Writing Samples

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My writing samples are broken down into five major sections. Client names and other identifying information have been redacted when necessary.

Technical Writing

- Sample 1: Construction Specification Manual for business
- Sample 2: Section from a restaurant Menu Specifications Manual
- Sample 3: Section from a Grand Opening Manual for an Automotive Parts Store
- Sample 4: Directions for Hosting and Running a Webinar (Internal Use)

Content/Blog Writing

- Sample 1: How Businesses Can Safeguard Information and Property
- Sample 2: Big Data Wants to Be Your Shopping Buddy
- Sample 3: Building Blocks of Interoperability

Web Homepage and Content

- Sample 1: Fracking Company
- Sample 2: Web Content for an Internet Security Company
- Sample 3: International Food and Beverage Brand
- Sample 4: Franchise Consulting Company

Academic Writing

- Sample 1: Measuring the Short-Term Stock Volatility Following an Executive Leadership Change in Fortune 1000 Companies (Sample from Dissertation)
- Sample 2: The Assessment Book: Applied Strategic Thinking and Performance Improvement Through Self-Assessment
- Sample 3: Trends in Mackrowickinomics

Training Materials

- Sample 1: Training Presentation for a Fitness Studio
- Sample 2: Training Workbook (Key) for a Fitness Studio

Technical Writing:

Sample 1: Construction Specification Manual for business

SECTION 3: EXTERIOR SPECIFICATIONS

Once you have located the perfect site for your new XXXXXXXXXX, it is time for the build-out to start. Part of being a member of a franchise is having a facility that is easily identifiable as a XXXXXXXXXX. This means that your daycare center must follow the standard site requirements for the franchise.

We have established the site requirements detailed in this section based on trial and error from operations at existing XXXXXXXXXX locations. The exterior of our facilities must display the visual elements of the brand, making each location instantly recognizable as a XXXXXXXXXX, and attracting families to the center. As well as exterior appearance, this section covers the franchise requirements for practical services such as garbage, water, and climate control.

3. A PHYSICAL SITE REQUIREMENTS

Physical site requirements are as follows:

(1) A licensee, other than a licensee who provides a care program described as Family Child Care or Child-minding, must have for each child at least 3.7 m2 of usable floor area in the community care facility, excluding

(a) hallways,

(b) built in storage areas,

(c) bathrooms, and

(d) fixed appliances, or, if not fixed, large appliances that are not normally moved from one area to another.

(2) A licensee must have one toilet and wash basin for every 10 children or fewer.

(3) A licensee, other than a licensee who provides a care program described as Family Child Care or In-Home Multi-Age Child Care, must ensure that the toilets and wash basins referred to in subsection (2) are on the same floor as the community care facility.

(4) A licensee, other than a licensee who provides a care program described as either Preschool (30 Months to School Age) or Group Child Care (School Age), must have in a community care facility a sturdy surface for changing diapers, located outside the food preparation area, next to both

(a) a covered container for soiled clothing, and

(b) a wash basin.

Note: Check with your local state or province for any additional requirements.

Additionally, there are other factors to consider, which are listed on the following pages.

Frontage

As noted previously in the document, it is important that all locations have excellent exposure and visibility to passing traffic on the road in front of your facility. The minimum frontage for a XXXXXXXXXX building site is 20 feet. Any smaller frontage size will affect your visibility from the road and cause a reduction for customers received from drive-by traffic.

Building Type

If you are selecting a site that has a pre-existing building that you will build out, the existing construction must be either:

- An existing daycare center or similar business (i.e. preschool)
- A freestanding industrial building

We will consider variations to the specific building types listed above only if existing land or conversions are virtually impossible to obtain.

Utilities

The site must have the following attributes:

- Access to gas service, and existing gas plumbing or ability to add gas plumbing
- Minimum 400-amp electrical service
- Existing grease trap or ability to install one
- Adequate sewer facilities

We discuss all these services in more detail under the Utilities sub-section.

Square Footage

You will require a building of between 1,500 and 2,500 square feet, with an area for an interior plumbing setup, waste storage (dumpster), and adequate parking facilities that include an additional 40 spots for weekend events.

The legally required amount of space in British Columbia, Canada is a minimum of 3.7 square meters of indoor space per child and seven square meters of outdoor space per child; however, requirements will vary based on your location. For example, the U.S. Department of Public Health and Human Services require 35 square feet of indoor space and 75 square feet of outdoor space per child. Depending on the number of children, you may be able to get away

with less space. Always be sure to check with your territory/state and city for specific space requirements.

3. B BUILDING EXTERIOR

The exterior of the building is often a visitor's first impression of the business. As a XXXXXXXXXX owner, your daycare facility must be easily identifiable as part of the franchise chain, as well as keeping to the standards required for all our locations.

Signs of bad maintenance include broken or missing signs, garbage-strewn parking areas, and a faded or dirty façade. These all give the impression of a poor-quality establishment and are unacceptable. It is important that the location you choose meets the proven requirements outlined below when you first open, and that you establish a regular maintenance program to ensure that you continue to comply with them.

3. C EXTERIOR SIGNAGE

Each individual franchisee will create site signage to the construction standards listed in the below paragraph. The visual appearance of all signage must adhere to the aesthetic requirements of XXXXXXXXXX in terms of branding, logo design, and color. Physical and electrical specifications must be in accordance with all applicable codes and regulations.

When you design your signage, confirm that your XXXXXXXXXX can be recognized from a distance, increasing impulse decisions, and allowing customers time to maneuver through traffic to reach your location.
Check your local regulations and aim for following:

- Use freestanding pylon signs whenever possible
- Use the maximum signage allowable at the location
- Use the largest possible lettering allowable at the location
- Use the full XXXXXXXXXX logo and brand coloring whenever possible
- Investigate where variances can be obtained to improve signage, even if this is only temporary

Sign Approval

Before purchasing specific signage, franchisees must provide shop drawings signed and sealed by a state-registered engineer for corporate approval. Drawings must include the following:

- General layout and color of the XXXXXXXXXX sign
- Trademark layout and color
- Building layout and colors

Sample SAMPLE MENU SPECIFICATIONS

Sample 2: Section from a restaurant Menu Specifications Manual

Breading Procedures

Fried Pickles

1. Drain excess pickle juice from the pickles. Place Pickles in breading designated for vegetables. Make sure breading is sifted and no clumping is noticed.
2. Place pickle chips in **vegetable breading**. Shake off excess breading if needed.
3. Submerge fry basket in shortening and cook 1.5-2 min or until product is golden brown.
4. Remove product from shortening and drain off excess oil in cardboard holding tray.
5. Plate and serve to customer.

Fried Mushrooms

1. Make sure mushrooms are washed prior to set up.
2. Place mushrooms in vegetable water bath.
3. Remove excess water.
4. Place mushrooms in vegetable breading. Make sure breading is sifted and no clumping is noticed. Repeat process (double bread). See point 8.
5. Place mushrooms in fryer and cook 3-4 minutes until golden brown.
6. Remove product from shortening and drain off excess oil in cardboard holding tray.
7. Plate and serve to customer.

**When breading Mushrooms and Squash repeat steps 2 and 4 in order to double bread.

Fried Squash

8. Make sure squash is cut according to specifications.
9. Place squash in vegetable water bath.
10. Remove excess water.
11. Place squash in **vegetable breading**. Follow steps above with sifting if necessary.
12. Place squash back in water bath. (Double bread in breading)
13. Place squash in fryer and cook 2.5-3 minutes until golden brown.
14. Remove product from shortening and drain off excess oil in cardboard holding tray.
15. Plate and serve to customer.

**When breading Mushrooms and Squash repeat steps 2 and 4 in order to double bread.

Tenders

1. Place tenders in water bath.
2. Dredge tenders in **chicken only** breading. (There is no need to place in water bath as the chicken is moist enough).
3. Use sieve to shake off excess breading.
4. Check constantly for clumping of breading. Sift if necessary prior to breading product.
5. Place product in fryer.
6. Cook 6-7 min or until golden brown.
7. Remove product from shortening and drain excess oil in cardboard holding tray prior to plating.

Breaded Wings

1. Place wings in water bath.
2. Dredge wings in **chicken only** breading.
3. Use sieve to shake off excess breading.
4. Place wings in fryer.
5. Cook for 8-10 minutes until done.
6. Remove product from shortening and drain excess oil off prior to saucing.
7. Finish wings in the appropriate sauce.
8. Plate on specified set up and serve to customer.

Boneless Wings

1. Place wings in water bath.
2. Place boneless wings in **chicken only** breading and coat evenly.
3. Place boneless wings in fryer.
4. Cook for 3-4 minutes until done.
5. Lift basket periodically to shake gently and prevent sticking of boneless to basket and each other. Remove product once cooked to temperature.
6. Remove product from shortening and drain off excess oil prior to saucing.
7. Finish boneless wings in the appropriate sauce.
8. Plate on specified set up and serve to customer.

Frying Procedures

Since you are now familiar with all the items on the menu, you know that quite a few of them need to be fried before serving. For that reason we have included detailed guidelines, instructions and procedures for the "safe frying" of the items on the menu. Further this section includes information to ensure employee safety and product integrity.

Fried Product Handling and Holding

Waffle fries and potato wedges and other frozen food items to be fried are some of the most fragile, quality sensitive products in our restaurant. Highlights for ensuring the best quality and guest satisfaction are:

- Make sure equipment is calibrated and in proper working condition.
- Ensure shortening quality is correct.
- Do not drop frozen product on the floor; excessive breakage will occur.
- Be sure shortening is at proper temperature before placing basket in shortening.
- Stagger basket drops between fryers.
- Drain baskets properly before serving product or dumping into mixing bowl.
- Rotate product in mixing bowls using first in, first out rotation.
- DO NOT sell fries that are held more than 10 minutes.
- Cook to order during slow periods.
- Do not overfill baskets with product.
- Be sure shortening is up to fill line before meal periods and add new as needed.
- Always cover fryers when not in use.

- Never leave uncooked product in basket hanging over hot shortening.
- Never leave cooked product in basket hanging over hot shortening.

Fryer Setup and Use Guidelines

- Keep fryers clean of excess contamination.
- Be sure shortening quality is correct.
- Be sure shortening is up to fill line.
- Turn fryer on and set temperature at 350º.
- Allow shortening temperature to reach 350º.

Fryer procedures for specific items on the DWG menu are included in Section 5 – How to Prepare Menu Items

Sample 3: Grand Opening Procedure Manual for Automotive Business

To ensure a successful grand opening, you will need to use a variety of marketing and advertising methods. The marketing, public relations, and promotional activities you will be performing to promote your new franchise will build upon the information you received from your Jumpstart program, and during your franchise training. Some of the activities you will be performing for your grand opening weekend are REQUIRED by the corporate office, while others are optional and will depend on your advertising budget.

This section covers the marketing tasks that are REQUIRED by the franchisor, to successfully, promote the grand opening of your XXXXXXXXXXXXX franchise. Additional but OPTIONAL marketing options, which you can use for the grand opening and on an ongoing basis, are included after the required tasks. Whether you choose to use the optional methods will depend on your marketing/advertising.

2. A PRODUCT GIVEAWAYS

A very successful way of promoting your XXXXXXXXXXXXX location during your grand opening event is to provide giveaway items to attendees. You will be offering free samples of items, but should also have plenty of the following logo items and discount coupons, for prizes and giveaways. The quality of each item is the minimum that should be on hand.

The following items are suggestions and you should order them from the corporate office at least three weeks prior to the grand opening. The quantity of each item is the minimum that should be on hand.

Start Date: Four Weeks before the Scheduled Grand Opening

Item	Qty.	Cost	Vendor
XXXXXXXXXXXX Gift Cards	100-200 custom pre-designed	$	
XXXXXXXXXXXX and XXXXXXXXXXXXX sample-sized products	As many as available	$	Corporate office

Contact Information

Contact the corporate office for details for ordering product giveaways.

Costs

See table above.

Note: Prices are for reference only and may vary. Contact the corporate office for current prices

Product Giveaways Confirmation

Once you have completed the tasks in this section, fill out the Product Giveaways Confirmation form found in Appendix I, and send it to the XXXXXXXXXXXXX, LLC corporate office. This allows us to include information about the giveaways you will be offering at your grand opening in XXXXXXXXXXXXX, LLC corporate communications and advertising.

2. B VENDOR PARTICIPATION

Invite your vendors and suppliers to be a part of your grand opening event. Vendors will be willing to donate goods or services to your grand opening in order to promote their brand, and there should be no cost to you. Large companies such as Coca-Cola will sometimes provide free outdoor tables, chairs, and canopies for events, in return for the promotional opportunity. Each owner should set up promotions through their vendor, such as free T-Shirts, coffee mugs, duffle bags, waxes, washes, etc. There is no limit to what you might be able to have donated for your grand opening. Just ask!

In addition to donating products, the vendor might also be willing to attend and participate in the event. These vendors may also promote your grand opening through their established customer database, and it could be helpful to have them on hand to address any questions or issues you may have with equipment as you first use it in a rush situation.

Start Date: Four Weeks before the Scheduled Grand Opening

During your franchise training, we identified your local vendors. Franchisees can find a complete list of these vendors in Appendix II at the end of this manual. Through your ordering of inventory and equipment for your XXXXXXXXXXXXX facility, you should already have a relationship established with these vendors.

Four weeks before your grand opening event, contact each of your vendors and invite them to your grand opening event. If they are unable to attend the event, ask if they would be willing to donate any promotional merchandise for you to use as giveaways during the event.

Contact

Refer to the preferred and approved vendors listed in Appendix II at the end of this manual.

Cost

None

Vendor Participation Confirmation

Once you have completed the tasks in this section, fill out the Vendor Participation Confirmation form found in Appendix I, and send it to the XXXXXXXXXXXXX, LLC corporate office.

2. C CHAMBER OF COMMERCE RIBBON-CUTTING EVENT

The franchisor does not require that you join the local Chamber of Commerce. However, if you chose to do so, your membership should include a ribbon-cutting ceremony to celebrate your grand opening. This brings both community recognition and free publicity. Maximizing the benefit of a ribbon-cutting ceremony is simple when you follow a few procedures.

Start Date: Four Weeks Prior to the Scheduled Grand Opening

Before the Ribbon Cutting Ceremony:

- Call your Chamber of Commerce to schedule the ribbon-cutting ceremony for the Friday morning of the grand opening weekend. Ask the chamber representative for the number of people that you can expect to attend. Ask them to send our emails, letters, and make phone calls on your behalf to bring more members.
- The week before your grand opening, visit the location of each of your business neighbors and personally invite them to attend.
- Order a bottle of champagne and some disposable champagne glasses to celebrate when you cut the ribbon.

During the Ribbon Cutting Ceremony

1. Gather contact information from your attendees
    - Have a raffle or giveaways for specials by asking attendees to drop a business card into a “fish bowl.” You may also consider giving gift cards as prizes. This will guarantee that the winners will return to shop at XXXXXXXXXXXXX.

- Draw the winners and award prizes at the end of the celebration. This way, people tend to stay until the end of the event; and will give you a lot of new contact information for your customer loyalty database.

2. Take a lot of pictures
   - Take photos yourself with your personal digital camera or smart phone, and consider assigning an employee, friend, or family member to take photos as well. As well as photos of the ceremony, be sure to get "fun" shots of guests and employees enjoying the event and interacting.
   - Formal pictures taken with high-resolution cameras are important for publicity and as a record of your grand opening to display in the facility. If there isn't going to be a professional photographer from the media outlets (e.g.: newspaper reporters) at your ribbon cutting, you may want to consider hiring one yourself, while this can be a great opportunity for you to get some great professional photos of your event, hiring a professional photographer is optional. Be sure you get professional quality photos of the following:
     - The actual ribbon cutting
     - You with the rest of the Chamber of Commerce and local dignitaries
     - You in front of your new location (be sure to show the sign)
     - Any other poses or events that you feel are important to record

After the Ribbon Cutting Ceremony:

- Send digital copies of the best fun and official photos to the corporate office. Please do this as soon as possible after the event, no more than one week after your grand opening. Franchisees and the corporate office will use these photos for posting on the XXXXXXXXXXXXX, LLC website, on the XXXXXXXXXXXXX, LLC social media sites, and for CRM email blasts.
- Send digital copies of the high-resolution official photos to your Chamber of Commerce for them to place in the chamber newsletter, and to local newspapers and magazines for local media coverage.

Contact Information

Contact your local Chamber of Commerce.

Cost

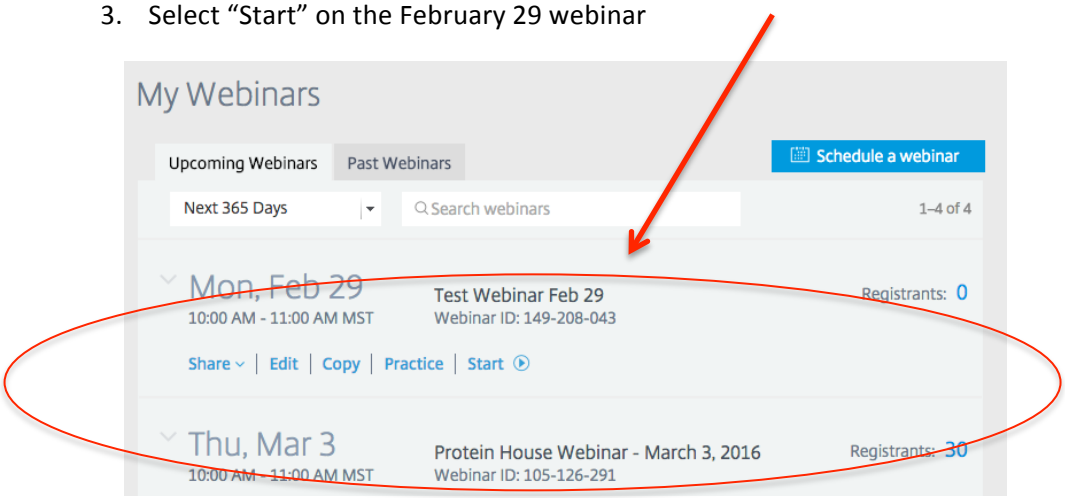
$50-$100 for champagne and glasses

Chamber of Commerce Ribbon Cutting Ceremony Confirmation

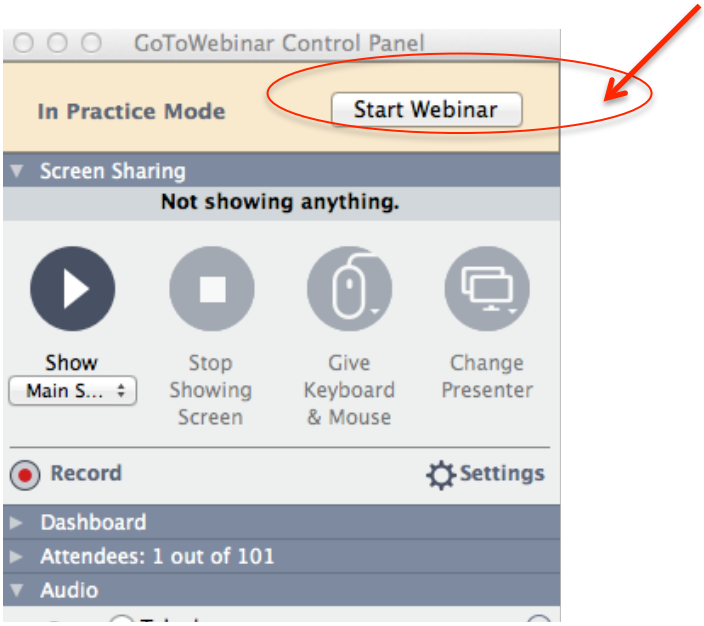
Once you have completed the tasks in this section, fill out the Chamber of Commerce Ribbon Cutting Ceremony Confirmation form found in Appendix I, and send it to the XXXXXXXXXXXXX, LLC corporate office. This allows us to include information about your ribbon cutting ceremony in the XXXXXXXXXXXXX, LLC corporate communications and advertising.

Sample 4: Webinar Hosting and Login Instructions (internal use)

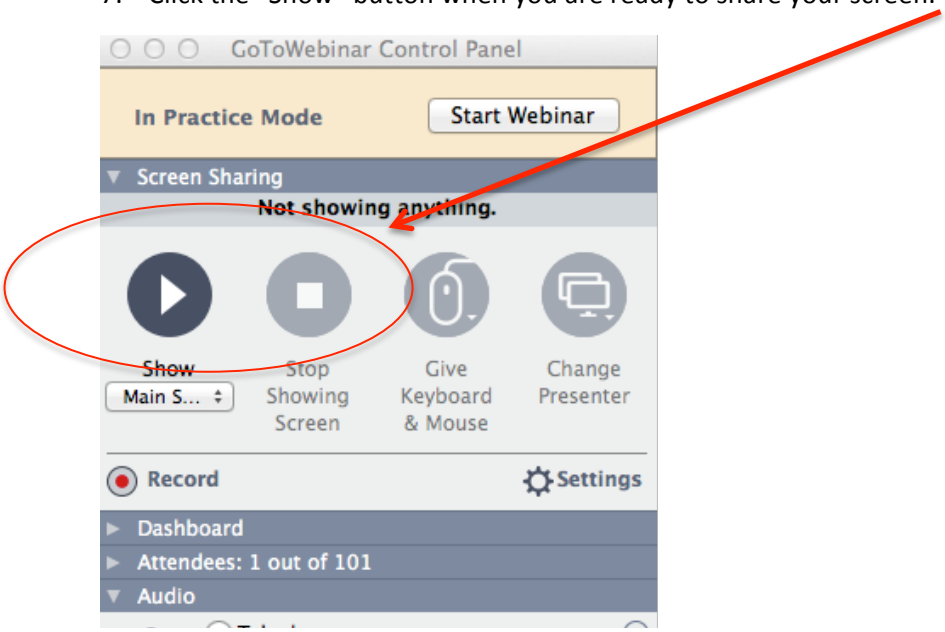
1. Go to the following website: https://login.citrixonline.com/login?service=https%3A%2F%2Fglobal.gotowebinar.com%2Fj_spring_cas_security_check
2. Login using the following credentials:
   XXXXXXXX
   XXXXXXXX
3. Select "Start" on the February 29 webinar



4. You might need to download the Citrix online software. Follow the prompts on your screen. This will vary depending on what kind of internet browser and computer you are using. Once you have downloaded the software, you won't need to do so for the next webinar.
5. Once the webinar has started, click "Start Webinar" on your sidebar as shown here:



6. You might need to click “Start Broadcast” again if prompted.
7. Click the “Show” button when you are ready to share your screen.



8. You can start talking right away. The microphone will light up showing that it is hearing you talk.

Content/Blog Writing:

Sample 1: How Businesses Can Safeguard Information and Property

With all of the recent talk of the Heartbleed bug, many franchise businesses may find themselves wondering how they can protect their data from cyber attacks or intrusions. Unfortunately, cyber attacks are just one way that sensitive data can be compromised. For maximum safety, franchise businesses need to use a combination of physical, administrative, and technical safeguards.

Physical safeguards: Physical safeguards include locking up the workspace at the end of the day, turning off computers, and installing an alarm system or video surveillance system. Thieves can break into a business and steal a computer tower, laptop, or external hard drive rather quickly. It is important to lock up anything piece of electronic equipment that may contain sensitive data, including hard drives, thumb drives, or laptops. If you regularly take your laptop out in public with you, you might want to invest in a laptop lock. Also, never leave your laptop bag in your car- even if your laptop isn't in it. Thieves may see this as an invitation to break into your car. Also, routinely check your cable box if it is located outside of your business to make sure that no one has spliced your cable in an attempt to steal it.

Administrative safeguards: Always require a login anytime a manager or employee has to log on to a computer system that contains sensitive data. In the event of an employee termination, be sure to eliminate them as a user in your computer system. You also might want to require employees to change passwords every 90 days or six months. Be sure to require a strong password that consists of upper and lower case letters as well as numbers and special characters.

Technical Safeguards: Always make sure that your antivirus software is up to date. Make sure that you are using only trusted Internet connections. Even in a public place such as a coffee shop, check with the establishment to see what their wifi password is. Even if you see a wifi signal that says something innocuous such as "Coffee Garden Free Wifi," it could be a hacker posted outside in a van who created a vulnerable hot spot. Also be sure to secure your own wifi with a safe password to prevent electronic intrusions. For more information on the Heartbleed bug, check out this article from Business Insider explaining what it is and why it is important to change your passwords. In the event of a security breach, call an expert, such as Night Lion Security as soon as possible.

Operating a franchise business can be a very rewarding an exciting business. By taking a few precautions, you can worry less about computer security and more about running your business and taking care of customers. If you have any questions about owning a franchise business of your own, give our franchise consultants a call- our lines are secure!

Sample 2: Big Data Wants to Be Your Shopping Buddy

Imagine a nice Friday afternoon walking around your local mall. You walk into your favorite browsing for a new outfit to wear to your friend's party later in the evening. Although you usually shop in-store, sometimes you shop online, as many people all over the world do. You wander into the shoe section.

"Those black Nine West boots would look amazing on you. I think they have them in a size seven."

You try the boots on and sure enough, they are a great fit. You purchase them and continue to the makeup section.

"Mac is having a sale on makeup. They have a new set of eye shadow trios in browns like you wear. They're on sale. You should check them out."

After you've bought your makeup, you head up to the dress section.

"The new spring collection has some great white sundresses, perfect to go with the brown belt that you bought last month. Size two is in stock. They're over to your right."

You try on the dress and, of course, it looks amazing on you. You look in your bags, pleased that you didn't waste time searching through sizes and styles that didn't match your personal taste. Luckily you had some helpful advice, but there's just one problem. You came to the mall alone.

(I cannot retrieve the rest of the article from the website due to a technical glitch on their end)

Measuring the Short-Term Stock Volatility Following an Executive Leadership Change in Fortune 1000 Companies (Sample from Dissertation)

When leadership changes occur in organizations, there are typically changes within the organization and with external stakeholders. The scope and impact of these changes are dependent on a variety of variables including company size, organizational focus, general economic conditions, and the reason for executive leadership departure. One potential effect of an executive leadership change is the possibility that a company's stock will experience a period of short-term volatility following the change. This paper will examine some of the effects of an executive leadership change on an organization's short-term stock volatility.

Leadership changes can have a tremendous impact on an organization. An organization's strategy, mission, structure, operation and profit (King & Cunningham, 2012) can be affected by a leadership change. Day and Lord (1988) hypothesize that executive leadership strategies can explain as much as 45% of an

organization's performance. The perception of an organization's performance may be influenced by the organization's stock price. The expectations and predictions associated with stock prices are commonly based on empirical evidence such as financial ratios and quantitative financial analysis. Some examples of financial ratios used to determine stock prices include gross profit margin, return on assets, earnings per share, and debt-to-asset ratio.

However, Hudomiet (2011) assert that there are other factors, such as economic speculation, stockholder expectations, and government actions and regulations, that affect the confidence level of investors, and therefore in turn, serve as the antecedent for rising or falling stock prices. According to Men (2012), leadership is a factor that determines this confidence level such that if a leader is perceived as competent, investors maybe more likely to invest, thus driving stock prices up. If a leader is perceived as incompetent, an opposite effect may occur. Prahalad and Hamel (1990) found that organizations that were perceived as possessing a portfolio of competencies grew exponentially in comparison to their competitors. The same companies mentioned in the study also saw solid stock performance during the time of growth.

However, stock prices may change, either favorably or unfavorably, as the result of a leadership change. In 2011, the news of Steve Jobs departure sent Apple shares falling nearly 3% at the start of trading on Wall Street, temporarily reducing the company's value by $10bn (Wearden, 2011). While this phenomenon may be due in part to Jobs very public persona, it may potentially be that the leadership change itself had effect on the organization's perceived value. These changes vary in magnitude due to a myriad of factors that will be explored in this paper. Leadership changes may cause a stock's price to become volatile, meaning that it fluctuates greatly from day to day or week to week. Finance academicians widely agree that volatility should be measured in percent change in prices, or rates of return (Schwert, 1990). Volatility is measured by the Chicago Board of Options Exchange (CBOE), primarily through the CBOE Volatility Index (VIX). Volatility is statistically measured based on the dispersion of returns for a given security or market index. "The most commonly used measure of stock return volatility is standard deviation, a status which measures the dispersion of returns" (Schwert, 1990). Bittman (2013) explains standard deviation as the average difference between each of the daily percentage changes and the mean percentage change over the time period.

This study will explore the short-term market volatility of a leadership change and compare it across ten industries. It will review the ten industries of the NYSE Industry Classification Benchmark (ICB) including: (a). 10 industries, (b). 18 super sectors, (c). 40 sectors and (d). 114 subsectors. This list provides accurate and globally accepted industry and sector classifications (NYSE, 2013). The companies analyzed will trade on on the NASDAQ. This research question for this study is: Does short-term market volatility differ across industries following a leadership change? To answer this research question, data was gathered from approximately 180

Fortune 1000 companies traded on the NASDAQ and analyzed to compare market volatility using a regression analysis tool that will use the standard deviation formula to determine volatility.

Sample 3: Building Blocks of Interoperability

By now we have gained a more thorough understanding of the concept of interoperability. We have started learning its importance and uses, especially those relevant to the LTPAC industry. However, there are some essential features, or "building blocks" that are required to have a system that not only meets interoperability standards, but is also functional and secure. This article will address the major building blocks of interoperability.

Secure and Reliable Information Management and Delivery

The main component is that the data specifications and standards of a system must support the secure and efficient exchange and synchronization of data. This building block encompasses all of the tools, systems, and processes used by clinicians, users, administrators, and support personnel throughout the life cycle of the data transmission process.

Standardized Vocabulary and Code Sets

All systems and programs must use standardized healthcare vocabularies, terminologies, taxonomies, value sets, and ontologies or "standardized terms to describe clinical problems, procedures and other clinical information coded for easy comprehension" according to the Office of the National Coordinator for Health Information Technology.

Security

Interoperable systems must meet the National Institute of Standards and Technology's rigorous criteria for encryption standards and security protocols. According to HealthIT, this also includes the transport of information and data using secure email protocols.

Message Format / Content Structure

The Office of the National Coordinator for Health Information Technology stresses that the message format must be specific to the digital environment. This means that during the exchange of information, the message and the information it contains must abide by a certain standard (we will discuss these standards in details in the future).

Transport

Data must be transmitted in a secure and reliable format. A truly interoperable system is one in which data is not lost or altered during transmission or exposed to third parties. "The software architecture should minimize inadvertent exposure of health data by keeping all health data encrypted, both at rest on storage systems

and in transit across networks," states the U.S. Agency for Healthcare Research and Quality.

Services
Another key principle that is essential to interoperability and quality service are application programming interfaces (APIs). For a system to be truly interoperable it will have to expose APIs to and from almost all of the data elements it manages. The U.S. Agency for Healthcare Research and Quality believes that using public APIs and open standards, interfaces, and protocols is one of the core principles of a unifying HIT software architecture.

While these are the essential building blocks of interoperability, many healthcare systems have additional standards specific to their organization as well. Lintech is working to update and create software and systems that meet the highest levels of interoperability and security standards in the LTPAC industry.

Web Homepage and Content:

Sample 1: Fracking Company

At XXXXXXXXXXXXX, we stand behind our products and we'll bend over backward to make sure you are 100% satisfied with your XXXXXXXXXXXXX equipment and accessories. Our experts are available 24 hours a day, seven days a week, 365 days a year with the product expertise and support you need to ensure a successful deployment — time and time again.
XXXXXXXXXXXXX equipment is backed by the only 5-year limited warranty in the industry. And remember, if we can't find the solution you're looking for, then we'll design it for you.

Sample 2: Web Content for an Internet Security Company:

IT Security Risk Assessment
No business is immune to security threats. Our mission is to assess your company's risk and threat levels, and then develop a comprehensive counter measure and prevention plan to protect your assets.

Threat & Vulnerability Identification
We can help you build or test a tailored Vulnerability Management Program to maximize threat and vulnerability identification within your networks or websites.

Penetration Testing

Network penetration testing will simulate an attack from a hacker's perspective, allowing us to identify critical flaws in your network that could potentially leave sensitive data open to attacks.

Network & Website Security Testing
We help identify network and website vulnerabilities for both internal and external (Internet facing) systems to determine whether they can be exploited by an attacker to compromise systems or gain access to sensitive information.

Forensics and Digital Investigations
Our team of expert forensic analysts are capable of assessing websites, servers, digital media and computer systems. We can provide remote or on-site services tailored to St. Louis businesses specifications or legal compliance requirements.

Emergency Support
When a security compromise occurs, businesses need solutions fast. Our Computer Security Incident Response team is available 24/7 to discretely identify points of exposure, eliminate risks, and resume business operations as quickly as possible.

Sample 3: International Food and Beverage Brand

Who we are
XXXXXXXXXXXXX began as a traditional family business in Turkey, twenty years ago. Our mission? To create convenience foods and beverages with a focus on exceptional quality and taste. With natural flavours as our benchmark, we set about developing a range of powdered drinks, soups, seasoning, and desserts that sacrificed none of their flavour for ease of preparation.

Today, XXXXXXXXXXXXX has grown into a multinational company, with offices in the Middle East, Africa, and Central America. By taking a long-term view of each of our products and investing in brand development, marketing, and innovation, we've been able to build strong ties with local consumers, resulting in brands that go from strength to strength.

While performance drives our work, devotion to quality and respect for customer preferences direct our actions. We listen, observe, and integrate consumer insights into each aspect of production. Our belief is that enriching the daily lives of our consumers is the key to creating sustainable, profitable growth.

Our Brands and Products
At XXXXXXXXXXXXX, we're dedicated to building brands that last. By focusing on exceptional quality and remaining constantly attuned to our customers' feedback, we've created a line of products that command an enviable position in today's market.

Sample 4: Franchise Consulting Company

Measurable, proven results-that's what sets XXXXXXXXXXXXX apart from other franchise consulting companies in the industry. XXXXXXXXXXXXX s sole focus is developing customized solutions based on each individual clients' goals. Utilizing cutting edge tools, built for today's franchise market, XXXXXXXXXXXXX is able to create proactive, highly effective franchise systems and provide franchisor's with step-by-step blueprints to grow their franchise organizations. Whether you're an early stage company just thinking about franchising your business, have already begun the franchising process, or are a seasoned franchisor, XXXXXXXXXXXXX can help you grow your business and live up to your maximum potential!

Academic Writing

Sample 1: Measuring the Short-Term Stock Volatility Following an Executive Leadership Change in Fortune 1000 Companies (Sample from Dissertation)

When leadership changes occur in organizations, there are typically changes within the organization and with external stakeholders. The scope and impact of these changes are dependent on a variety of variables including company size, organizational focus, general economic conditions, and the reason for executive leadership departure. One potential effect of an executive leadership change is the possibility that a company's stock will experience a period of short-term volatility following the change. This paper will examine some of the effects of an executive leadership change on an organization's short-term stock volatility.

Leadership changes can have a tremendous impact on an organization. An organization's strategy, mission, structure, operation and profit (King & Cunningham, 2012) can be affected by a leadership change. Day and Lord (1988) hypothesize that executive leadership strategies can explain as much as 45% of an organization's performance. The perception of an organization's performance may be influenced by the organization's stock price. The expectations and predictions associated with stock prices are commonly based on empirical evidence such as financial ratios and quantitative financial analysis. Some examples of financial ratios used to determine stock prices include gross profit margin, return on assets, earnings per share, and debt-to-asset ratio.

However, Hudomiet (2011) assert that there are other factors, such as economic speculation, stockholder expectations, and government actions and regulations, that affect the confidence level of investors, and therefore in turn, serve as the antecedent for rising or falling stock prices. According to Men (2012), leadership is a factor that determines this confidence level such that if a leader is perceived as competent, investors maybe more likely to invest, thus driving stock prices up. If a leader is perceived as incompetent, an opposite effect may occur. Prahalad and Hamel (1990) found that organizations that were perceived as possessing a portfolio of competencies grew exponentially in comparison to their competitors. The same companies mentioned in the study also saw solid stock performance during the time of growth.

However, stock prices may change, either favorably or unfavorably, as the result of a leadership change. In 2011, the news of Steve Jobs departure sent Apple shares falling nearly 3% at the start of trading on Wall Street, temporarily reducing the company's value by $10bn (Wearden, 2011). While this phenomenon may be due in part to Jobs very public persona, it may potentially be that the leadership change itself had effect on the organization's perceived value. These changes vary in magnitude due to a myriad of factors that will be explored in this paper.

Leadership changes may cause a stock's price to become volatile, meaning that it fluctuates greatly from day to day or week to week. Finance academicians widely agree that volatility should be measured in percent change in prices, or rates of return (Schwert, 1990). Volatility is measured by the Chicago Board of Options Exchange (CBOE), primarily through the CBOE Volatility Index (VIX). Volatility is statistically measured based on the dispersion of returns for a given security or market index. "The most commonly used measure of stock return volatility is standard deviation, a status which measures the dispersion of returns" (Schwert, 1990). Bittman (2013) explains standard deviation as the average difference between each of the daily percentage changes and the mean percentage change over the time period.

This study will explore the short-term market volatility of a leadership change and compare it across ten industries. It will review the ten industries of the NYSE Industry Classification Benchmark (ICB) including: (a). 10 industries, (b). 18 super sectors, (c). 40 sectors and (d). 114 subsectors. This list provides accurate and globally accepted industry and sector classifications (NYSE, 2013). The companies analyzed will trade on on the NASDAQ. This research question for this study is: Does short-term market volatility differ across industries following a leadership change? To answer this research question, data was gathered from approximately 180 Fortune 1000 companies traded on the NASDAQ and analyzed to compare market volatility using a regression analysis tool that will use the standard deviation formula to determine volatility.

Sample 2: The Assessment Book: Applied Strategic Thinking and Performance Improvement Through Self-Assessment

When developing an organizational strategy, there are many variables that must be taken into consideration to ensure the success of the implementation. Too often, managers and other practitioners jump right into developing a change plan without taking all of these variables into consideration and without performing a comprehensive and thorough analysis. This book provides valuable insight for individuals, teams and organizations and assists them in using assessment tools to clearly define their problem, then explains how they can use the results and analysis to make decisions and improve performance. The seven self-assessments: Strategic Thinking and Planning, Needs Assessment and Your Organization's Success, Corporate Culture and Your Organization, Evaluation and Your Organization, Performance Improvement Competencies, Performance Motivation, and Organizational Readiness for E-learning can be modified to almost every organization in every industry. Each assessment explains how the researcher/manager collects, analyzes, and interprets data by using a what is/what should be format as well as performance-related questions. The book also provides a valuable glossary of terms at the end for easy reference, a necessary tool for managers who may be unfamiliar with some of the words and terms used in the text. This book is different from other books about assessment and assessment tools in that it looks at assessing a problem

or dynamic not just from an internal organizational perspective, but also from a greater macroeconomic and societal perspective as well. The author stresses the importance of promoting positive ethics values both within an organization and outside of the organization- with direct business contacts, clients, customers, the community, and the world in general.

Usefulness of Assessment Tools

Kaufman and Guerra-Lopez open the book by clearly stating the reasoning behind their assessment tools. They point out that each tool, or instrument, has undergone extensive reviews and validity testing and has been revised and modified to ensure universal applicability. They also stress that each tool addresses the "what" of the problem so that the user can *then* figure out how to solve it. Each instrument is easy to use and tallying the results in a numerical and quantitative method is fairly easy and not as time-consuming as other, similar instruments. Most importantly, the authors assert that each assessment "relates to establishing a value chain that aligns external clients and out shared society (Mega) with organizational (Macro) and individual (Micro) contributions and these with appropriate processes and activities and then with resources" (Kaufman & Guerra-Lopez, 2008, p. 61). The focus of addressing issues at mega and macro levels is to add value to society as a whole. Each level is associated with a different planning focus and each assessment focuses on. This is shown in Figure 1.

Figure 1. *The five levels of results, the levels of planning, and a brief description*

Level of Focus	Brief Description
Mega	Results and their consequences for external clients and society (shared vision)
Macro	The results an organization can or does deliver outside of itself
Micro	The building block results that are produced within the organization
Process	The ways, means, activities, procedures, and methods used internally
Input	The human, physical, and financial resources an organization can or does use

The book also highlights six critical success factors that provide a theoretical framework for approaching strategic thinking, analyzing, and planning. They are:

1. Use new and wider boundaries for thinking, planning, doing, and evaluating/continuous improvement. This factor advises participants to not rely on the past and future as absolute antecedents and consequents, but think about the future as a series of endless possibilities.
2. Differentiate between ends and means. Too many times people just want to jump into something thinking about the end results. Analysis is every bit as important as planning and action.
3. Use and align all three levels of planning and results. Again, this approach is more holistic and all-encompassing in nature and will more likely lead to positive economic and social repercussions than a strategy that only looks inwards at the business.

4. Prepare objectives- including those for the ideal mission and objectives. This concept stresses the importance of creating tangible benchmarks with objective criteria that can be quantitatively measured at some level.
5. Define need as a gap between current and desired results (not as insufficient levels of resources, means, or methods). The importance of this step is to focus on the ends and use "need" as a noun. By defining need in this way, the organization can better figure out how to strategically develop a plan to get from their current state to the desired end state.
6. Use an ideal vision as the underlying basis for all planning and doing (don't be limited to your current organization). The authors describe how an ideal vision identifies not just the end state of an organizational goal, but the kind of ideal world that we would want future generations living in.

Each assessment tool is valuable in its own way, but Figure 2 shows the relationship between each self assessment tool and the elements defined as important by the International Society for Performance Improvement Standards.

Figure 2. *Relationship of Assessment Tools and Performance Standards*

	Focus on Results (1)	Take a System Approach (2)	Add Value (3)	Establish Partnerships (4)	Needs Assessment (5)	Performance Analysis (6)	Design to Specification (7)	Selection, Design, & Development (8)	Implementation (9)	Evaluation & Continual Improvement (10)
Strategic Thinking and Planning	XX	XX	X	X	X	X	X	X		XX
Needs Assessment	XX	XX	X		XX	X	X	X		XX
Corporate Culture	XX	XX	XX	X	X	XX	XX			XX
Evaluation	X	X	X		XX					XX
Performance Improvement Competencies	XX	XX	XX	X	XX	XX	XX	XX	XX	XX
Performance Motivation	X			X			XX			
Readiness for E-learning	X					X	XX	XX	XX	X

Importance of Tailoring Assessments

The main point of this book is to use assessment tools that have been reviewed for their reliability, validity, applicability, and efficacy. The authors postulate that these types of assessments allow an organization to answer important questions, but must also be properly designed and tailored to the organization and implemented correctly. While the authors provide valuable examples, they stress that it is imperative to tailor the tools to the demographics, job functions, experience levels, culture, and capabilities of the respondents. When developing a questionnaire for an organization, Kaufman and Guerra-Lopez (2008) state that "a well-structured questionnaire should begin with a straightforward yet interesting questions that motivate the respondent to continue" (p. 243). The questions should also include nothing more and nothing less of what is being asked and not be written in a way that appears to be leading. The data analysis approach suggests looking for large gaps (about 1.5 points between "what is" and "what should be") in each tool and possibly prioritizing them based on "magnitude, importance, urgency, and or other prioritization criteria that might be particularly relevant to you and

your organization" (Kaufman & Guerra-Lopez, 2008, p. 250). The analysis factors they suggest are discrepancy, direction (positive vs. negative), position, and demographic differences (optional). They also suggest visually representing the results in a graph or chart for visual analysis.

Strategic Thinking and Planning

According to Kaufman and Guerra-Lopez (2008), "strategic planning (and strategic thinking- the way we think when we want to create our own future) is a proactive approach" (p. 287). This first tool identifies important variables within an organization and allows the researcher(s) to determine where variance lies, thus serving as a calibration tool of sorts. The way to fill out this survey is the same for each of the following six: think of the current state of the organization and the preferred state, filling in the appropriate bubbles on the survey. An example of this assessment tool is shown in Appendix A. Once the data is collected, the researcher needs to look for gaps in the results. In this survey, item 1 tells you if your organization is future-oriented while items 2-6 explore whether there is an understanding concerning differences amongst strategies. Items 7 and 8 provide insight into how well you comprehend and distinguish amongst strategic, tactical, and operational planning, and how well you align these. These are just a few examples, since a full explanation of the survey would be too lengthy to go here. However, the results of this and every survey in the book provide a great deal or information about what is going well and what should be improved. Each tool also delivers insight into the effectiveness of management and provides guidance for future actions and decisions.

Needs Assessment and Your Organization's Success

This tool "simply identifies where you are in terms of results and consequences and where you should be" (Kaufman & Guerra-Lopez, 2008, p. 348). The survey specifically addresses how well your organization uses and values needs assessments, lets you know if they are truly addressing gaps in the "what is" vs. "what should be," and identifies possible reasons why needs assessments are not being used properly- or not at all. The survey methodology and data analysis are the same as previously mentioned for the former assessment. An example of this assessment tool can be found in Appendix B.

Corporate Culture and Your Organization

This assessment is useful for identifying respondents current and perceived status on organizational cultural variables including perceptions of associates and work, trust, ethical levels, cooperation, decision-making capabilities, measuring success, management styles, work environment, motivational levels, and customer interaction and feedback. The assessment tool is presented in Appendix C. The survey methodology and data analysis are the same as previously mentioned for the former assessments.

Evaluation and Your Organization

If one is to effectively use evaluation as an antecedent for change, they ought to understand how effective their current evaluation methods are. This tool does just that. The survey examines evaluations relative to: small groups, individuals, individual departments, the organization itself, external clients, the community, and society as a whole. It also identifies how well management perceives the results of evaluation and analysis tools and uses them to elicit change at all levels of an organization. The survey methodology and data analysis are the same as previously mentioned for the former assessments.

Performance Improvement Competencies

Performance analysis field requires a throughout analysis process in order for practitioners to add value to their fields. The Performance Improvement Competency (Guerra, 2003) is an assessment tool that is based on a dual response Likert scale process for identifying gaps between ideal and current practices for each item. Large positive gaps indicate performance problems, whereas large negative gaps indicate higher performance in relevant task competencies.

A high score "what should be" response is an indicator of high importance , whereas a lower score highlights relatively less importance. "What is" responses focus on assessing the perceptions about their current behaviors. Yet, respondent subjectivity is always an important concern. Therefore, it is important to consider a third party observation to assess the actual behavior.

Performance Motivation

The Performance Motivation Inventory (PMI) (Kaufman, 2000) is based on a 28-item questionnaire that aims to reveal intentions of individuals, organizations, or societies to pursue goals for performance improvement. Based on a 5-point response scale (0="None at all" and 5= "A Great Deal") "expectancy" factor indicates the value of the outcomes resulting from accomplishments. "Valence" on the other hand, is the indicator of the expected probability of goal completion that may lead to such results. Similarly, the subjective assessments of the value of consequences (valences) are measured on a 5-point scale. The PMI requires two responses for each goal listed ("how important you believe each of the goals to be? and "How influential you believe your efforts are to the accomplishment of each of the goals listed?) to evaluate the importance of the goal and the impact of one's efforts. Through multiplying the "importance" and "impact" scores to evaluate the performance motivation for each item. Accordingly, overall performance can be measured by adding the performance motivation for each item.

Organizational Readiness for E-learning

The Organizational Elements Model (OEM) is considered as a highly effective organization e-learning readiness (i.e. e-learning administration and learning support services) tool to provide average group values (Kaufman, 2006). OEM not only allows leaders and managers to identify potential areas of strategic weaknesses as it pertains to e-learning but also highlights the opportunities for systematic building of strengths. The dual matrix "What is" and "What Should Be" responses columns highlight the gap differences between the desired and required performance to reveal the current organizational strategic decision setting. These gaps can be categorized as either needs (when "what should be" values are higher than "what is") or as opportunities ("what is" values are higher than "what should be") to support effective decision making within organizations. Based on the Likert-type scale, leaders and managers can also specify the comparative prioritization of gaps. Within each section of the self-assessment items (i.e. interface design, evaluation, management, resource support, ethical, evaluation and continual improvement) , discrepancy, directions, position, and demographics averages are reviewed for generating or revising an e-learning program.

Conclusion

Survey tools are a necessary component of any organizational development plan. A company must first evaluate their organization's current efficacy, direction, culture, objectives, and plans before beginning to think about making a change to any part of strategy or organization. These tools serve as a great menu of options for customizing a tailored assessment tool for almost any organization, regardless of size, industry, or location.

References:

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Kaufman, R. (2000). Mega planning: Defining and achieving success. Newbury Park. CA:Sage.

Kaufman, R., Guerra-Lopez, I. (2008). *The Assessment Book: Applied Strategic Thinking and Performance Improvement Through Self-Assessment.* Amherst, MA: HRD Press

Noe, R. (2010). *Employee training and development* (5th ed.). New York: McGraw-Hill Irwin.

Appendix A. Strategic Thinking and Planning

What Is					Strategic Thinking and Planning Survey	What Should Be				
1 – Rarely, if ever	2 – Not usually	3 – Sometimes	4 – Frequently	5 – Consistently	1 – Rarely, if ever 2 – Not usually 3 – Sometimes 4 – Frequently 5 – Consistently	1 – Rarely, if ever	2 – Not usually	3 – Sometimes	4 – Frequently	5 - Consistently
①	②	③	④	⑤	1. Planning has a focus on creating the future.	①	②	③	④	⑤
①	②	③	④	⑤	2. We **define** *strategic planning* as starting with an initial focus on measurable societal value added.	①	②	③	④	⑤
①	②	③	④	⑤	3. We **define** *tactical planning* as having a focus on measurable organizational value added.	①	②	③	④	⑤
①	②	③	④	⑤	4. We **define** *operational planning* as having a focus on measurable individual and small group value added.	①	②	③	④	⑤
①	②	③	④	⑤	5. We **start** *strategic planning and thinking* at the societal value-added level.	①	②	③	④	⑤
①	②	③	④	⑤	6. In our strategic planning, we carefully distinguish among strategic, tactical, and operational planning.	①	②	③	④	⑤
①	②	③	④	⑤	7. We align—link and relate—strategic, tactical, and operational planning.	①	②	③	④	⑤
①	②	③	④	⑤	8. All people in our organization understand the differences and relationships among strategic, tactical, and operational planning.	①	②	③	④	⑤
①	②	③	④	⑤	9. Planning involves, either directly or indirectly, all those people and parties that will be impacted by the results of the strategic plan.	①	②	③	④	⑤
①	②	③	④	⑤	10. Planning always focuses on results.	①	②	③	④	⑤
①	②	③	④	⑤	11. Planning always focuses on the consequences of achieving (or not achieving) results.	①	②	③	④	⑤
①	②	③	④	⑤	12. Planning is proactive.	①	②	③	④	⑤
①	②	③	④	⑤	13. Revisions to the plan are made any time it is required.	①	②	③	④	⑤
①	②	③	④	⑤	14. We use an Ideal Vision—the kind of world we want to help create for tomorrow's child—as the basis for planning.	①	②	③	④	⑤
①	②	③	④	⑤	15. People who are involved and could be impacted by the plans participate in the planning.	①	②	③	④	⑤

Sample 3: Trends in Mackrowickinomics

As a franchise business development consultant, it is important that I stay up on all of the latest trends that involve business development, social media networking, business networking, B2B (business to business) communication, B2C (business to consumer) communication, as well as the general consumer demands and behaviors of our target demographic. For me, this means utilizing many of the principles set forth in *Macrowikinomics* and understanding how the trends predicted by the authors are going to influence the franchise business clients in my industry.

The most important facet of macrowikinomics is the idea of a more interconnected planet. According to Tapscott and Williams (2012), "there is a fundamental change underway regarding how global problems can be solved and perhaps how we govern ourselves. Emerging non-state networks of civil society, the private sector, government and individual stakeholders are achieving new forms of cooperation, social change and even the production of global public value. These networks address every conceivable issue facing humanity – from poverty, human rights, health and the environment, to economic policy, war and even the governance of the Internet. For example, a big issue facing the franchise industry has been the threat of a significant increase to the minimum wage. Whether or not you agree with it is not the issue. The issue here is that the International Franchise Association (generally thought to be the main resource for the franchise industry) has taken the official stance that raising the minimum wage would hurt most franchises- especially the small franchises that may only have one or two stores and employee a great deal of high school and university students. Most franchise consulting companies (such as Upside Group, who I work for) also agree with this position, as do most franchisees.

This interconnectivity allows for greater transparency and access to resources than ever before- all with the click of a button. It is very useful in the franchise industry because it helps potential franchisees and potential franchise business owners, as well as existing franchisees and business owners have quicker access to a greater amount of valid, relevant and timely information. This helps tremendously with making decisions and solving problems faced by those in the franchise industry. The International Franchise Association (2014) posted the following statement on their website:

> The International Franchise Association today expressed strong opposition to S. 2223, the Minimum Wage Fairness Act, sponsored by Sen. Tom Harkin (D-Iowa), that would increase the minimum wage 39 percent to $10.10 per hour and tie future minimum wage increases to inflation.

They also used social media such as Facebook, Twitter, and YouTube, to launch a campaign about why raising the minimum wage would hurt small businesses. They harnessed the power of their social network (mostly franchise consulting companies, franchise businesses, and other small businesses) to campaign locally in an attempt to demonstrate to their local government officials why raising the minimum wage would be bad. They also use the power of social media to demonstrate their support of political candidates and influence their followers to share in their support. A screenshot taken from their Facebook page is shown in Figure 1. This is an example of using macrowikinomics to influence government through the power of a more connected social network.

1. *IFA's Candidate Report Card*

Source: Facebook. (2014). International Franchise Association

Mackrowikinomics also point out that the world is more connected and can be used to help people solve problems- both large and small. "Enabled by the digital revolution and required by the challenges facing traditional global institutions, these networks – call them global solution networks – are now proliferating across the planet and increasingly having an important impact in solving global problems and enabling global cooperation and governance" (Tapscott & Williams, 2012).

This is very evident in the franchise industry as many new franchise owners are overwhelmed and looking for advice. While our company has franchise consultants available to answer questions, most franchise business owners and franchisees turn to the Internet first. Our company posts advice blogs that are timely and relevant- useful for not just our clients, but other clients as well. For example, the IFA has an easy-to-understand PDF booklet available for free download in both English and Spanish that can be used to understand the complexities involved in the new healthcare laws, titled *Take Care*. "*Take Care* answers the most common

questions franchise employees have about the Affordable Care Act" (IFA, 2014). It is just one of the many resources that help small business owners. The vast amount of Big Data available on the Internet also helps franchisees determine where to set up shop, what industries are growing and which are slowing, and what consumer demands are trending and which are declining. For example, Figure 2 shows which franchises are expected to grow over the next year. This data is all unbiased and based on reliable data gathered from relevant government institutions and entities, such as business license databases and census data.

Figure 2. *Franchise Business Economic Outlook by Business Lines: 2014*

BUSINESS LINES	ESTABLISHMENTS		EMPLOYMENT		OUTPUT ($ BILLIONS)	
	Amount	Percent change over prior year	Amount	Percent change over prior year	Amount	Percent change over prior year
Automotive	30,923	1.2%	184,731	1.3%	40.23	3.9%
Business Services	96,201	2.8%	959,024	3.8%	154.67	5.0%
Commercial & Residential Services	63,287	2.4%	366,523	3.1%	54.67	4.6%
Lodging	26,403	1.8%	720,560	2.0%	82.47	5.0%
Personal Services	111,370	1.9%	670,908	1.9%	91.41	3.7%
Quick Service Restaurants	155,571	1.4%	3,225,448	2.4%	220.14	5.2%
Real Estate	89,528	2.0%	315,796	2.2%	52.49	5.5%
Retail Food	61,629	0.7%	493,965	1.2%	40.32	3.6%
Retail Products & Services	98,475	1.2%	496,673	1.5%	40.72	4.0%
Table/Full Service Restaurants	36,981	1.1%	1,076,835	2.1%	61.53	3.9%
TOTAL	**770,368**	**1.7%**	**8,510,463**	**2.3%**	**839**	**4.7%**

Source: International Franchise Association

The Internet serves as sort of a knowledge repository that can be used to help people find relevant information that they need. Thanks to SEO optimization, when a user queries something, they are shown the most relevant and reliable sources first, rather than websites that were just stuffed with keywords. It is interesting to note that SEO optimization was the result of a collaborative effort between computer programmers from several different companies in the late 1990's and early part of the 21st century.

The advent of a more interconnected world also means that the line between producers and consumers has become more and more blurred thanks to social media and the Internet. Franchise business owners need to realize that they are competing for the same consumers as not only their competitors, but Internet companies as well. Many of our franchise businesses are fitness centers who are competing with large gyms such as 24 Hour Fitness as well as workout DVDs that can be ordered from Amazon or downloaded from websites for a relatively cheap (and sometimes free cost). We advise our franchisees to always be on the lookout for what their competitors are up to and use this information to separate

themselves from the pack. As always, unethical behavior spreads quickly on the Internet, so it is imperative that franchisees know that it is more important now than ever to create and maintain a good online reputation.

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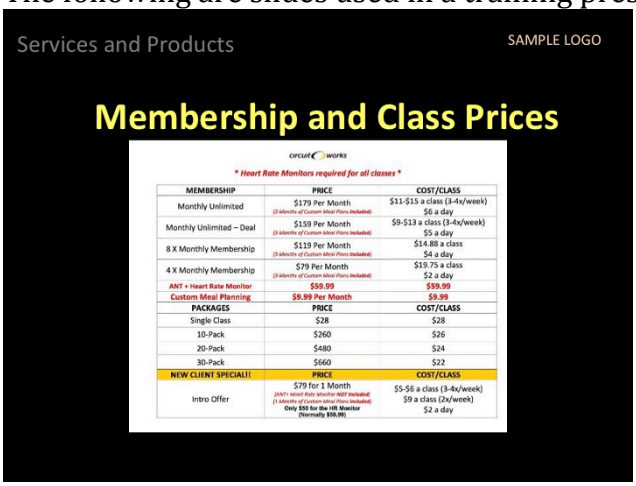
International Franchise Association (IFA). (2014). International Franchise Association. Retrieved from: http://www.franchise.org/

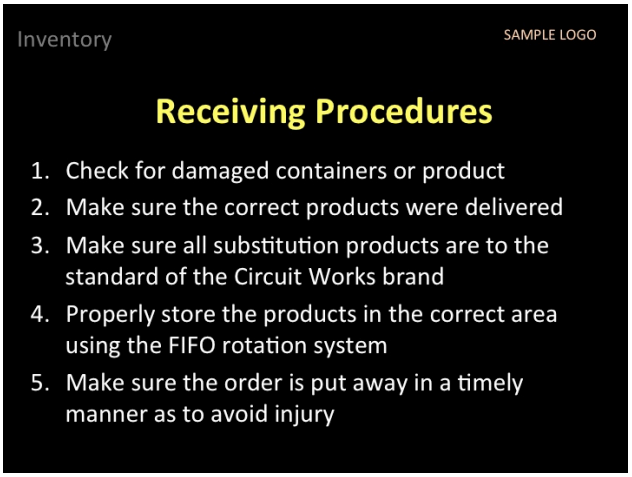
Tapscott, S. & Williams, A. D. (2012). *Macrowikinomics, new solutions for a connected planet.* Portfolio / Penguin. New York, NY.

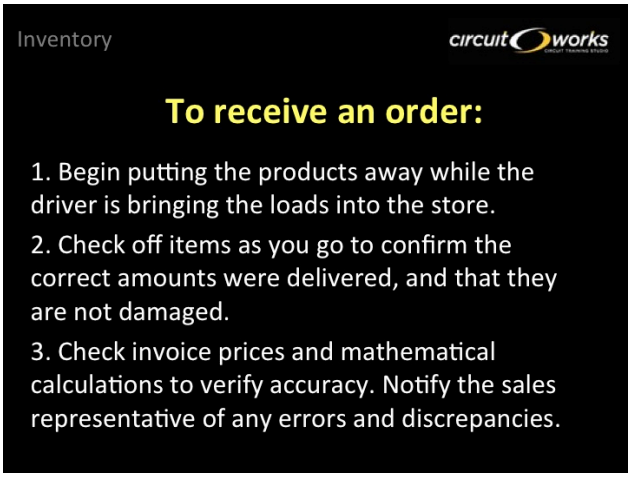
Training Materials

Sample 1: Training Presentation for a Fitness Studio

The following are slides used in a training presentation for a fitness studio:







Sample 2: Training Workbook (Key) for a Fitness Studio

The following are slides used in a training presentation for a fitness studio:

SECTION 3. DAILY OPERATIONS

1. **What are the three main CSR beginning of shift tasks?**
   - Inventory
   - Opening Tasks
   - Voicemail and Email

2. **List the daily CSR reports for the following:**

Monday AM	Referral Source Report: 'Other'
Monday PM	Inactive Client Report
Tuesday AM	Intro and Trial Membership Report
Tuesday PM	Paying Memberships Report
Wednesday AM	Referral Source Report: 'Unassigned'
Wednesday PM	Membership Report
Thursday AM	Referral Source Report: 'Another Client'
Thursday PM	Referral Source Report: 'Website'
Friday AM	Membership Report: 'Paid'
Friday PM	Membership Report: 'Intro and Trial'

3. **Can clients on the monthly membership can never have the sharing pricing options with another client? (Yes or No)**
   No.

4. **How do you transfer classes to another client if the client is on shared pricing? (7 steps)**
   1. Go to gifting client's profile
   2. Click on 'Purchases'
   3. Click the sale ID of the package the client wants to share or give away
   4. Click on 'Edit Sale'
   5. Look up receiving client's name
   6. Click on client's name
   7. Click on 'Update'

5. **What are the three main areas of cleaning on the CSR daily tasks list?**
   The studio, bathrooms and reception areas.