

WOMEN IN Franchising

A Look at the Leaders Influencing
the Franchise Business Model

FBR Research Insights Issue No. 3: April 2017

WELCOME!

In this issue of FBR Research Insights we focus on women as a driving force behind the growth of franchising. According to a recent report from the U.S. Department of Commerce's International Trade Association's 2016 Top Markets Report, **franchise businesses continue to grow faster than the rest of the U.S. economy.**

One of the factors contributing to franchising's growing role in the U.S. economy is the fact that the very perception of the industry itself is slowly shifting. Franchising is no longer associated with just fast-food chains. Today there are innovative concepts that offer franchisees flexibility AND the tools and support to make their business a success—making them extremely attractive to women looking to franchising as a path to business ownership while still maintaining a balance between work and life.

Franchises looking to attract female franchisees need to be able to do more than promise flexibility and work/life balance. If you want to create a system of satisfied franchisees, there are three key things you need to do:

1. Be realistic about what your “female-friendly” business can offer. It is not realistic with any concept for franchisees to think they are going to build a thriving business that pays their bills working “mom’s hours.” Be realistic with prospective franchisees about what they can expect if they work part-time in the business and when they might make enough money to start taking a salary. If their business is growing, franchisees may need to sacrifice their personal salary even longer so they can hire someone to help manage that growth.

2. Connect your franchisees with others LIKE THEM. Perhaps the most important resource franchisors can provide to franchisees is contact with other franchisees—particularly other franchisees who are like them. It's not enough just to connect franchisees to others in their area or who are at the same point of growth. Connect them with people who share similar life situations and can provide ideas for balancing life commitments with work.

3. Don't oversell it. If your franchise brand is trying to recruit women owners, don't paint a picture that is too rosy—that is, unrealistically flexible, prosperous, or whatever it is you think will attract women to the opportunity. Attracting female franchisees is only part of your battle; you must be able to actually support them when they are up and running. With that said, even with franchise opportunities that are time intensive, franchisees can still benefit from the ability to structure their time around their own needs.

As franchising continues to grow and evolve, we want to highlight some of the women who are forging a path in our evolving industry through their leadership, knowledge, and creativity. We asked the franchise industry to nominate the women they believe are leading franchising, and the response we received was overwhelming. All of them are thoughtful, dedicated, strong, and inspiring leaders, and I feel lucky to call many friends and clients.

Read on to see the results, along with resources, data, and advice from franchisors for building a stronger, more profitable system.



Michelle Rowan

Michelle Rowan, CFE
President & COO



Insights from FBR's 2017 Research on Women Franchisees

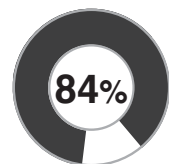
METHODOLOGY

300
brands

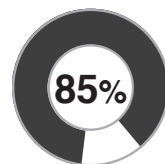
6,400
female
franchisees

**THIRTY
THREE**
benchmark
questions

When franchisors seek out feedback from their franchisees—and act upon it—they generate satisfaction and engagement.



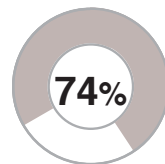
respect their
franchisor



would recommend
their franchise brand
to others



enjoy operating
their business



would “do it again”
knowing what they
know today

Men and women are closely aligned on flexibility, and number of hours worked is consistent.

FLEXIBILITY

There is just a 3% gap between men and women when asked about the flexibility of their work schedule.

Report that their schedule is “flexible” or “very flexible”:

68% of females | 65% of males



More women say their work schedule is “very flexible” and more men say “flexible”.



“When you are considering a particular franchise ask to speak to their franchisees to find out their experience.”

- Michelle Spitzer,
multi-unit MaidPro franchisee



“Find out if the franchise you are considering surveys its franchisees.”

- Victoria Schafer,
TSS Photography franchisee

HOURS

The **median weekly hours** worked for both genders is **40-50 hours.**



44: Mean hours worked by **females**
49: Mean hours worked by **males**



“I love the flexibility being self-employed provides and knowing that the harder I work, the luckier I get.”

– Tracy Panase,
Just Between Friends franchisee



“I work from home, which means if my son has a sporting event, doctor appointment, or another activity I want to attend, I can schedule my hours around it.”

– Andrea Joyce,
Dream Vacations franchisee

FINANCIAL EXPECTATIONS

58% of women say their financial expectations are being met vs 62% of men.



While men and women are closely aligned on financial expectations being met, there is a significant gap in income.



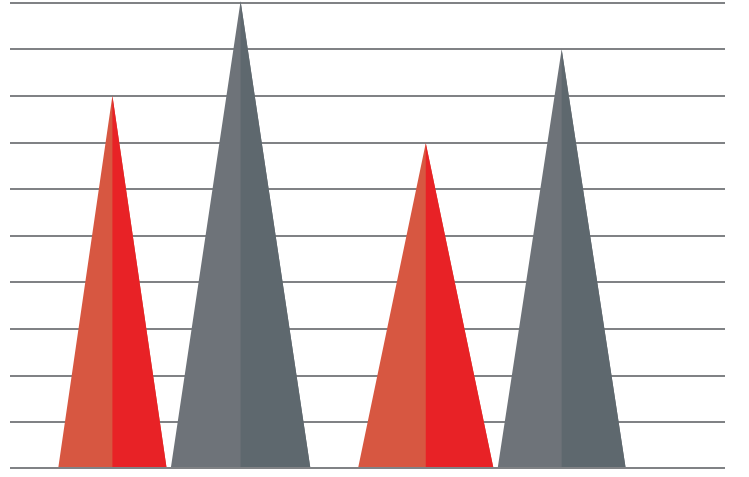
INCOME

Women earn significantly less than men, but are almost twice as likely to work part-time.

Report that they work fewer than 30 hours per week:

19% of females | 11% of males

Mean pre-tax income:



female: \$62,721
male: \$97,466

single-unit owners only
female: \$51,720
male: \$75,222

***64% of men and 72% of women are single unit owners.**

INDUSTRY

The three sectors that attract female franchisees in the highest concentrations relative to males are among the bottom five in average pre-tax income.

Retail



Travel & Hospitality



Child Services



Travel & Hospitality is especially appealing to females: 12% of female franchisees completing our survey are in this sector, compared to just 3% of male franchisees.

More women tend to choose franchises in sectors with a lower average pre-tax income.



“While opening up a new business is inherently a risky proposition, for me, by purchasing a franchise from a well-respected franchisor, I feel that I was able to reduce the amount of risk involved.”

– Susan Maranhao,
Wild Birds Unlimited franchisee

FRANCHISE COMMUNITY

Franchisees support each other:



41%

Females who answered “strongly agree” or “strongly disagree” (scores 1 and 5 on the 5-point scale)

36%

Males who answered “strongly agree” or “strongly disagree”

CONCLUSION

While there is no significant difference in flexibility or hours worked, men make nearly twice as much as women. However, more women own franchises in industry sectors that have a lower average income overall. Men and women are closely aligned when asked if their business is meeting their financial expectations, and a whopping 90% of women say they enjoy operating their business, suggesting that female franchisees, more often than male franchisees, seek opportunities that fit their lifestyle and interests with a lower priority given to maximizing earnings potential. This reaffirms franchises that create a culture of support and set appropriate expectations are likely to have more satisfied franchisees, even if they don’t provide the highest average franchisee income.

Women value a system in which franchisees are supportive of each other.



“Between the training, online resources, availability of everyone at the home office and the amazing network of fellow franchise owners, I can always find what I need. There is great comfort in knowing that support is right there at all times no matter what the issue.”

– Mary Worthington,
Home Instead Senior Care franchisee

Franchise Like a Girl: Build Relationships, Embrace Community, Empower Others

By Nancy Bigley, CFE

Nancy Bigley is the CEO of Bottle & Bottega and the Chair of the IFA's Women's Franchise Committee.

Like many of you, I recently attended the IFA's Convention in Las Vegas. I returned feeling energized and inspired by the many networking conversations, fascinating keynotes, and educational sessions. I am proud to see so many women in leadership roles, sharing their expertise with the franchise community and steering the future of the franchising model.

Franchise Business Review's recent report on the Top Franchises for Women talks about **why women excel as franchisees**. For one, women place a high value on relationships and two, they're connected and engaged with their communities.

Women excel as franchise professionals for the same reason. The IFA's Women's Franchise Committee is dedicated to nurturing those incredible qualities through our local Women's Franchise Networks (WFNs) and our annual Leadership Conference held during the IFA Convention.

The Women's Franchise Committee and WFNs work tirelessly to create opportunities for women in franchising to develop relationships, further their careers, and engage with other women in the franchise



community and in their local communities. Through the Dress for Success initiative, WFNs host events across the country for women franchisors to socialize, network, and have fun—all to support underprivileged women in their communities by providing them with professional attire, and the confidence that comes with it, to take the first step toward economic independence.

I have met so many amazing women, role models, and mentors through the Women's Franchise Committee, all of them willing to support each other, celebrate successes, and share ideas. The relationships I have developed have enriched me both personally and professionally and have truly changed my life. If you have a local WFN, I strongly recommend you get involved and take advantage of this valuable resource, and if you don't, I encourage you to start one!

You can learn more about the Women's Franchise Committee and find a list of WFNs on the IFA's website. Or, feel free to reach out to me directly at nancy@bottleandbottega.com.

Women Leading Franchising

Franchise Business Review recently asked the franchise community to name the women who are positively impacting the franchise industry through exceptional leadership, knowledge, and creativity.

Each of the women nominated has been a driving force behind the success of their brand and their franchisees. Their influence ranges from management and services to franchise brands to mentoring, community service, and empowering entrepreneurship through franchising.

Following is the complete list of nominees with highlights selected by our editorial team based on compelling nominations and our own research. Our selections include pioneers in the industry, up and coming franchisors, and women who are growing franchising behind the scenes.

QUIET GIANTS



Tina Bacon-Defrece

President, Big Frog Custom T-Shirts

"Tina is extremely approachable, and no job is beneath her. She is ready to roll her sleeves up and do whatever needs to be done."

-Laura Pitsikoulis,
Store Owner/Franchisee,
Big Frog Custom T-Shirts

Lani Dolfika

President & CEO, Watermill Express

"Lani's passion to grow her business is paired with her dedication to making a difference: by also spearheading the Clean Water Here campaign, she's educating the population about water issues through franchising."

-Callie Forkenbrock, Account Lead, All Points Public Relations



- Jennifer Anderson, Vice President, Marketing & Communications, Express Employment Professionals
- **Tina Bacon-Defrece, President, Big Frog Custom T-Shirts**
- Darlene Barnwell, Chief Creative Officer, Kids 'R' Kids International
- Cynthia Berger, Vice President & Founder, You've Got Maids
- **Susan Beth, COO, NRD Capital**
- Nancy Bigley, CEO, Bottle & Bottega
- Clarissa Bradstock, CEO, Any Lab Test Now
- Karen Broadwater, VP Brand Experience, Iron Tribe Fitness
- Sharon Bruckman, CEO & Founder, Natural Awakenings Publishing Corp.
- Vanessa Carnovale, Director of Operations, Bioped Footcare Inc.
- Robyn Carrier, Co-Owner, Men in Kilts
- Christina Chambers, VP of Franchise Development, Huddle House
- **Amy Cheng, Managing Partner, Cheng Cohen**

QUIET GIANTS

- Sherry Chris, CEO, Better Homes and Gardens® Real Estate, LLC
- Victoria Coia, Franchise Development Manager, Rita's Franchise Company, LLC
- Evelyn Correa, Vice President of Corporate Services, Murphy Business & Financial Corporation, LLC
- Yolanda Crook, Franchise Recruiting Manager, 7-Eleven Franchising
- Anat Davidzon, Managing Partner, Aroma Espresso Bar
- Carol DeNembo, Vice President of Business Development, Balboa Brands/ Juice It Up!
- Lani Dolifka, President & CEO, Watermill Express
- Kat Eckles, Co-Founder & Chief Visionary Officer, Clean Juice
- Stacy Eley, Vice President of Operations & Training, My Salon Suite
- Heather Elrod, COO, Amazing Lash Studio
- Linda Erickson, VP Operations, The Driver Training Group



Kathleen Kuhn

President, HouseMaster

"In an age of quickly advancing technologies where the human voice can get a bit lost, Kathleen has never lost contact with the true culture of the HouseMaster organization."

-Carean Pavlovich,
Marketing Director,
HouseMaster



Stacy Eley

Vice President of Operations & Training, MY SALON Suite

"Without Stacy's presence, MY SALON Suite isn't able to keep ahead of the competition, while also insuring franchisee satisfaction. Stacy has truly been a driving force in the company's accelerated growth and performance."

-Jamie Izaks, President, All Points Public Relations

SUPPLIER SPOTLIGHT



Mary Ann O'Connell

CEO, Franwise

"Mary Ann is dedicated to helping franchisors improve operations, while remaining compliant...She is a leader, advocate, and genuinely nice person."

-Clarissa Bradstock, CEO, Any Test Franchising, Inc.



Susan Beth

COO, NRD Capital

"Susan is a unique leader in franchising—starting as a young child working in her family's car wash business, she is one of very few people who has been a successful franchisee, franchisor, and supplier. However, her biggest impact is her willingness to share generously of her time and knowledge through numerous mentees, public speaking, and service to franchising. She's a beacon for what's good about Franchising."

-Aziz Hashim, Managing Partner, NRD Capital

- Deb Evans, President, Deb Evans Consulting
- Michelle Fee, CEO & Co-Founder, CruisePlanners, An American Express Travel Representative
- Debbie Fiorino, Senior Vice President, CruiseOne/Dream Vacations
- Raven Fisher, Director of Franchise Sales, Marco's Pizza Franchising, LLC
- Ericka Garza, Director of Franchise Development, Consolidated Restaurant Operations, Inc.
- Tara Gilad, Co-Founder & COO, Vitality Bowls
- Rosemarie Hartnett, President, Abrakadoodle Inc.
- Alysia Heun, Director of Franchise Services, Realty Executives International
- Kelly Hopper, Sr. Director, Revenue Accounting, 7-Eleven
- Kristen Horler, CEO & Founder, Baby Boot Camp
- Jo-Ann Houston, Vice President of Franchise Operations, GYMGUIZ

SUPPLIER SPOTLIGHT



Deb Evans

President, Deb Evans Consulting

"[Deb] is a connector. She genuinely wants to help franchisors succeed in franchising."

-Shannon Wilburn,
CEO & Co-Founder,
Just Between Friends



Amy Cheng

Managing Partner, Cheng Cohen

"As a founding partner at Cheng Cohen, Amy has taken an active role in mentoring young women, including the three women attorneys who were just named as partners at the firm."

-Julia Block, Account Director, Fish Consulting

WOMEN TO WATCH



Anat Davidzon

Managing Partner, Aroma Espresso Bar

"She strives for balance among franchisees, resulting in nearly 50% of Aroma store operators being women. Her vision and drive to grow Aroma to reach Canadians from coast to coast is inspiring and her work ethic unparalleled."

-Daniel Davidzon,
Manager, Marketing & Communications,
Aroma Espresso Bar



Kristen Horler

CEO & Founder, Baby Boot Camp

"Kristen is a selfless leader who has made it her sole mission in life to inspire women to discover their full potential."

-Katelyn Battaglia, Director of Marketing, Baby Boot Camp

- Eileen Huntington, Co-Founder, Huntington Learning Center
- Jennifer Jackson, Vice President, Development, Hungry Howie's
- Jenn Johnston, COO/CMO, Global Franchise Group
- Ginger Jones, Co-Owner, WebPunch
- Leslie Jorgensen, CEO & Founder, Supporting Strategies
- Donna Josephson, Chief Marketing Officer, Fazoli's
- Leslie Kolleda, VP, Marketing & Communications, Brightway Insurance
- Shana Krisan, Director of Marketing, Goldfish Swim School Franchising, LLC
- Kathleen Kuhn, President, HouseMaster
- Jessica Le, Founder, Amazing Lash Studio, LLC
- Deanna Loychuk, President, 30 Minute Hit
- Michelle Mattingly, VP of Operations, WelcomeMat Services
- Jenny McCuiston, Co-Founder, Goldfish Swim School Franchising, LLC

- Lynette McKee, CEO & Managing Partner, McKeeCO Services, LLC
- Marcia Mead, Vice President of Franchise Operations, PuroClean
- Malvina Messler, Executive VP of Business Development, Payroll Vault Franchising
- Harriet Mills, CEO & Founder, Wine & Design
- Catherine Monson, CEO & President, FASTSIGNS
- Summer Nunn, Vice President & Chief Marketing Officer, Quick Lube Division, Driven Brands
- Mary Ann O'Connell, CEO, Franwise
- Martha O'Gorman, Chief Marketing Officer, Liberty Tax Service
- Angela Olea, CEO, Assisted Living Locators
- Cynthia Paul, CEO, Palm Beach Vapors
- Marie Perry, Chief Financial Officer, Jamba Juice
- Rachel Phillips-Luther, Chief Marketing Officer, Jamba Juice

- Paula Pizarro, VP Franchise Development, PrideStaff
- Mary Jane Riva, CEO, Pizza Factory
- Kathryn Rookes, General Counsel, Premium Franchise Brands
- Christina Russell, President, Camp Bow Wow
- Melissa Salyer, EVP Business Development, Happy Tax
- Lily Sarafan, CEO, Home Care Assistance
- Meg Schmitz, Senior Franchise Consultant, FranChoice
- Courtney Sinelli, Co-Founder & Executive Vice President, Which Wich Superior Sandwiches
- Julie Smith, President & COO, HomeWatch Caregivers
- Terri Stark, Director, Operations, College Nannies, Sitters + Tutors
- Yvonne Stowe, President, OctoClean Franchising Systems
- Shelly Sun, CEO, Brightstar
- Mary Thompson, COO, The Dwyer Group

WOMEN TO WATCH



Cathy Thorpe

President & CEO, Nurse Next Door Home Care Services

“Cathy has disrupted the home health care industry by establishing a new business model at Nurse Next Door that enables large health systems to extend their continuum of care through a franchise channel.”

-Jenna Ratcliffe,
Project Coordinator,
Nurse Next Door Home Care Services

EMERGING ENTREPRENEURS



Kat Eckles

Co-Founder & Chief Visionary Officer, Clean Juice

“Kat Eckles is a successful, entrepreneurial, millennial mother of five who demonstrates leadership, knowledge, and creativity in the franchising industry. The inspirational 30-year-old used her passion for health to create a successful, thriving new franchise.”

-Denisa Caldova, Account Coordinator, Konnect Agency



Jenny McCuiston

Co-Founder, Goldfish Swim School Franchising, LLC

“Driven by her passion for swimming and safety, Jenny developed the concept and curriculum that are the foundation for what Goldfish is today—a multi-million dollar franchise company growing exponentially across North America and changing kids’ lives—all because of Jenny’s vision (while also raising four boys of her own).”

-Ashley Mitchell, Marketing Manager, Goldfish Swim School Franchising, Inc.

- **Cathy Thorpe, President & CEO, Nurse Next Door Home Care Services**
- Maryellen Torres, Chief Brand Officer, Front Burner Brands/The Melting Pot
- LaToya Williams, VP Franchise Development, AtWork Franchise, Inc.
- Susan Yannacone, President & CEO, ERA Real Estate
- Lori Yount, CEO, Homewell Senior Care
- Stephanie Zhu, Vice President of Business Development, Best-in-Class Education Center

INDUSTRY INFLUENCERS



Tara Gilad

**Co-Founder & COO,
Vitality Bowls**

“Without Tara’s guidance and dedication, Vitality Bowls would not be experiencing such rapid success on all levels of the business...Tara’s philosophy of leading by example has truly set a course for the brand’s image, operations, and franchise development.”

-Sydney Trepel,
Account Lead,
All Points Public Relations



Rosemarie Hartnett

President, Abrakadoodle Inc.

“Rosemarie tells me regularly how important every single one of our owners is and how seriously she takes every individual’s success. I have seen personally how much she truly cares about every franchise owner.”

-Jennifer Weir,
Franchise Training & Support,
Abrakadoodle



Eileen Huntington

Co-Founder, Huntington Learning Center

“She is a pioneer who helped create the tutoring industry by founding what is now the oldest national tutoring company. The company is built on a strong professional and ethical foundation, making all decisions guided by its mission: To give every child the best education possible.”

-Beth Lawrence, VP of Marketing, Huntington Learning Center



Catherine Monson

CEO & President, FASTSIGNS

“[Catherine] joined FASTSIGNS in 2008 and brings more than 30 years of franchising and management experience including sales and marketing, operations, development, training and advocacy.”

-Michelle Estevam, Sr. Account Manager, Fish Consulting

Why Women Excel as Franchisees: Three Franchisors Share Their Views

Women may still be the minority in franchising, but many have mastered the secret to success. Three leading franchisors share why women have been so successful in their systems.

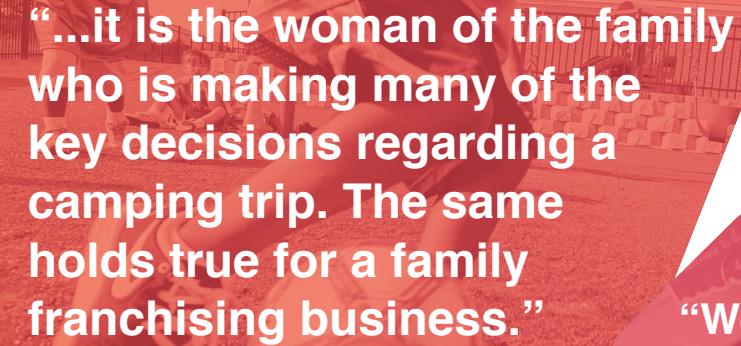
“They understand the strength that comes from being part of a high achieving team. Because of this dynamic, they work hard to find solutions that meet the needs of the team and organization, even if it means great sacrifice for themselves. A healthy franchising system operates much like a family with deep, lasting relationships. All of our Rhea Lana’s franchises are owned and operated by women. I personally find great joy working with our franchisees because they truly care about our brand and they understand the “sister lift” principle – that we grow our brand together.”

– Rhea Lana, Founder and CEO of Rhea Lana’s


They are the ones who promote positivity and volunteer within their local schools, charities, and non-profits. From a business perspective, they are organized, responsive, creative, and excellent at marketing the business. Women want to leave their community better than they found it.”

– Tony Lamb, Founder and CEO of Kona Ice

Close to 75% of Kona Ice franchises are women co-owned and operated.



“...it is the woman of the family who is making many of the key decisions regarding a camping trip. The same holds true for a family franchising business.”



“Women want to leave their community better than they found it.”

FranchiseBusinessREVIEW
Driving Better Results.



“...they truly care about our brand and they understand the “sister lift” principle – that we grow our brand together.”

“Although several of our franchises are owned solely by women, our most common ownership setup is a husband/wife team since our business model requires more than an eight to five commitment during peak seasons. Our research has always told us that, most often, it is the woman of the family who is making many of the key decisions regarding a camping trip. The same holds true for a family franchising business.”

– Mike Gast, Vice President of Communications, Kampgrounds of America

FRANCHISOR SPOTLIGHT



The Secret to 60% of Pinot Palette's Franchisees Being Women

Charles Willis, President and Co-Founder of Pinot's Palette, a paint and sip franchise headquartered in Houston, TX that offers group painting classes accompanied by wine or cocktails, shared with Franchise Business Review how the brand attracts female franchisees and leverages its franchisee satisfaction survey data to strengthen its competitive standing. Pinot's Palette has obtained system-strengthening insight regarding its franchisees by partnering with Franchise Business Review to [survey](#) them since 2012.

How many of Pinot's Palette's franchisees are female? We currently have 164 female owners in our system, making up about 60 percent of our total system.

How does Pinot's Palette recruit female franchisees? We don't specifically target female franchisees, however, the core customer demographic for Pinot's Palette is women aged 25 to 55. The fun experience they have at our studios has resulted in many of our customers becoming interested in opening a Pinot's Palette in their area. They found the flexibility that being a small business owner offers, as well as the fun nature of the paint and sip concept itself, attractive. This is why so many of our franchisees have left professional careers to open a Pinot's Palette.

Why do you think women make for great franchisees? Women tend to be engaged in their local communities, like to socialize, and enjoy networking. These traits are particularly important when it comes to achieving success with Pinot's Palette business model for a couple of reasons. Like a local coffee shop or wine bar, Pinot's Palette is a social hot spot where area residents can convene to have a fun night out or to host a private party, so community visibility helps drive business. Studios also host corporate clients' team building events and holiday parties, so developing connections in the business community is important. Additionally, our studios hold charity events to help raise awareness for local non-profit organizations, so having ties to those organizations helps bring in business and new customers.

Do you use your FBR franchisee satisfaction survey data in your recruitment process? Yes. There is no greater testament to the health of a franchise than the positive opinions of the franchisee partners that comprise it. We encourage candidates to visit our [profile](#) on the Franchise Business Review website and to download the [summary report](#) of our Franchise Business Review survey data as part of their due diligence. It provides them with extensive insight regarding our system and leads to their asking great questions.

What do you do to keep your FBR franchisee satisfaction rankings high? Pinot's Palette has consistently ranked #1 in franchisee satisfaction among other paint and sip franchises surveyed by the Franchise Business Review. This high ranking comes from our recruiting the right partners and providing transparency and support to our franchisees. We analyze our FBR data to identify what is most valuable and important to our franchisee partners, as well as our strengths and areas where we need to improve.



Who We Are

Franchise Business Review is the leading independent market research firm specializing in benchmarking franchisee satisfaction based exclusively on ratings and reviews from franchise owners. FBR has partnered with over 1,000 top-performing franchise companies to drive franchise development and achieve greater success through data-driven insights.

To learn more about accelerating your sales process and improving operational performance, contact us at: **866.397.6680**

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