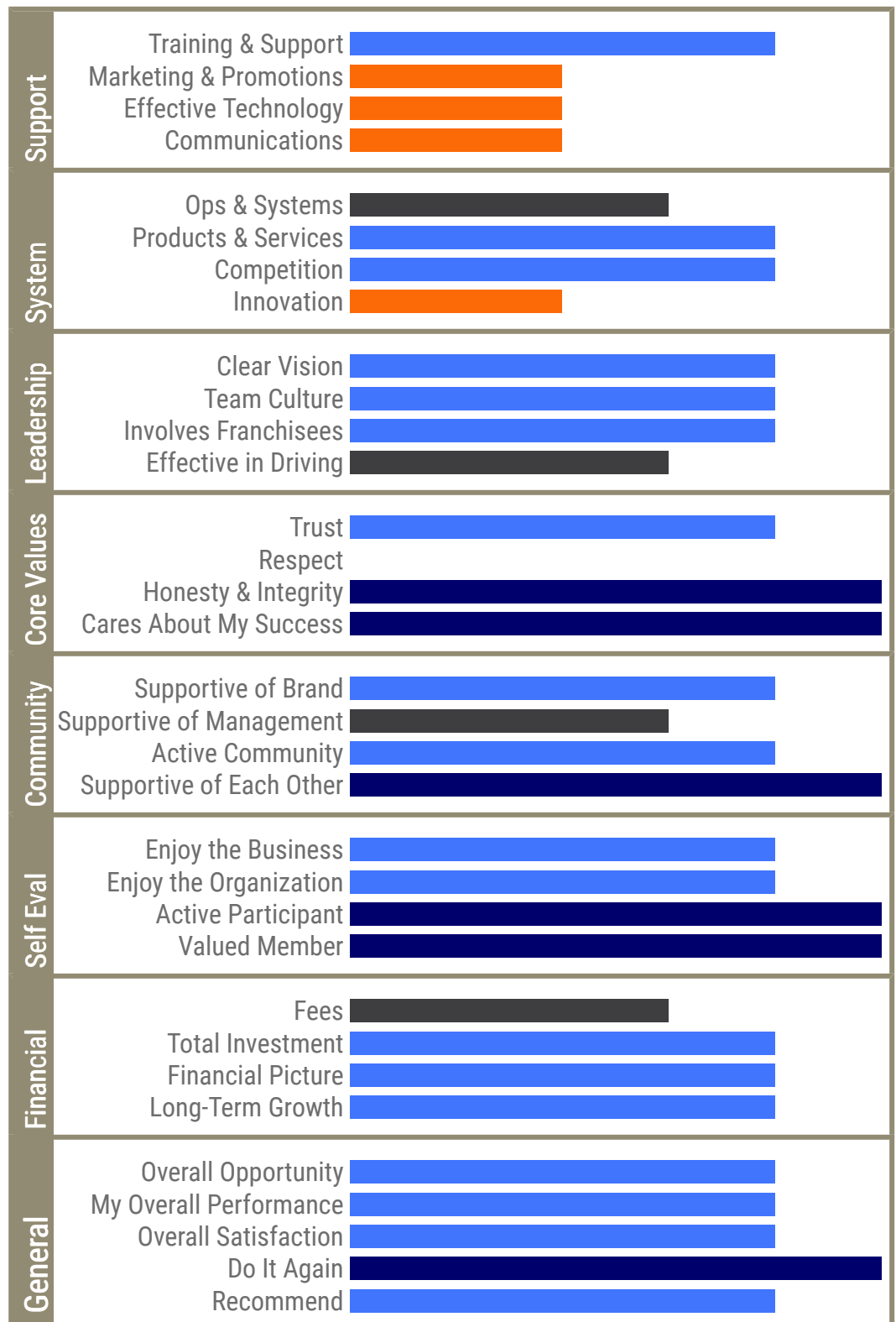
Market: Large Market (250,000 -

499,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Tatchmakar-Schnaidar

Participant FSI: 63.6
Company FSI: 68.7
Participant FSI Range:

N/A 0 25 50 75 100

Milwaukee, GA

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably not

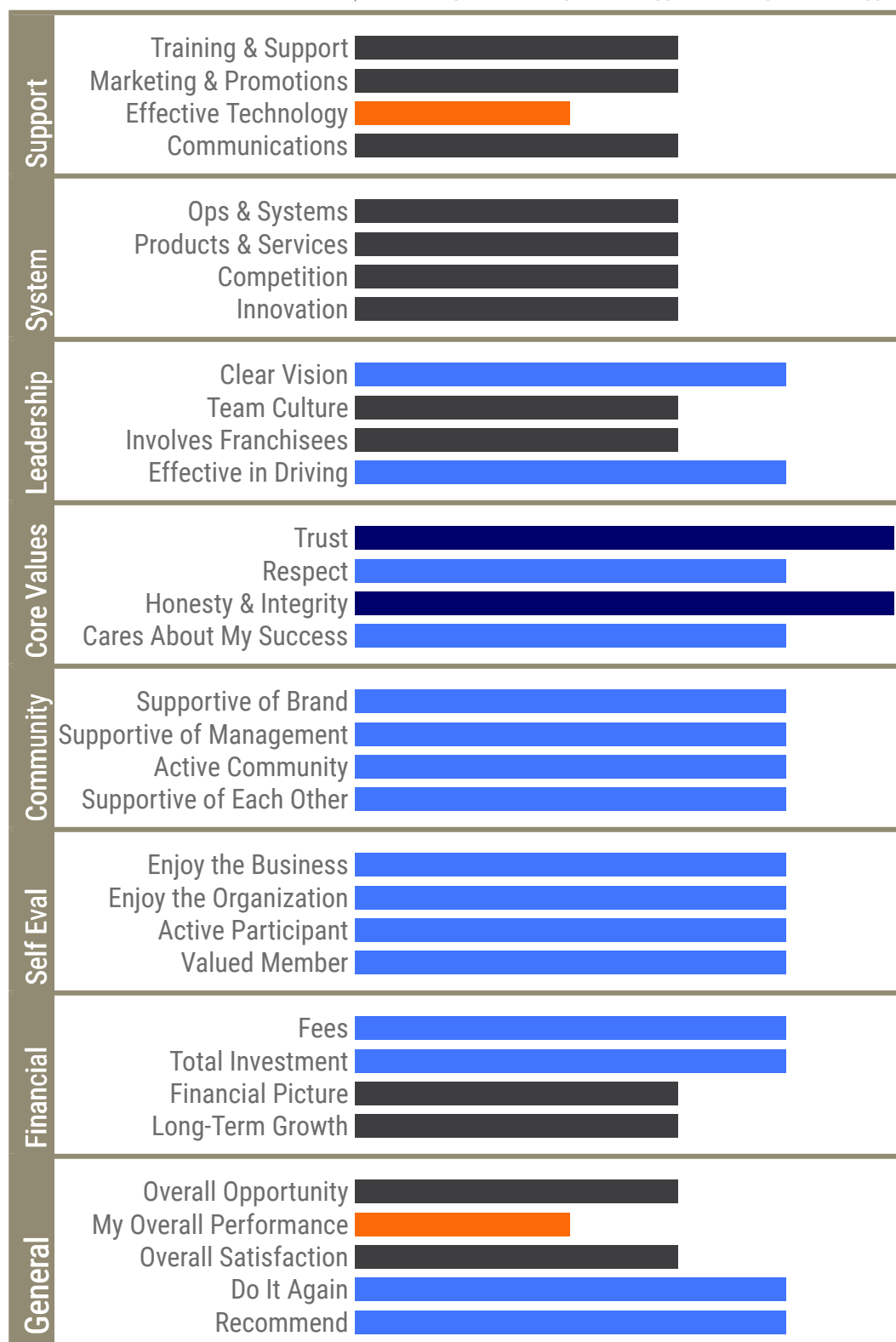
Region: West US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert Tatharill

Participant FSI: 71.8

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Prattville, NE

Tenure: less than 2 years

Units: single unit / territory

Future Development: yes

Region: Midwest US

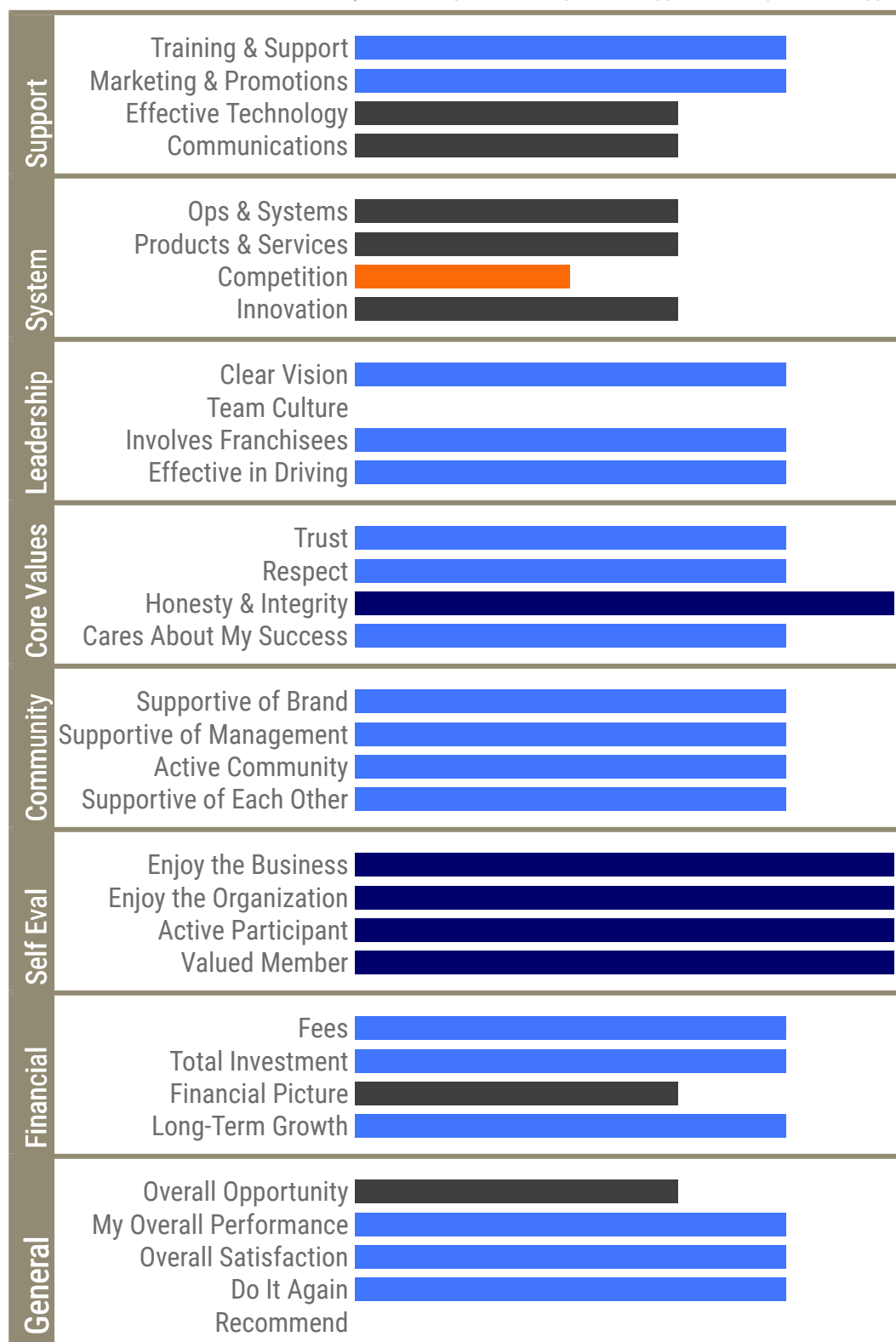
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Van Tatkins

Participant FSI: 87.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Waco, TN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

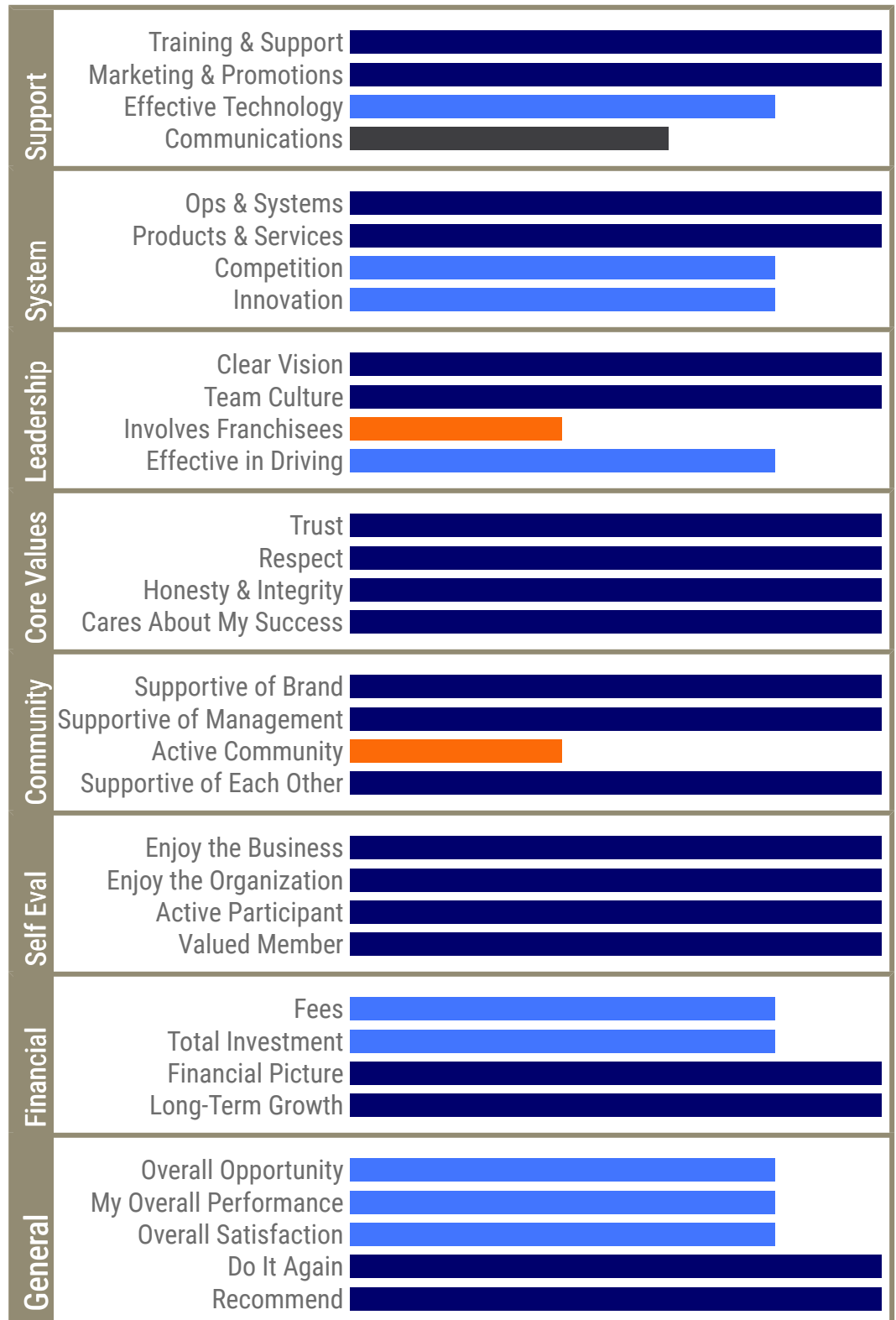
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Mark Tatzal

Participant FSI: 83.3

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Omaha, KY

Tenure: 10+ years

Units: single unit / territory

Future Development: no

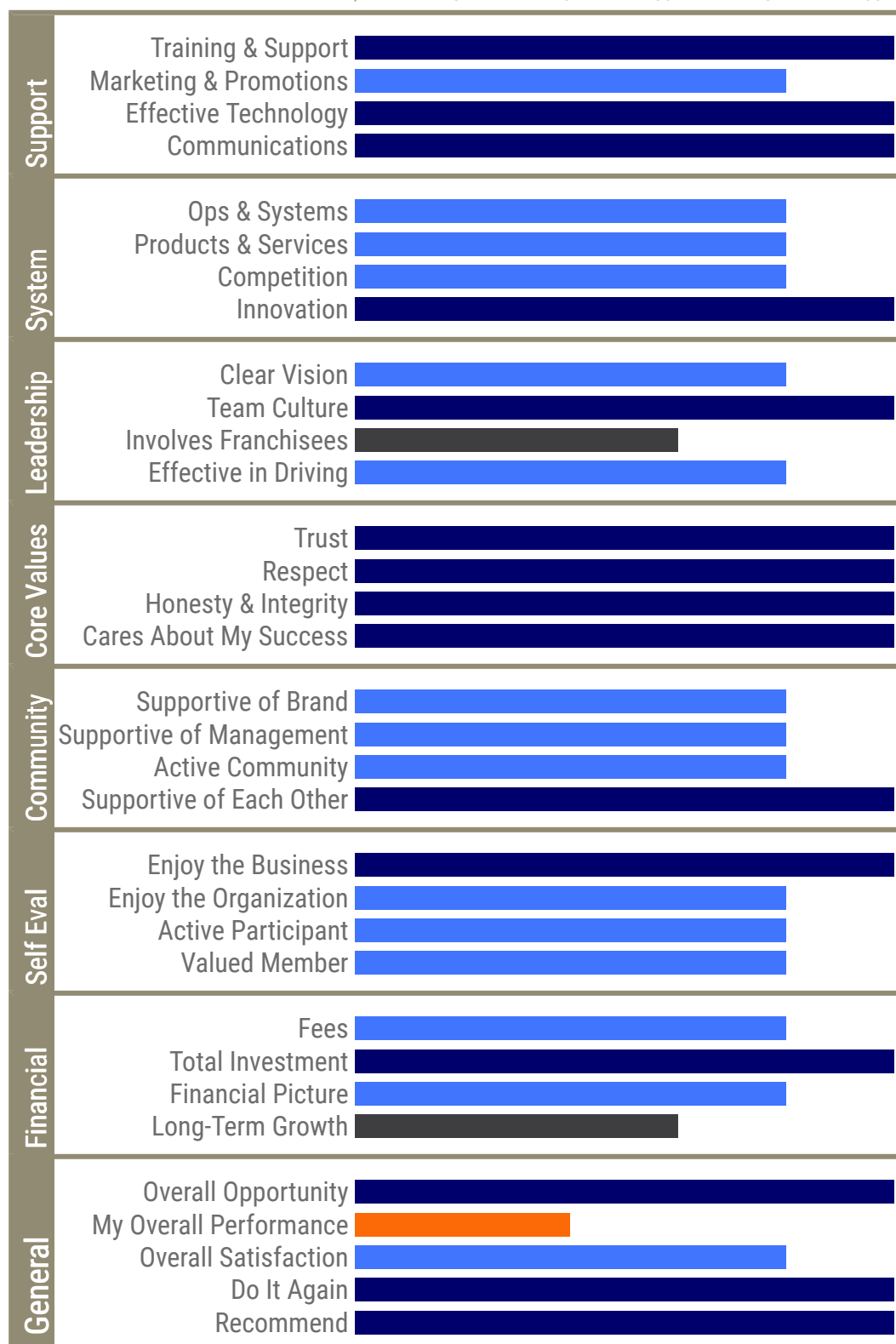
Region: Midwest US

Market: Major Metro (500,000+
population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert Thitahaad

Participant FSI: 55.3

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Louisville, LA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

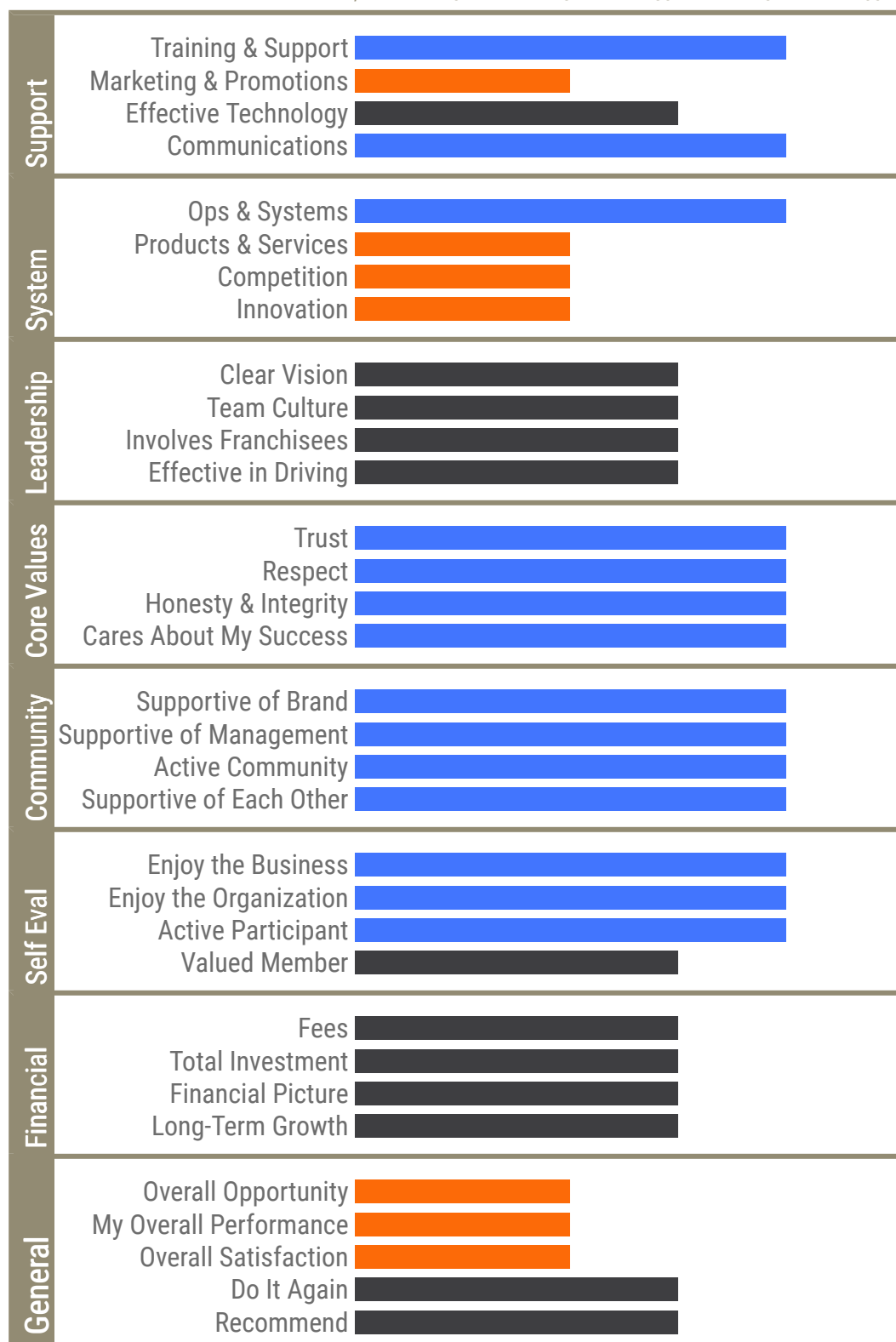
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Nancy Tiillay

Participant FSI: 68.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Englewood, TN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

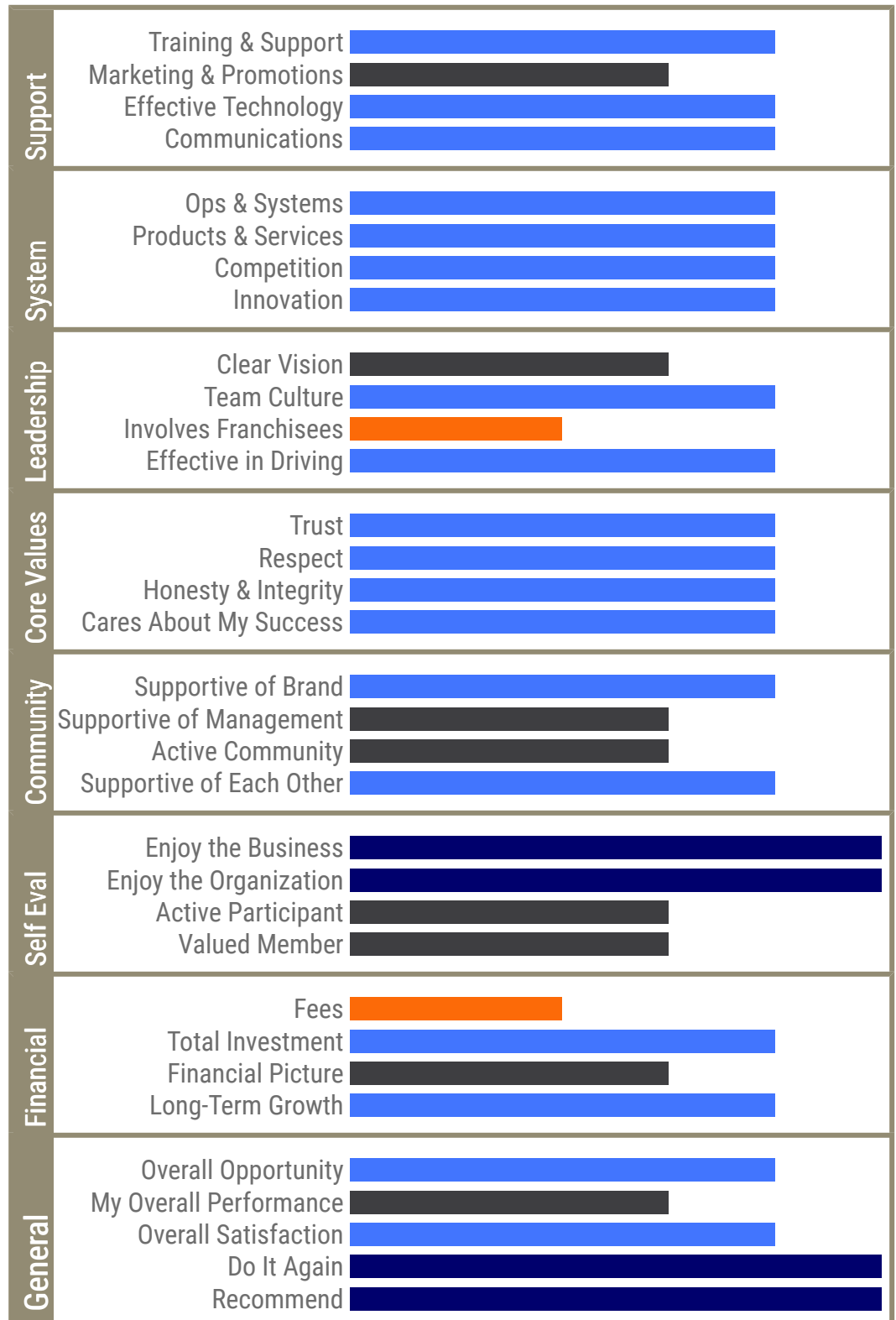
Market: Very Small Market

(Under 50,000 population)

Age: 55 - 64

Ethnicity: Other

Gender: female



Comments

Nancy Tiillay

Training, Support, Marketing

Support is usually good except for tax support. It needs to get better.

Competition, Products/Services, Creativity

It is very good.

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

Senior mgmt can not possibly involve everyone in their decision making or they will not get anything finalized. They probably have the Board involved.

Financial Opportunity

I feel the royalty could be slightly lower. Growth is a very subjective term and it varies from person to person. We have to look at our individual family situation to determine the growth level.

Individual Surveys

Dave Tilay

Participant FSI: 49.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Ruston, CT

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

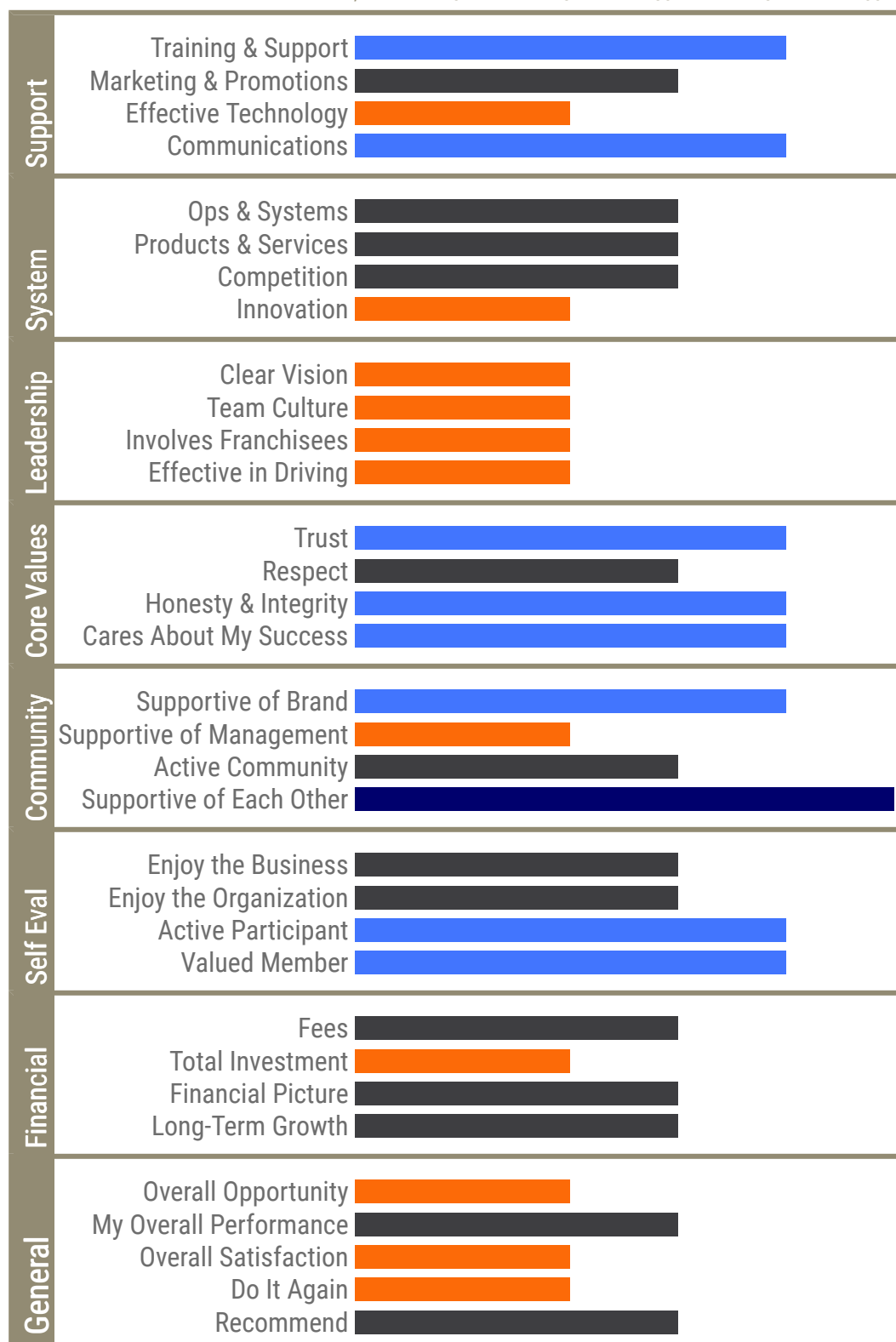
Region: South US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert Tilay

Participant FSI: 85.9

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Ruston, LA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

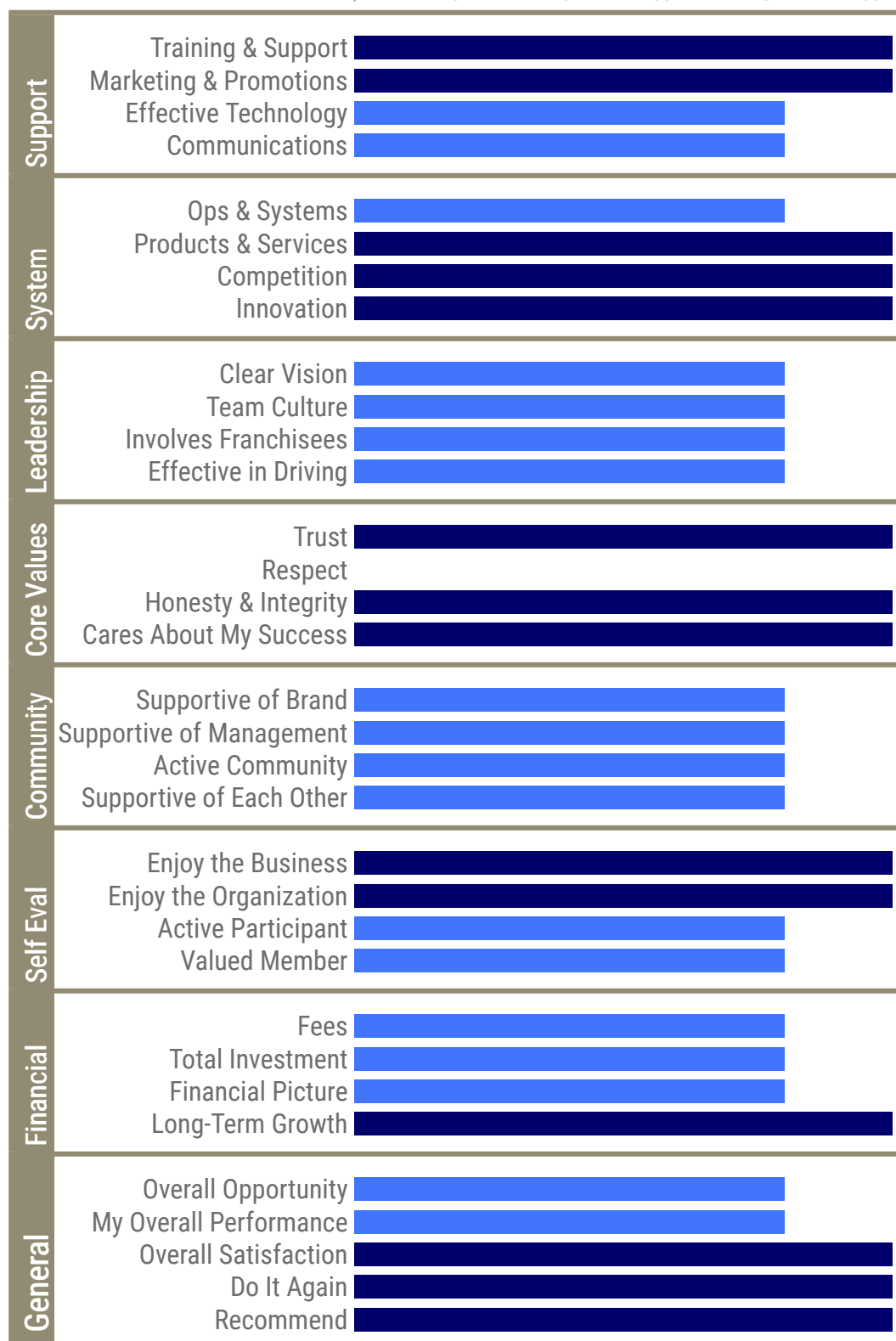
Market: Medium Market

(100,000 - 249,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

Dan Tilliams

Participant FSI: 40.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Enfield, IN

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

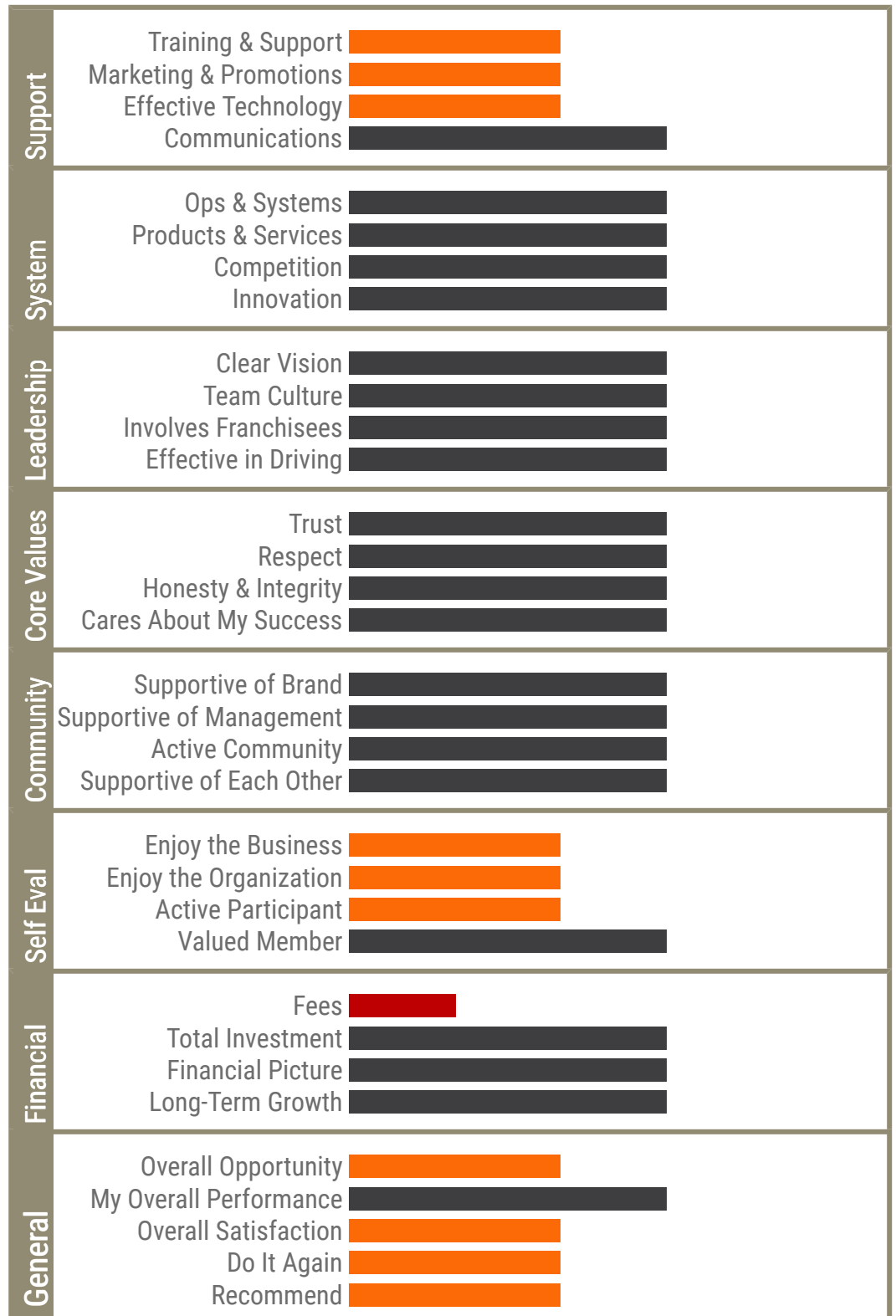
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Tilliams

Participant FSI: 53.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Franklin, CT

Tenure: less than 2 years

Units: single unit / territory

Future Development: maybe

Region: Midwest US

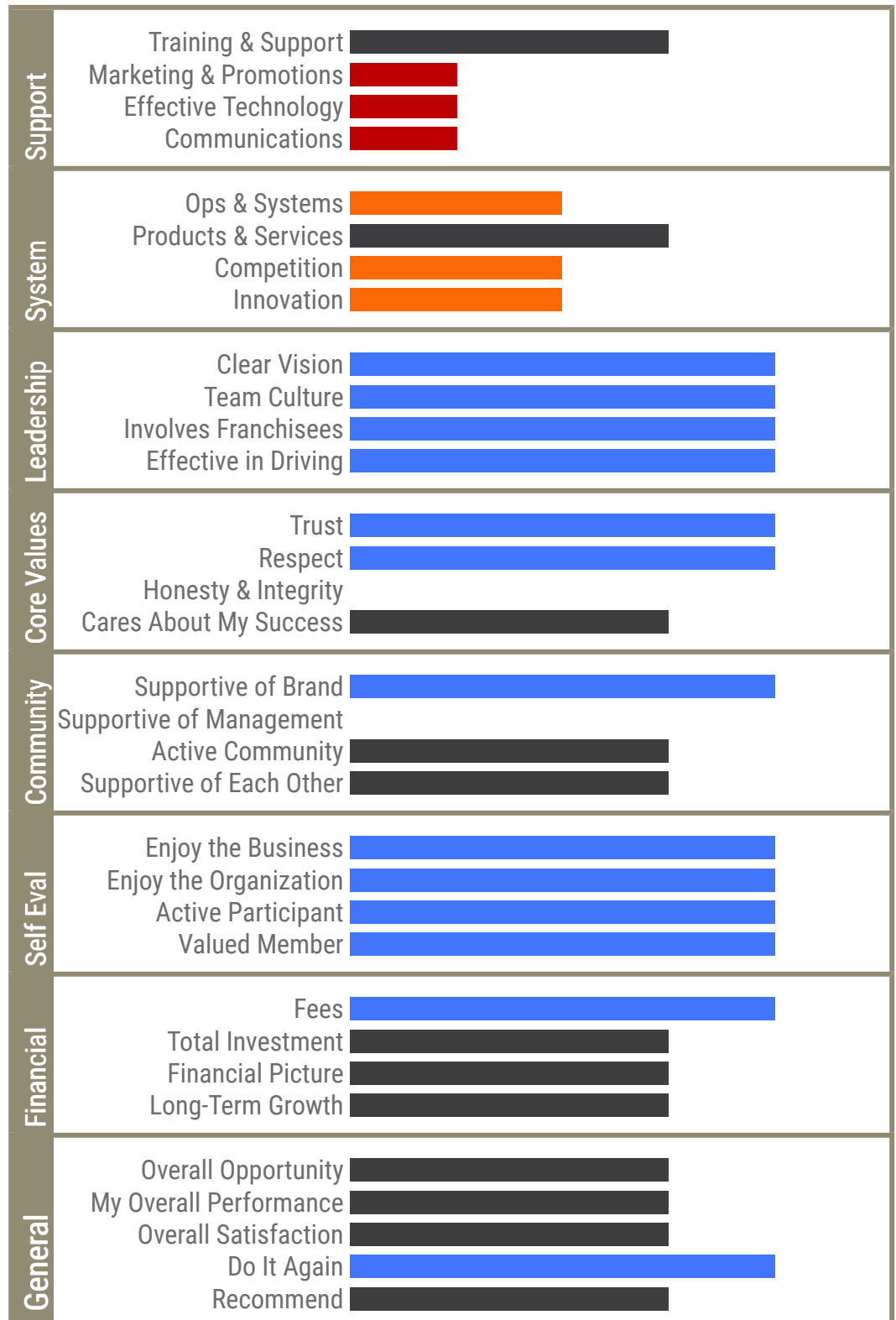
Market: Small Market (50,000 -

99,999 population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Individual Surveys

David Tilliams

Participant FSI: 49.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Franklin, GA

Market: Small Market (50,000 -
99,999 population)

Region: South US

Future Development: probably

not

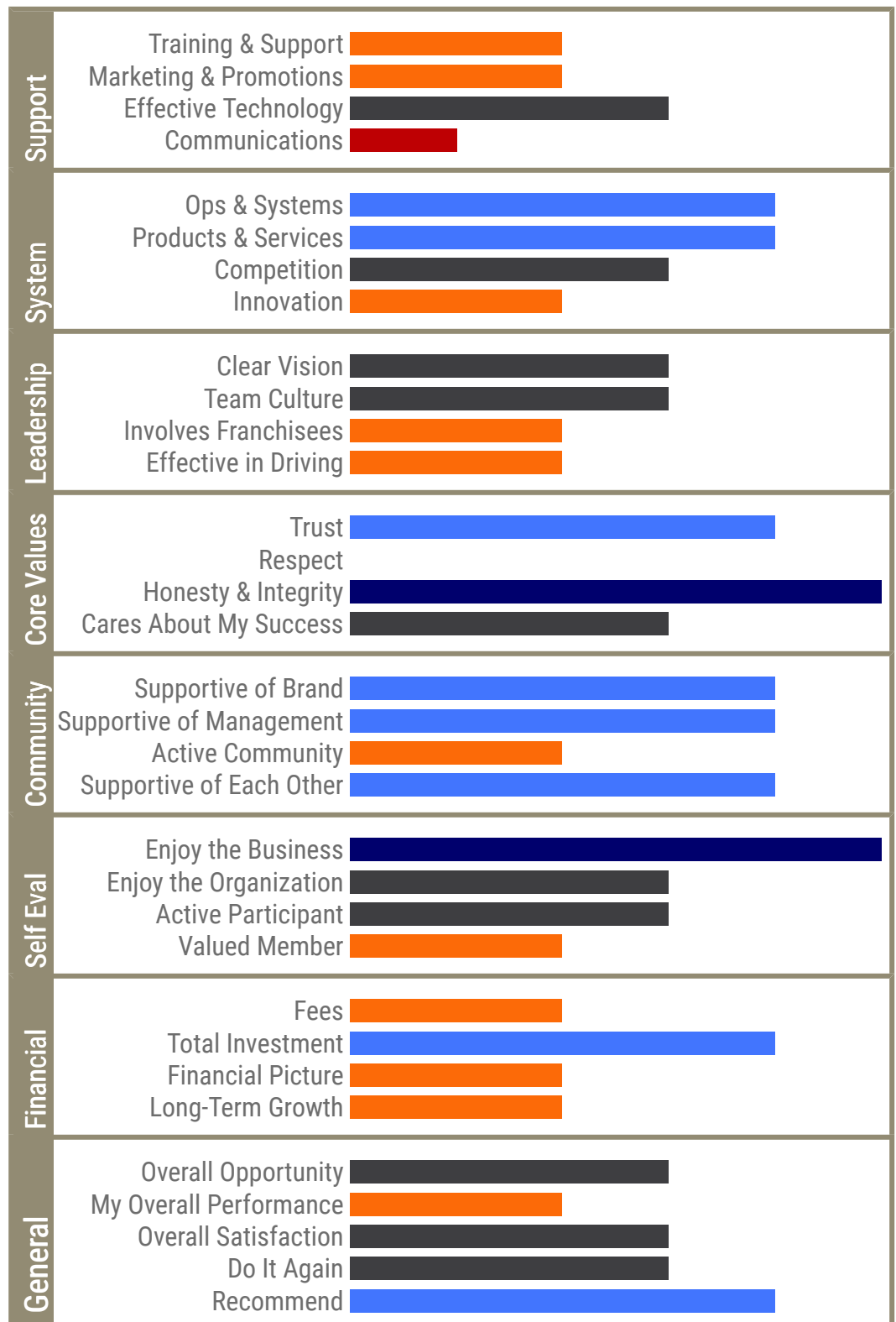
Units: single unit / territory

Tenure: 10+ years

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

David Tilliams

Training, Support, Marketing

Telephone support almost none, and very slow response to e-mails.

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

Remember the small franchise owners.

Individual Surveys

David Tilliams

Participant FSI: 43.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Franklin, GA

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

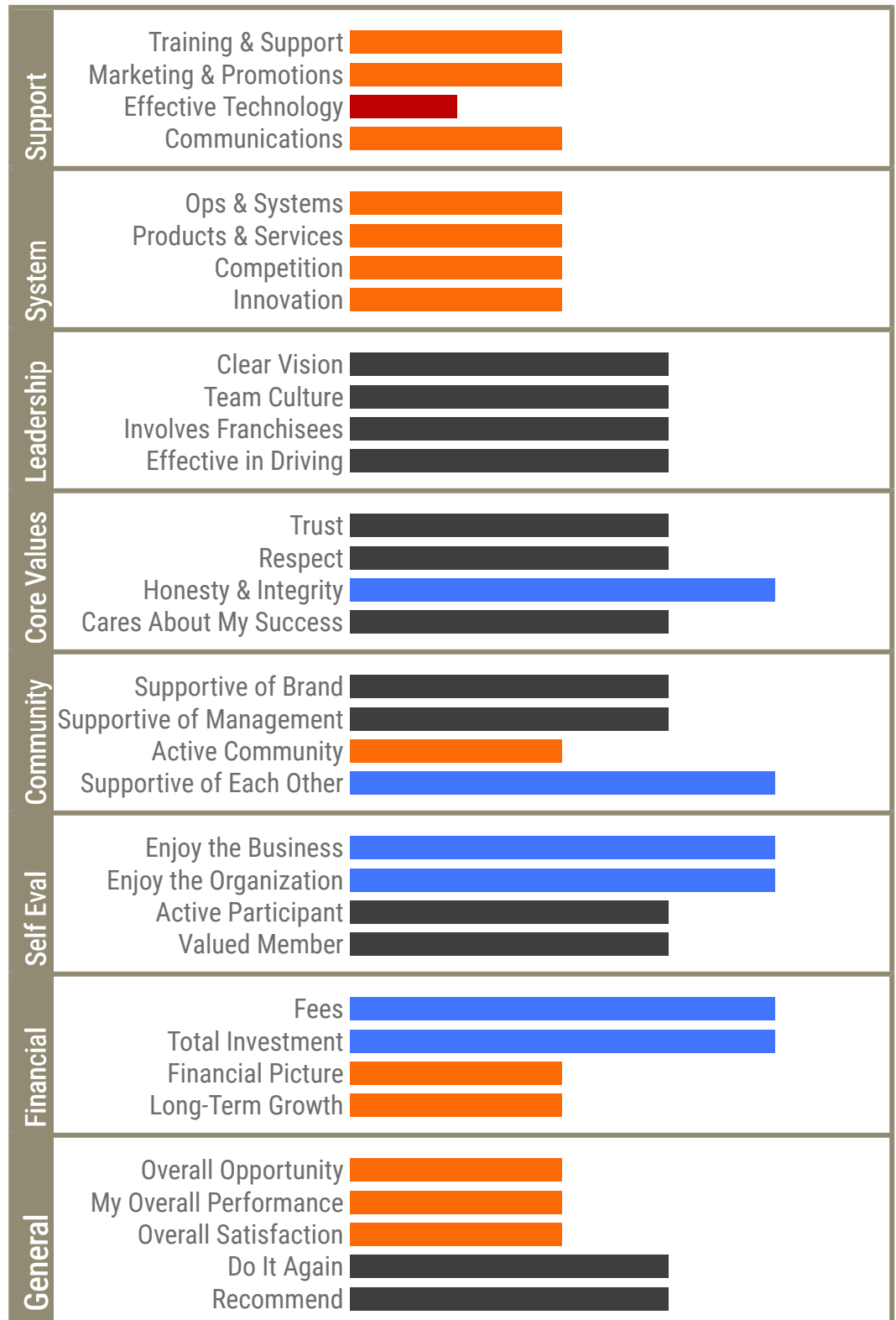
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Other

Gender: male



Individual Surveys

Robert Tilliams

Participant FSI: 94.7

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Enfield, NV

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

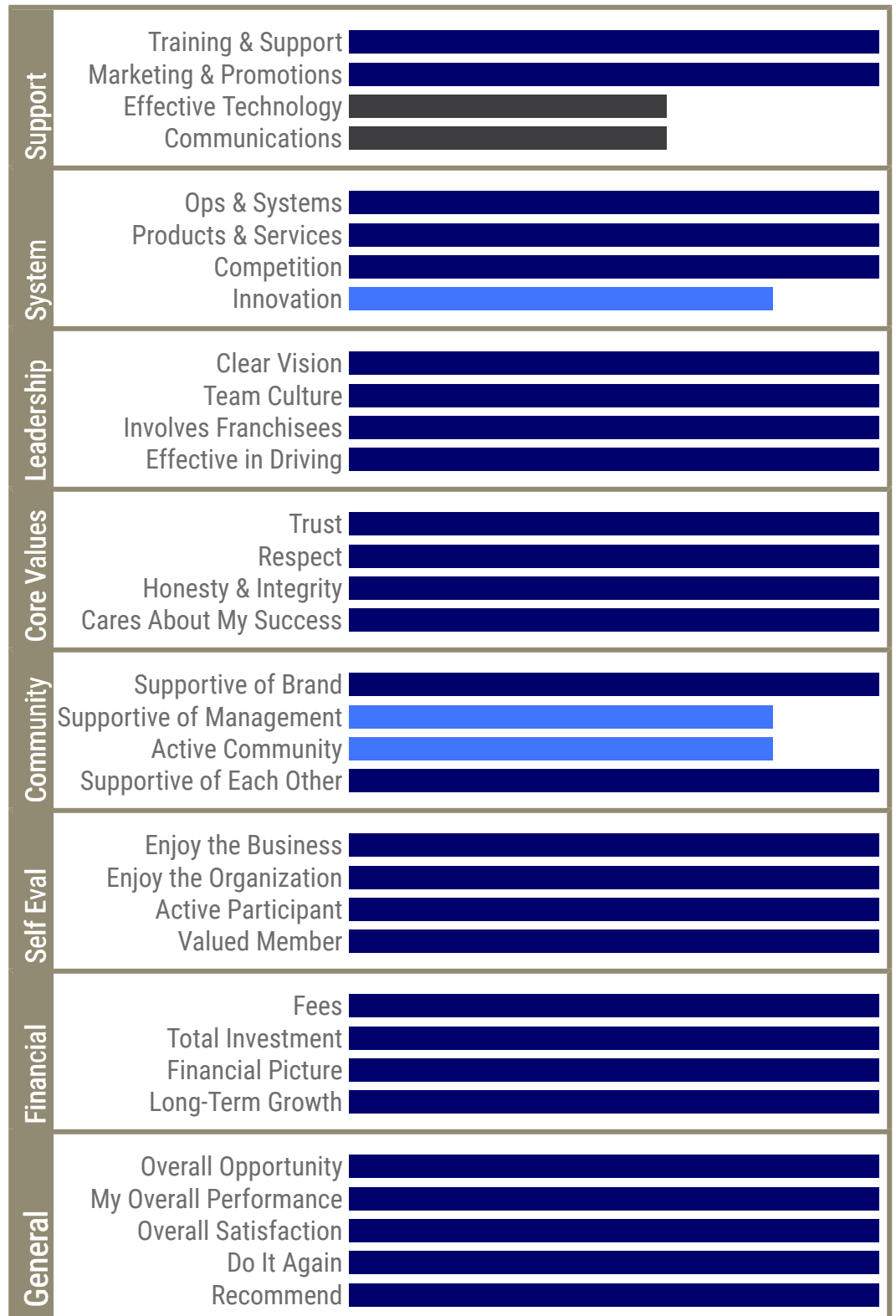
Region: South US

Market: Major Metro (500,000+ population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Perry Tilliamsin

Participant FSI: 81.1

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Las Vegas, CO

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably

Region: South US

Market: Medium Market

(100,000 - 249,999 population)

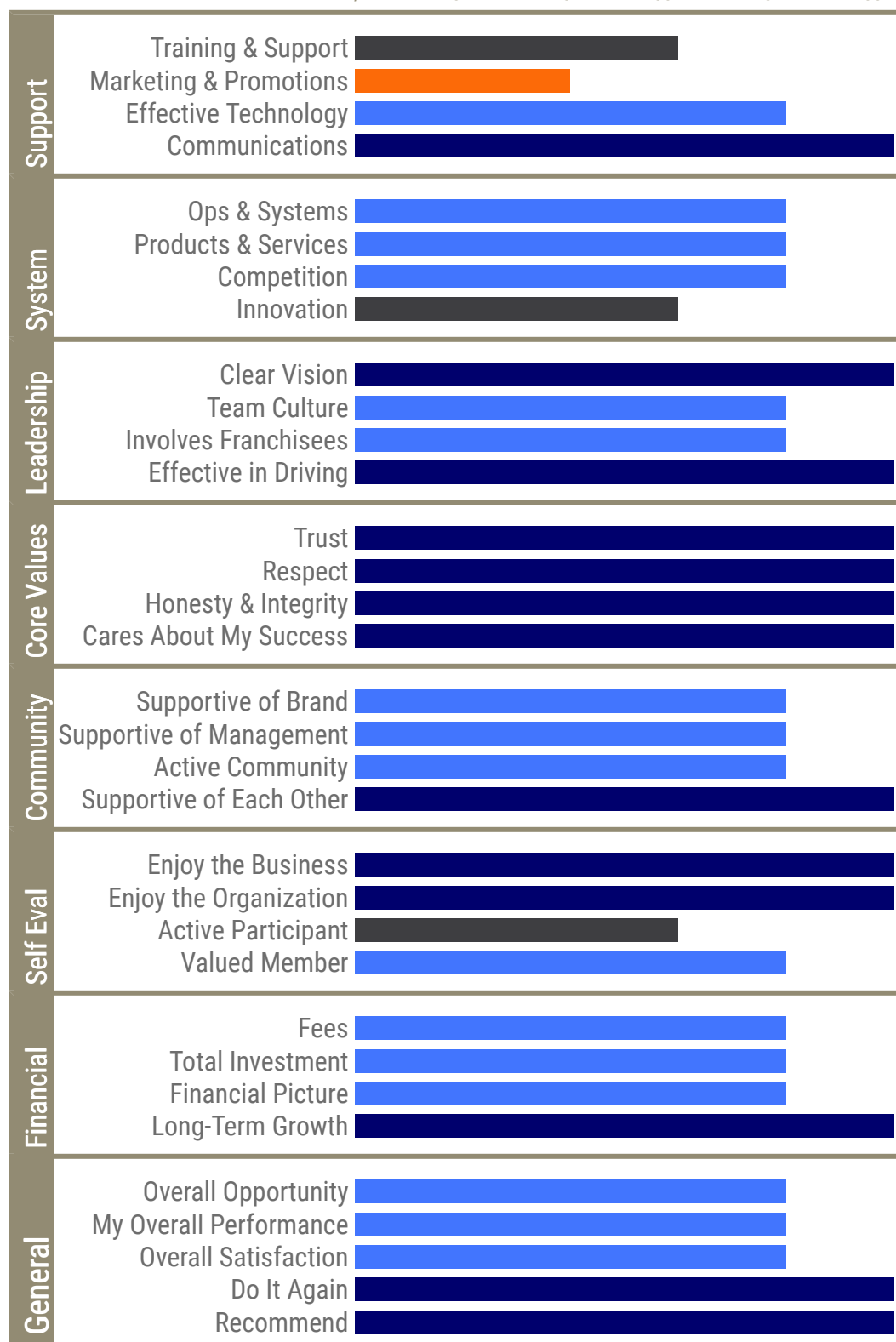
Age: 45 - 54

Ethnicity: Hispanic

Gender: male and/or female

partnership - completing survey

together



Individual Surveys

Roger Ulfarts

Participant FSI: 65.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

DeSoto, FL

Tenure: 10+ years

Units: single unit / territory

Future Development: probably
not

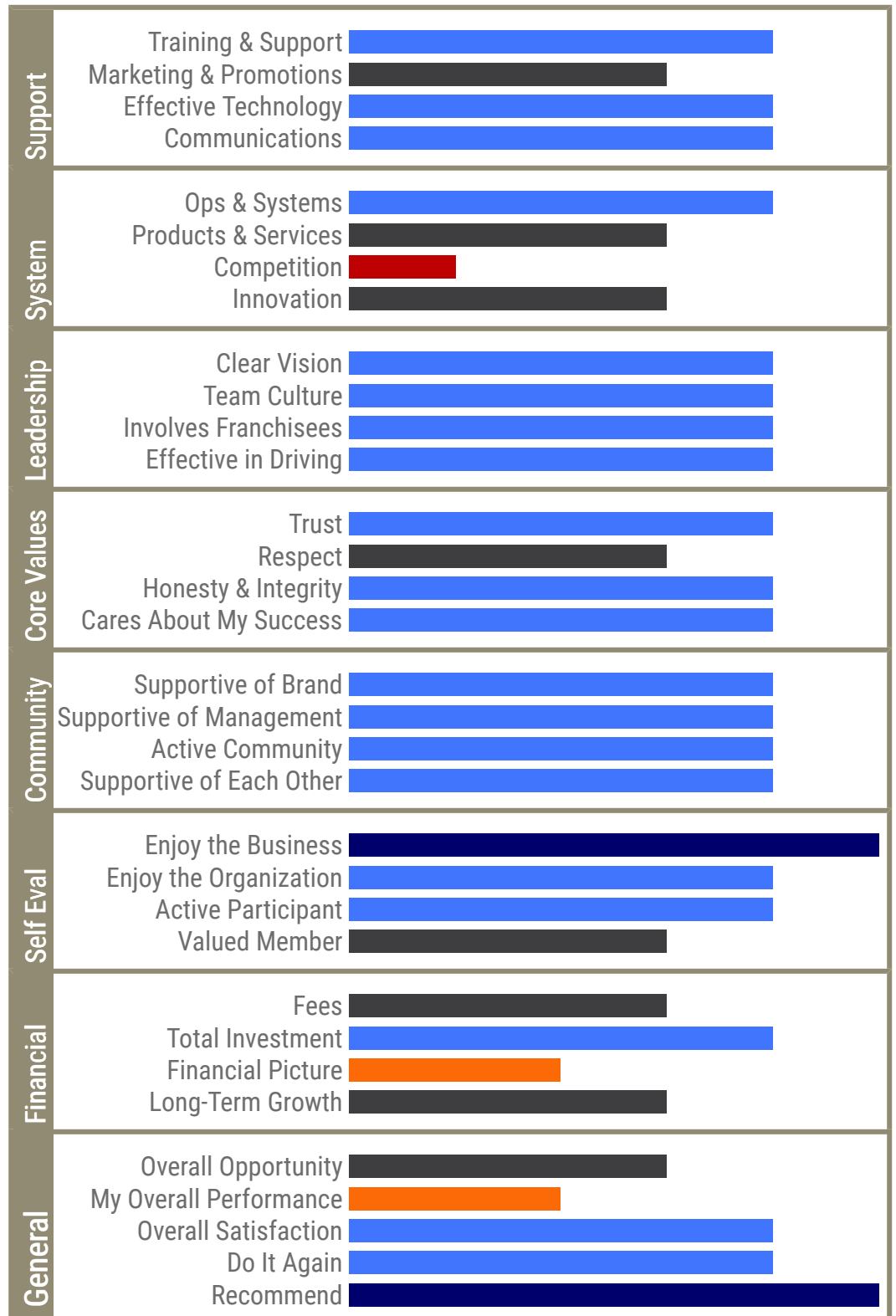
Region: South US

Market: Large Market (250,000 -
499,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Individual Surveys

Charles Undarsin

Participant FSI: 42.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Gardner, AL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

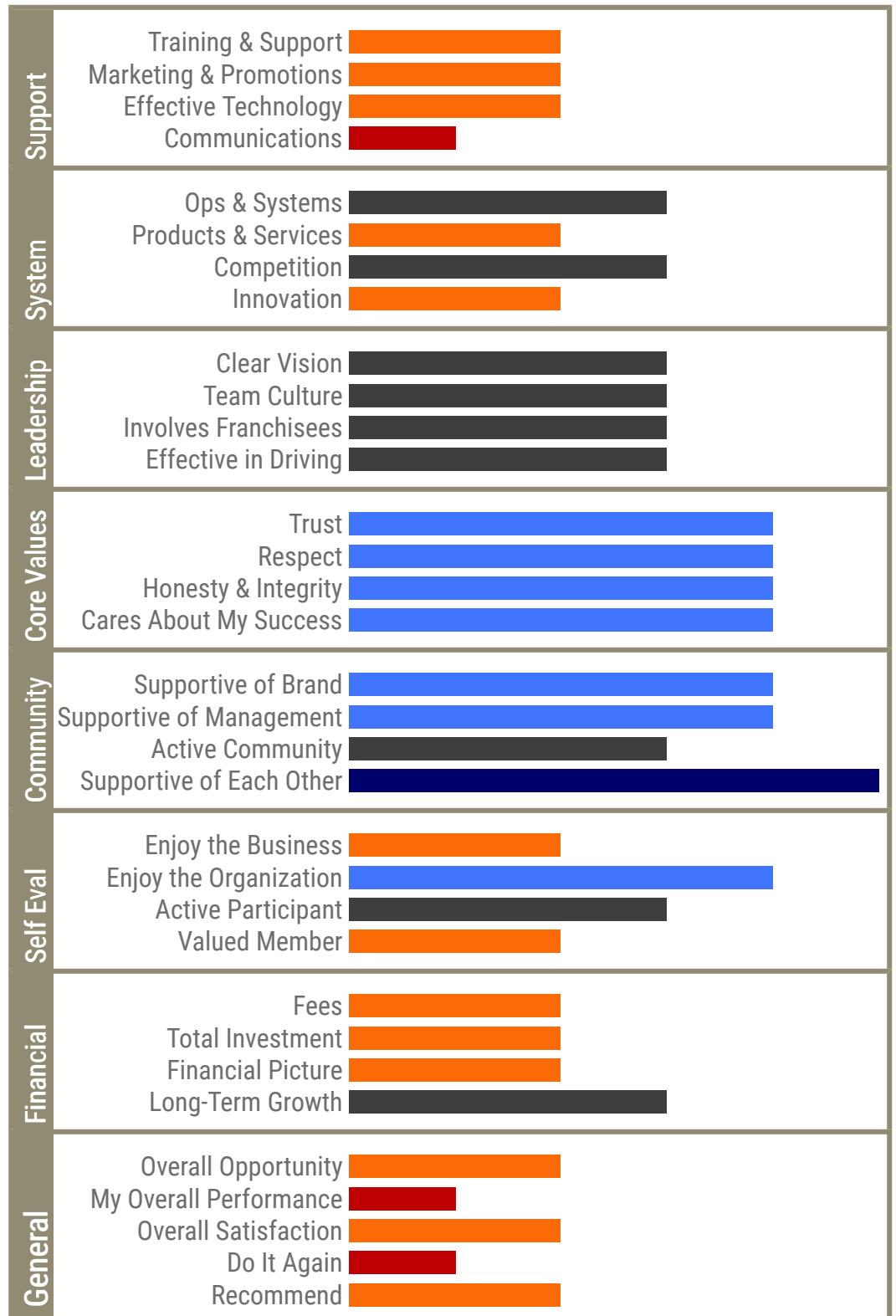
Region: South US

Market: Major Metro (500,000+ population)

Age: 55 - 64

Ethnicity: Caucasian

Gender: male



Comments

Charles Undarsin

Training, Support, Marketing

franchisor needs a company unit to better understand the environment and problems

Competition, Products/Services, Creativity

franchisor needs to fund more of the advertising initiatives to determine how viable they are

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

Determine and commit to a five year plan and communicate that plan

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

Core values are good and communicated well

Financial Opportunity

The franchise fee is high since no advertising dollars are spent.

Individual Surveys

Charles Undarsin

Participant FSI: 59

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Gardner, AL

Tenure: 6 - 9 years

Future Development: no

Region: Midwest US

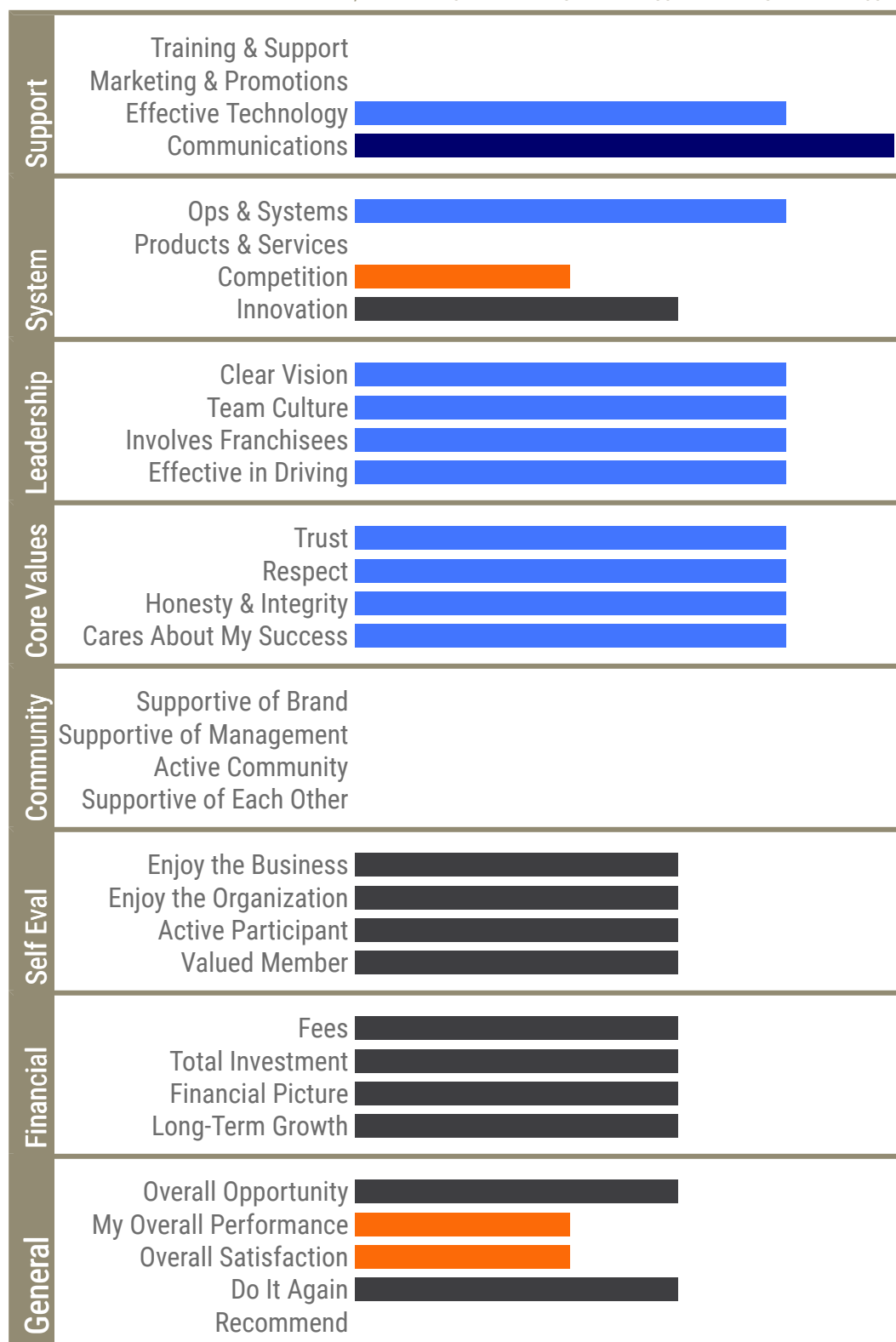
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Dane Urther

Participant FSI: 67.4

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Bessemer, TN

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably
not

Region: Midwest US

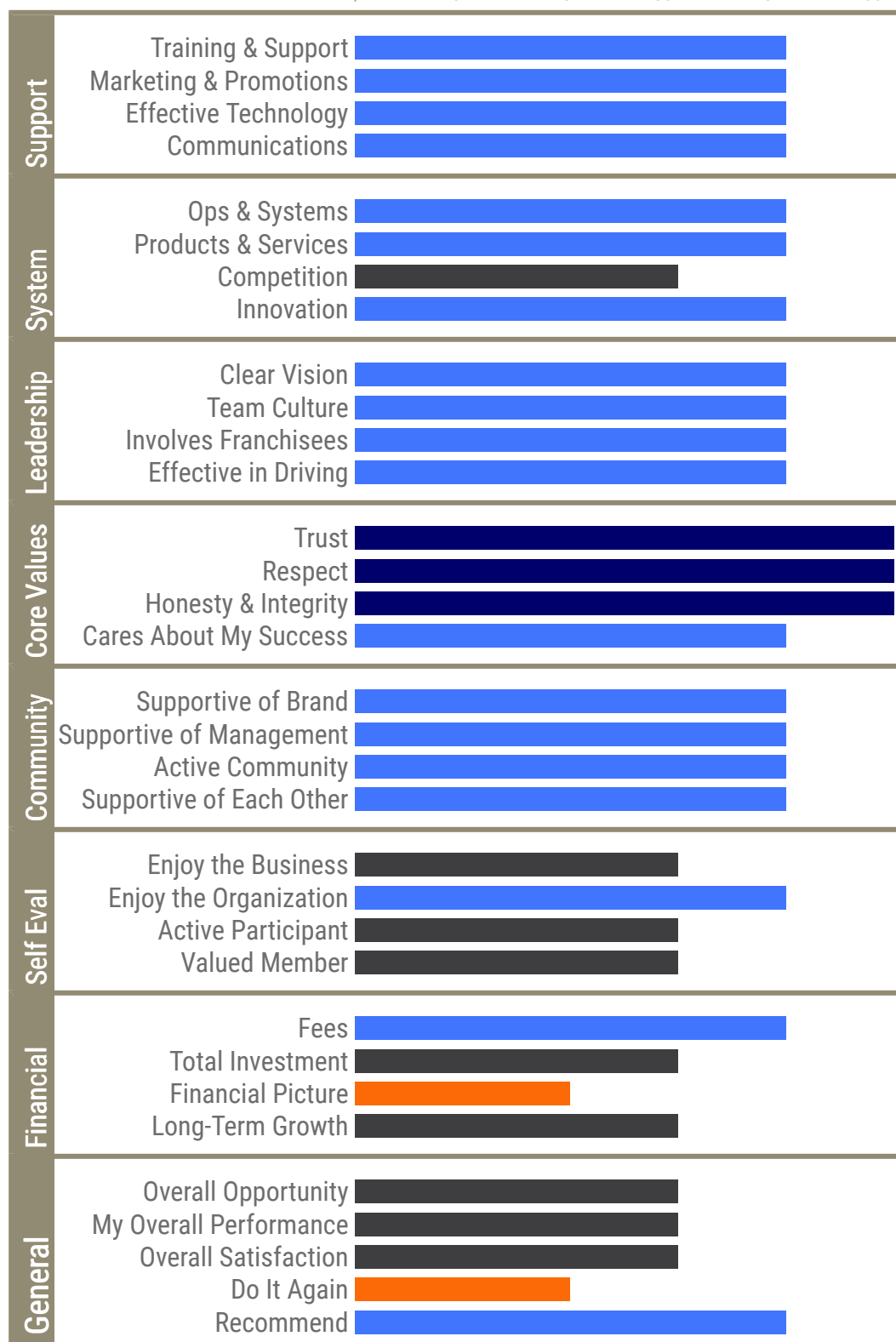
Market: Very Small Market

(Under 50,000 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Robert Ushtin

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Jackson, AL

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: West US

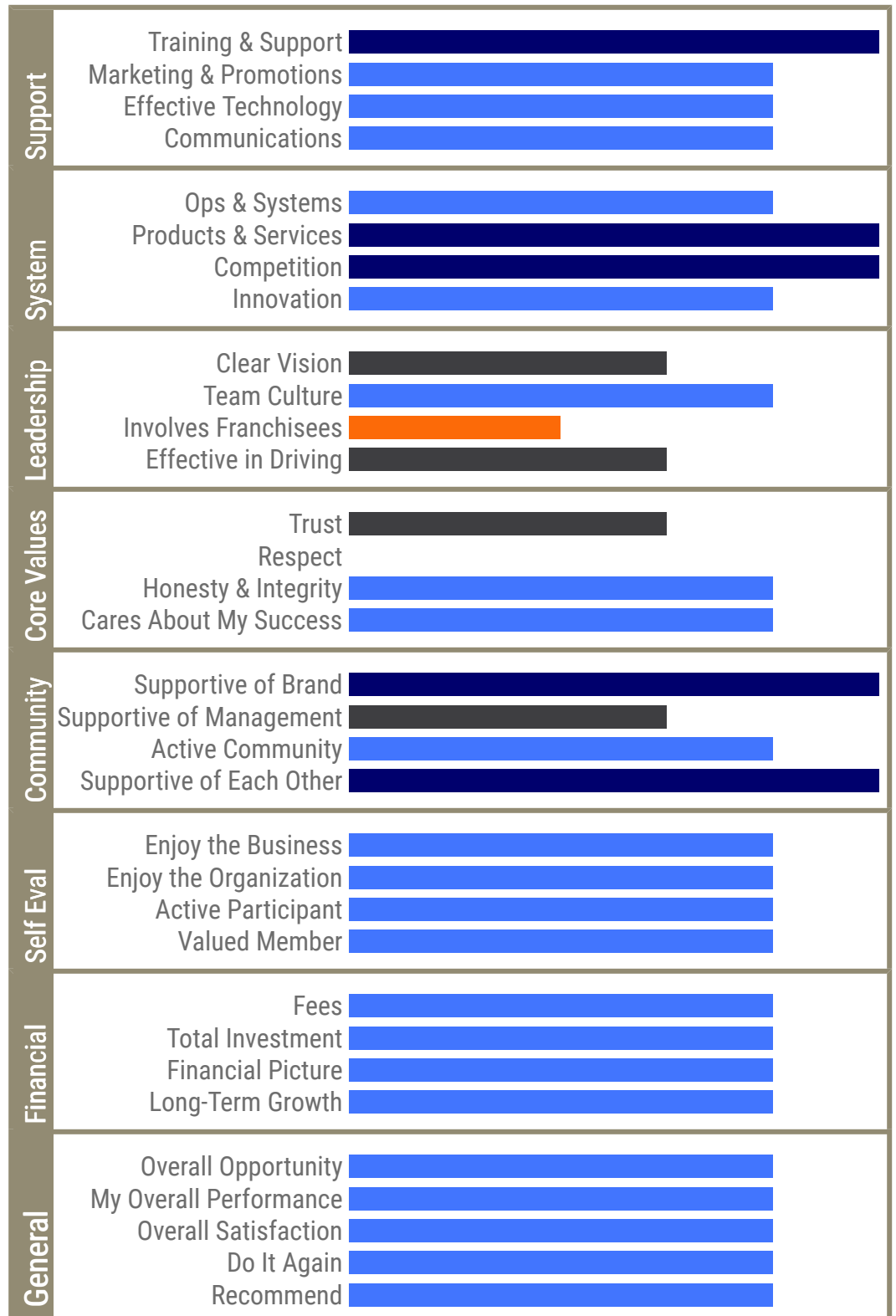
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: female



Individual Surveys

Dennis Vallanikaran

Participant FSI: 70.5

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Fairfax, IL

Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

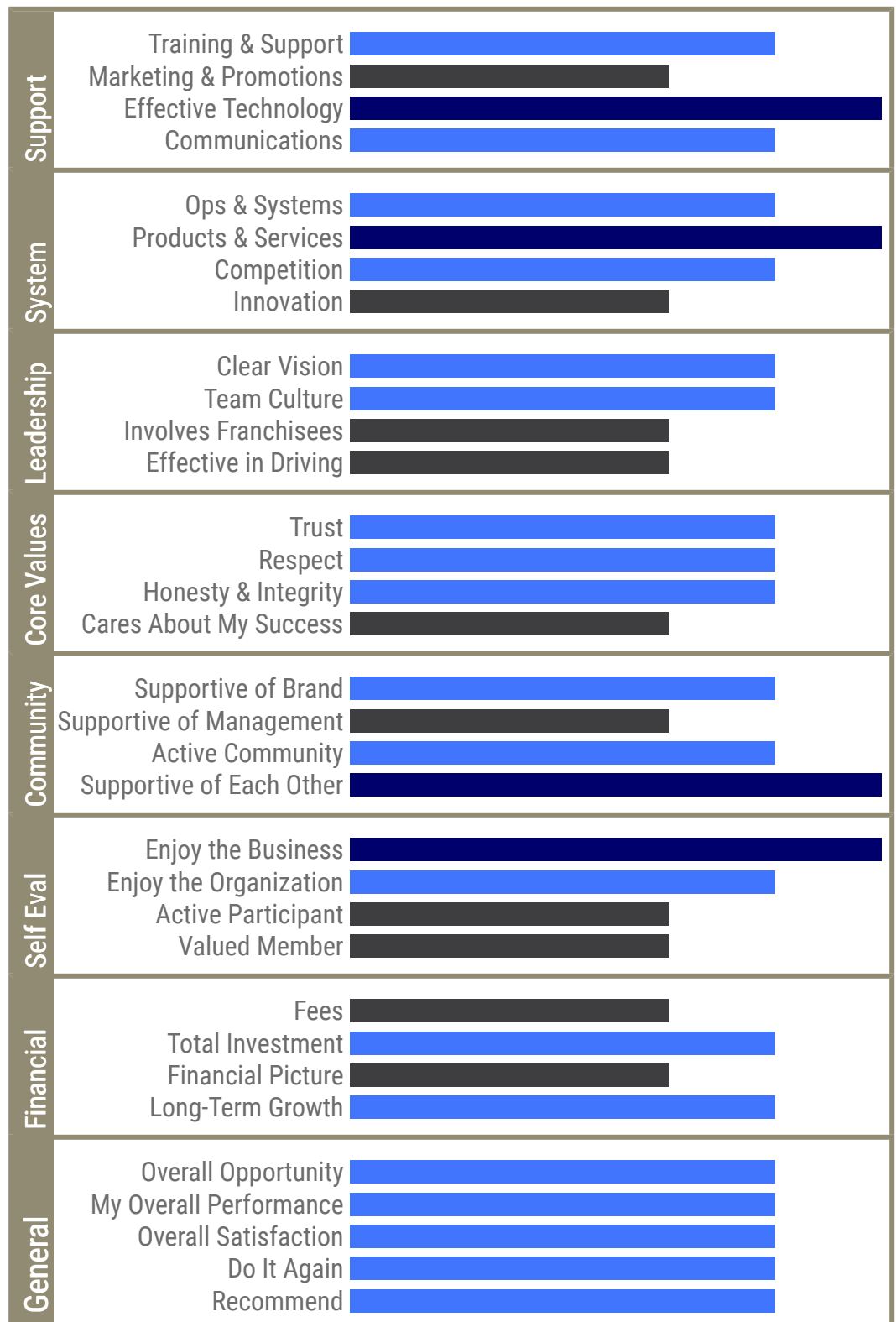
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

Dennis Vallanikaran

Competition, Products/Services, Creativity

Excellent product and support.

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

concentrate less on marketing and more on cutting edge technology, which will out-class competitors

Individual Surveys

Bill Vaughan

Participant FSI: 74.2

Company FSI: 68.7

Participant FSI Range:

N/A

0

25

50

75

100

Age: 45 - 54

Ethnicity: Caucasian

Gender: male

Tenure: less than 2 years

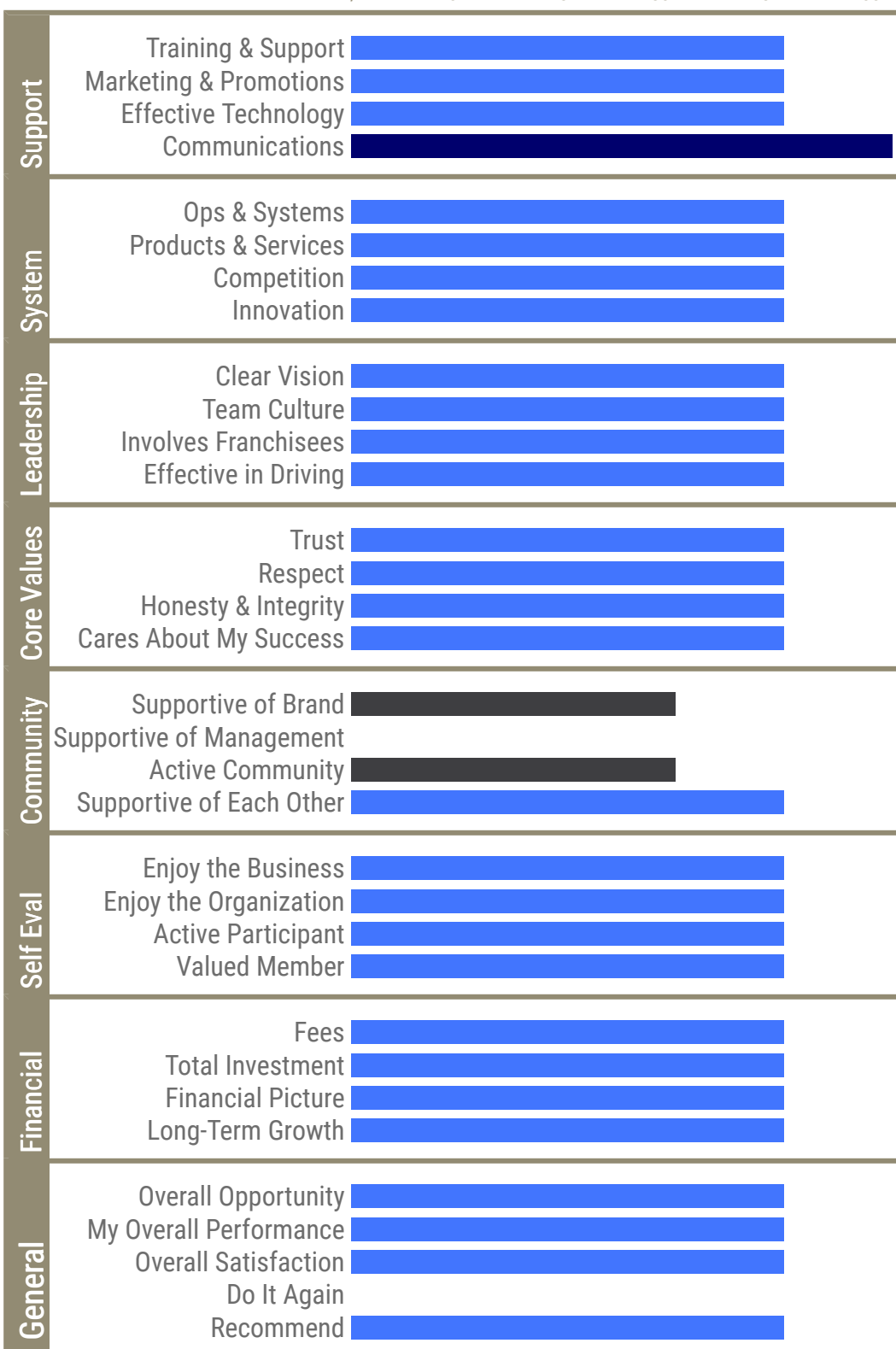
Units: single unit / territory

Future Development: maybe

Region: International

Market: Large Market (250,000 -

499,999 population)



Individual Surveys

Craig Viss

Participant FSI: 78.9

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Moline, UT

Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Northeast US

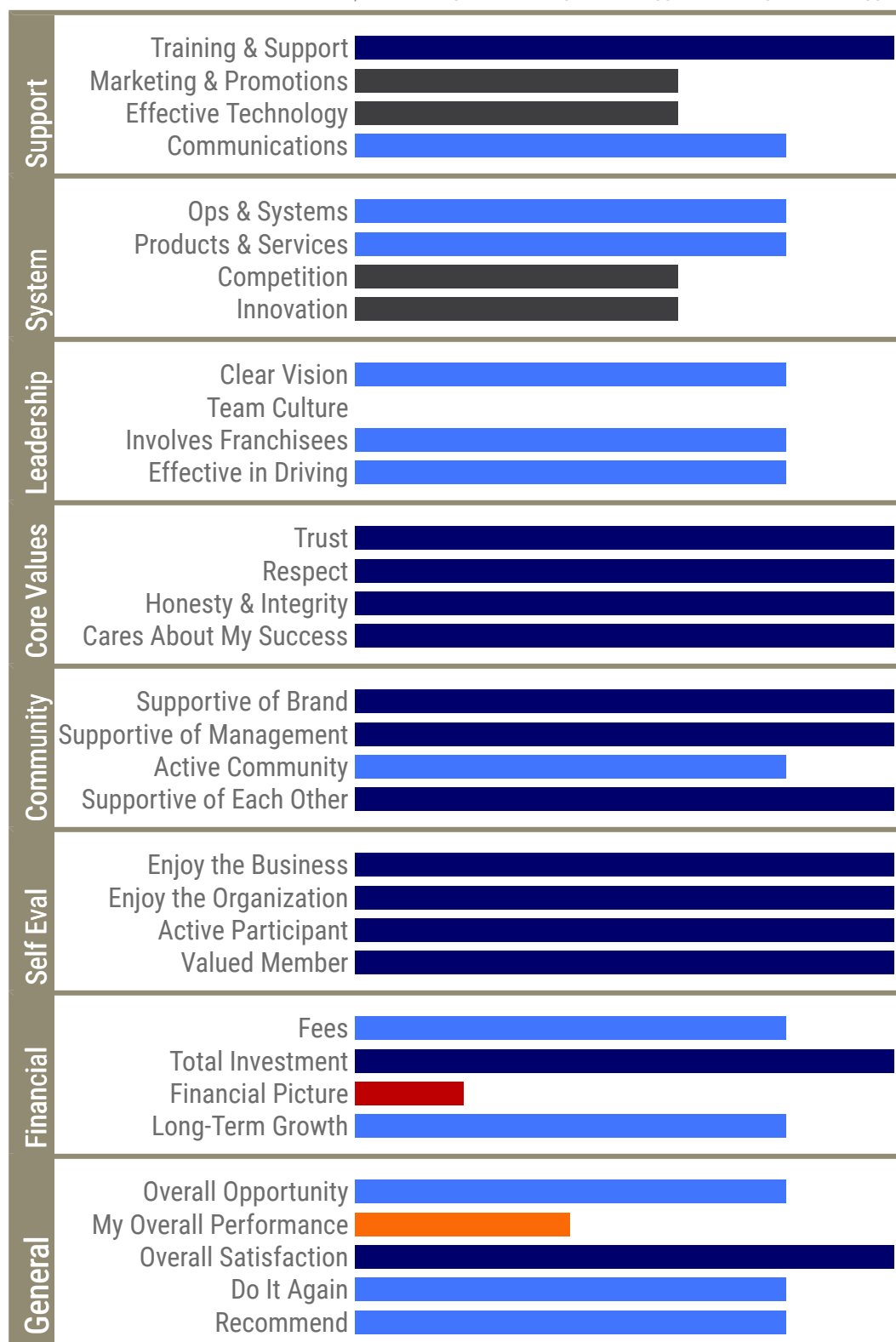
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Craig Viss

Training, Support, Marketing

All need some updating to remain current and relevant. It is apparent that Molly Wally's does care about the success of their franchisees.

Individual Surveys

Don Yirk

Participant FSI: 88.6

Company FSI: 68.7

Participant FSI Range:

N/A 0 25 50 75 100

Goodlettsville, PA

Tenure: less than 2 years

Units: single unit / territory

Future Development: probably
not

Region: Midwest US

Market: Medium Market

(100,000 - 249,999 population)

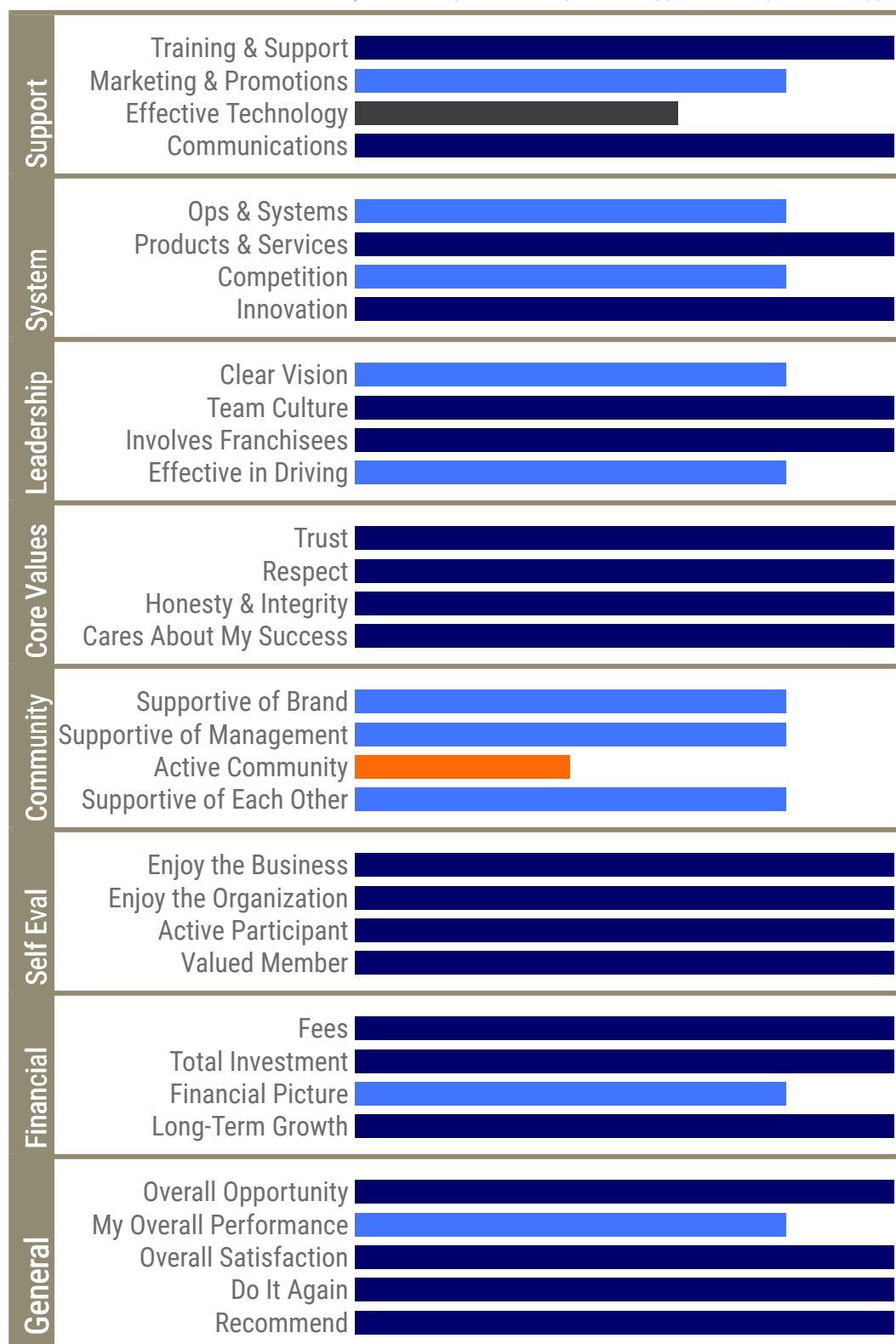
Age: 35 - 44

Ethnicity: Hispanic

Gender: male and/or female

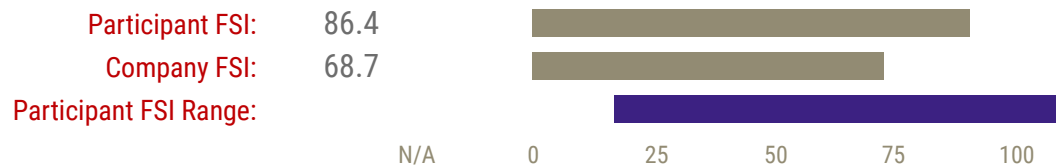
partnership - completing survey

together



Individual Surveys

Wyatt Zimmermarman



York, AL

Tenure: 2 - 5 years

Units: single unit / territory

Future Development: no

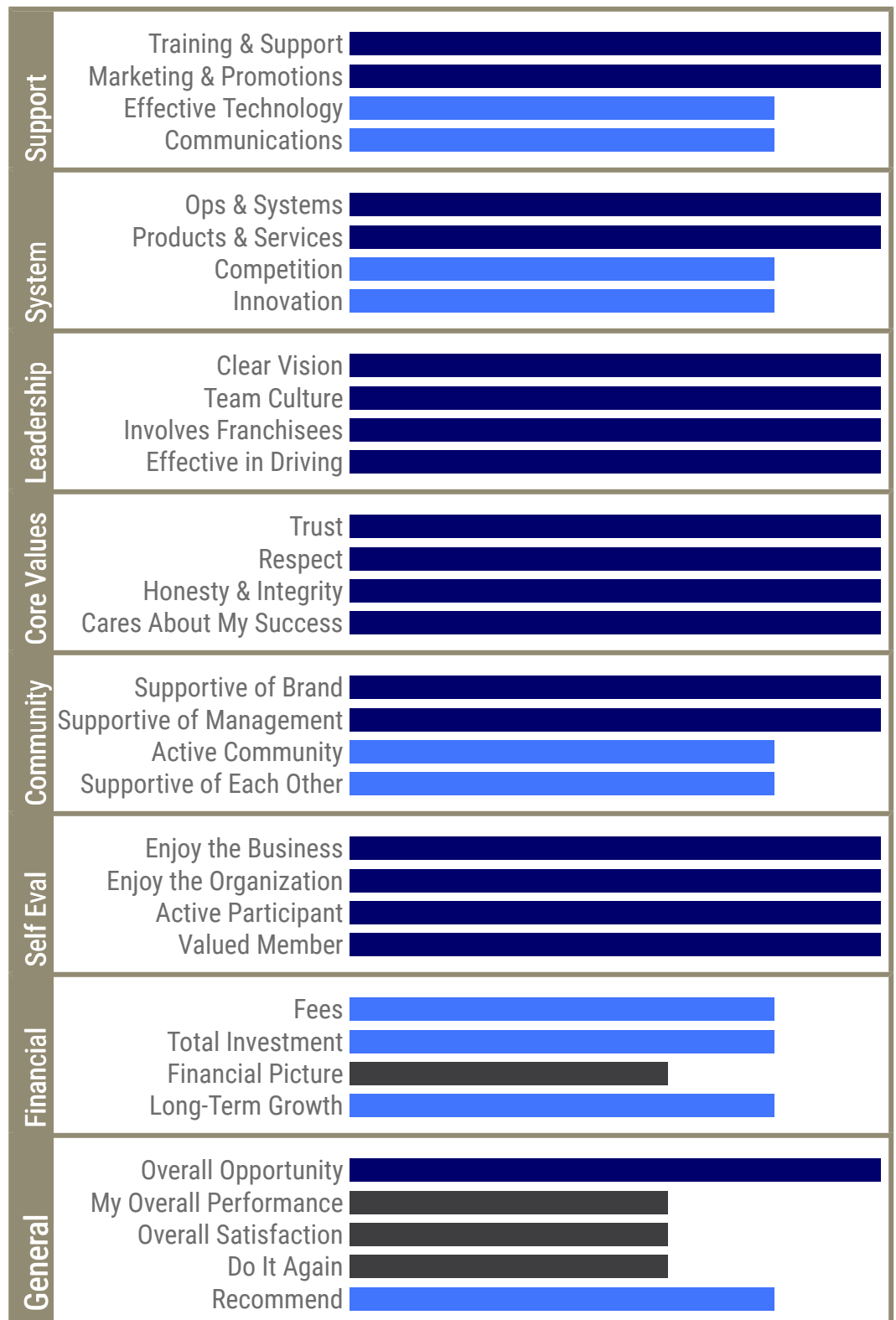
Region: Northeast US

Market: Large Market (250,000 - 499,999 population)

Age: 35 - 44

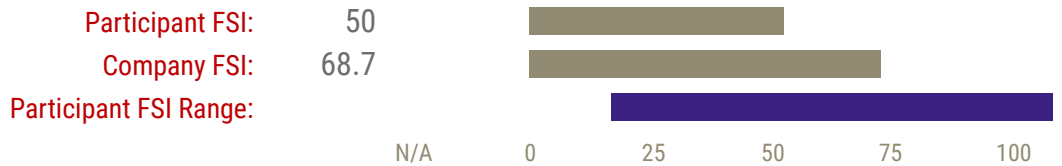
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: 5+ units / territories

Future Development: maybe

Region: South US

Market: Small Market (50,000 -

99,999 population)

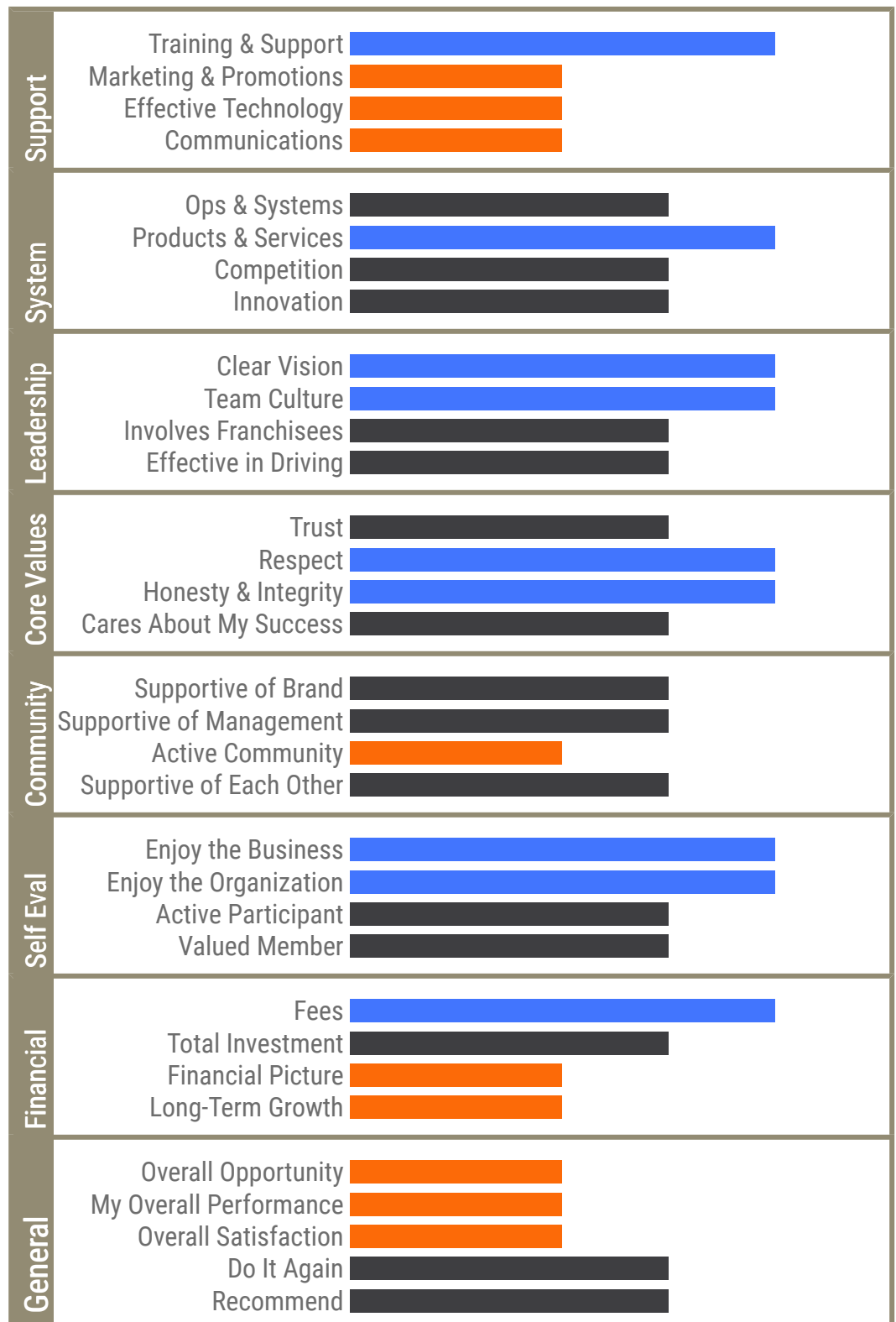
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Anonymous

Training, Support, Marketing

It seems that we are very inconsistent> it has improved over the last year and if that continues we should get to a good place

Competition, Products/Services, Creativity

The innovation we do always comes with more cost. New equipment, more payroll, higher Food cost etc... we need more focus on innovation that saves \$\$

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

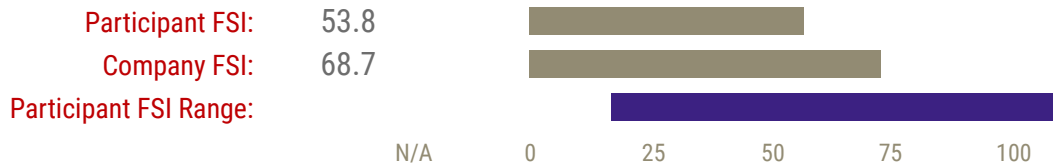
To improve our ROI. Costs continue to rise in building a unit and it does not come with equal or improved ROI for the expense

Financial Opportunity

It is too hard to make money with the high food cost and costs of adding equipment and services that I don't believe provide adequate updiade to recoup my costs

Individual Surveys

Anonymous



Tenure: less than 2 years

Units: single unit / territory

Future Development: no

Region: Northeast US

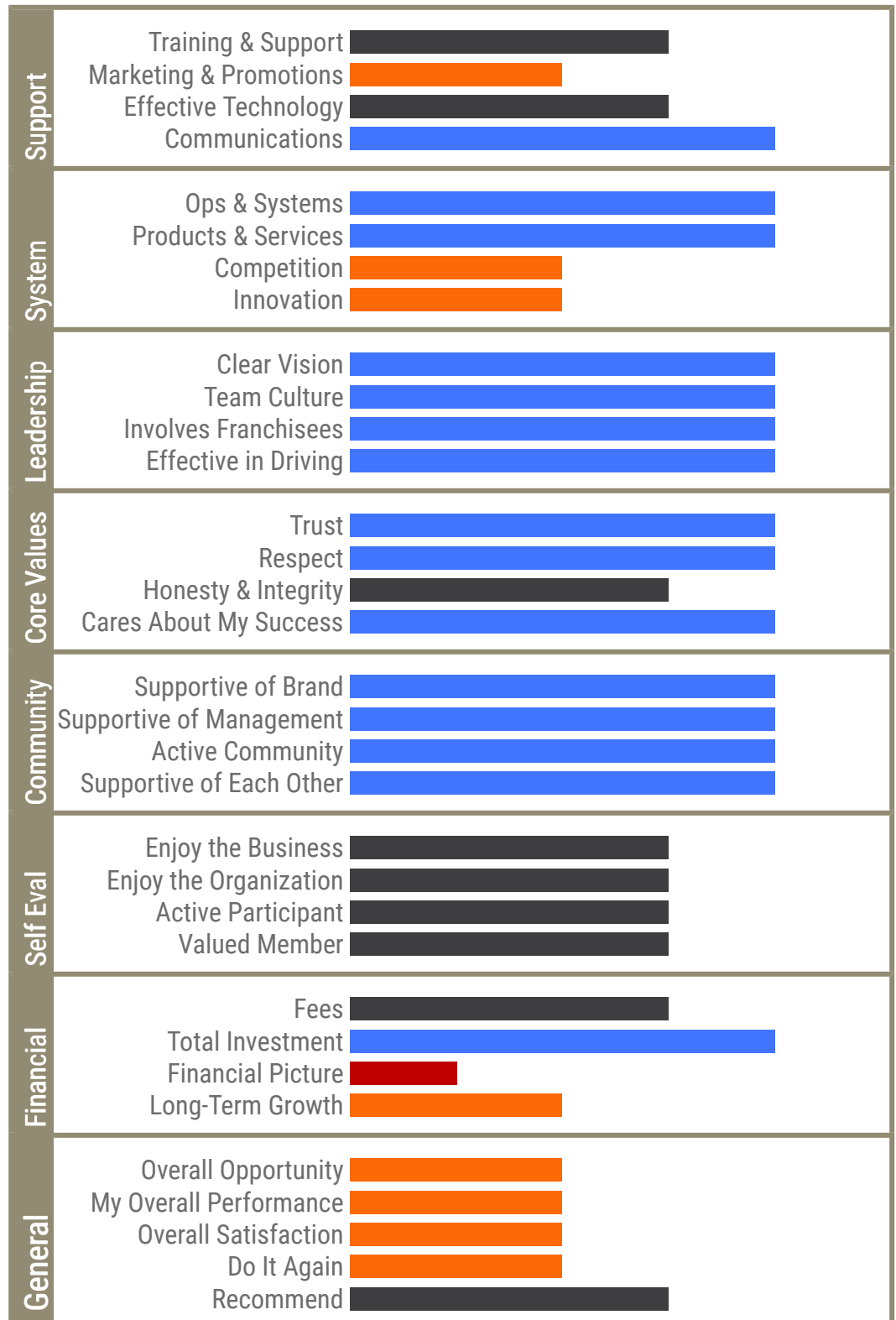
Market: Major Metro (500,000+

population)

Age: 55 - 64

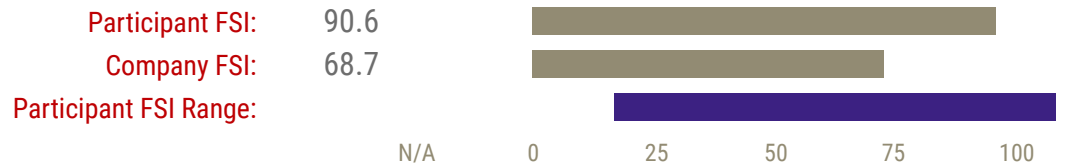
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 2 - 5 years

Units: single unit / territory

Future Development: maybe

Region: Northeast US

Market: Major Metro (500,000+

population)

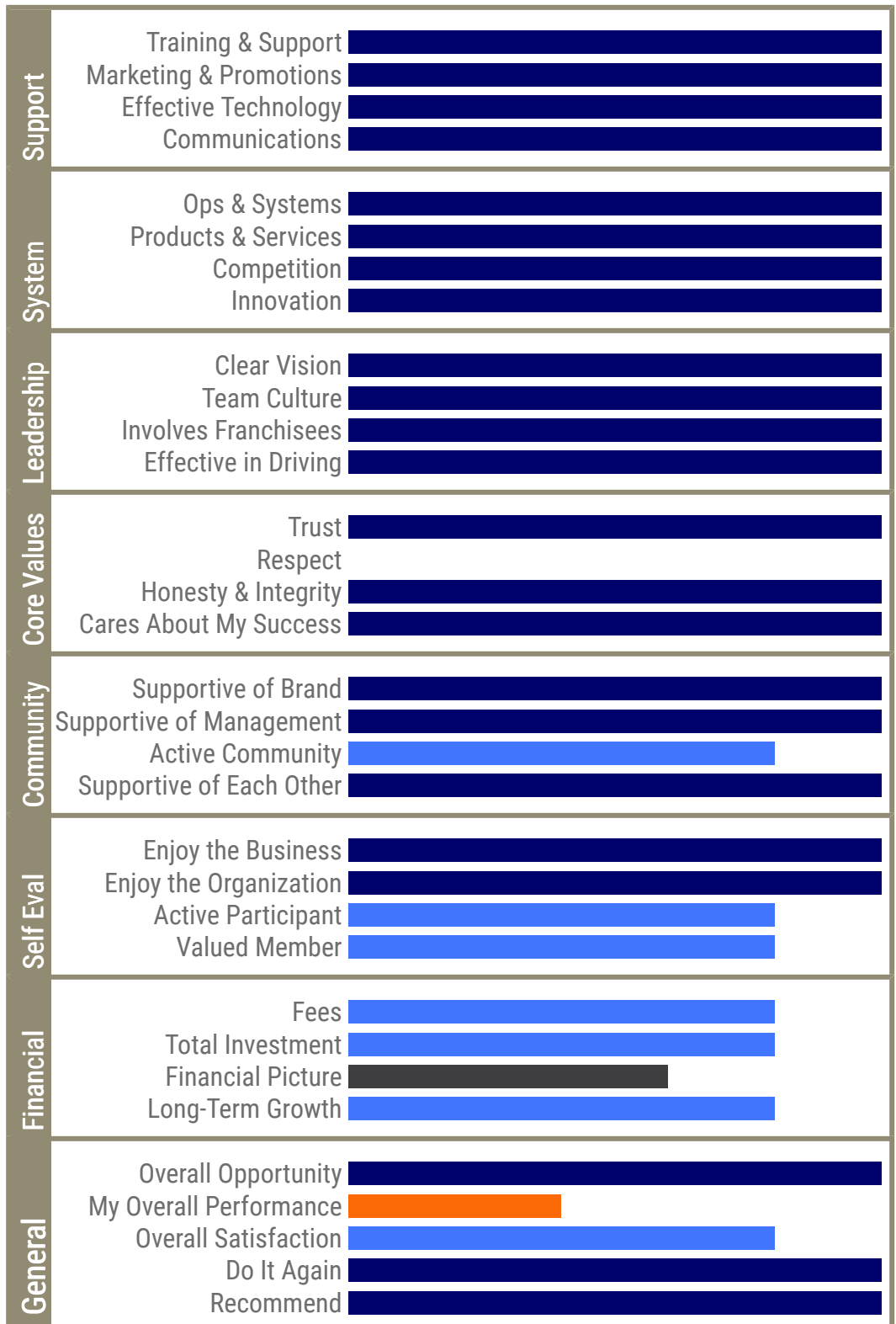
Age: 45 - 54

Ethnicity: Caucasian

Gender: male and/or female

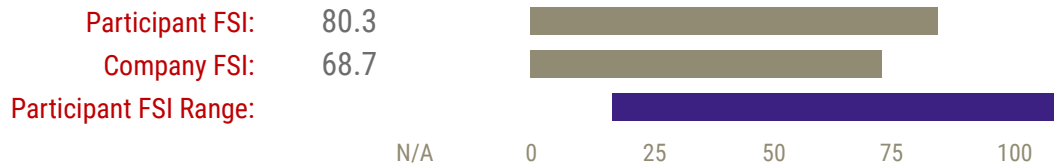
partnership - completing survey

together



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: South US

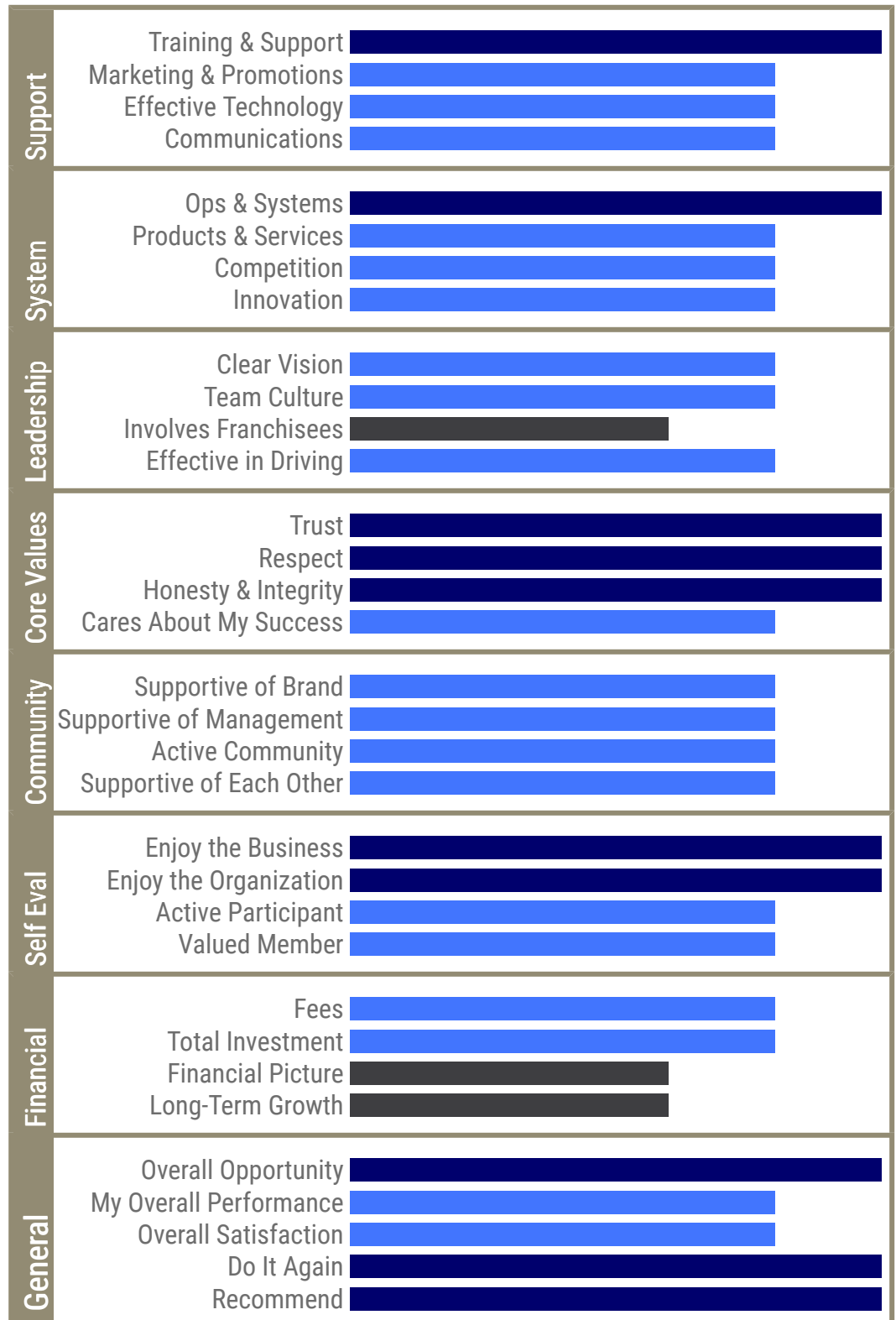
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

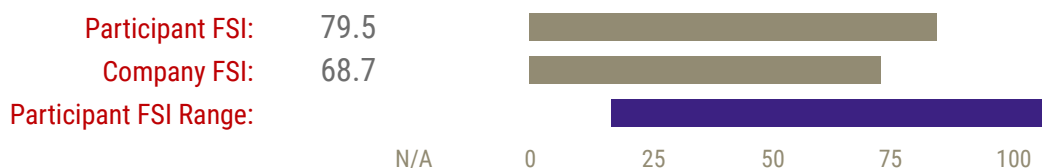
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

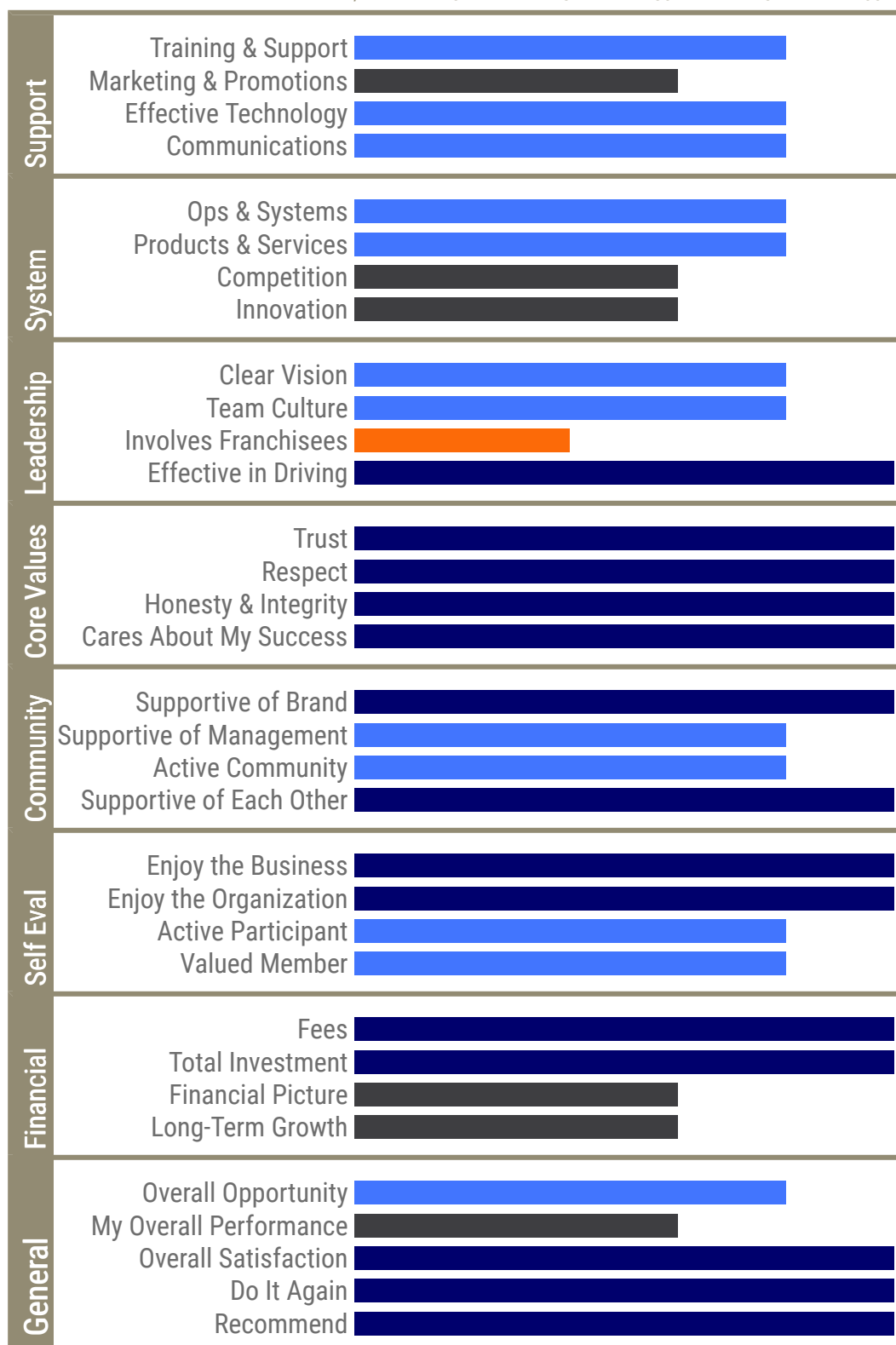
Market: Medium Market

(100,000 - 249,999 population)

Age: 65+

Ethnicity: Caucasian

Gender: male



Comments

Anonymous

Training, Support, Marketing

THEY MAKE A GOOD EFFORT TO ASSIST YOU IF NEEDED.

Financial Opportunity

BECAUSE OF HEALTH PROBLEMS OF BOTH ME AND MY WIFE I HAVE NOT BEEN ABLE TO DEVOTE THE TIME AND EFFORD TO GROW THE BUSINESS.

Individual Surveys

Anonymous



Tenure: 6 - 9 years

Units: single unit / territory

Future Development: probably

not

Region: South US

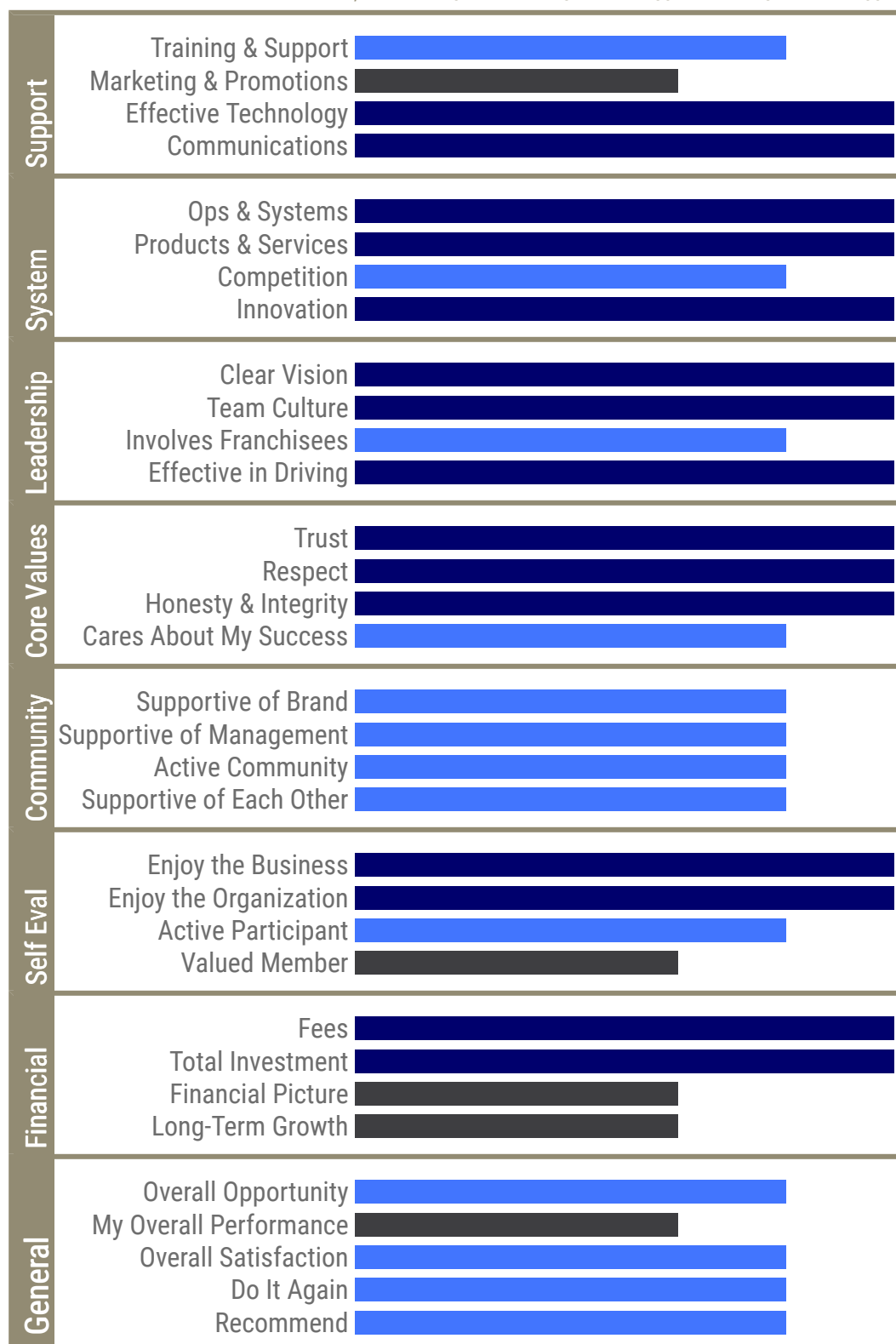
Market: Small Market (50,000 -

99,999 population)

Age: 45 - 54

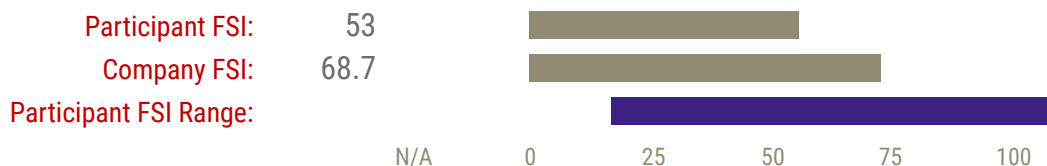
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

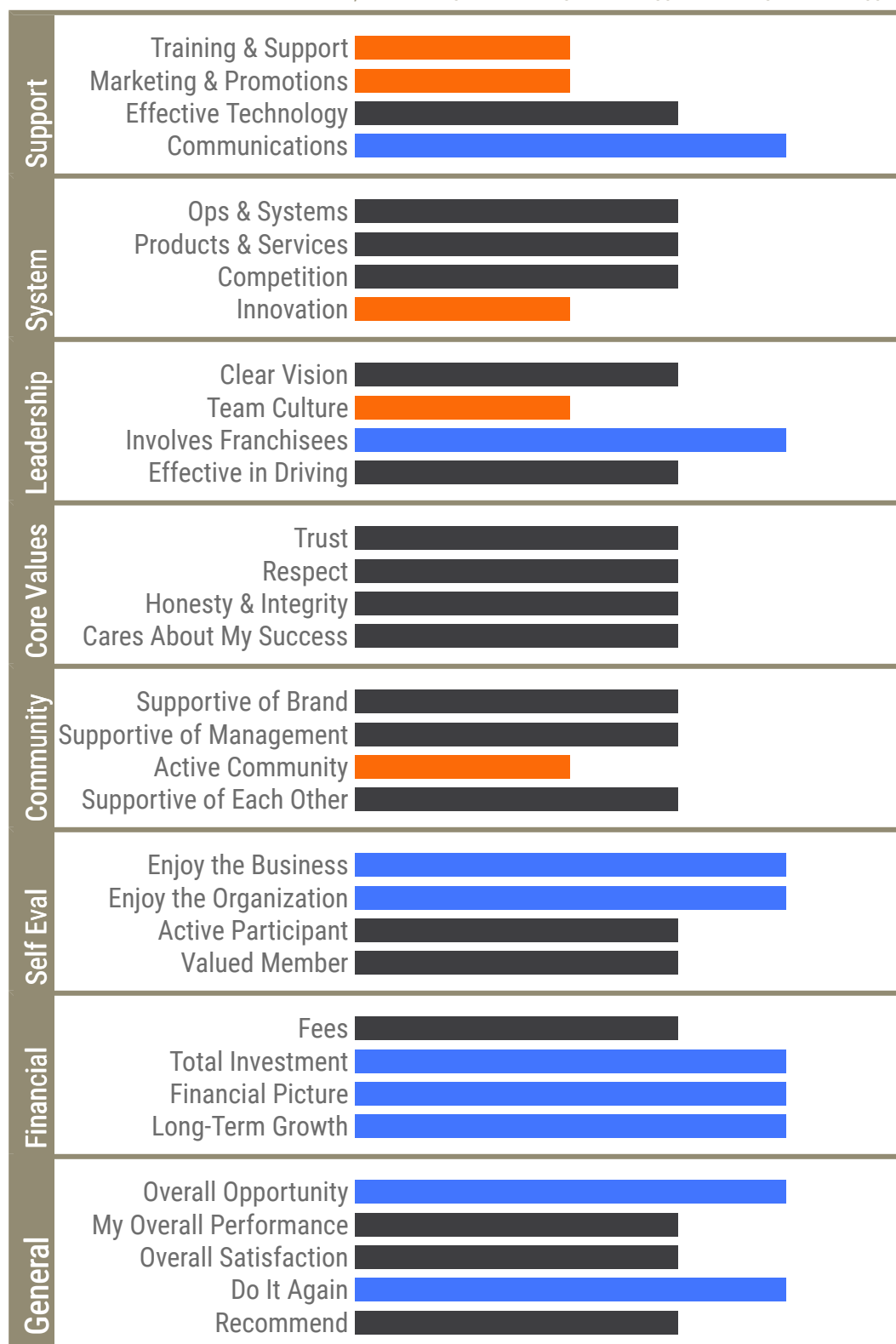
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

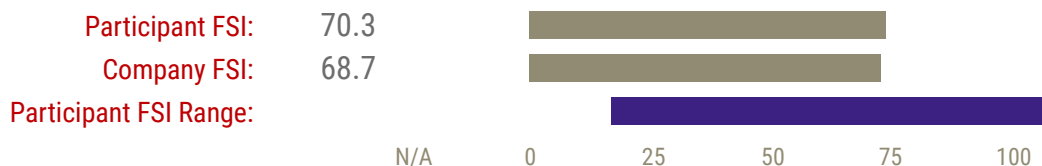
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: West US

Market: Medium Market

(100,000 - 249,999 population)

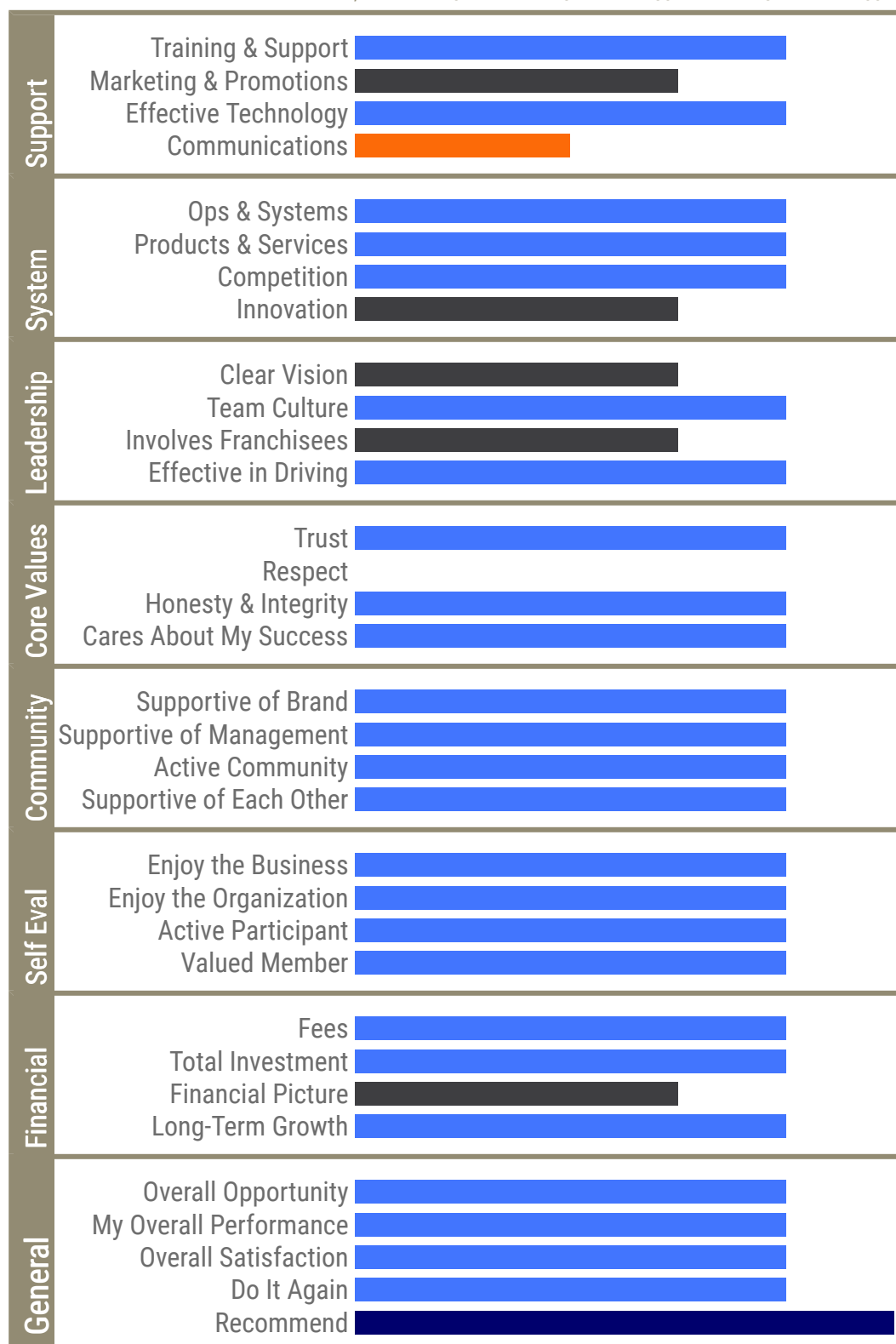
Age: 65+

Ethnicity: Caucasian

Gender: male and/or female

partnership - completing survey

together



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

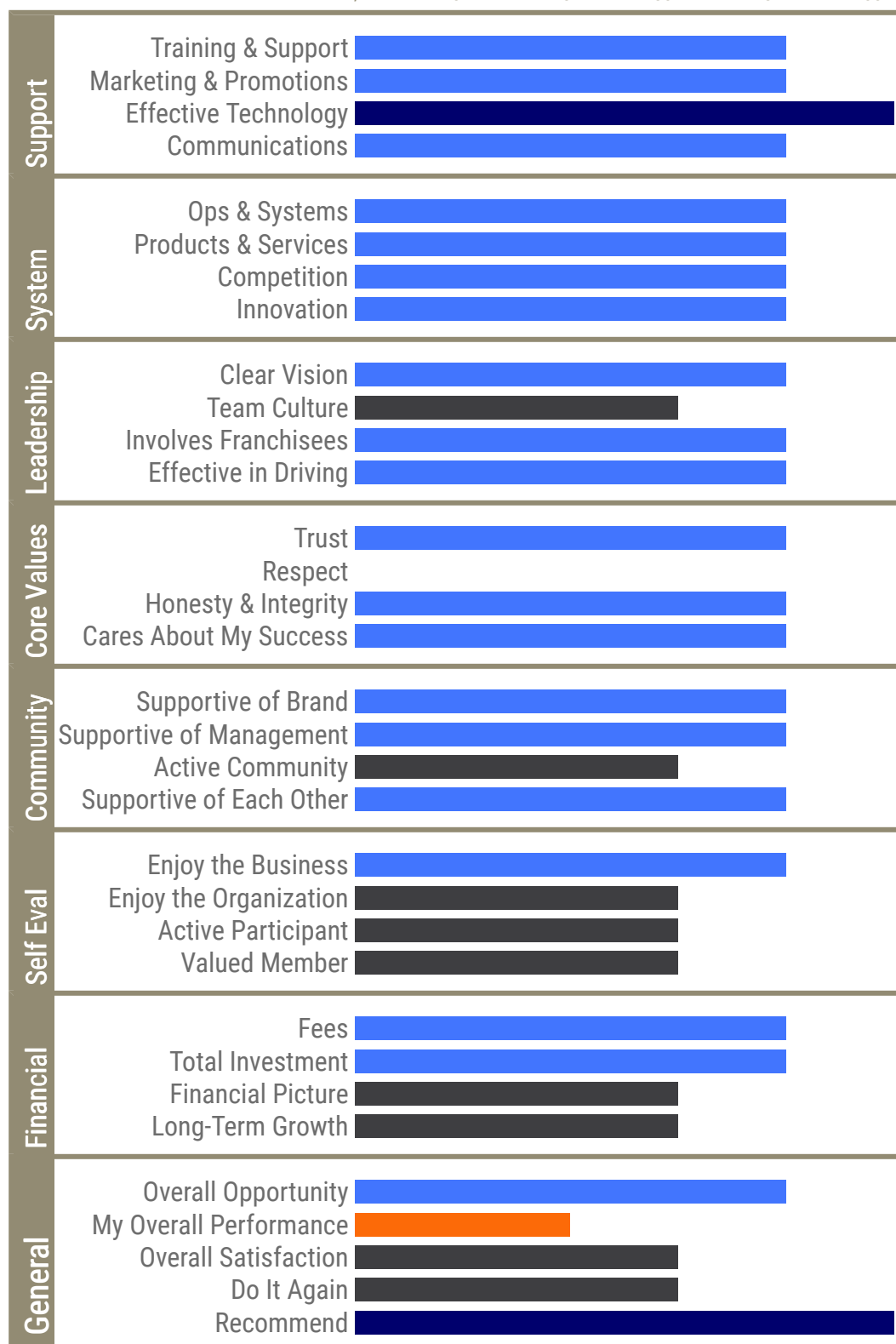
Market: Major Metro (500,000+

population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 6 - 9 years

Units: single unit / territory

Future Development: probably

not

Region: West US

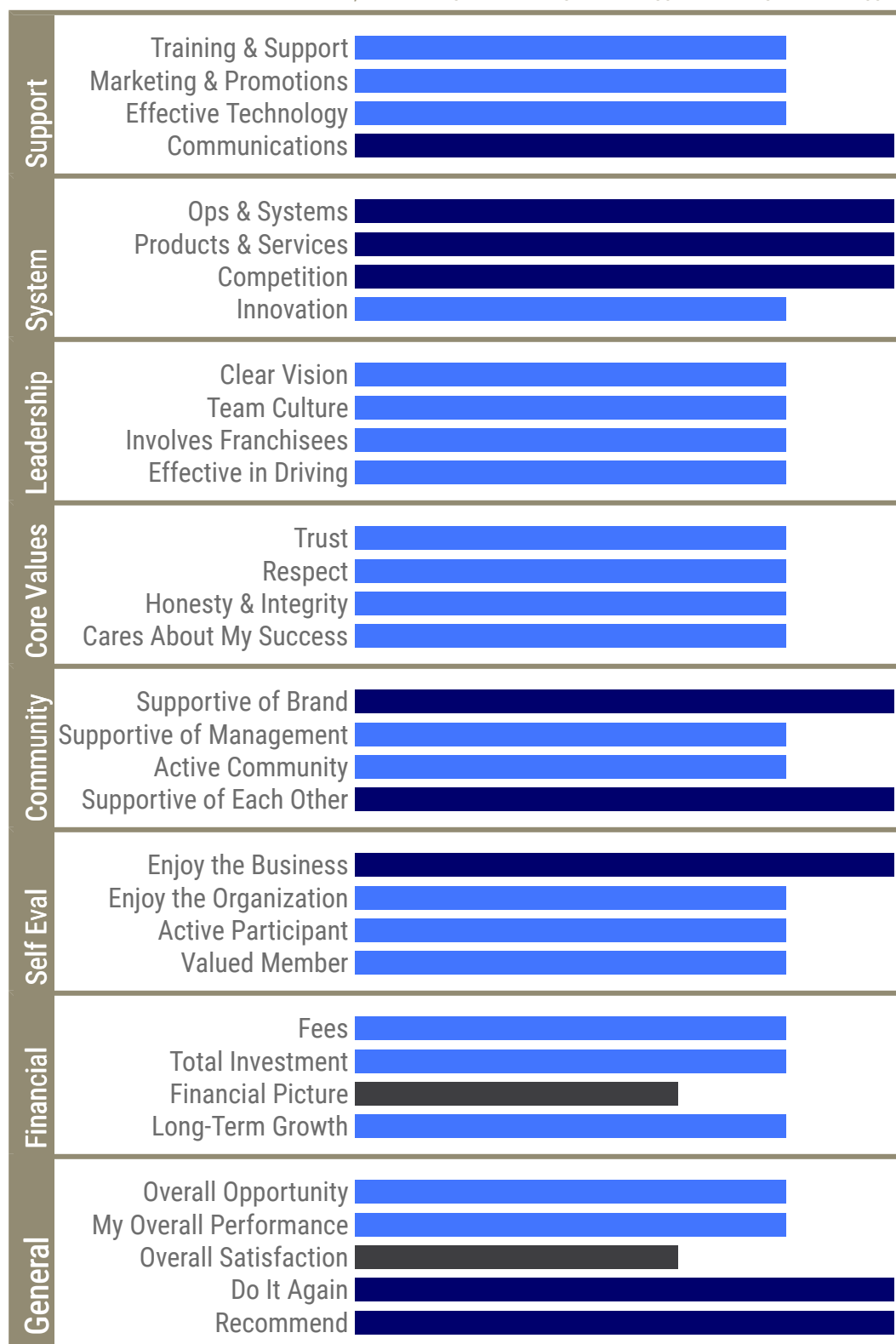
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: female



Individual Surveys

Anonymous



Tenure: less than 2 years

Units: single unit / territory

Future Development: no

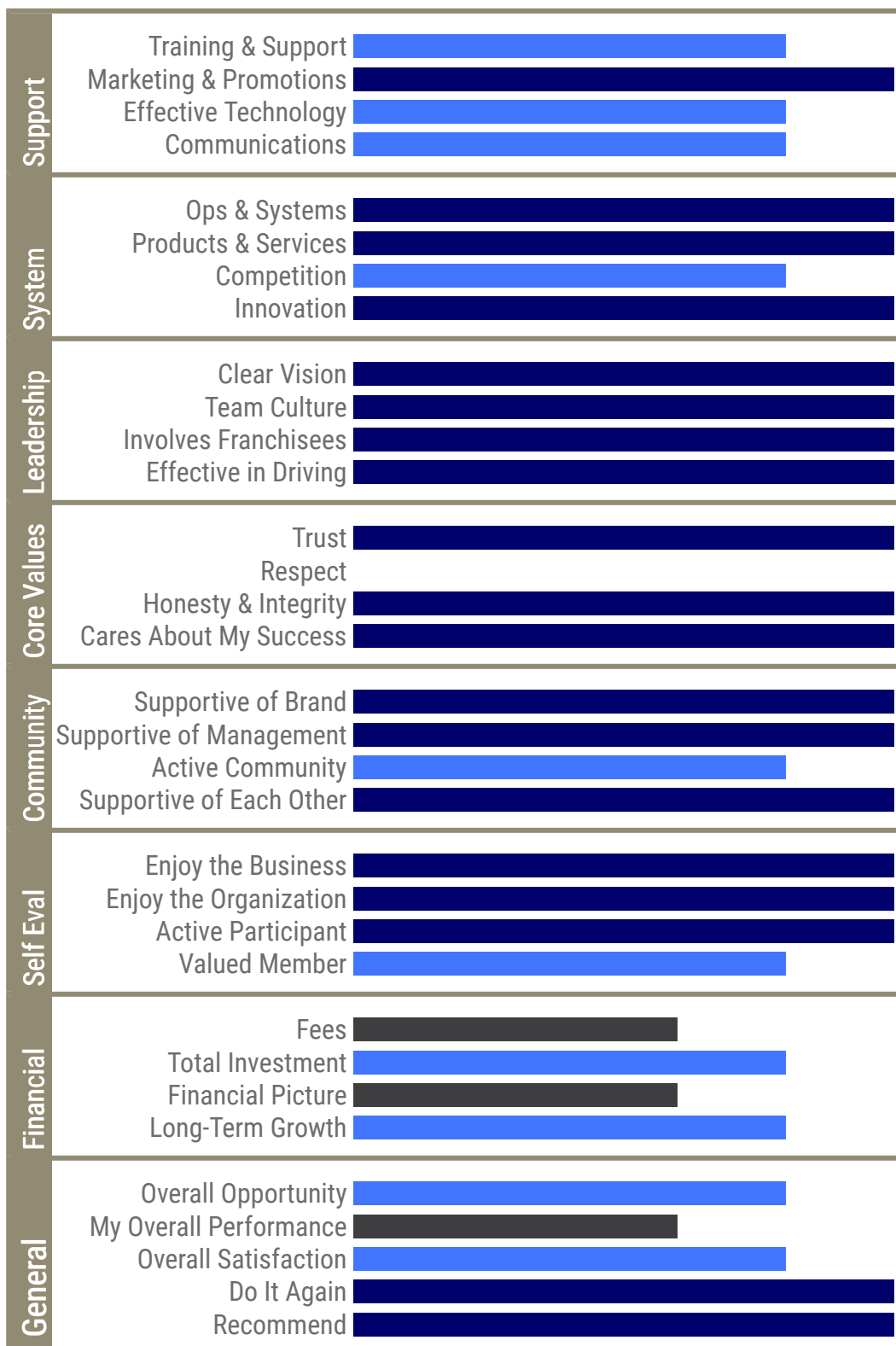
Region: West US

Market: Large Market (250,000 - 499,999 population)

Age: 35 - 44

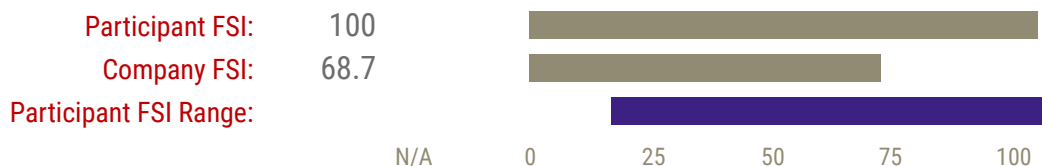
Ethnicity: Caucasian

Gender: female



Individual Surveys

Anonymous



Units: single unit / territory

Future Development: yes

Region: Northeast US

Market: Very Small Market

(Under 50,000 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male

			N/A	0	25	50	75	100
Support	Training & Support							
	Marketing & Promotions							
	Effective Technology							
	Communications							
System	Ops & Systems							
	Products & Services							
	Competition							
	Innovation							
Leadership	Clear Vision							
	Team Culture							
	Involves Franchisees							
	Effective in Driving							
Core Values	Trust							
	Respect							
	Honesty & Integrity							
	Cares About My Success							
Community	Supportive of Brand							
	Supportive of Management							
	Active Community							
	Supportive of Each Other							
Self Eval	Enjoy the Business							
	Enjoy the Organization							
	Active Participant							
	Valued Member							
Financial	Fees							
	Total Investment							
	Financial Picture							
	Long-Term Growth							
General	Overall Opportunity							
	My Overall Performance							
	Overall Satisfaction							
	Do It Again							
	Recommend							

Comments

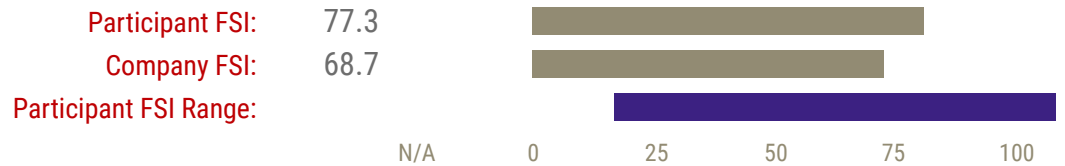
Anonymous

~Tool 1

strongly agree

Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Midwest US

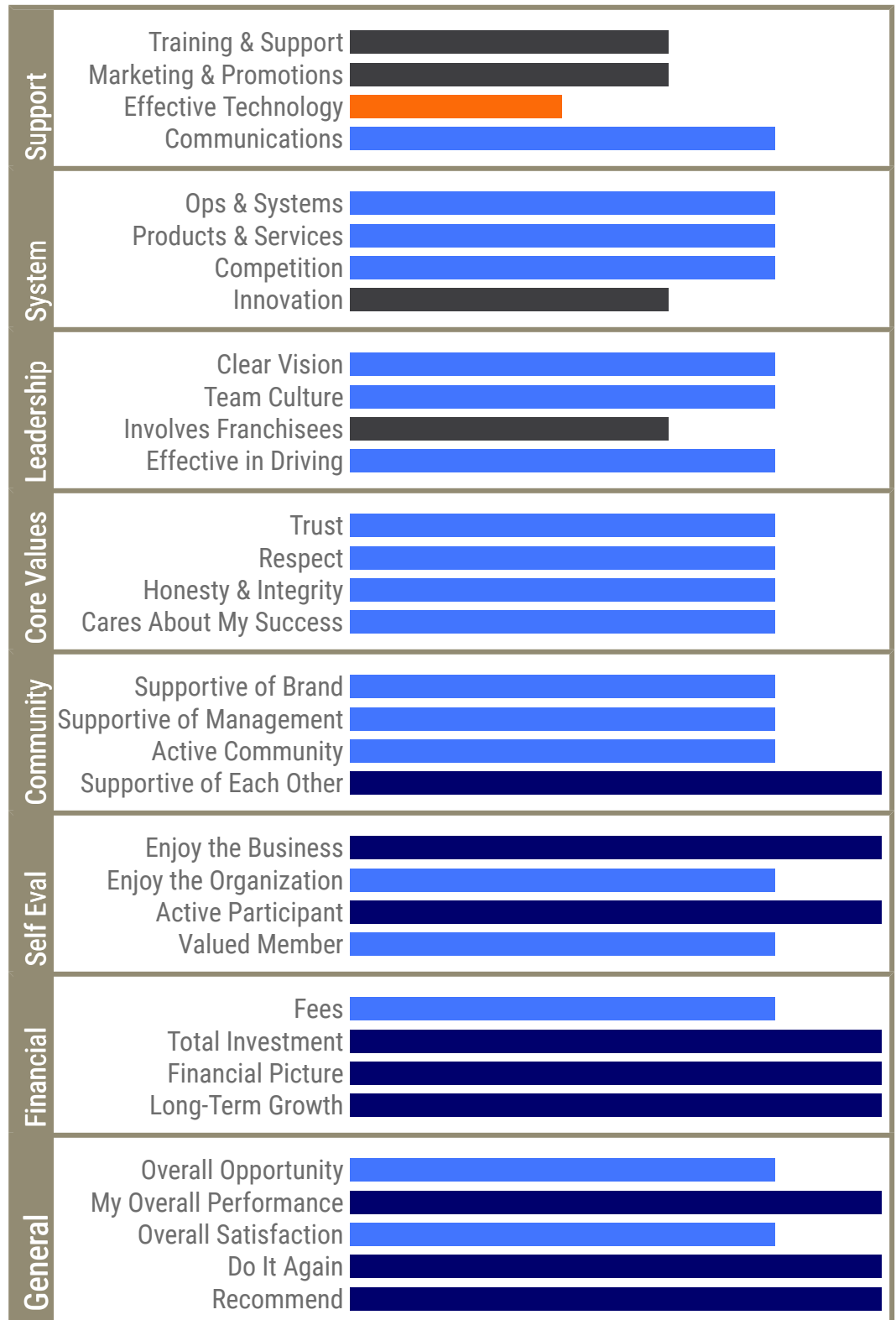
Market: Major Metro (500,000+

population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: maybe

Region: South US

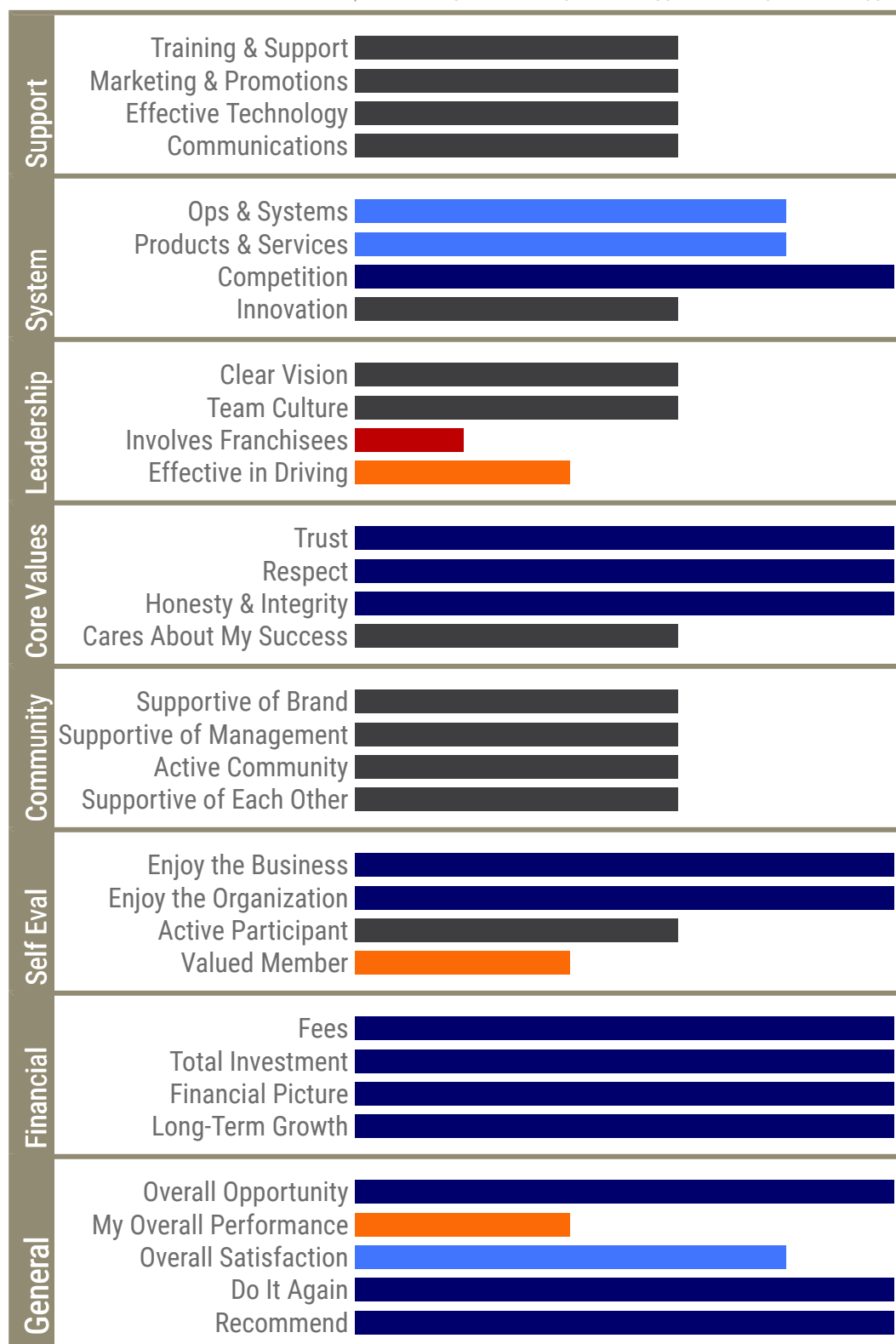
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

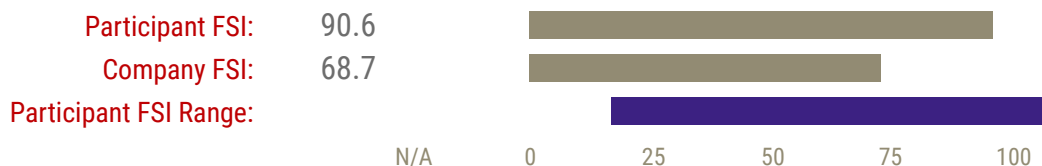
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: single unit / territory

Future Development: no

Region: Northeast US

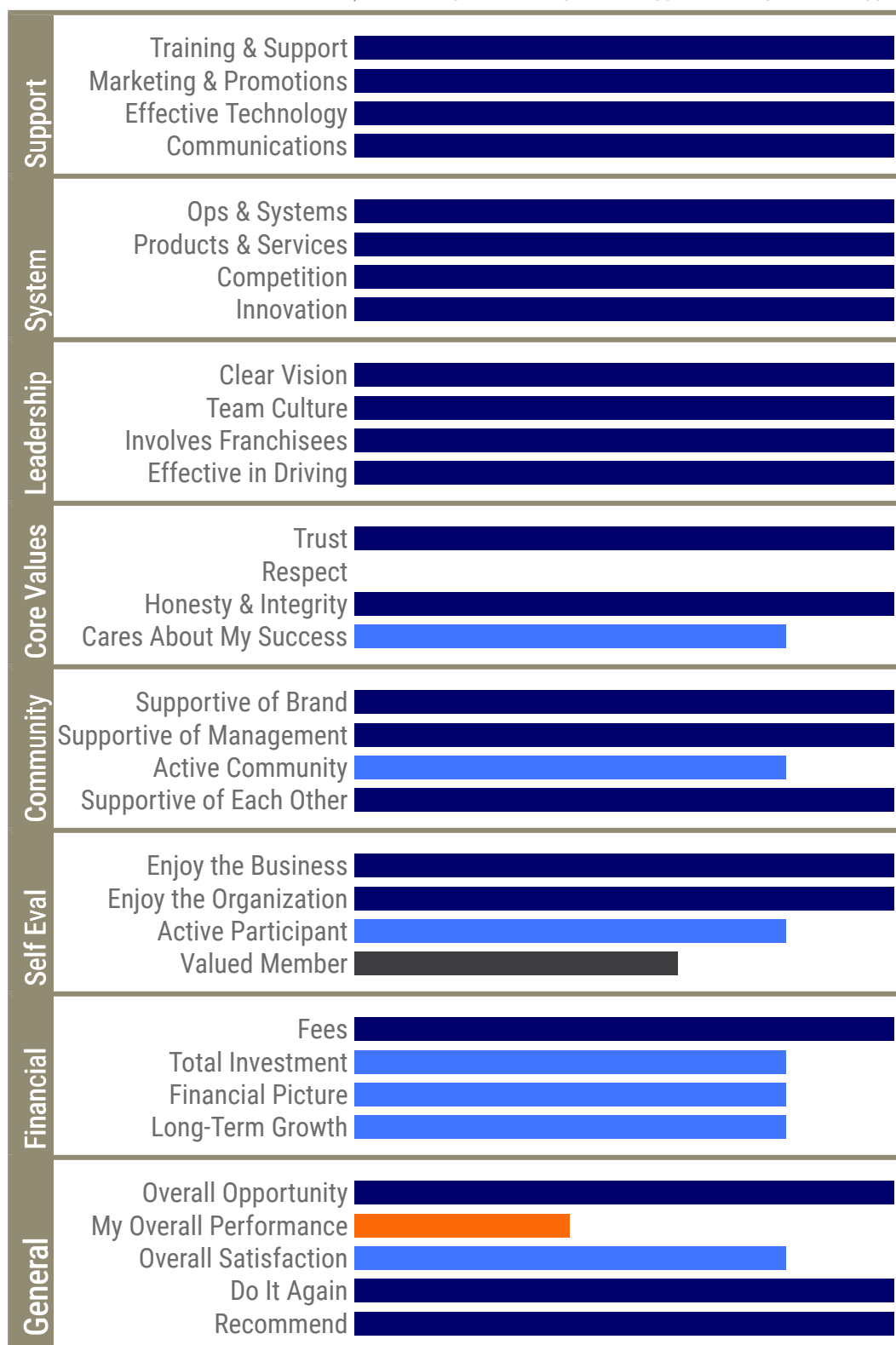
Market: Small Market (50,000 -

99,999 population)

Age: 65+

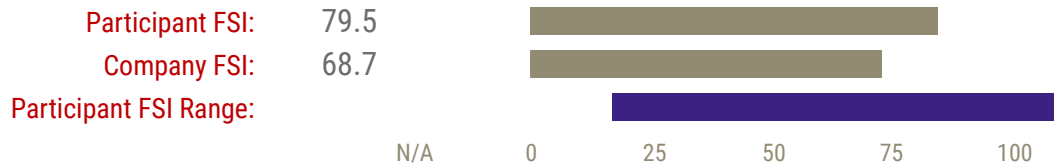
Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 10+ years

Units: 2 units / territories

Future Development: no

Region: West US

Market: Small Market (50,000 -

99,999 population)

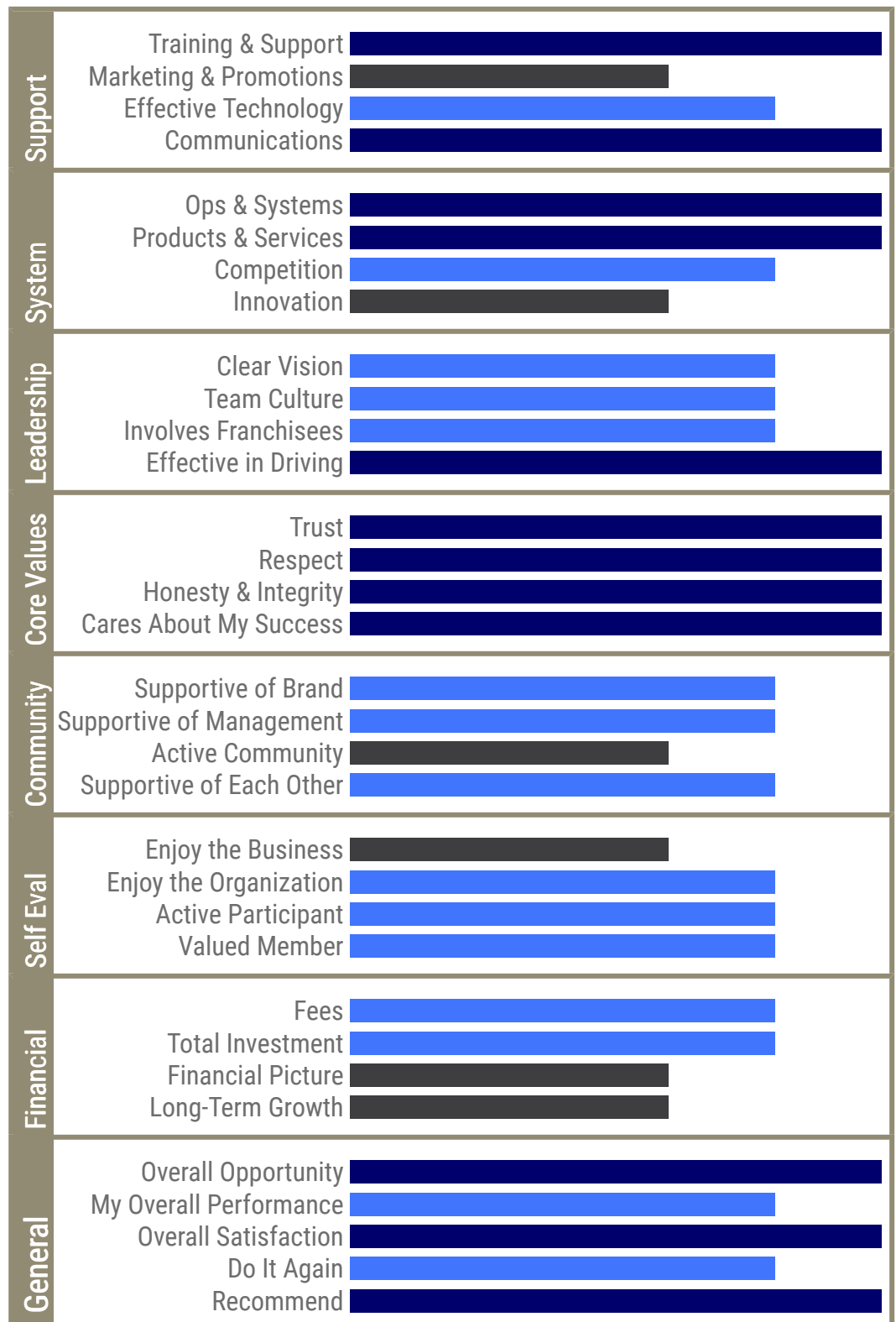
Market: Medium Market

(100,000 - 249,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

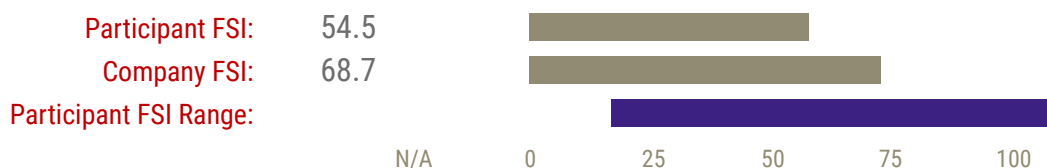
Anonymous

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

They respond to my questions and problems quickly and correctly, and they are patient and attentive when working with me to resolve issues.

Individual Surveys

Anonymous



Tenure: 2 - 5 years

Units: single unit / territory

Future Development: probably

not

Region: South US

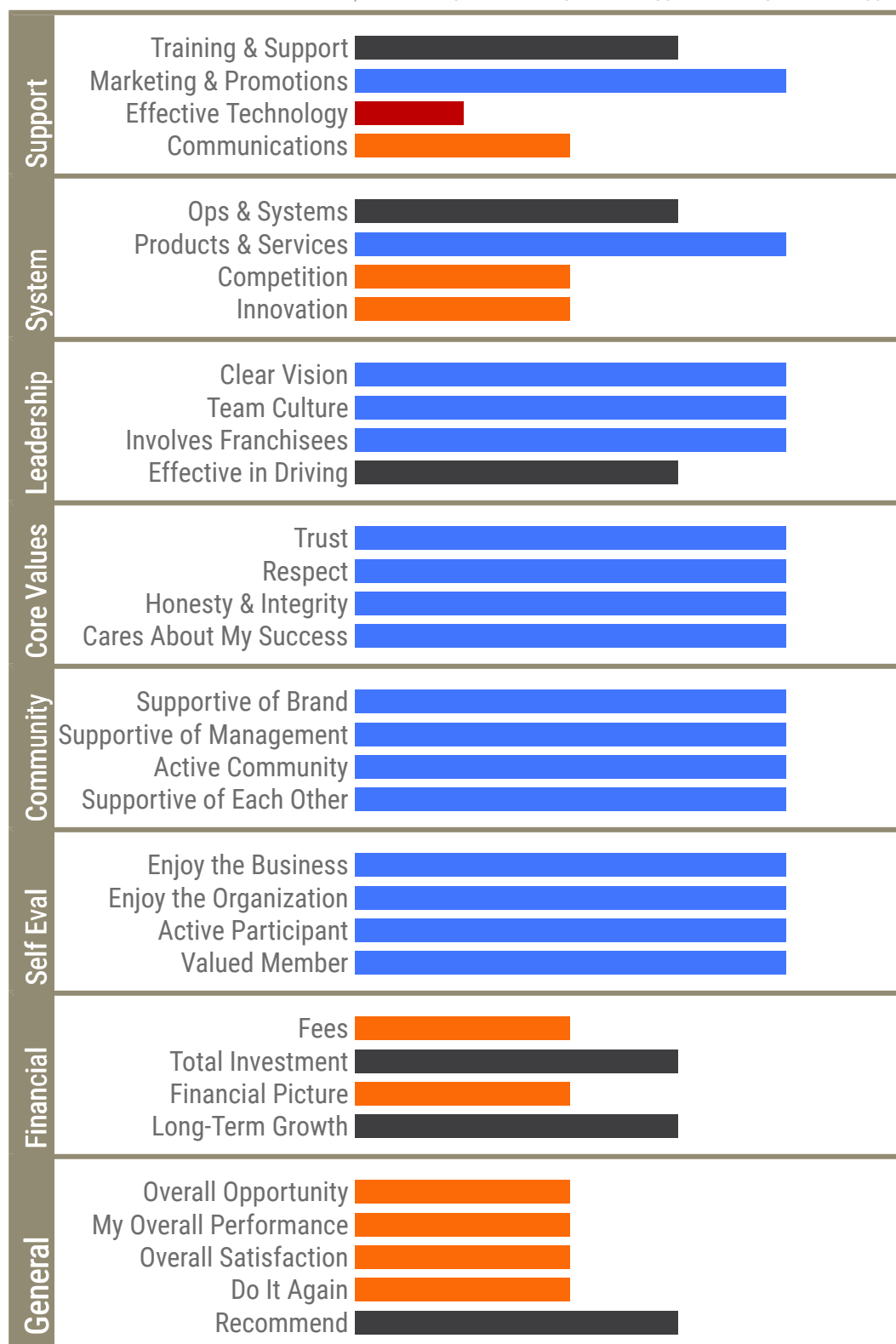
Market: Medium Market

(100,000 - 249,999 population)

Age: 35 - 44

Ethnicity: Caucasian

Gender: male



Individual Surveys

Anonymous



Tenure: 6 - 9 years

Units: 2 units / territories

Future Development: no

Region: Northeast US

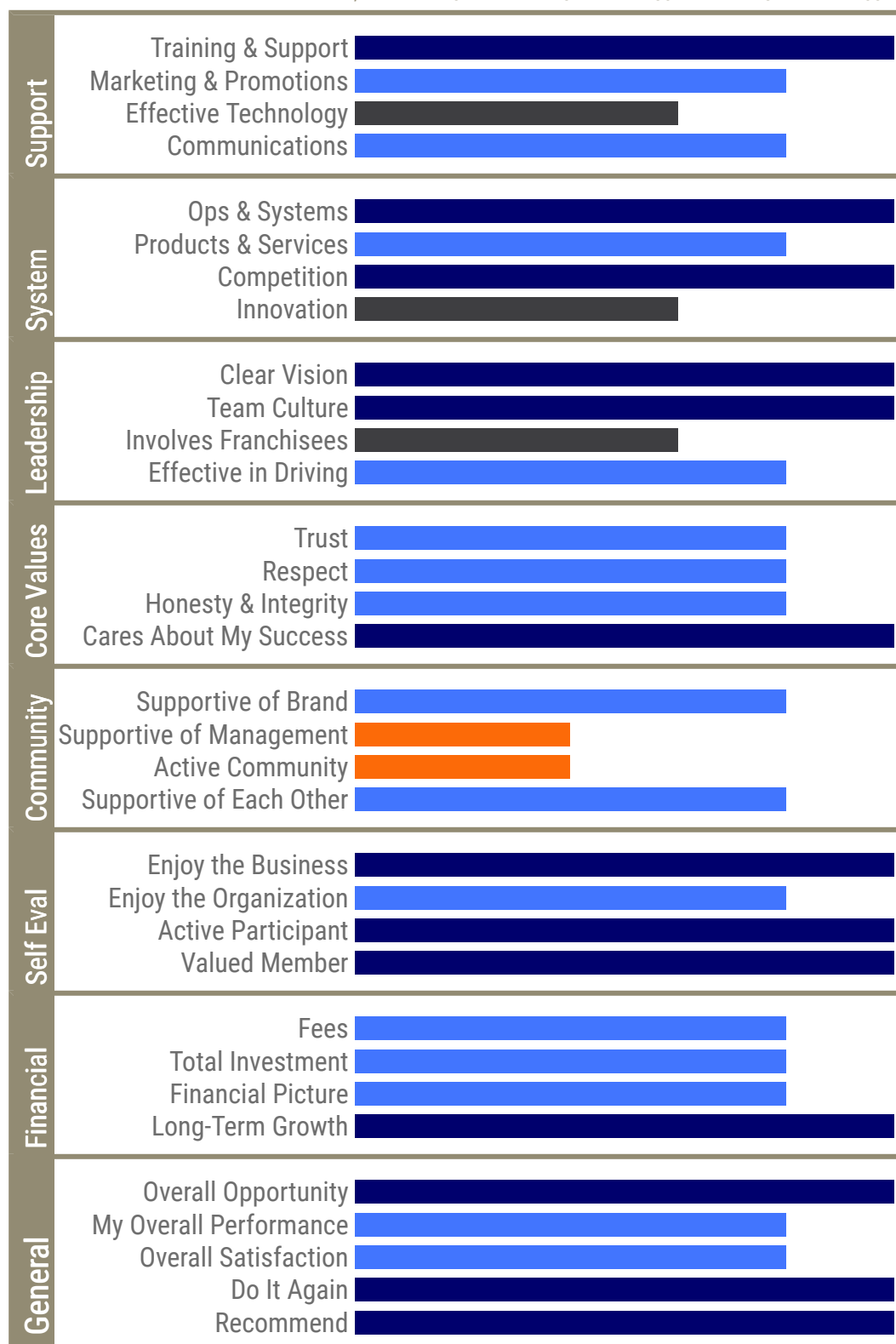
Market: Large Market (250,000 -

499,999 population)

Age: 45 - 54

Ethnicity: Caucasian

Gender: male



Comments

Anonymous

Training, Support, Marketing

Molly Wally's is excellent at providing the right tools to use in your business.

Competition, Products/Services, Creativity

Software could use some functionality to ease "crunch time" work, such as aggregating payments by vendors.

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

Corporate management needs to move away from support of decaying franchises and provide more support to those that are investing for growth.

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

Franchise adoption of corporate programs is anemic. There is good exchange among the franchisees.