



# IFA26 evolve.



**iFA** INTERNATIONAL  
FRANCHISE  
ASSOCIATION

**Speaking:**



**MODERATOR:**  
**JAYSON PEARL**  
President  
ServiceScore



**SUSAN BORESOW**  
President  
My Salon Suite



**DUSTIN HANSEN**  
President  
The Back Nine



**CAROLYN THURSTON**  
CEO and Founder  
Wisdom Senior Care



**GABBY WONG**  
CEO  
FranConnect

**IFA Certified Franchise  
Brand Workshop**



## GOOD FRANCHISING. CERTIFIED.

The IFA Certified Franchise Brand program gives franchisors the **roadmap, resources, and recognition** to grow franchisee profitability through data-based best practices—while earning a trusted designation promoted within franchising and to prospective franchisees.



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**TODAY:**

**Overview**

**Introductions**

**Leader Interviews**

**Data Insights**

**Table Brainstorming**

**Q&A**

**x2**



# THE CHALLENGE:

300

Average number of new  
franchise brands, yearly

FRANdata

16%

Franchise brands  
with 100+ units

International Franchise Association



## “Good Franchising” Outcomes

**Franchisee Profitability:** Time to Cash-Flow Break-Even, Return on Invested Capital, Payback Period, Net Income (by Industry)

### **Franchisor/Brand Outcomes:**

- Lower Terminations
- Higher Franchisee Satisfaction
- Higher Average Google Review Score
  - Higher Consumer NPS
- Higher Franchise Renewal Rate
  - Faster Signing FA to Open
  - Lower sold-not-open ratios
- Higher same-store sales growth



# BACKGROUND: FRANCHISE CX CERTIFICATION

## 3 YEAR PROGRAM BUILD (2023-2025)



# PIONEERS: IFA CERTIFIED FRANCHISE BRAND

6 MONTH DEEP DIVE (SEPTEMBER 2025 – FEBRUARY 2026)

BACK**b**NINE.

CAMP  
BOWWOW.

Express®  
EMPLOYMENT INTERNATIONAL

FASTSIGNS®  
Make Your Statement™



CERTIFIED  
FRANCHISE  
BRAND  
Powered by ServiceScore

FISH  
WINDOW  
CLEANING

HAND & STONE®  
MASSAGE AND FACIAL SPA

mysalon  
suite.

WISDOM  
SENIOR CARE  
Keeping Wisdom at Home

franconnect

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# OUR MODEL

Outstanding franchisee and consumer experience is driven by continuous improvement in Five Pillars of Success



**CERTIFIED  
FRANCHISE  
BRAND**



# OUR MODEL

Validating the most effective 32 practices that drive franchisee profitability

- Weighted by impact – 800 points total (80% for CFB)
- Certification Entry Submission (documentation)
- Consumer Interviews
- Franchisee Interviews
- Third Party Data Review



- Clear Purpose of why brand exists
- Mission + Vision defined
- Core Values used in practice
- Mission and Core Values used in marketing and CX processes
- Franchisee Engagement measured and improved
- Franchisee feedback on leadership team: trust and vision
- Mission, Vision and Core Values used in hiring process
- Franchisor lead accountable for brand CX metrics

- Define The Brand Way for selling and serving consumers and franchisees
- Measure and improve consistency of key delivery systems
- Define consumer and franchisee personas
- Train consumer service delivery process using The Brand Way
- Align consumer expectations in marketing with The Brand Way

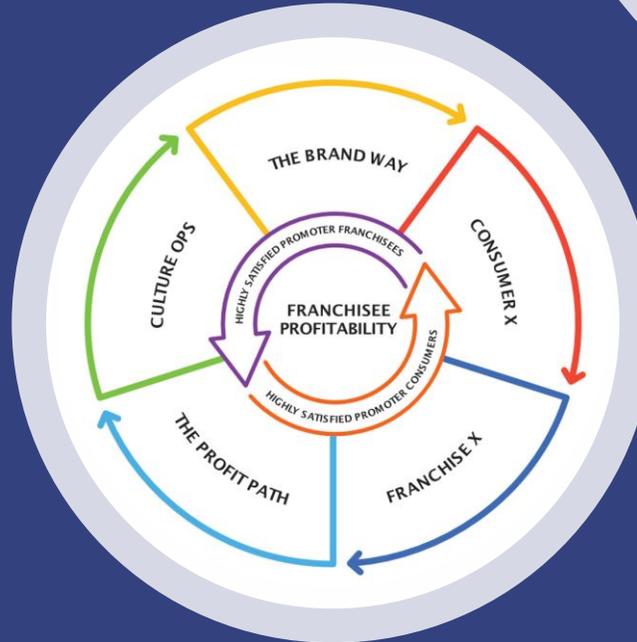
- Measure consumer satisfaction and feedback at least monthly
- Social media and web monitoring, engagement and sentiment metrics
- Online review monitoring, response rate and metrics
- Competitive benchmarking of key consumer metrics
- Method to identify and reward consumer loyalty
- Franchisee access to benchmark their own and peer CX metrics

- Survey franchisees annually with 70%+ participation
- Business coach with at least 1 annual in person visit
- Process to review, respond and improve franchisee survey feedback
- Annual convention with 70%+ participation
- Conduct detailed FDD review with candidates
- Ensure minimum 5 validation calls conducted by candidates
- Franchisee Advisory Council: meets at least 2x yearly, gets input from and reports out to franchisees

- Defined Profit Path (from start-up to break-even to multi-unit)
- Defined process, COA and key metrics for profitability
- Measurement of franchisee profitability annually
- Predictive platform to model value outcomes (revenue, loyalty, cost to serve, ROI of CX investments)
- Share franchisee profit metrics within the system, transparently
- Recognize and celebrate franchisee profitability through CX

# ROADMAP

- Data based pathway from practices to outcomes
- Confidential, third-party evaluation
- Executive Report with recommendations for growth



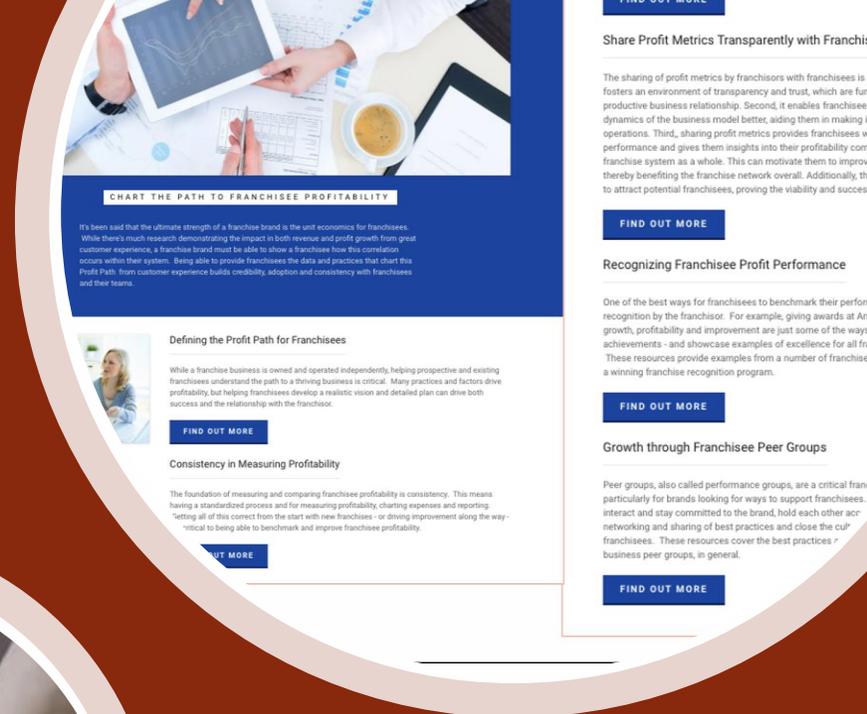
**IFA Certified Franchise Brand**  
Executive Report  
January 27, 2026

**FASTSIGNS**  
Make Your Statement™

IFA CERTIFIED FRANCHISE BRAND  
Powered by ServiceScore

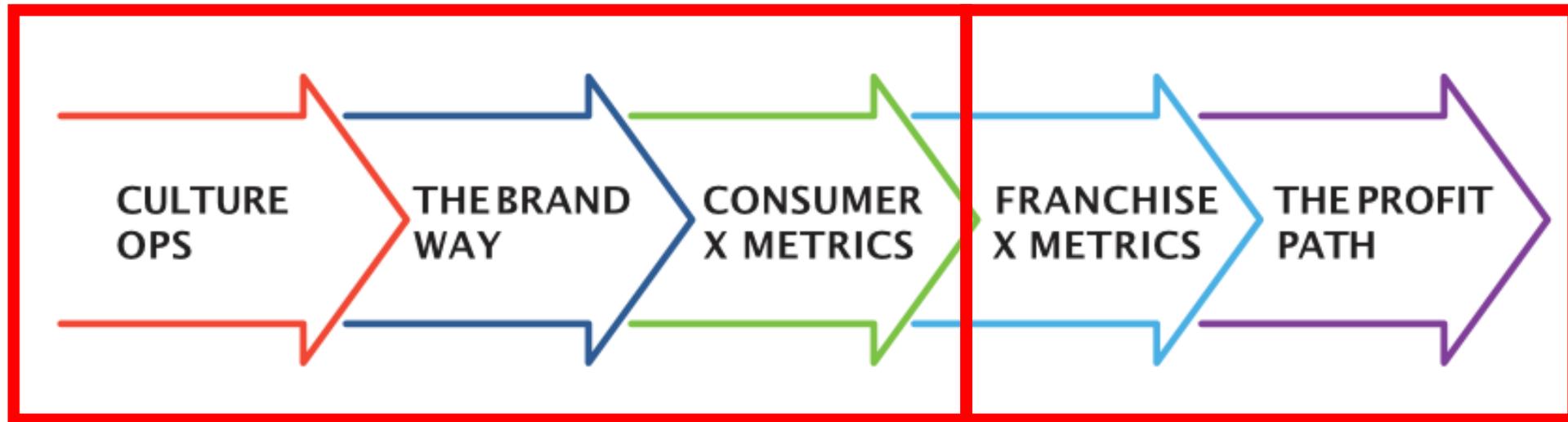
# RESOURCES

- Custom Education Plan
- Exclusive Resource Center
- Leader Collaboration Groups
- Benchmarking Research and Data





# LEADER INTERVIEWS & TABLE DISCUSSION: TWO PARTS



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# SUSAN BORESOW, CFE

Brand President



[susan.boresow@propelledbrands.com](mailto:susan.boresow@propelledbrands.com)





# SUSAN BORESOW, CFE

Brand President

**My Salon Suite**

- 40 years of experience in franchising with executive positions at Massage Heights, Massage Envy, Sport Clips, McDonald's, TITLE Boxing Club, Godfather's Pizza and Cold Stone Creamery
- IFA Mentorship Program/Board Member and Former Chair of Franchise Customer Experience Conference
- Joined My Salon Suite in May of 2024

# ABOUT MY SALON SUITE



- 375 locations across the US & Canada
- Salon suite rental franchise model averaging 30 suites per location
- 5,000-6,000 SF average location size
- Top KPIs: Occupancy, Revenue per Suite & Retention
- Semi absentee franchise model for individuals looking to diversify their portfolio
- Proudly supporting over 10,000 health, beauty and wellness entrepreneurs
- Repositioned our brand in June 2025 to with new logo and brand positioning to expand the depth of our professionals



# DUSTIN HANSEN

Board Member/President -International

BACK**b**NINE.

[Dustin@thebackninegolf.com](mailto:Dustin@thebackninegolf.com)



# Dustin Hansen

Board Member/President - International

BACK**b**NINE.

- InXpress***® Founding member of InXpress – 525+ franchisees, 14 Countries, \$450M annual system sales
- Early investor & Board Member of Back Nine – 440 franchisees, 4 countries, \$132M annual system sales
- IFA Board member – 2018 to current
- Investor and Board member – Emerging brands (two in the USA, one in Australia)
- Investor in an Australian franchise supplier brand (Hattch)



# CAROLYN THURSTON, CFE

Founder/CEO



[Carolyn@wisdomseniorcare.com](mailto:Carolyn@wisdomseniorcare.com)



# CAROLYN THURSTON, CFE

Founder/CEO

**Wisdom Senior Care**

- Wisdom Senior Care established in 2006
- Began franchising in 2017
- 13 units operating
- Joined IFA Board of Directors in 2020
- *“Combine Purpose with Profit”*



# GABBY WONG

CEO and Board Member



[Gabby.Wong@franconnect.com](mailto:Gabby.Wong@franconnect.com)



# GABBY WONG

CEO and Board Member



- FranConnect founded in 2000
- Largest software provider serving the franchise market worldwide
- 1500 Brands and 1M Users Globally
- Joined IFA Board of Directors in 2025
- Connecting Growth Strategy and Operational Success

# LEADER INTERVIEW

Why did you pursue the IFA brand certification?

What were you hoping to gain?



# LEADER INTERVIEW

What surprised you the most - what was your brand's greatest strength and biggest opportunity area?



# LEADER INTERVIEW

What was your biggest learning or a-ha moment related to the first three pillars?

Operationalize Culture

The Brand Way,

Measuring and acting on Consumer Experience

DATA-DRIVEN INSIGHTS

# What High-Performing Brands Do Differently

Engagement Best Practices That Separate Leaders from the Rest

**526**

Brands Analyzed

**175K**

Locations

**3 Years**

Longitudinal Data



# QUALITY OF ENGAGEMENT MATTERS

Brands that invest in *structured engagement* with franchisees experience **48%** less terminations



**6.3x**

Net Location Growth

**Structured Field Visits**



**38%**

Less Terminations

**Proactive Coaching**



**36%**

Faster Growth

**Targeted Training**



**50%**

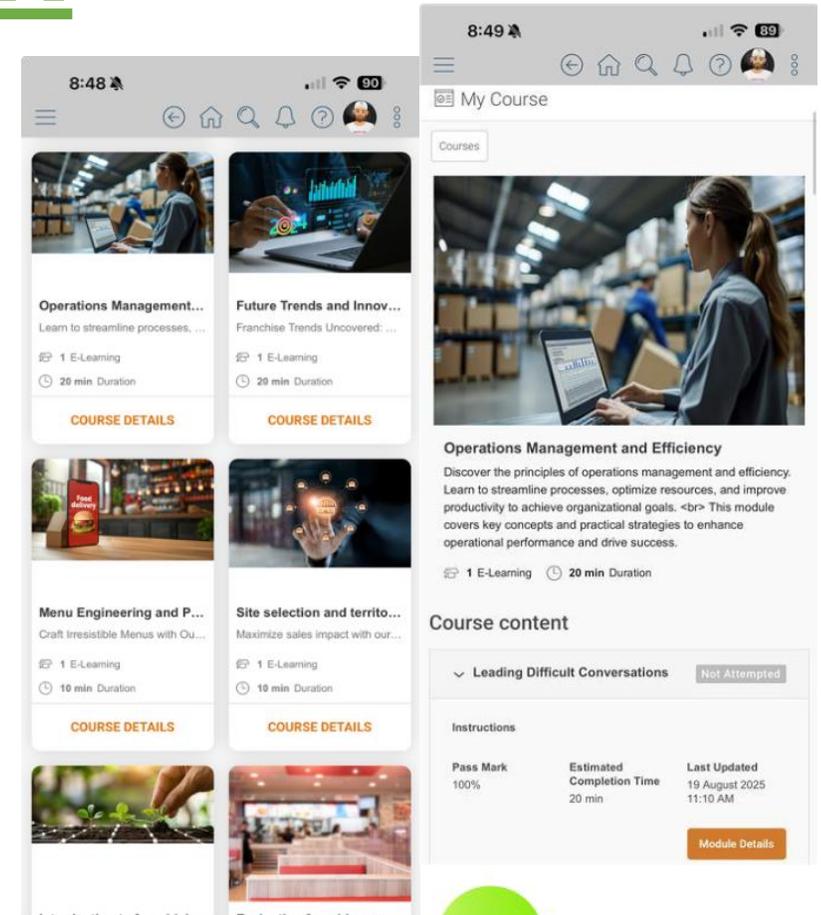
Faster Time to Open

**Active SNO Mgmt**



# TARGETED TRAINING RESULTS IN 36% IMPROVEMENT IN GROWTH

- Active learning: role-play simulations, scenario tests, visual quizzes
- Proficiency thresholds required for certification (e.g., 90%+ to certify)
- Prioritize quality over quantity: 12 essential modules beat 28 overwhelming ones
- Use gamification to drive engagement (career levels, virtual awards)
- Deploy mobile-first training with push notifications and instant feedback



# TABLE DISCUSSION #1

## Brand Promise vs. Brand Reality

- What is your brand's stated promise to franchisees and customers?
- Where is execution strong - and where does inconsistency show up?
- Where are common breakdown points in training or customer experience?



# LEADER INTERVIEW

What has your brand changed as a result of going through the Certification?



# LEADER INTERVIEW

What will you do next based on the IFA Certified Franchise Brand experience?



# LEADER INTERVIEW

What advice do you have for leaders considering the Certified Franchise Brand program?



# STRUCTURED VISITS RESULTS IN 6.3X GROWTH

- Scorecards covering operations, compliance, training, financials, and marketing
- Document specific action items with owners and deadlines for every visit
- Maintain FBC/Franchisee ratios for meaningful engagement (20-40 locations per FBC)

D3: OPERATIONS <span style="float: right;">17/25 — 68%</span>				
#	QUESTION	RESPONSE	SCORE	NOTES
3.1	Opening/closing procedures per checklist	Yes	5/5	—
3.2	Inventory within target range (±10%)	Partial	3/5	14% over on 2 SKUs
3.3	Equipment maintenance log current	No	1/5	5 items overdue
3.4	Speed of service under 5 minutes	No	2/5	Avg 7.2 min
3.5	Food safety / health compliance verified	Partial	3/5	Minor violations noted
3.6	Staff scheduling meets labor model	Partial	3/5	Over-staffed Thu-Fri
<b>Subtotal</b>			<b>17/25</b>	<b>68%</b>

D4: CUSTOMER EXPERIENCE				
#	QUESTION	RESPONSE	SCORE	NOTES
4.1	Customer greeted within 30 seconds	No	0/5	No greeting observed 2x
4.2	Wait time under 5 min during peak	No	2/5	Avg 6.4 min at lunch
4.3	Complaint resolution process followed	Partial	3/5	No log for 2 complaints
4.4	NPS tracking in place and reviewed	Yes	5/5	NPS: 42 (up from 38)
4.5	Customer feedback survey promoted	Yes	4/5	Cards displayed, not verbal
<b>Subtotal</b>			<b>14/20</b>	<b>70%</b>

Customer Experience is 8 points below system average (78%). Immediate intervention required.

### Structured Field Visits

Practice D4 - 45 Active Locations - As of Feb 8, 2026 - Field Visit Performance & Compliance

<b>127</b> VISITS COMPLETED <small>Q1-Q4 2025 - 45 locations - Target: 180</small>	<b>78.4</b> AVG VISIT SCORE <small>Up 3.2 from prior year - +4.3% YOY</small>
<b>72%</b> ACTION ITEM CLOSURE <small>Closed within 30 days - Target: 85%</small>	<b>81%</b> FOLLOW-UP COMPLIANCE <small>On-time 30-day follow-ups - Target: 90%</small>
<b>8</b> LOCATIONS BELOW 70 <small>17.8% of system - Need attention</small>	<b>68%</b> AVG COACHING TIME <small>% of visit time spent coaching - Target: 80%</small>

#### VISIT SCORECARD BY LOCATION

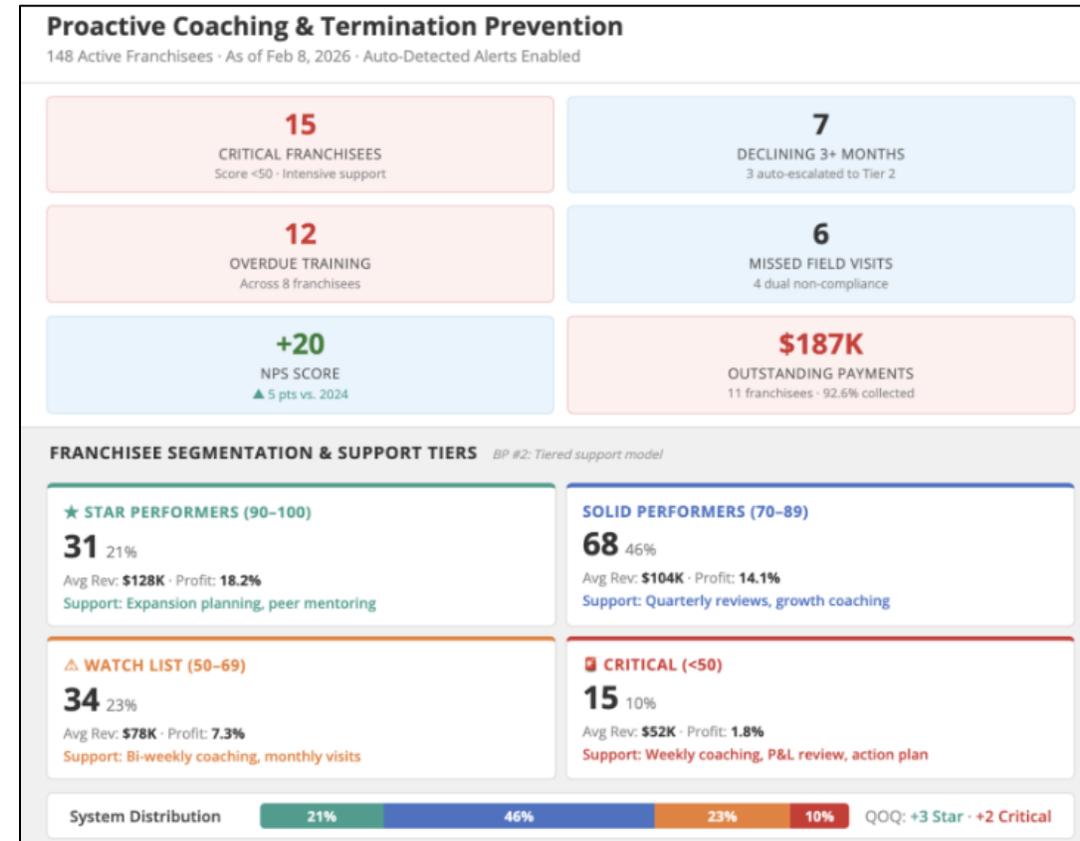
BP #1: Standardized scorecard - BP #2: Written action items with owners

LOCATION	FRANCHISEE	LAST VISIT	SCORE	PREV SCORE	TREND	ACTION ITEMS	STATUS
Unit #189	Linda Park	Jan 14, 2026	76	78	Down 2 (-2.6%)	5 open	Needs Follow-Up
Unit #215	David Chen	Jan 22, 2026	91	88	Up 3 (+3.4%)	1 open	On Track
Unit #142	Rachel Torres	Jan 8, 2026	84	81	Up 3 (+3.7%)	2 open	On Track
Unit #267	James Wilson	Dec 18, 2025	62	71	Down 9 (-12.7%)	7 open	At Risk
Unit #198	Maria Santos	Jan 28, 2026	88	85	Up 3 (+3.5%)	0 open	On Track
Unit #301	Kevin O'Brien	Jan 15, 2026	73	76	Down 3 (-3.9%)	4 open	Needs Follow-Up
Unit #156	Sarah Kim	Dec 22, 2025	95	93	Up 2 (+2.2%)	0 open	On Track
Unit #244	Tom Bradley	Jan 5, 2026	58	65	Down 7 (-10.8%)	8 open	At Risk
Unit #178	Angela Davis	Jan 18, 2026	82	80	Up 2 (+2.5%)	2 open	On Track
Unit #312	Robert Lee	Jan 25, 2026	69	72	Down 3 (-4.2%)	6 open	Needs Follow-Up



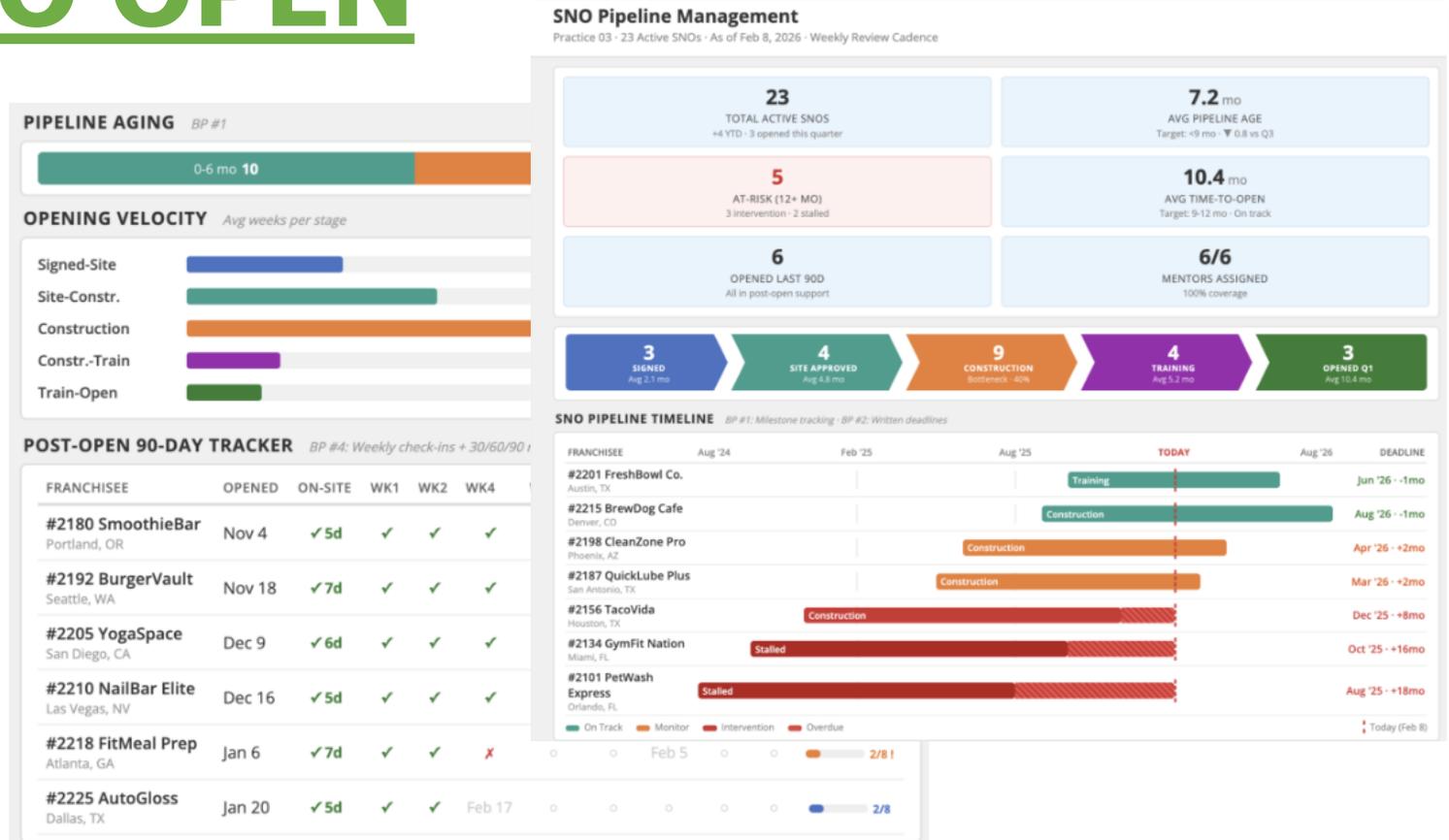
# PROACTIVE COACHING RESULTS IN 38% FEWER TERMINATIONS

- Monitoring early warning triggers: training drops, missed visits, late payments
- Playbooks with a defined response
- Coaching is tailored. High-performing units get growth coaching, low performing units get intensive support
- Franchisee experience is measured. Mystery shopping to identify underperformers for targeted coaching visits



# ACTIVE MGMT OF SNO RESULTS IN 50% FASTER TIME TO OPEN

- Pipeline tracked weekly across 5 stages; bottlenecks visible in real time
- Opening and construction deadlines are written into the development agreement
- Written deadlines with defined escalation triggers at each milestone
- Every new franchisee is paired with an experienced franchisee who's been through it



# BEST PRACTICE CHECKLIST



### 04 STRUCTURED FIELD VISITS

*Field Visits That Improve Performance*

**+89 net units** between high-support and low-support brands (study of 38 franchise systems).

Every visit uses a structured scorecard — not informal notes or gut feel  
→ Standardized scorecard aligned to brand standards with trend tracking across visits

### FRANCHISE BEST PRACTICES

Self-Assessment Checklist

**Brands using these practices grow at 5.5% — nearly double the industry average of 2.6%**

Brand \_\_\_\_\_ Date \_\_\_\_\_ Completed By \_\_\_\_\_

5 practices, 25 items. Most brands do 10-14 consistently. Top performers do 20+. Check what you do today — not aspirationally. The → line under each item shows what best-in-class looks like.

#### 01 FRANCHISEE SELECTION

Choosing the Right Franchisees

**#1 predictor of system health.** Top franchise systems accept fewer than 1% of applicants.

- We have a written profile of our ideal franchisee — skills, values, and experience, not just net worth  
→ Documented profile updated annually using actual franchisee performance data
- Candidates go through a structured multi-step vetting process, not a single conversation and a credit check  
→ 4-6 step process: application, interviews, Discovery Day, validation calls
- Our acceptance standards are consistently enforced, even when we need growth  
→ Leadership reviews every approval; declining unfit candidates is celebrated
- We have turned down financially qualified candidates who weren't the right fit  
→ Top systems decline 50%+ of financially qualified applicants on fit alone
- We track which selection criteria actually predict long-term franchisee success  
→ Annual analysis linking selection criteria to 18-month unit-level outcomes \_\_\_\_\_ / 5

#### 03 SNO PIPELINE MANAGEMENT

From Signed Deal to Successful Location

**50% faster openings. 82% higher retention** with structured launch support.

- We track every deal through defined milestones and know exactly how many are stalled, and for how long  
→ Pipeline tracked weekly across 5 stages; bottlenecks visible in real time
- Opening timelines and construction deadlines are written into the development agreement  
→ Written deadlines with defined escalation triggers at each milestone
- Someone from corporate is physically on-site during the first week of operations  
→ Dedicated opening team on-site for full first week with daily check-ins
- New franchisees get weekly check-ins for the first 90 days, with 30/60/90-day reviews  
→ Scheduled calls at weeks 1, 2, 4, 8, 12; formal reviews at 30/60/90 days
- Every new franchisee is paired with an experienced franchisee who's been through it  
→ Matched peer mentor from same market; monthly check-ins for the first year \_\_\_\_\_ / 5

#### 02 SCENARIO-BASED TRAINING

Training That Builds Real Capability

**+36.7% growth** for brands using scenario-based training vs. completion-only.

- We test whether franchisees actually understand the material — not just whether they finished it  
→ Certification exams with minimum pass scores required before opening
- Training includes real-world scenarios and hands-on practice, not just videos and quizzes  
→ Role-plays, simulations, and shadowing at top-performing locations
- We combine classroom, online, and on-the-job learning based on what the skill requires  
→ 40%+ hands-on component; 2+ weeks on-site mentoring before opening
- Training doesn't stop after onboarding — we have ongoing education throughout the relationship  
→ Quarterly sessions required; 70%+ attendance at ongoing education
- Franchisees understand their unit economics — break-even, margins, and how they compare to the system  
→ Monthly P&L benchmarks shared; franchisees trained to read and act on their own financials \_\_\_\_\_ / 5

### WHERE TO START

Find the section where you checked the fewest boxes. That's your highest-impact starting point.

Your Total: \_\_\_\_\_ / 25

10-14 = Typical | 15-19 = Strong | 20+ = Top Performer  
Newer systems (under 25 units): 8+ is a strong foundation to build on.

Top 3 Priorities		
#	Gap / Priority	Owner
1		
2		
3		

Next 30 Days			
#	Action Step	Owner	Due Date
1			
2			
3			



# TABLE DISCUSSION #2

## Benchmark Your Practices

- How does your brand measure and *take action* on franchisee feedback?
- Discuss whether your brand's Profit Path practices are documented, coached, and validated—or assumed?
- What are 2 practices that would have the biggest immediate impact for franchisee profitability, if improved?





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Learn more about the IFA Certified Franchise Brand program and start your pre-qualification at [franchise.org/CFB](https://franchise.org/CFB)

A close-up photograph of a hand holding a silver and black microphone. The microphone has a silver mesh grille and a black handle. The hand is positioned in the lower right quadrant of the frame. In the background, a person wearing a white shirt with a blue logo is partially visible but out of focus. A red rectangular box is overlaid on the left side of the image, containing the text 'Q&A' in white, bold, sans-serif font.

**Q&A**

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