

Results

1.	A	2	B	0	C	1
2.	A	0	B	1	C	2
3.	A	2	B	0	C	1
4.	A	0	B	2	C	1
5.	A	2	B	1	C	0
6.	A	0	B	1	C	2
7.	A	0	B	2	C	1
8.	A	0	B	1	C	2
9.	A	0	B	2	C	1
10.	A	0	B	2	C	1
11.	A	2	B	1	C	0
12.	A	0	B	1	C	2
13.	A	0	B	1	C	2
14.	A	2	B	0	C	1
15.	A	0	B	1	C	2
16.	A	2	B	0	C	1
17.	A	0	B	2	C	1
18.	A	0	B	2	C	1
19.	A	2	B	0	C	1
20.	A	2	B	1	C	0

A good score would be 25 + out of a possible maximum of 40 marks.

It is worth remembering that this is an indication only, and no exercise like this is totally efficient in predicting success. It is essential that it is used in association with other franchisee recruitment techniques.

20 Questions – Interpreting Results

These questions are designed to assist the franchisor assess the potential franchisee's ability to:

1. Cope with the isolation of self employment

Franchisees need to be able to survive feelings of isolation. In contrast to being an employee, they have no immediate boss, or peers, who can give help, advice or moral support.

2. Exercise self discipline

In running their own business they will be responsible for a wide range of tasks. Some of these will almost certainly prove satisfying whilst others will prove highly frustrating. The franchisee will be responsible for allocating his/her own time and can, at their peril, neglect tasks such as paperwork, financial control, invoicing and chasing payment. Although these tasks are sometimes viewed by franchisees as stopping them from getting on with the 'real job' of producing and selling, no business can survive without them.

3. Work long hours under pressure

Franchisees will usually need to work harder than they have ever worked before. This requires both mental and physical stamina, and good health. In the early days of building up a franchise, there will be little time for leisure activities, holidays or illness.

4. Learn from failures

Franchisees need to be able to learn from failure. Disappointments are inevitable in business and can lead to demoralisation. A good businessperson must possess the resilience to survive setbacks and learn from them.

5. Compete with self-imposed standards

When working on your own, targets and standards need to be set which act as goals reinforcing motivation. If these goals are set too low they will have little motivating value. If they are set too unrealistically high they will not be achieved and a sense of failure and demoralisation will result. Thus, modestly ambitious, realistic, goals need to be set and used as markers of achievement.

6. Take unpopular decisions

Franchisees need to be able to take unpopular decisions. It is impossible to remain popular at all times and any attempt to do so is likely to have costly consequences for your business.

7. Resist impetuous or emotional behaviour

It is tempting, especially when you are your 'own boss', to exercise the associated independence by reacting to frustration in what might later be seen as a whimsical manner that is not in the longer term interests of the business. This may be emotionally satisfying in the short term but should be resisted at all costs.

8. Take a balanced view of events

In business it is easy to yield to the temptation of feelings of euphoria or depression in response to good or bad news. This can prove extremely stressful and wearing. A successful business person needs to be able at all times to take a balanced view of events and to set an attitude of 'taking the rough with the smooth'.

9. Tolerate uncertainty

Franchisees, running their own outlets, need to be able to survive uncertainty. The setting up of a new business entity is a creative venture and requires a facility for coping with ambiguity. People with low stress tolerance may find difficulty in running their franchise.

10. Accept advice

Having gone into business with 'independence' as one of their main goals, franchisees need to avoid maximising that independence by resisting advice whether it is from the franchisor or some other expert source.

11. Demonstrate financial viability

Though banks tend to lend franchisees more readily than conventional small business start-ups, it needs to be remembered that all loans have to be repaid, with interest. A large financial repayment schedule during the early days of trading can impose additional pressures.

12. Demonstrate support of spouse/partner

Most franchisees work long hours in their outlets, involving domestic disruption. Anything less than positive partner support can have very negative consequences.

13. Demonstrate enterprise background

Despite the desire for self-employment being quite common, only a minority take the jump from aspiration to reality. Those who have previous direct experience of self-employment or, alternatively, have a close relative self-employed (usually a father) appear to find the transition easier. Some evidence exists to suggest that they may also be more successful in terms of business growth.

Recent analysis shows that newer franchisors are keen on franchisees having prior experience of self-employment, but franchisors with a longer track record are less inclined to do so.

14. Demonstrate profit motivation

Amongst small business people generally, profit motivation is of a relatively lower order than other goals such as independence and autonomy. Profit motivation tends to promote greater growth.

15. Demonstrate Sales orientation

Despite national advertising and promotion of brand awareness by the franchisor, sales skills on the part of the franchisee can still make a substantial difference to levels of local marketing penetration. Local advertising and good interpersonal skills and service at the customer interface can be crucial.

16. Demonstrate receptiveness towards franchisors training

Franchisors tend toward the view that 'starting with a clean slate' is the best basis for initial training rather than competing with previous training that a potential franchisee may already have previously received in the field of operation.

17. Demonstrate growth orientation

The income of the franchisor is directly related to the growth of franchisees. Thus, franchisees easily satisfied with low levels of growth may require considerable motivation.

18. Demonstrate a favourable attitude towards task delegation

Franchisees must be able to delegate effectively rather than undertaking all jobs themselves. Failure to delegate will limit business growth and lead to the franchisee spending time on tasks that could be performed by less key staff.

19. Take the long term view

In an economy suffering endemic 'short-termism', long term planning and goal setting is likely to pay dividends by giving an edge over the competition.

20. Demonstrate belief that individuals can 'make things happen'

People with an 'internal locus of control' tend to believe they personally can influence their environment. This belief can become a self-fulfilling prophecy.