

# Checklist for a Healthy Franchise Culture

While this checklist has been developed with a franchisor team in mind, it could be completed by franchisees. Use it for private reflection or for discussion at your next management team meeting.

To what extent does this describe your franchise system?	Definitely Not	Not Really	Not Sure	Usually	Definitely
1. Members of the franchisor team are encouraged to have regular contact with franchisees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Members of the franchisor team are encouraged to occasionally work with franchisees at the customer end of the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. When franchisees visit franchisor head office they are made to feel welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Most franchisees would say they find their work enjoyable and meaningful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Members of the franchisor team appear to find their work enjoyable and meaningful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Members of the franchisor team are encouraged to mix together and build close relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Key decisions are made only after considering their impact on the brand, the customer and the profitability of franchisees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Before new initiatives are rolled out there is consultation with franchisees and any other key stakeholder group affected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. We evaluate the effectiveness of new initiatives and hold debriefing sessions to explore lessons learnt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. We share the results of new initiatives with franchisees in a non-defensive manner, including mistakes and lessons learnt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. A high priority is given to measuring and sharing data on key business performance indicators throughout the network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Franchisees are encouraged to regularly meet together to support each other in constructive ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. People who work with or deal with us tell us they are proud of their association with our brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. We regularly research our customers experiences with us and discuss the findings with franchisees and their staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. A high priority is given to the ongoing training and development of everyone who works in the franchise network at all levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. A high priority is given to constantly reviewing the effectiveness of two way communication throughout the franchise network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. We are consistent and predictable in our business dealings with franchisees and suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Disparaging remarks by franchisees or franchisor staff about each other are frowned upon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. There is a high priority given to the prompt return of franchisee phone calls and emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. There is an expectation that differences of opinion between people should be worked out through open and frank discussion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Our organisation has a shared purpose that is understood by franchisees and the franchisor team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Meetings with franchisees are interactive and are facilitated to encourage constructive two-way discussion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent does this describe your franchise system?	Definitely Not	Not Really	Not Sure	Usually	Definitely
23. Top leaders are admired by franchisees and franchisor team members for their integrity and other personal qualities	0	0	0	0	0
24. Top leaders are accountable to some type of Board with external advisors	0	0	0	0	0
25. We have a clear set of values that guide our day to day dealings with each other and these are regularly discussed at meetings	0	0	0	0	0
26. Our organisation is actively looking at ways to reduce its negative impact on the environment	0	0	0	0	0
27. Our organisation encourages people to be involved in activities that contribute to the broader community	0	0	0	0	0
28. Most franchisees and franchisor team members would proudly describe in a similar way what our brand stands for	0	0	0	0	0
29. Members of the franchisor team are encouraged to question decisions that don't make sense to them	0	0	0	0	0
30. There is regular discussion by members of the franchisor team on how to improve the profitability of franchisees	0	0	0	0	0
31. In our franchisee induction we put a lot of emphasis on our values and how we expect people to conduct themselves	0	0	0	0	0
32. We use franchisee exit interviews to better understand a franchisee's experience of having being part of our culture	0	0	0	0	0
33. We survey our franchisees to find out how they feel about being part of our network	0	0	0	0	0
34. We actively encourage our franchisees and franchisor team to see themselves as being part of one team	0	0	0	0	0

Based on your responses to the checklist what aspects of your culture are you most proud of?

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What would you like to see more attention paid to?

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**For ideas and inspiration on developing a healthy franchise culture check out the following at the Franchise Relationships Institute web site - [www.franchisere relationships.com](http://www.franchisere relationships.com)**

- The book, **Profitable Partnerships**, by Greg Nathan provides useful information for both franchisees and franchisors on how to build constructive franchise relationships.
- The books, **The Franchise E-Factor** and **The Franchisor's Guide to Effective Field Visits** will equip your franchisor team with hundreds of ideas and strategies for better leading and supporting your franchisees.
- Our **Franchise Effectiveness Survey** assesses the health of your franchise culture and the value that franchisees place on your services to them. It's a great franchise management tool.
- And it all starts with quality franchisees. The **Nathan Profiler** provides franchisors with scientific franchisee selection tools that help take the guesswork and hassle out of franchisee recruitment.

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