Stage Six
Maturity Model©

	Stage One Creating a profitable and impactful business	**Stage Two** Developing a franchisable business	**Stage Three** Creating the franchise system	**Stage Four** Executing the franchise locally	**Stage Five** Executing the franchise nationally	**Stage Six** Expanding globally
Dimension 1: Social Impact Social Impact is defined as the effect the enterprise has on the well being of the community. It is measured according to the number of direct beneficiaries (i.e. customers) and standard metrics used to track progress against United Nations (UN) Sustainable Development Goals (SDGs). The goal is to achieve exponential growth in social impact over time.	Enterprise has demonstrated that it generates social impact.	Enterprise's impact increases in proportion to number of locations it operates (i.e., impact is replicable).	Enterprise has established a practice where impact is sustained through existing locations.	Franchisees have successfully emulated these social impact practices and impact grows in proportion to the number of locations.	Franchisees' impact grows in each location (as brand gains national traction) and nationally in proportion to number of locations (market penetration).	Franchisees' impact is growing at an exponential rate nationally as the brand continues to grow and is expanding beyond borders in proportion to the number of locations opened in new countries.
Dimension 2: Economic Impact Economic Impact is defined as the effect the enterprise has on reducing poverty and inequalities in wealth distribution. It is measured in terms of the quantity and quality of income generating opportunities a franchise creates for people in their own local communities, and the equitable distribution of those opportunities (e.g. gender, race, religion, age). The goal is to achieve exponential growth in job creation and wealth generation for people that otherwise would not have access to secure and dignified sources of income.	If Enterprise requires additional employees to run the business, they attempt to fill positions with local talent and create job opportunities for people in the community.	Enterprise is able to successfully operate multiple locations using local talent and creates an increasing number of jobs for people in the community. The Enterprise has demonstrated a commitment to equality when making employment decisions (e.g., willingness to employ women).	Enterprise hires additional employees to assist with operating the franchise business and establishes a franchise inclusion policy that the Franchisor subscribes to and recommends to franchisees.	Enterprise has created a growing number of local business owners (franchisees) with increasing diversity in backgrounds (gender, race, religion, age, etc.), proportional to scale. Business owners should be earning increasingly higher incomes as their business grows. Enterprise has created a growing number of jobs that pay a living wage through franchisee employees.	Enterprise has created a growing number of local business owners (franchisees) at the national level with increasing diversity in backgrounds (gender, race, religion, age, etc.), proportional to scale. Business owners should be earning increasingly higher incomes as their business grows. Enterprise has created a growing number of jobs through franchisee employees.	Enterprise has created a growing number of local business owners (franchisees) at the global level with increasing diversity in backgrounds (gender, race, religion, age, etc.), proportional to scale. Business owners should be earning increasingly higher incomes as their business grows. Enterprise has created a growing number of jobs through franchisee employees.
Dimension 3: Scale Scale is defined as the extent to which the enterprise is replicated relative to the market opportunity. It is measured as the number of locations that are successfully operating (i.e. delivering socially impactful products and services). The goal is to achieve exponential growth of franchise locations in multiple markets around the globe over time.	Enterprise has one location.	Enterprise has more than one location.	Enterprise has operated and maintained more than one location and has developed a franchise system.	Enterprise has established a critical mass of franchise locations (single unit and/or multiple unit owners) required to achieve local market penetration and brand awareness.	Enterprise has multiple franchise location throughout the country (single unit and/or multiple unit owners) with a low annual turnover rate (defined as below regional and industry average).	Enterprise has multiple franchise locations (single unit and/or multiple unit owners) with a low annual turnover rate (defined as below regional and industry average) and has locations in more than one country.
Dimension 4: Financial Sustainability Financial sustainability is defined as the ability of the franchisor to sustain its operations over time without compromising on quality. It is measured according to amount of revenue a franchisor generates relative to the costs of maintaining brand standards and the long term reliability of the revenue source. The goal is to become increasingly commercialized and less reliant on grant financing over time.	Enterprise has become profitable.	Enterprise has multiple locations (that they own) that have all become profitable.	Enterprise's own locations continue to generate profit for the Enterprise, and it has raised sufficient growth capital and identified a revenue source through franchising.	Franchisor is able to generate sufficient revenue from franchisees to cover the cost of supporting them. Franchisor is able to generate 50% or more of its revenue through commercial streams.	Franchisor is able to generate sufficient revenue from franchisees to cover the cost of supporting them. Franchisor is able to generate 75% or more of its revenue through commercial streams (grant financing may still be desirable, for example as a way to subsidize costs for lower income groups, but not necessary to maintain operations).	Franchisor is able to generate sufficient revenue from franchisees to cover the cost of supporting them. Franchisor is able to generate 100% of its revenue through commercial streams (grant financing may still be desirable, for example as a way to subsidize costs for lower income groups, but not necessary to maintain operations).