



FRANCHISE CHIEF OPERATING OFFICER (COO) SUCCESS METRICS SCORECARD

Finding the right person to step into operational leadership is one of the most consequential decisions you'll make as a founder.
The wrong hire sets your business back. The right one unlocks the next chapter for the company and for you.

SUCCESS METRICS (THREE-YEAR SCORECARD)

Promotion consideration to Brand President will be based upon achievement of predefined KPIs including:

[All the below should have specific quantitative targets]

System Growth

Target

Grow franchise locations from approximately 100 to 250+ (approximately 2-2.5x units)	
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Franchise Development

Target

Increase qualified franchise candidates (leads, applications, closing %, deals)	
Improve candidate conversion (lead to close, application to close)	
Improve franchisee quality Y/Y 1 st year AUV improvement	
Increase validation scores (% of positive validations or < 5% candidates lost validation)	

Opening Performance

Target

Reduce time from signing to opening	days
Increase percentage of openings completed on schedule	%
Improve first-year success rates <i>(achieve or exceed break-even by end of 12 months; AUV)</i>	\$

Franchisee Economics

Target

Increase AUV from approximately \$400,000 toward \$1M+ <i>(2.5x current for units > 1 year)</i>	
Improve unit EBITDA <i>(EBITDA % or Owner's Discretionary %; % of franchisees exceeding target)</i>	
Improve franchisee cash-on-cash returns	
Increase percentage of profitable franchisees	

Same-Store Growth

Target

Increase annual same-store sales <i>(SSS growth %)</i>	
Increase customer retention <i>(LTV, retention)</i>	
Improve pricing realization <i>(Margin)</i>	
Increase referral business	

Franchisor Economics	<i>Target</i>
Increase royalty revenue (Y/Y growth)	
Increase EBITDA (Y/Y 15% growth rate each year)	
Improve support efficiency (revenue / \$ payroll)	
Improve technology utilization (% of franchisees on the platform)	%

Franchisee Satisfaction	<i>Target</i>
Franchisee engagement scores	%
Validation scores	
Renewal rates	
Multi-unit ownership growth	
Franchisee Net Promoter Score	
Franchisee dispute / termination rate	

PATH TO BRAND PRESIDENT

Promotion will be considered following consistent achievement of the agreed strategic KPIs, demonstrated enterprise leadership, successful development of high-performing teams, and the ability to lead the brand's long-term growth strategy.