



**Molly Wally's**  
franchisee feedback report



## Comments

### Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

**Nancy Tiillay:** Support is usually good except for tax support. It needs to get better.

**Larry Damm:** Adequate support.

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

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

**Joel Dakar:** 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.

**Anonymous:** THEY MAKE A GOOD EFFORT TO ASSIST YOU IF NEEDED.

**Dennis J. Darryman:** The recent training webinars have been excellent and very informative.

**Rick Derback:** 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.

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

**Ralph Pankin:** OK but needs to be updated. Follow up training with updated manuals

**Fred Pansbargar:** 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.

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

**Ronya Rilva:** 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.

**Jim Ryad:** Training and support are second to none.

**Jim Shialan,:** A more organized and effective mentoring program.

**Fred Pagar:** From the beginning, the training and support has been excellent.

**James Lilas(#2):** Actual operations training is very good. Marketing training very poor as they keep changing marketing philosophy and programs. Teach one program and promote others.

**Cali Idiirna:** Technology is way behind - very slow to respond

**Phil Nattarsin:** 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.

**Lawrence Naani:** 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.

**Kathy Linahan:** Improvements in the use of Technology would be helpful

## Comments

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:

(CONTINUED)

**Harry Nattarsin:** More marketing in two week training. In field training

**JoEtheL Friar:** 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.

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

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

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

**Jeffrey Kaysin:** 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.

**Meg Farratt:** 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.

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

**Teresa Jilmar:** Training is primarily in the tax area.

**Joyce Gastar:** 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.

**Cheryl Cavis:** 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.

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

**Karen Banata:** 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.

**Thomas Gawks:** 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.

**Glen Nhillips:** 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.

**Thomas Rwanstrim:** 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

**Murray Darecci:** I GET WHATEVER TRAINING AND SUPPORT I NEED, WHENEVER I ASK FOR IT.

**Rick Dlasi:** 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.

## Comments

Please give any constructive feedback you have related to the overall quality of your franchisor's Training and Support:  
(CONTINUED)

**Arlene Liwray:** 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.

**John Darish:** Still working on some communication problems. Quicker phone answering would help a lot

**Anthony Gent:** 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.

**Susan Damisi:** 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.

**Fred Mawall:** 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.

**David Tilliams:** Telephone support almost none, and very slow response to e-mails.

**Bill Rparli:** 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.

**Ron Darilzhaimar:** 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.

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

**Charles Undarsin:** franchisor needs a company unit to better understand the environment and problems

**Anonymous:** It seems that we are very inconsistent&gt; it has improved over the last year and if that continues we should get to a good place

## Comments

Please give any constructive feedback you have related to the overall quality of your Franchise System:

**Nancy Tiillay:** It is very good.

**Larry Damm:** Very strong product.

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

**Dennis Vallanikaran:** Excellent product and support.

**Steve Dirt:** I think the tax group is the more focused and helpful than the other support groups in terms of today's environment.

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

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

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

**Jim Ryad:** Very little in the form of competition for what we offer

**Jim Shialan,:** 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.

**Ronald McDanial:** slow to keep up with technological advances

**Phil Nattarsin:** 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.

**Lawrence Naani:** 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.

**JoEthel Friar:** 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.

**Paul Flass:** Molly Wally's is considering how to better use technology to enhance its system.

**Joan Garst:** Again, local operations with broad support system, marketing, accounting and tax support.

**Meg Farratt:** 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.

**James Maejikaitis:** We need to have franchise internal audits on the system to standardize all procedures.

**Joyce Gastar:** 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'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.

**Cheryl Cavis:** Marketing is too traditional.

**Thomas Gawks:** 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.

## Comments

Please give any constructive feedback you have related to the overall quality of your Franchise System: [\(CONTINUED\)](#)

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

**Dick Padfiit:** Very productive, Educational, Informative, Supportive programme.

**Fred Mawall:** 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

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

**Charles Undarsin:** franchisor needs to fund more of the advertising initiatives to determine how viable they are

**Anonymous:** 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 \$\$

## Comments

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

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

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

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

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

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

**Joel Dakar:** 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.

**Dennis J. Darryman:** Status reports about progress would be helpful to office owners.

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

**Langdon KaFirta:** 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.

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

**Ronya Rilva:** 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.

**David Kaysin:** Communicate a clear plan and then provide periodic updates on progress.

**Jim Shialan,:** 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.

**Ronald McDanial:** 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

**James Lilas(#2):** Senior management is not in touch with the average franchise. Senior management has changed vision and directions multiple times in last 5 years.

**Cali Idiirna:** We keep hearing promises that are either changed or do not happen

**Phil Nattarsin:** 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 there view of the future is what the world was like 10 years ago.

**Lawrence Naani:** 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.

## Comments

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

**Harry Nattarsin:** More focus on sales skill development

**JoEtheL Friar:** 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.

**Paul Flass:** Are we moving forward fast enough.

**Joan Garst:** Be sure of the direction before making announcements and commitments.

**Meg Farratt:** Continue to work on improving communication. Great job so far!

**Joyce Gastar:** More effectiveness in driving initiatives to all franchise owners.

**Cheryl Cavis:** Commit a laser-like focus on improving accounting and other technologies.

**Ami Biert:** under promise - over deliver

**Karen Banata:** 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.

**Thomas Gawks:** 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.

**Arlene Liwray:** 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.

**Dick Padfiit:** National Advertise.

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

**David Tilliams:** Remember the small franchise owners.

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

**Ronya Fillaland:** Lack of MEANINGFUL communication is a major problem.

**Charles Undarsin:** Determine and commit to a five year plan and communicate that plan

**Anonymous:** 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



## Comments

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

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

**Jim Ryad:** Franchisor is very respected among franchises

**Jim Shialan,:** 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.

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

**James Lilas(#2):** 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.

**Lawrence Naani:** 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.

**Harry Nattarsin:** They Are a good bunch

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

**Joyce Gastar:** 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.

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

**Murray Darecci:** THE MANAGEMENT TEAM HAS CONSISTENTLY DEMONSTRATED THE HIGHEST LEVEL OF INTEGRITY WITH ME.

**Dick Padfiit:** This is the #1 Accounting Franchise Company in the North America.

**Fred Mawall:** 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.

**Charles Undarsin:** Core values are good and communicated well

## Comments

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

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

**Joel Dakar:** 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.

**William Rmith:** 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.

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

**Jim Shialan,:** 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.

**James Lilas(#2):** 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.

**Phil Nattarsin:** I think for the most part we all share similar concerns.

**Lawrence Naani:** 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.

**Joan Garst:** I believe the involvement is healthy and franchisees challenge management when there is concern where the company may be going.

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

**Joyce Gastar:** 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.

**Cheryl Cavis:** Generally the community is supportive of each other and provide feedback when asked.

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

**Arlene Liwray:** 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.

**Dick Padfiit:** To get more involve with the Franchisor.

**Fred Mawall:** 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

## Comments

Please give any constructive feedback you have related to the Financial Opportunity of your business:

**Nancy Tiillay:** 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.

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

**Anonymous:** 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.

**Langdon KaFirta:** 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.

**William Rmith:** 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.

**David Kaysin:** 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.

**Jim Ryad:** This business could grow as much as I want it to.

**Jim Shialan,:** I have 30+ years experience in business. I am not a CPA but my background in Banking was as a budget/finacial 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 franchissee results, could be used to update selection criteria and/or training and/or the implementation plan of action.

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

**Phil Nattarsin:** 9% a month for what exactly?

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

**Harry Nattarsin:** Good long term opportunity. Taking longer than expected

**Paul Flass:** 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.

**Joan Garst:** 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.

## Comments

Please give any constructive feedback you have related to the Financial Opportunity of your business: [\(CONTINUED\)](#)

**Christy Dasick:** The fees for continuing education have gotten to high

**Ronya Rilva:** 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 disaplined to follow their procedures etc. I would be substaintly more successful today than I am.

**Joyce Gastar:** Again, I'm new.

**Cheryl Cavis:** Growing more slowly than expected but picking up recently.

**Arlene Liwray:** 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.

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

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

**Fred Mawall:** 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

**Ronya Fillaland:** They need to move past the promises and DELIVER improved systems.

**Charles Undarsin:** The franchise fee is high since no advertising dollars are spent.

**Anonymous:** 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