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## THE INSIDE STORY

How Garolla's franchise model is dominating the industry



**FORCES TO  
FRANCHISEE**  
Ex-military personnel are a perfect fit for franchising

**PARTNERS  
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Award winning couple say franchising changed their lives

**DUE  
DILIGENCE**  
7 questions to ask a franchisor before you invest

**POWERBRANDS**

**HOMECARE  
& PROPERTY  
MAINTENANCE**

**17-PAGE SPECIAL**

**PAGE 46 FLEXIBLE  
WORKING**

Franchises offer proven opportunities for women

**PAGE 85 TEACHING  
FRANCHISES**

This could be the best lesson you'll ever learn

**PAGE 88 YOUNG  
GUNS**

Why millennials make good franchisees

**Name of franchise:** Hybrid Fitness  
**Established:** 2018  
**Number of franchised outlets:** 2  
**Location of units:** London & Loughborough  
**Investment range:** £100k to £400k  
**Minimum required capital:** £100k



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M: 07824 880273

W: [muffinbreak.co.uk](http://muffinbreak.co.uk)



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KAREEMAA MUSA, SUBWAY® FRANCHISE OWNER



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# FROM THE EDITOR



**T**his issue's special Powerbrands feature focuses on one of the biggest sectors in the British franchising industry - property services.

Property maintenance and homecare franchises offer both hands-on and management opportunities in a range of markets - from cleaning and electrical maintenance to major renovation and disaster restoration.

They cover a wide range of investment levels and offer a proven way to run your own business using the systems, know-how and knowledge of experienced franchisors, which once your franchise is up and running, provide back up and support in abundance.

In recent years, the trend to 'improve rather than move' has meant kitchen, bathroom and garden makeovers have increased in popularity, with many people spending five figure sums on such projects.

And as long as pipes leak and dust and dirt gathers, franchise businesses offering professional repair and maintenance services will continue to be in demand. While this demand has created fierce competition in this sector, franchisees have the edge in many cases when it comes to training, high levels of workmanship and first class customer service skills.

This fact was underlined in a survey of 9,000 customers by Drain Doctor - featured in our Powerbrands pages - which revealed that contractors affiliated with a national franchise were preferred by a 2:1 margin.



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Also in this issue is a preview of a new event that's been billed as the first large-scale conference and exhibition in the UK dedicated to women in business.

Taking place at the Farnborough International Exhibition & Conference Centre in Hampshire on October 16-17, visitors to the Women in Business EXPO will be able to meet a range of franchisors eager to recruit UK franchisees and hear from a first class line up of speakers from the industry. Inspiration will also come from keynote speakers Karren Brady and Michelle Mone.

The team who brings you What Franchise will be at the event with our new publication aimed specifically at women who want to know more about franchising and the opportunities on offer. Stop by the stand and pick up your free copy.

In addition to our print publications, what-franchise.com is a useful resource if you're considering investing in a franchise. As well as our Franchises For Sale section, that's searchable by investment level, sector and region, you can download our Powerbrands reports on other popular franchise markets, including care and elderly and food and drink, along with back issues of the magazine, for free. It's well worth a visit.

*Jeff James*

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# Social enterprise

Wiltshire Farm Foods seeks to make a difference to the lives of older people



**F**or over 25 years, Wiltshire Farm Foods has been delivering delicious and nutritious frozen ready meals that are easy to prepare and delivered direct to the freezer.

Using a highly successful franchising model based around good old fashioned service, the company seeks to make a difference to the lives of the older population, helping them retain their independence while living in their own homes.

For many of these customers, the drivers and office staff are sometimes the only people they see or speak to from one day to the next and the importance of this relationship is key to the success of Wiltshire Farm Foods.

## STRONG PROVEN RETURNS

With a turnover in excess of £100 million, Wiltshire Farm Foods is the UK's leading home delivery food franchisor, with a network of over 80 franchise partners owning non-competing territories.

Buying a Wiltshire Farm Foods franchise provides strong proven returns. All territories come with an established customer base, allowing franchise partners to make money

from day one. The brand is owned by apetito UK, the leading provider of meals to the health and social care sector, which has seen sales and profit growth every year in the last 20 years.

## A WAY OF GIVING BACK

Wiltshire Farm Foods operates in the fastest growing demographic sector in the UK, giving massive growth potential. However, franchising with Wiltshire Farm Foods is more than a guaranteed business model - it's a social enterprise and a way of giving back.

The company is also dedicated to operating in a way that is both ethical and sustainable through being a member of the Ethical Trading Initiative and a supporter of British food and farming industries, using sustainable ingredients where possible.

Ian Stone, Wiltshire Farm Foods managing director, says: "We're driven by a commitment to produce great food and doing business in a way that respects people, the environment and the wider community.

"As a business, we're proud to have won numerous awards for the work we do to support our communities, including the 2019 British Franchise Association Social Enterprise Award and two Queen's Awards for Enterprise."

## BECOMING A FRANCHISE PARTNER

Setting up a Wiltshire Farm Foods franchise couldn't be easier, taking as little as 13 weeks to get everything in place. Establishing a true partnership from day one, you're given the freedom to run your own business, but with the support of a highly successful



## AT A GLANCE WILTSHIRE FARM FOODS

**Established:** 1991

**Number of franchised outlets:** 84

**Location of units:** UK

**Investment range:** for an average sized franchise, you would typically need £150,000 in personal funds, plus a business loan to purchase the business and all necessary assets

**Contact:** 01225 617403

[franchise.wiltshirefarmfoods.com](http://franchise.wiltshirefarmfoods.com)

**"We're proud to have won numerous awards for the work we do to support our communities"**



and long established franchisor.

Franchise partners are offered a tailored start-up plan and are supported by a dedicated implementation team, who offer support in developing the skills and knowledge needed to be successful.

Moving forward, each franchise is supported by a dedicated business partner, who will assist in implementing your business plan. They provide commercial and financial support, training and share best practice from across the franchise network.

In addition to commercial support, franchise partners are provided with a multi million pound marketing support package, including national TV and press coverage. Through the Wiltshire Farm Foods marketing team, you will also have access to a full range of marketing literature, including a twice yearly brochure, ecommerce and digital support, plus many more tools to support your target audience.

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## LIFESTYLE



# Living their dream

Barking Mad franchisees Elaine and John Warburton have gone to the dogs for the past five years - and they wouldn't have it any other way

WORDS BY TONY JAMES



#### THE AUTHOR

An award winning journalist and author, Tony James specialises in business and sport

**J**ohn Warburton, an ex-marketing director, is finally free of being what he called a “wage slave commuter”, while his wife Elaine, eight years a police officer, now has a fulfilling career that has helped her conquer the depression that shadowed her life for 20 years.

“It’s not a job, it’s a way of life,” is how Elaine describes the award winning Barking Mad home from home dog care franchise she and John run in Fife and Kinross. “We are living a dream. We love dogs and we love the lifestyle the business gives us. What more could you want?”

#### Heart warming bonus

Even so, winning the Lifestyle category at this year’s British Franchise Association HSBC Franchise of the Year Awards - for showing exceptional business acumen over the past 12 months - has proved to be a heart warming bonus.

“It was just one more way Barking Mad has changed our lives,” John says. “Taking on the franchise was the best decision we have ever made.”

You can see what he means. It’s been calculated that Britons will be spending £2.1 billion a year on their dogs by 2023 and with nearly

a quarter of all households owning one, dog care is a burgeoning non-seasonal business that has an increasingly profitable track record. It’s claimed that over half of owners would rather cut back on money they spend on themselves, rather than deny their pets.

#### Trailblazing brand

Pioneers of a new concept of doggy holidays, Barking Mad’s network of over 80 franchisees recruit carefully selected ‘host families’, who look after customers’ dogs in their own homes when the owners are away. The company has arranged over 100,000 dog holidays and its mantra is that a happy dog invariably means a happy holiday for the owner.

It’s been a winning formula for 19 years, proved by numerous awards and five star ratings from thousands of customer reviews. The professional, tailor made dog sitting service, which is an alternative to kennels, was launched in 2000 and became a franchise in 2002 after



## “Taking on the franchise was the best decision we have ever made”

“A friend told us there was an opportunity to take over the Fife and Kinross Barking Mad franchise, but when I broached the idea with John at first he wasn’t too

together on something we loved and make sure we delivered the best possible experience for every dog that holidayed with us.

“The great thing about Barking Mad is that it’s a wonderful alternative to kennels, where dogs are rarely given one to one attention and owners often feel guilty about jetting off on holiday and leaving their pet behind. But with a Barking Mad host, pets have a super holiday too.”

Lee Dancy, the company’s founder, needed someone to look after her Dalmatian puppy while the family went on holiday to America.

Based in Kirkby Lonsdale, Lancashire, Barking Mad has since won awards for business growth, innovation and brand leadership. A franchise costs around £15,000 and includes a week’s hands on training and ongoing head office support and guidance.

Since 2016, Barking Mad has been part of multi brand franchisor Franchise Brands, which has a network of 450 franchises in 12 countries.

The secret of Barking Mad’s success? “I put it down to the strength of the brand and our dedication to providing first class customer service, systems and processes,” managing director Rachel Stewart says. “The expert support and investment we receive from being part of the larger Franchise Brands plc Group also sets us apart and empowers us to succeed.”

### At a crossroads

John and Elaine were at a crossroads in their lives in 2014. John had been made redundant and Elaine decided that at 43 it was time to hang up her Lycra as a busy personal trainer and fitness instructor.

“I was holding 17 fitness classes a week and my body just couldn’t keep up like it used to,” she remembers.

sure. He said we knew nothing about franchising and running our own business would be a heavy responsibility. But he admitted it was pretty exciting too and was soon as enthusiastic as me. After all, who doesn’t want to be their own boss?

“But what really swung it was that we were both mad about dogs. We have six of our own, plus two cats, two guinea pigs and two rabbits. It seemed a wonderful chance for John and I to work

### Flexible lifestyle

Another plus was that the franchise would give Elaine and John the flexible lifestyle they were seeking, so they could enjoy family life with their 15-year-old daughter Emily.

And as John points out: “The fact we were buying an established territory was also another deciding factor, as we were new to running the business and wouldn’t have to be starting from scratch. Another



## 5 STEPS TO CHOOSING THE RIGHT FRANCHISE

**Award winning franchisees Elaine and John Warburton offer these tips for success:**

**1** Pick something you're really passionate about and not just something you think will make a fast buck.

**2** When you consider a franchise, work out exactly what you expect from it - money, independence, flexibility, work/lifestyle balance, etc. Do you want something that will be seasonal, part time or a big earner?

**3** Be cautious. Do your homework on a prospective franchisor. Check its financial history, talk to existing franchisees and get qualified advice on the franchise agreement. Does it belong to industry associations such as the British Franchise Association?

**4** Carefully research possible sectors on the internet and with appropriate trade associations. Would you be entering a booming, stagnating or shrinking market?

**5** Assess your financial situation. What can you afford? How much are you prepared to borrow? Work out the possible income your franchise will generate.

decider was that full training and support was provided and there were tried and tested operating procedures."

After initial training, Barking Mad's experts work closely with a new franchisee for six months. Other training includes business planning, dog behaviour, marketing/PR, social media and emarketing, sales techniques, accounting, administration and customer service.

### The perfect host

Elaine and John agree that a vital part of Barking Mad's success is



**"We have grown the franchise by 300 per cent, which has been a great success for us"**



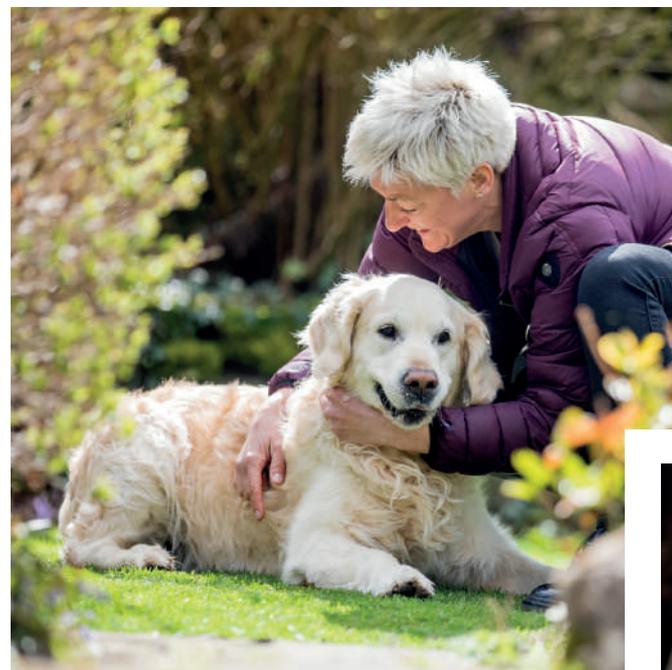
matching dogs to their holiday hosts and they go to extraordinary lengths to get this right.

"Elaine will spend a couple of hours with a new customer and get to know everything about the dog, its likes and dislikes and its home life," John says. "The information is compiled in a detailed pet schedule that goes to the hosts, so they know exactly how to treat the dog and what to expect."

Elaine adds: "I'm almost like a Blind Date presenter. Finding a host who will love and care for someone else's dog as they would their own takes a lot of time and care. But luckily our hosts are made up of wonderful people from all walks of life, who love dogs but for one reason or another no longer own one."

In fact, Elaine's parents regularly host dogs for their daughter. And the majority of Barking Mad hosts are retired people who are still active and enjoy the companionship of a dog.

"Many live on their own and love having a dog to talk to and take on walks," Elaine says. "It's also an opportunity to meet people -



dog walkers are usually a friendly bunch."

She says many of the younger hosts are teachers who enjoy having a dog in the house during the school holidays.

"The first thing I ask when interviewing a potential new host

## HOW TO RUN A BUSINESS AND STAY MARRIED

Elaine and John Warburton have run their Barking Mad franchise since 2014. Here's their recipe for marital harmony:

**1** Play to your differing strengths. We have different backgrounds and skill sets and there are clear lines of demarcation. We depend on

each other and that's good.

**2** Give your partner space. We share an office, but are rarely in it at the same time. When we are, it's nice to chat.

**3** Set clear rules of operation and trust each other to do a good job.

**4** Create a line between business and married time. We turn off the phones on Thursday evening and have uninterrupted 'us' time.

**5** Have respect for each other. Set boundaries and don't leave work in a temper. Get over it and move on.



is not what size or breed they want, but what would they enjoy most about having a dog," Elaine says. "For instance, they might have a bit of arthritis and couldn't manage an ultra active Yorkshire Terrier, but would be fine with a retired greyhound that is happy to walk calmly by their side. It's all about making sure dog and host are happy with each other.

"It's a win-win for everyone involved. The dogs are thrilled to explore a new environment and the hosts get to experience the joy of having a pet without the long term commitment."

### Positive transformation

John and Elaine agree that Barking Mad has transformed their lives.

"I was 20 years in marketing and had become a wage slave," John explains. "I was away from home from seven in the morning until seven at night and was often away travelling and not seeing enough of my family and friends."

All this changed when he

joined Elaine in the Barking Mad franchise.

"Having been made redundant twice in the course of a year, we didn't seem to have control, but now with Barking Mad we are in charge of our own future and it's not just a job," John says. "After five years, we have grown the franchise by 300 per cent, which has been a great success for us, greatly helped by the support we receive from head office."

Elaine has no doubt about her major life changer: "I'm with my dogs all the time, which is a massive tick in the box. If I had to do the same again, I would do so 100 per cent. The only difference is that I would have taken on the franchise a lot earlier.

"The dogs are one of the biggest influences in our lives - they connect us with the extended family we've made. I've got the best job in the world. I don't think of what I do as work - it's just continual pleasure."

### Beating depression

But she says the greatest transformation has come from the way her new lifestyle has helped beat the depression that had clouded her life since the end of her first marriage in 1994.

"I have always used exercise to help treat my depression and the happy and active life we have with our dogs and Barking Mad has helped boost my mood in ways I could never have imagined," Elaine says. "It's been amazing therapy for me.

"The dogs keep me on an even keel and the effect of this is that my anti depressant medication is the lowest it's been in a long time. I'm in a much better frame of mind these days."

It's a far cry from the time

in her mid-twenties when her depression was so severe that Elaine was unable to get out of bed. Later, she treated her condition with a mixture of natural and conventional medicine and health and fitness regimes.

Leaving the police in 2008, she became a personal trainer and fitness instructor until 2014 when, fortuitously, Barking Mad came into her life - and things were never the same again.

Elaine and John love the flexibility of running their franchise. On a sunny day, they can take their six dogs out on the hills, knowing they can catch up on work in the evening. "Work and home activities slot into each other," John says.

This is confirmed by Barking Mad, which provides details of an average day for the guidance of new franchisees. Some days are spent working from home, while others will involve driving to deliver or collect dogs, meeting local contacts such as vets, dog walkers and dog groomers and networking with potential clients over a cup of tea or coffee or at shopping centre promotions.

They will also meet up with hosts and even organise lunches and group walks. It's essential to be out and about, making connections with new customers and recruiting new hosts.

"Every day is different, with a new challenge and new rewards," Elaine confirms. Looking back on the past five years, she says: "We believe that Barking Mad has changed our lives. It certainly has mine, having such a positive impact on my mental health.

"We just hope that others will be inspired to follow their dreams like we did."

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**Carl Whitehead**

TaxAssist Accountants Business Owner Long Eaton

# Up for grabs

Part of the grab and go sector, things are changing at Auntie Anne's, the brand known for its sweet and savoury pretzels

**A** shopping centre is traditionally where you might find an Auntie Anne's, but as times change and consumer buying habits evolve, there's no doubt brands need to evolve with the times and go where the customers are.

Auntie Anne's is the world's largest soft pretzel brand. Its pretzels are handcrafted at each store, freshly baked and sold within 30 minutes to guarantee freshness. There are over 1,800 stores around the world in more than 25 countries. In the UK, there are 39 Auntie Anne's stores in operation - and the company has big growth plans.

Its growth plans still include shopping centres, but only those that remain resilient to the steady decline in footfall the market is generally seeing. Aside from this, there are a number of other options Auntie Anne's is focusing on:

## HIGH STREET

Within busy town or city centres, Auntie Anne's is looking to open outlets within small shop units, especially in tourist led locations. The company is on course to open two stores in well known tourist areas before the end of the year, providing an opportunity to serve customers who recognise the brand from other countries while they're visiting the UK.

## CAFÉ STYLE

Auntie Anne's is also looking at larger coffee shop style units, where customers can sit and relax with premium coffee and enjoy freshly

**“Pretzels are handcrafted at each store, freshly baked and sold within 30 minutes to guarantee freshness”**

baked pretzels, along with other products straight from the oven.

The company's full product line up would be available in stores like this, including pretzel based breakfast buns, sandwiches, pizzas and other freshly baked items.

## MOBILE OPTION

So Auntie Anne's can tap into the outdoor shopping park and designer outlet sectors, it will soon be launching its first store in a converted shipping container.

A full store set up that can be placed anywhere outdoors, these not only look modern and sleek, they're flexible too. If anything changes in the location, for example footfall drops because a walkway or unit closes, Auntie Anne's can move the store to somewhere more suitable.

The company is also looking at food trucks for entertainment and sports venues and would be interested to talk to anyone with an existing food truck business looking to expand.

Auntie Anne's proven business



## AT A GLANCE AUNTIE ANNE'S

Established: 1988

Number of franchised outlets: 38

Location of units: UK wide

Investment range: £145,000-£180,000

Minimum required capital: £40,000

URL: [auntieannesfranchising.co.uk](http://auntieannesfranchising.co.uk)

Contact: Victoria Gale.  
[franchising@auntieannes.co.uk](mailto:franchising@auntieannes.co.uk)



model and the ability it has to create varied products means it has the ability to not only cater for various customers at different times of the day, it has the capacity to adapt stores to go where its customers are.

The company is keen to hear from prospects anywhere in the country, but especially in Scotland, the south west and north east.

# Time to give back

Andrew Goldberg reveals what it's really like to own an ActionCOACH franchise for a decade



**A**ndrew Goldberg explains: "I had started up a sales consultancy on my own, but had trouble thinking up how it was going to work; there was far too much leg-work involved in setting up

website, systems, etc. I liked the idea of franchising because all of that was done for me and I could feel confident I was delivering on a system that was proven to work."

He admits he was apprehensive at first. "I was worried there would be a limited market for ActionCOACH in my local area in Scotland,"

Andrew says, "and that I would not be able to sell it. My greatest anxiety was about what would happen to me, my family, my house, etc if I was unable to make the business work. I had no back-up plan or personal financial savings."

That was in 2010. Since then Andrew has consistently built his client base, with a monthly income now in excess of £30,000 and one of the highest client retention rates across the national ActionCOACH network of franchisees.

He credits the support and mentoring on offer as crucial to his success: "The franchise partner training at the start was exceptional, even life changing."

"Initially, I found sales a challenge, because despite the excellent training I received, I



## AT A GLANCE ACTIONCOACH

**Established:** 1993 in Australia. 2001 in UK

**Number of franchised outlets:** 240 in UK

**Location of units:** UK-wide

**Investment range:** £69,000

**Minimum required capital:** £20,000

### Contact:

If you want to build a business with scalability and longevity and you're the kind of person who:

- A. Loves learning and developing yourself;
- B. Has enjoyed success in your career or sport; and
- C. Is willing to invest if they see substantial returns can be made...

**Then find out more by watching the overview video at [actioncoach.co.uk/overview](http://actioncoach.co.uk/overview)**

didn't break my own habits and reverted back to traditional 'selling', which doesn't work in ActionCOACH. I also had a challenge retaining clients at the start, because I found it difficult to understand the concept that it's okay for me to tell my clients what to do and be tough on them."

It's fair to say Andrew took the lessons on board. Now achieving a comfortable quarter of a million pound annual turnover, he is enjoying the fruits of his labour and has more time to focus on his community interests and his family.

Andrew says: "ActionCOACH has enabled me to grow and develop both professionally and personally and I am much happier and more satisfied as a result. Because I rarely travel, I'm able to spend much more time with my family. I set up my office a four-minute walk from my home and have now got my business to a point where I rarely work evenings or weekends. I am home by 5:30pm most evenings."

"I also have the financial stability I was seeking. I have made more money with ActionCOACH than I have ever made in any other career."

## THE APPEAL OF BUSINESS COACHING

Andrew started looking around for a franchise that would utilise his existing skills and, once he'd discovered ActionCOACH's values, he was eager to find out more.



Andrew and his wife Lorna can now give back time and money to their local ice hockey team

“At the beginning, being my own boss and the potential to make some real money were the main factors in my search,” My previous experience working within different businesses gave me the opportunity to see the benefits a business coach can bring to a company.”

Andrew arranged to meet with ActionCOACH to decide whether the franchise was the right fit for him. After the meeting, he went home to conduct his due diligence by speaking to other Action Coaches and doing more in-depth research. Andrew took his wife with him for the second meeting and they both agreed this was the right opportunity for him.

## GETTING FIT FOR BUSINESS

In April 2010, Andrew embarked on his journey to ActionCOACH University.

“I flew out with very little expectation, but once I arrived I knew it was going to be a huge learning curve,” he says. “The main

**“I may have my own business as an Action Coach, but I know I’m not on my own”**

objective of the training is to learn about the general principles for coaching someone to support business growth - we use these to grow our own franchise and our clients’ businesses too.

“There was a heavy focus on thinking and behaving like a coach to prepare us for when it was time to launch our franchise. It was intense but, honestly, it just got me excited to get going.

“Landing back in the UK, I’d completely changed my way of thinking about business after learning about the systems and processes available to take my own franchise to the next level.

“While the first couple of years in business brought similar challenges faced by many business owners, I appreciated the advice on hand



The fulfilment of helping his clients achieve incredible growth

from the UK and global support teams plus the other franchise partners. I may have my own business as an Action Coach, but I know I’m not on my own.”

## BUILDING A PROFITABLE BUSINESS

Since then, Andrew’s business has gone from strength to strength and so have those of his clients. One in particular, a kitchen company, went from two stores each turning over £1 million a year to franchising their business and expanding to 14 stores, each achieving the same impressive turnover.

“I’ve currently got 14 clients for both group and one-to-one coaching,” Andrew says. “For the foreseeable future, I’m focusing on taking my business to the next level and the best way to do that is by helping my clients to succeed and impacting even more people in the surrounding communities of those businesses.”

Andrew also has the opportunity to take part in ActionCOACH events throughout the year. With events such as the Business Excellence Forum and over 70 days of support available, all franchise partners have the opportunity to get more out of their business.

“We’re constantly learning new things,” Andrew says. “Once a quarter we have a member of the UK support team travel to Scotland

to hold a meeting - all of us Action Coaches up here attend. We get training on different aspects of business, but it’s also our chance to share best practice, helping one another wherever we can.

“On a more personal level, the days out ActionCOACH organises are great. Fun is one of our 14 Points of Culture, so it’s important we practise what we preach. We watch major sporting events and go white water rafting with Olympic gold medal winners. It brings the network together and that’s great for each of our individual businesses too.”

## LOOKING TO THE FUTURE

Andrew’s participation and consistent monthly client income of over £30,000 qualify him to apply to become a global trainer and Andrew is keen to give back further in that role.

With his 10-year anniversary approaching, Andrew has a chance to reflect on his journey so far.

“I’ve never been part of an organisation that puts so much emphasis on the importance of education,” he says. “We have the systems and it’s up to us to teach them to our clients. I’m in a privileged position to improve other people’s lives, not just business owners, but their families and employees too.”

# Get your career in shape

Hybrid Fitness has opportunities throughout the UK for area and single site franchisees

**B**outique, focused fitness studios are the antidote to the huge 'open all hours' impersonal gyms. The boutique experience is intimate, it's trendy, fun, intense and you come out feeling like you performed at your peak with a little bit of euphoria you can carry with you for the rest of your day.

Hybrid Fitness is passionate about everything fitness and wants others to experience the same fun workouts and results driven training the company delivers to all its clients. It believes the benefits are endless, so has created a unique blend of facilities to cater for all.

## TAILOR MADE

You have the ability to tailor your own club to compete in your local market by working with Hybrid Fitness to build a unique club and experience for your members.

The company offers a combination of gym and specialist studios, such as its strength and conditioning studio, which is second to none when it comes to performance training and intense workouts, and the yoga studio, which offers the very best instructors delivering both hot and cold yoga classes.

Hybrid Fitness' boutique studio appeals to committed exercisers and fitness fanatics. Unlike exercisers who join after a New Year's resolution and taper off within a few months, boutique customers exercise multiple times per week.

## BUSINESS MODEL

Hybrid Fitness has opportunities throughout the UK for area and single site franchisees to start their own business with the guidance and support of the company's established brand and proven business model. Its business model and system of operation are based on over 20 years of experience.

While Hybrid Fitness offers both boutique studios and leading gym facilities, the company recognises that no two markets are the same. As such, it works with franchise partners closely to develop clubs specific to the dynamics of their market.



## AT A GLANCE HYBRID FITNESS

**Established:**  
2018

**Number of franchised outlets:** 2

**Location of units:** London and Loughborough

**Investment range:** £100,000-£400,000

**Minimum required capital:** £100,000

**Contact:** Matt Payne. 07824 512191. matt@hybrid-fit.co.uk

[hybrid-fit.co.uk](http://hybrid-fit.co.uk)

**“Hybrid Fitness offers both boutique studios and leading gym facilities”**

## FRANCHISE BENEFITS

- Flexible club designs. Hybrid Fitness offers flexible club designs, allowing a wide range of possible venues to be used. Club sizes vary from 3,000 sq ft up to 10,000 sq ft and more.
- Low start-up costs. Without sacrificing quality, Hybrid Fitness aggressively seeks out the lowest prices for all items needed to establish its clubs.

**Training.** Hybrid Fitness' comprehensive training programme begins the day a master franchisee comes on board and includes initial franchise training at both the company's London head office and at the franchise partner's location.

- Initial and ongoing support. Hybrid Fitness' support sets it apart from other brands in the fitness industry. The support team, aided by a specialised accounting

software package, helps franchise partners track key performance indicators, solve operational challenges and boost performance.



POWERBRANDS

# HOMECARE & PROPERTY MAINTENANCE

PROVEN MANAGEMENT AND  
HANDS-ON OPPORTUNITIES  
THAT ARE IN DEMAND



# HOT PROPERTY

Customer demand is strong for franchise companies operating in the homecare and property maintenance sector

WORDS BY LINDA WHITNEY



**THE AUTHOR**

Linda Whitney writes about franchising for the Daily Mail, What Franchise and many other publications

**H**ere's a certainty: you will have to spend money on home renovation and maintenance. The lights will fuse for no apparent reason, the drains will need unblocking the day before you go on holiday and you'll look at your kitchen in October and decide you can't possibly leave it as it is, what with the family coming for Christmas.

Even renters commonly have to get the oven professionally cleaned before moving out. It's all good news for property services franchises.

British Franchise Association research shows that property services is the third biggest franchise sector. One in every eight franchise units (about 920) are part of property services franchises.

Services range from cleaning, drain clearing, electrical maintenance, kitchen refurbishment and ventilation to full-scale renovation and disaster restoration.

Franchises include mobile businesses, where franchisees do the practical work themselves and may later expand to employ

technicians. Typically, they suit people who already have, or can learn, the practical skills, but who also have customer service skills.

There are also many management franchises, where owners manage teams of specialists who carry out the practical work. Rather than practical skills, franchisees need project, team management and sales skills.

Before deciding on which franchise to go for, research the market for their services.

**RENOVATIONS AND MAKEOVERS**

Homebuyers often tear out old kitchens and bathrooms and replace them with new - a boon to franchises that manage the design and installation of them. Nevertheless, HMRC statistics show that residential property transactions have declined by 12.4 per cent since July 2018, so this source of business will have shrunk.

However, the number of homeowners choosing to improve rather than move has risen fivefold

since 2013. In the last five years, the numbers rose from three per cent to 15 per cent of UK households - a total of four million. These figures come from the 2018 Home Renovations and Extensions report from insurance company Hiscox, which is full of useful information if you're considering a property sector franchise.

Many of these projects are more than cosmetic makeovers. Hiscox found that planning permission requests from homeowners rose 29 per cent in the 10 years to 2017. In the London boroughs of Redbridge and Harrow, one in 28 households

**3 MOST POPULAR RENOVATION PROJECTS**

Choosing a franchise that addresses the most popular household renovation projects may give you a higher chance of success. The top three areas where homeowners were undertaking or planning work in 2017 were:

- 1 The bathroom (54 per cent).
- 2 The kitchen (51 per cent).
- 3 The garden (29 per cent).

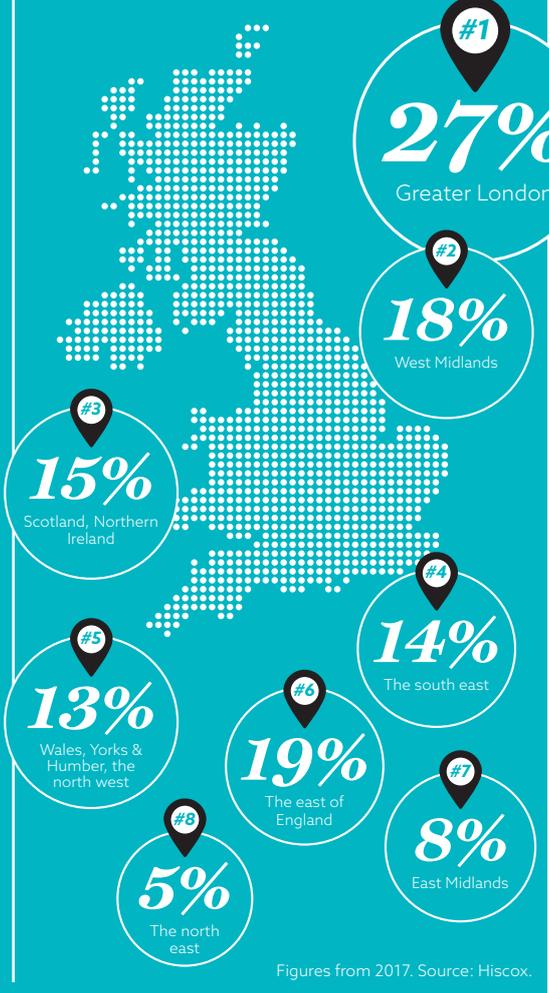
Special mention: loft extensions. Planning applications for loft extensions increased by 114 per cent between 2008 and 2017 and were the number one reason for the growth in domestic planning applications.

Source: Hiscox.

***"A study of 9,000 customers showed that contractors affiliated with a national franchise were preferred by a 2:1 margin"***

RENOVATION HOT SPOTS

UK areas where homeowners are deciding to renovate rather than move:



Figures from 2017. Source: Hiscox.



made an application. Outside London, St Albans led the way at one in 34, then Uttlesford in Essex and Elmbridge in Surrey (both one in 35). Weymouth and South Ayrshire brought up the rear: only one in 700 households submitted planning applications in 2017.

MONEY TO BE MADE

Hiscox reports that in 2017 renovators with work underway or in the pipeline were working to a budget of around £16,100 for each project, although one in five expected to invest upwards of £25,000.

However, overspends and delays in project completions are rife. Two in five people who had completed projects said they overshot their original budget by an average of 20 per cent -

equal to over £3,200. Over a third of past home improvers (35 per cent) experienced delays in project completion averaging three months.

No wonder the stress of 'having the builders in' is a regular topic of conversation. Figures quoted by Refresh Renovations, a New Zealand franchise that launched in the UK two years ago, show that in New Zealand, which has a similar culture to the UK, 31 per cent of renovation projects result in a dispute.

These are not just rows about the colour of the bathroom. Vincent Smith, UK general manager at Refresh Renovations, says: "Often disputes are caused by a lack of understanding between clients and builders about what's wanted, dissatisfaction with the work and time and cost overruns. Figures also show that about 30 per cent of renovation costs are wasted because of poor upfront planning and lack of project management."

Refresh Renovations provides a project management service for domestic renovations, working with clients for a fixed fee to a set timeline.

Vincent adds: "Our franchisees do not need construction sector experience or a desire to



**Simon Herbert**

**"I hope to expand further into new territories"**



## Kelley Malcher

### “I loved doing up houses. Now it’s my business”

Kelley Malcher, from Woking, Surrey, says: “I have renovated three of my own properties and enjoyed planning the projects and coordinating the teams doing the work, so when I wanted my own business I looked at the property renovation sector.

“My previous jobs had given me people and project management skills and experience in liaising with customers. In my last job I was project managing web developers, so it was not a big jump to manage teams of builders.”

Because she lacked experience in running a business, Kelley decided to invest in a franchise and chose Refresh Renovations. Now she manages client’s projects such as home extensions, loft conversions, kitchen redesigns or bathroom refits. Since launch 18 months ago, she has managed 11 projects and won some repeat business.

“My own experience of builders not sticking to quotes or overrunning and sometimes delivering poor quality work made me determined to ensure my teams deliver quality results on time and on budget,” Kelley says.

Following up leads from the Refresh Renovations website, referrals and word of mouth recommendations, Kelley visits all potential clients and follows the Refresh five-stage design to build process, keeping the customers’ needs as the focus. She then manages the project, including planning, surveys, design and practical work.

“There is a relatively small cost for the planning stages in the Refresh process, but this enables us to spend the time needed organising each project properly, meaning that budgeting and timelines are more streamlined,” Kelley says. “Spending time up front planning sets us apart from most building companies.

“It’s a creative and rewarding business - it was in profit in year one - and for clients it makes renovation projects less stressful.”

be a builder, but they should have good people and process management skills and a customer focused attitude.”

### REPAIR AND MAINTENANCE FRANCHISES

People seem to be putting off getting their homes fixed, at least for now. Office for National Statistics figures show that there was a six per cent decline in private housing repair and maintenance during the period April to June 2019.

However, pipes will still leak, drains will get blocked, cleaning will always be required and electrical faults will need fixing, so demand for domestic repair and maintenance services is always there - and there are plenty of franchises that supply them.

Franchise businesses aim to sell their services on professionalism, looking to provide a combination of technical skills and customer care.

Philip Carr, managing director of Neighbourly UK, which owns six franchise brands, including Drain Doctor and Mr. Electric, says: “Our 250-plus franchisees serve millions of customers across the UK, from homeowners to landlords and housing associations. They look for trained, uniformed and well equipped services experts, who can provide exceptional work and customer service.”

If you want to start - or already have - a property maintenance business, a franchise can help you stand out, partly because an established franchise has a name that is already known, the franchise head office will provide national publicity for you and, in many cases, supply leads and appointments. Many have national contracts.

Branding is important. Drain Doctor says on its franchisee recruitment website that a study

of 9,000 customers showed that contractors affiliated with a national franchise were preferred by a 2:1 margin.

### WHAT TO CHECK

Rik Hellewell, founder and managing director of oven valeting franchise Ovenu, established for 25 years, says: “The growth in lettings has meant more business for us because landlords specify that ovens must be clean at the end of tenancies. But competition has increased, as less scrupulous operators undercut on price and quality.”

He advises people considering an oven cleaning franchise: “Check reviews from customers, check the services provided by the franchisor, research the history of the company and ensure it is well funded. Speak to existing franchisees and customers.”

After a career in the food industry, Simon Herbert chose an Ovenu oven valeting franchise, having used the company’s services in the past.

He says: “I learnt many skills in the food industry over the last 20 years, including IT, logistics and finance, which I can apply to this new venture. Franchising made sense, as I have never been in business before and the support of the brand and head office will help.”

Ovenu trains franchisees in its valeting process, which involves dismantling ovens and soaking parts in a tank of safe, non-caustic products for cleaning. It also provides head office marketing assistance and customer leads, leaving franchisees free to get on with the practical side of the business.

“I’m serving homes and businesses throughout Ashford, Kent and hope to grow the franchise and expand further into new territories,” Simon says.

**“Our franchisees do not need construction sector experience or a desire to be a builder”**



## Grant Bolger

**“Mr. Electric gave me the opportunity”**

Electrical engineer Grant Bolger launched his Mr. Electric franchise in Wakefield in April 2019. He had previously worked for an electrical power utility company and run his own electrical business, then worked in power and utilities companies, including the National Grid.

Grant says: “I had wanted to start up my own business again for a number of years. I knew I had the experience, commitment and enthusiasm to make it work and Mr. Electric gave me the opportunity.”

Mr. Electric is predominantly a management franchise that allows people with and without previous experience in the industry to direct the day to day running of the business, while qualified electrical professionals complete work for clients.

“Having run my own business previously, I am not daunted by the challenges, knowing I have the support, expertise and resource available from Mr. Electric owner Neighbourly and other Mr. Electric franchisees,” Grant says.



## Philip Carr

**“Customers look for trained, uniformed and well equipped services experts”**



## Metro Rod

**“You must be dedicated to teamwork”**

Tricia Craig started a franchise with drain care and repair services company Metro Rod in north east England with her ex-husband. Metro Rod franchisees manage teams of engineers, who provide plumbing services to domestic and business customers.

Tricia had worked in accounts and training with large companies and says: “I believed this would be a recession proof business, bringing together my skills in training, procedure writing, telephone complaints and customer service - and I could still care for my children.

“I can ask for guidance and advice if I need it, I get access to IT systems that I could not afford alone and we get work purely because of the Metro Rod name. I sell the reputation of Metro Rod to new clients, along with the guarantee that we have a network of franchises that can help if necessary.”

Metro Rod is not for you if you want easy money, according to Tricia. “You must be dedicated to teamwork,” she says. “I want to build Metro Rod up to be the first choice for drainage problems in the north east and to offer more people secure employment.”



### 7 THINGS FOUND DOWN DRAINS

You have to be ready for anything in the drainage business. Metro Rod reports the following discoveries:

- 1 A gun.
- 2 An England football shirt.
- 3 A litter of kittens.
- 4 An old tooth from Durham Cathedral.
- 5 A calculator.
- 6 A one metre long congealed mass of fat and wet wipes.
- 7 A 23-year-old packet of crisps.

# Producing powerful partnerships nationwide

How Garolla franchisees are creating the perfect work-life balance

**A** ready owners of one successful franchised business, David Wilkinson and Graeme Pogue decided to enter the garage door industry. Within five years, they would develop the UK's largest

roller garage door company.

Launched in 2014, Garolla has cultivated its own unique franchise model. Achieving phenomenal growth year on year, the company is continuously expanding across territories in the UK.



## AT A GLANCE GAROLLA

**Established:**  
2014

**Location of units:**  
across the UK

**Investment range:**  
£5,000

**Contact:** Colin Carmichael.  
0800 468 1982. colin@garolla.co.uk

## MOVING INTO A NEW INDUSTRY

Eager to replicate their unique franchise model in the garage door industry, Garolla became a franchised business in 2017.

“After disrupting one industry and creating a successful business from that, we searched for another marketplace that would allow us to push this success even further,” David says.

“We saw superb potential within this industry, where there was no other national competitor. Knowing that there was a relatively small window of opportunity, we had to





do something big and do it quickly.”

After a phenomenal uptake in 2018, Garolla had established itself as the largest retailer/installer of roller garage doors in the UK. Now halfway through 2019, those numbers have tripled, giving Garolla over 50 per cent coverage of the UK population.

### STRIVING FOR SUCCESS

Always looking to push himself and the company further, David's next target was to develop Garolla into the UK's largest manufacturer of roller shutter garage doors. In 2019, this was achieved.

So what's in store for Garolla for the rest of 2019? David answers:

“With continued effort and determination from our franchisees and head office staff, we fully expect to have over 80 per cent coverage of the UK by the end of the year.”

### WHAT DEFINES GAROLLA?

Offering an opportunity to work independently with industry leading support from head office, Garolla ensures customers receive a high quality product at a low price.

“We have a committed customer care department that operates seven days a week and we make sure potential franchisees have good customer service skills,” David says. “They must be willing to go that extra mile to maintain our reputation in the industry.”

As a Garolla franchisee, you will be given on-site training with live customers by the company's training fitters. Included within the franchise package is a first stock of essentials for your van and tool

kit. While in training, you receive flyers, business cards and workwear, making sure you're fully equipped for the best start possible.

Garolla also provides training for its own easy-to-use customer relationship management system. Here, you will place your orders and view your work calendar.

Another benefit of becoming a Garolla franchisee is the company's marketing departments, which target your specific area. Their teams will work closely with you to maximise the returns from your area.

Garolla's professionally trained sales team take care of booking appointments and specify your jobs into your online diary, leaving you to simply visit your customers, place orders and install new garage doors.

### BEING A FRANCHISEE

Creating long lasting partnerships nationwide, a Garolla franchisee can become an integral member of their local community.

Tony, Garolla's Hull franchisee, is not just any ordinary man with a van who installs garage doors. Instead, he has become a friendly, familiar face within his community, thanks to the large gorilla figure placed on top of his vehicle.

After thinking about ways to make his van more noticeable, Tony had the idea to incorporate Garolla's gorilla mascot into its design.

He explains: “The gorilla makes a white van stand out more. It is regularly pointed out and commented on when I'm driving around. It helps with advertising too. I've had customers ring in and mention how they've seen the

**“I don't work weekends and spend lots of quality time at home. It's the dream job”**

gorilla figure on the van.”

Finding his role as a Garolla franchisee incredibly rewarding, Tony describes why he is proud to be a part of Garolla: “I run a very good franchise that is professionally set up with a well made product.

“One word to describe how I feel about updating people's garages? Brilliant.”

Another of Garolla's franchisees, Simon from Ashford, joined in March 2018.

Appreciating the chance to work within a strong community of Garolla franchisees, Simon explains what attracted him to Garolla's franchise package.

“The main advantage of being part of Garolla is the fact I have all the timely tasks of running a business done for me,” he explains.

“I have found my ideal work-life balance. Because my appointments are all organised ahead of time, I can enjoy installing the garage doors without stressing about any other worries. I don't work weekends and spend lots of quality time at home. It's the dream job really.”

### ONWARDS AND UPWARDS

For an opportunity with a substantial earning potential, where full training is provided and there are no ongoing fees, a Garolla franchise is an exciting prospect.

David says: “One thing we recognised early on was that the garage door industry would suit our franchise business model perfectly, giving real benefit to both customers and franchisees alike.

“If you're a man with a van that has DIY skills, there is nothing else out there that compares to our franchise package. What Graeme and I have been able to achieve is a franchise package that concentrates on the interests of our franchisees.”

With an expertly designed franchise model and equivalent passion for the garage door industry, Garolla has crafted a tailor-made franchise for you.

# We like being used

Chemex franchisees capitalise on a proven repeat order business model with growing demand for essential cleaning and hygiene products



**“The opportunity is limited only by your imagination”**

approach to hygiene and cleaning. Chemex meets the increasing demand for environmentally responsible suppliers with a sustainable range mainly formulated from biological ingredients rather than harsh chemicals and a strong focus on minimising both packaging waste and the drain on natural resources.

Chemex franchisees offer hygiene advice and solutions, supported by a market leading range of cleaning products, systems and ancillary items, meaning you're providing eco-friendly products to a wide range of businesses in your territory.

Customers include luxury hotels, exclusive restaurants, the emergency services and care homes, to name but a few. These are all growing sectors and you will find your best customers in these markets.

Your customers will turn to you for guidance and advice on all hygiene matters and you will become skilled at pinpointing the right solution for their needs, in addition to identifying and implementing preventative measures.

Not only do Chemex franchisees get an exclusive and extensive territory, low royalty fees, a proven business model and sales, marketing and technical support, but Chemex also trains you to

**AT A GLANCE**  
**CHEMEX INTERNATIONAL**

Name of franchise: Chemex International  
Established: 1985  
Number of franchised outlets: 45  
Location of units: nationwide  
Investment range: £23,500  
URL: chemexuk.com  
Contact: leads@chemexuk.com



improve customers' hygiene results, to offer great advice and to train customers and their staff to use the company's products effectively and efficiently.

## LIFE CHANGING DECISION

Choosing to join Chemex is a life changing decision and in doing so you will join a successful franchisee that offers significant opportunities for growth and profitability.

Your enthusiasm and effort in developing the business - supported by a dedicated head office and franchise support team in the field - will reap excellent rewards. You may even decide to employ staff and run more than one van - the opportunity is limited only by your imagination.

Stephen Crinks, a long-standing Chemex franchisee, says: "Running a Chemex franchised business is hard work, always challenging, but immensely rewarding.

"No two days are ever the same. You have the satisfaction of helping your customers run their own businesses to the highest standard, being compliant with ever changing legislation, as well as getting to know them and their needs and establishing working relationships that last for many years."

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# MARIELLE MEDAETS

## Schmidt Kitchens' Bristol franchisee

**M**arielle Medaets was working in the engineering and IT industry for various multinational companies, before deciding to set up her own business.

### HOW DID YOU FIND OUT ABOUT SCHMIDT KITCHENS?

I came across the brand while building my own house through a family member's recommendation, so I knew about the quality of the product. I wanted to leave corporate life, so decided to combine my passion for interior design and architecture with my skills acquired throughout my career in order to work for myself.

### HOW DID SCHMIDT KITCHENS HELP YOU GET UP AND RUNNING?

I had my first meeting with a business development manager from Schmidt roughly one year before I opened my showroom and we went through all the different steps needed to create my own business, including finding the premises, writing my business plan and securing the funds.

She was the link between Schmidt's head office in France and my project. It was great to have just one point of contact during this process, but at the same time utilising experts in every field at head office.

### DESCRIBE YOUR TYPICAL WORKING DAY

Every day is different. I can start my day by checking the delivery

**“My business needs to be profitable, so a good sales strategy is essential”**

from Schmidt at my customer's home or be on site for the templating of a worktop.

At the beginning of every week, I have a team meeting with my two designers, James and Aran, and my assistant, Jessica. Together we review what has happened during the previous week and prepare for the week ahead.

After making sure the showroom is ready, we open our doors at 10am. After that, all my activity is focused on three areas: management, sales and administration. Welcoming customers, discovering their needs, going on site, taking measurements, designing kitchens, following up on the delivery and fitting - what we want is for the customer to experience a seamless process during their project.

I'm also responsible for local marketing and PR activities and am involved with the Schmidt Network Progress Group meetings, which are organised every month by my area manager. During these meetings we share our results, experiences and best practice. They are very important to me, as you're with people who are experiencing the same things as you, which is a huge benefit for my business.



## AT A GLANCE SCHMIDT KITCHENS

**Established:** 1959

**Number of franchised outlets:** 26

**Location of outlets:** nationwide

**Investment range:** approximately £400,000

**Minimum capital required:** £80,000

**URL:** [openaschmidtshowroom.com](http://openaschmidtshowroom.com)

**Contact:** Rosalyn Hastings, UK expansion manager. [Rosalyn.hastings@groupe.schmidt](mailto:Rosalyn.hastings@groupe.schmidt). 07432 553713



### WHAT'S THE SECRET OF YOUR SUCCESS?

My business needs to be profitable, so a good sales strategy is essential. We create something unique for the customer and make their satisfaction a priority, making sure there is good communication between the team.

### HAS BECOMING A FRANCHISEE BEEN A REWARDING EXPERIENCE?

Opening a Schmidt showroom was a life changing decision for me and my family. The single biggest challenge was making the transition from the corporate world to a retail environment, fully integrating myself with the product knowledge and surrounding myself with the right team.

Challenges aside, the rewards are huge. The customer feedback and satisfaction are my biggest rewards. Coming up with great designs and the fact customers love their new spaces is very personal. Running a successful showroom gives me more flexibility to achieve a good work-life balance and in the long term create a blueprint for me to open further Schmidt showrooms.

Contact: T: 0121 565 6300 | E: recruitment@chemexuk.com | [www.franchise.chemexuk.com](http://www.franchise.chemexuk.com)



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**Deluxe Window Cleaning** have been trading since 2005 and specialise in a very high standard of domestic and commercial window cleaning at competitive prices. We have established ourselves as one of the leading window cleaning companies in Derby and the surrounding areas.

We have developed a successful structure over a number of years and as our franchisee you will be able to take advantage of these systems and our proven lucrative business formula. As a Deluxe Window Cleaning franchisee we will train you to run your franchise exactly the same way as the core business, this will ensure business efficiently and will help to eliminate any common mistakes a new business owner usually faces, thus ensuring your success. Each franchisee will receive an exclusive territory in which to operate.

**Key Franchise Benefits:**

- Credibility and use of the Deluxe Window Cleaning brand and proven business formula fully fitted Citroen Berlingo for just £287 per month
- Focus on Domestic Window Cleaning to maximise earnings and cash flow
- High income potential
- Exclusive territory
- Equipment package
- Training
- Marketing support
- Central and local website
- Low start up and running costs
- Assistance with financing your business.
- We have partnered with Transmit Start-Ups to deliver the Start Up Loans scheme to UK entrepreneurs. Start Up Loans is a government backed scheme, providing repayable loans and mentoring to individuals in the UK with a viable business idea but no access to finance.



For more information:  
[www.deluxewindowcleaningfranchise.co.uk](http://www.deluxewindowcleaningfranchise.co.uk)  
[deluxewindowcleaninguk@gmail.com](mailto:deluxewindowcleaninguk@gmail.com)  
**03333 222 022**



# Brand building

Betterclean Services has welcomed two new franchise owners to its growing UK network

**B**etterclean Services offers a rewarding opportunity for smart investors wishing to combine their ambition and drive with its guidance and support to build their own management franchise in the commercial cleaning industry.

The company's Business Development Scheme means franchise owners get off to the best possible start. The guarantee to generate a minimum of £150,000 worth of business enquiries in year one means you don't need to worry about the sales process in the early stages of business growth because Betterclean Services does the work for you.

Through its tried and tested methods, the company will get you in front of decision makers who want to buy your services, even attending your first appointments with you, so you can see first-hand how to sell the service and win new customers.

## PROFESSIONAL SET UP

Betterclean Services has welcomed two new franchise owners into its network.

Sahadeo Narine has recently opened Betterclean Services Coventry. He researched franchises, both within and outside the cleaning industry, and came across Betterclean.

"I chose Betterclean as their business model and structure offered me the most flexibility in terms of scale," Sahadeo says. "This allows me to determine the pace at which I develop my business and how fast and how large I want my

**"I was attracted to the Betterclean franchise because of the clarity of the business model"**

business to grow. The support in getting start-up clients also allows me to have a jump-start, while simultaneously developing and building my clientele.

"Dan van Kuyk, the company's managing director, appears easy going and likeable. He has a great team and I look forward to working with him. I am satisfied with the efforts made by the franchise to ensure they maintain excellence in their product."

## SIMPLE MODEL

Before becoming a Betterclean Services franchise owner, Nader Srouji was a distributor of cleaning chemicals, machines and hygiene solutions to the industrial, commercial and institutional markets.

He says: "I was attracted to the Betterclean franchise because of the clarity of the business model offered and the fact that it directly related to my previous work of 20-plus years.

"Dealing with Dan has been a pleasure. I find him open-minded and business oriented and he is eager to grow the Betterclean brand and business in the region."

The Betterclean Services franchise opportunity is suited to



## AT A GLANCE BETTERCLEAN SERVICES

**Established:** 1995

**Number of franchised outlets:** 11

**Location of units:** Plymouth and Cornwall, Torquay, Exeter and Taunton, Brighton, Manchester, Maidstone, Bristol and Bath, York, Swindon, Coventry and Milton Keynes

**Investment range:** From £24,995 (plus VAT)

**Minimum required capital:** £15,000, subject to status

**URL:** [bettercleanfranchise.co.uk](http://bettercleanfranchise.co.uk)

**Contact:** franchise team 0800 772 0810, [franchise@bettercleanservices.co.uk](mailto:franchise@bettercleanservices.co.uk)



people looking to build a profitable business in their local area. The company provides everything a franchise owner requires to launch and develop their business, so they have the best chance of success from day one. Franchise training dates are still available in November.

www.bettercleanfranchise.co.uk  
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## Why choose a Schmidt Kitchen franchise?

### Financing

- £80,000 minimum personal investment
- Cash positive business with a good ROI
- Average showroom turnover in excess of £1 million per year (after year 2) with an average GM of 40%
- No franchise fee
- No royalties
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- 14 weeks of intensive training before and after the opening
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expansionuk@groupe.schmidt

Opportunities available nationwide

# Day in the life

Reg Illingworth is the Liverpool franchisee for easyStorage



**R**eg Illingworth was the first easyStorage franchisee, along with his brother, Neil. They also co-own a Dyno territory (with a third brother) in Liverpool and operate from the same base. He joined the team in October 2018.

Becoming an easyStorage pilot franchisee was not a difficult decision, as Reg had worked with Nigel Dawson, franchise director for easyStorage, during his days with Dyno and the opportunity, along with the timing, felt right. Like most businesses, there is no typical day. But Reg gives an example:

## PLANNING AHEAD

Our day really begins the evening before when, at around five, I assess the requirements for the next day. I check for the jobs that we've booked locally, those that have come through the online booking system,

VAULT, and loaded automatically and those that have come in from the centralised sales team.

I check that the day planned is logistically possible, with the most efficient routing, and confirm resources we might need. I call every customer for the next day - sometimes this might be to adjust the time of arrival if it's possible - and I'll check that what they've told us we are doing is still the case and that they haven't added in anything. I also check about parking and packing - we need to plan resources and confirm we can deliver on the day.

Once complete, I ensure we have the necessary number of vehicles, drivers, loaders, packing materials and pods on the correct vans. It means we're ready to go first thing, subject to any last minute changes.

## EARLY START

While I can drive the van, which helps if there are any operational needs, I prefer to keep my days clear for working on the business.

I meet our driver at the depot around 7am. We walk around the vehicle, complete safety checks and then run through the day's bookings - I brief on anything out of the norm that I'm aware of. We also double check that the packing materials, trolley and necessary kit is on board for the day.

Our storage facility is about five miles from the office, so the driver meets his loader there. While it's great to get to know the customers, I know the jobs are in the safe hands of my team.

We have three jobs on today. The first is a return of one pod. The second is a three pod loading job and the final is an inspection,



## AT A GLANCE EASYSTORAGE

**Established:** 2017

**Number of franchised outlets:** 7

**Location of units:** Enfield, Liverpool, Croydon, Hanger Lane, Park Royal, Hemel Hempstead and Dagenham

**Investment range:** Around £120,000-£150,000, depending on the location and type of initial set up. Franchise fee: £18,500

**Minimum required capital:** £50,000

**URL:** [easystorage.com](http://easystorage.com)

**Contact:** Louise Harris, franchise manager. [louise.harris@easystorage.com](mailto:louise.harris@easystorage.com)

which I will handle as we need to be present and I'm the best resource today.

## CLIENT PITCH

Once I've despatched the team, I attend to any incoming email enquiries and then head into Liverpool.

This morning I'm making a pitch to a small network of local estate agents who have identified that their clients are asking for storage. I've been working with this company for a couple of months and this is my final presentation of our services. The meeting lasts an hour and a half and goes pretty well. They will confirm next week, but the signs are positive that they will recommend us to their clients.

## WORKING LUNCH

Since I'm in town, I attend a local business networking lunch. It's where I have the opportunity to seek new avenues of referral or check what's happening with the local businesses that attend.

After lunch, the three pod collection is underway and I visit to check all is well. It's our first job for a local letting agent and, as it's a fair size with a lot of packing, I head over to give the team a hand and make sure it's all going smoothly. I also take a look and see if there is anything we need to learn for future jobs with this company, but it all looks straightforward when I get there.

The letting agent manager has turned up and is impressed with our van. It's been specially designed



**“It’s very rewarding to help the people who are taking the next steps in their lives”**

to create the best loading options and it’s always a great comfort to customers when we seal the pod in front of them before taking it away. We don’t see the items inside again until the pod is returned.

I drive back to the depot then and meet the customer for an inspection. In fact, he needs an item out of the pod - it doesn’t take long to do this - then we reseal it and return it to store.

The team drop the filled pods back to the depot and fill up with empty pods ready for the next job.

#### BUSINESS DEVELOPMENT

Once back in the office, I review my figures against my business plan and have a chat to head office about a new marketing campaign that we’re building online.

The marketing director is very knowledgeable about the way to manage this and puts some great ideas forward. We agree to go live at the beginning of next month.

I also follow up some enquiries I received at a local business exhibition. It’s early days for these,

but I secure two appointments and feel there is some promising relationship building.

#### REWARDING CAREER

When asked about what he enjoys most, Reg responded: “When I started out, I had the idea that most of the people I’d meet would be people decluttering their homes. In fact, most are going through a significant change. There are three known triggers for storage - death, divorce and relocation. I am amazed at the diversity of the customers we have as a result.

“It’s very rewarding to help the people who are taking the next steps in their lives - the young family who’re moving from a rented house into their first home or an older couple starting their retired life by moving to the coast.”

**easyStorage®**

# Combined effort

The Deluxe Window Cleaning franchise blends modern equipment with traditional methods



**T**he Deluxe Window Cleaning franchise is part of Denby Window Cleaning, which was established in 2005.

The business focuses on domestic window cleaning and associated services, such as conservatory cleaning and gutters. This strategy enables the company to maximise its income potential and is the same model all franchisees follow.

Deluxe Window Cleaning

specialises in high standard domestic and commercial window cleaning at competitive prices. It prides itself on using modern equipment, while also incorporating traditional methods.

The franchise package includes use of the Deluxe Window Cleaning brand and proven business formula, a fully fitted Citroen Berlingo for just £287 per month, an exclusive territory, comprehensive equipment package, full training, marketing support and assistance with financing your business.

Deluxe Window Cleaning has partnered with Transmit Start-Ups to deliver the Start Up Loans scheme to UK entrepreneurs.

Start Up Loans is a government backed initiative, providing repayable loans and mentoring to individuals in the UK with a viable business idea, but no access to finance.

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# Brand and deliver

Dan Archer of home care franchise Visiting Angels talks about differentiating a business and the importance of a brand

**T**here are hundreds of franchise opportunities and thousands of home care providers. In a busy market, it can be crucial that your brand allows you to stand out from the crowd.

Dan Archer brought Visiting Angels to the UK in 2017. He explains that part of the decision to bring an established US franchise to the UK was the appeal of the brand name.

## HUGE DEMAND

He says: "Our business operates in the social care sector, which is a market where the demographics of the UK mean there is huge demand. However, there are also a number of potential competitors too. We are a private pay only provider, so we are not competing at the congested end of the market, which helps to reduce the number of competitors. What really matters to us though is the Visiting Angels name."

Dan is sure that the growth of his pilot business, which is based

**"Our mission is to become the UK care sector's employer of choice by 2022"**

in Sheffield, is due to the impact the name has had.

"We noticed very quickly that our clients were referring to their carers as angels," he says. "People would say 'Your team are angels', 'Please send me an angel' or 'My angel looks after me'. What we have built over time is a community of caregivers, who also think of themselves as 'the angels'."

After 18 months, the pilot business provides care and support to over 70 clients and although the business model is different to other care providers, Dan says the name has to come first.

"Our business is carer centric and that means we operate very differently," he explains. "In my pilot business, our staff turnover is less

than a quarter of the average in the industry. A stable workforce delivers better quality care, but those differences can only be seen once a client chooses us.

"The great quality we deliver is the reason to stay with Visiting Angels, but



## AT A GLANCE VISITING ANGELS

Established: 2017

Number of franchised units: 5

Location of units: UK

Investment range: £90,000-£110,000

Minimum required capital: £30,000-£50,000

URL: [visitingangelsfranchise.co.uk](http://visitingangelsfranchise.co.uk)

Contact: Dan Archer. 07584 178458

having a name that people quickly associate with what we do helps to create interest in the first place."

## X FACTOR

Dan feels the brand can become synonymous with care provided exceptionally, with the collective influence of passionate and motivated franchisees being the 'X Factor' for business success.

"Our mission is to become the UK care sector's employer of choice by 2022," he says. "I want people to choose to work in care and to choose to work for Visiting Angels. I also need my franchisees to be passionate about changing the perception that society has about being a carer. If they share our mission, we will be successful."

## UK NETWORK

The Visiting Angels franchise was launched in the UK in 2018, with five franchisees already having joined the network. Visiting Angels is seeking 10 franchisees during 2020.

The franchise fee is £24,995. Franchisees interested in this opportunity will need £25,000-£30,000 in liquid capital in order to secure bank funding for the total investment, including working capital of up to £100,000.

A substantial, premises based, management franchise, the potential exists for a six-figure turnover in year one and a projected million pound plus turnover by the end of year three.





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## NEW CONTENT

We've been busy at What Franchise HQ developing some nifty new features on our website. If the bundles of inspiring and educational articles, advice and material within this magazine still isn't satiating your appetite for franchise content, then head over to [what-franchise.com/reports](http://what-franchise.com/reports) where you'll be able to download free reports and digi-booklets directly to your desktop, phone or tablet - they're great for reading on the go.

In anticipation of our soon-to-launch sister title, Business Women magazine, we've created a dedicated women in franchising hub page where all the female centric content featured in What Franchise and Business Women will be housed. Visit [what-franchise.com/women-in-franchising](http://what-franchise.com/women-in-franchising) for videos, interviews, features and articles.

The screenshot shows the What Franchise website interface. At the top, there's a navigation bar with 'What Franchise' logo and various menu items. Below that, a prominent yellow banner features a Subway advertisement: 'Open your own Subway® franchise & be your own boss!'. The main content area includes a featured article titled 'Women in Franchising' with a sub-headline '3 proven ways to create a happy franchise culture'. Below this is an 'Interviews' section with a 'View All' link and a grid of interview thumbnails. Further down, a 'POWERBRANDS' section is highlighted, with a sub-headline 'Monthly special reports filled with expert insight on power brands within specific areas of franchising.' Two report covers are displayed: 'POWERBRANDS CARE & ELDERLY: REWARDING CAREERS FOR AMBITIOUS INVESTORS' and 'POWERBRANDS FOOD & DRINK: REWARDING CAREERS FOR AMBITIOUS INVESTORS'. Each report cover has a 'DOWNLOAD REPORT' button.



## WHAT'S TRENDING

In order to provide our online visitors with an even more valuable service, we recently created location pages on the What Franchise website, which highlight franchise investment opportunities in their local area. This seems to have been well received and these individual 'geo-pages' are gaining a lot of traffic.

In terms of the franchise opportunities that have proven the most popular over the last month, 'Online' and 'Recruitment' are the most visited category pages, while 'Delivery' franchises trail shortly behind in the popularity stakes. What's the magical alchemy at play that has spurred the interest in these specific categories? It's anyone's guess, but my hunch would be that they're all fairly future proof industries, so that could well be the common thread. To take a look at these business opportunities and a wide array of others, head to [what-franchise.com](http://what-franchise.com).

**James Fell,**  
Online Business Editor  
[james.fell@aceville.co.uk](mailto:james.fell@aceville.co.uk)

## GOOGLE MY BUSINESS

If you're not familiar with the Google My Business tool yet, we'd recommend you get up, and quick. Utilising this feature and creating a free account allows you to easily and simultaneously connect with customers across Google Search and

Maps - an absolute necessity if you're running a retail, food and beverage or brick-and-mortar franchise.

Not only will this tool help you bolster your business' SEO and make it immediately more searchable, but it provides a fantastic insight feature that gives you a great idea of the state of your franchise's local online presence. There's also an option to add and manage a few businesses using a single account - perfect if you're a multi-unit operator.



# Hitting the heights

You don't need to be a performer to perform well with Stagecoach, according to Don Porter

**T**wenty-eight-year-old Don Porter has grand aspirations for his Stagecoach Performing Arts franchises in south west London. As with his hobby of flying gliders, he has plans to take his business to new heights and transform the lives of children in the process.

"Many Stagecoach franchisees are former performers, but my background is in IT and account management, which has proven invaluable for the success of my franchise," Don explains.

"I'm hoping to build a large portfolio of Stagecoach schools and manage a team who will handle operations. Despite a sense of ambition, the thing that most inspires me is my passion for supporting my students and helping them grow in confidence. That's something every Stagecoach franchisee has in common - no matter what their background."

## INTEREST IN THE OPPORTUNITY

After studying English literature at Brighton University, Don travelled the world for two years. His interest in the Stagecoach franchise opportunity came just months after his return to the UK. Having initially worked in IT and telecoms, Don made the decision to shadow fiancée Georgina while she managed her own Stagecoach franchise.

"There was something about Stagecoach that appealed to me," he says. "It became apparent that a background in the performing arts wasn't essential to run a successful franchise, as business acumen is just as useful.

"I could also see why Stagecoach is known as the best in the business. The support offered is second to none and the brand is so well respected. I wanted in on the action, so I took time to formulate a long-term business plan, rather than jumping in and hoping for the best.



## AT A GLANCE STAGECOACH PERFORMING ARTS

**Established:**  
1988

**Number of franchised outlets:**  
350 plus

**Location of units:** UK-wide and international

**Investment range:** From £14,995 (plus VAT)

**Minimum required capital:** £28,000, to include initial launch requirements

**URL:** [stagecoachfranchise.com](http://stagecoachfranchise.com)

**Contact:** +44 (0)1932 254 333  
[franchiserecruitment@stagecoach.co.uk](mailto:franchiserecruitment@stagecoach.co.uk)

"It was evident to Stagecoach I'd done the groundwork - they were keen to support me and agreed to set the wheels in motion. Georgina and I discussed how to proceed with managing her existing franchise and it made good business sense for me to take over the operational side of things.

"I also took over from the previous franchisee at Stagecoach New Malden. I had just six weeks between signing my franchise agreement in mid-2016 and welcoming students in the autumn term."

## WAY OF LIFE

Don took time to get to know his students and to fully integrate himself into the Stagecoach way of life. He quickly increased student numbers by 250 per cent and is reaping the rewards of a successful business.

Although Don's the first to admit the performing arts aren't his forte, he has respect for the industry and the many teachers who have built careers using their creative flair.

"I'm very proud to run a Stagecoach franchise," he says. "Making a positive change for children and building a business that offers teachers a long-term career is what drives me. When you take away the finances and bottom line, that's what Stagecoach is about - improving the lives of the people around you."



**"The support offered is second to none and the brand is so well respected"**



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# FINANCIAL FOCUS

Fast track your franchise funding  
with these top tips

WORDS BY ANDREW BRATTESANI



**F**ranchising is one of the fastest growing areas of the economy and is attracting thousands of new entrants. Making sure fledgling franchise businesses have access to the finance they need to support growth is vital.

Research from the British Franchise Association shows there are now nearly 50,000 franchise businesses collectively contributing over £17 billion to the UK economy, up 14 per cent over the past three years. In the last two years more than one quarter of franchisees were aged 30 or under.

Many of these may not have approached a bank for finance before and may not know where to start. At HSBC UK, we have had a specialist franchise team for over 30 years, working with small, one person companies up to franchise businesses employing over 8,000 people.

### Path to success

In broad terms, franchising is statistically proven to be a more successful option than going into business on your own. Around 90 per cent of franchisees have reported profitability annually for over 20 years running and many hit profitability within two years of opening. A franchisee should have a tried and tested format to follow, training and support from their franchisor and a network of fellow franchisees to speak to.

So although franchisees own and operate their own businesses, they are not doing it alone and are typically buying into an established brand with a defined market. A good franchisor will encourage and help their franchisees with business planning, both at the outset and on an ongoing basis, helping the business to get off to a flying start and continue to develop.

Many small business owners are too busy to look at what is happening in the marketplace, what competitors are up to and how customer needs might be changing. A good franchisor will be looking at research and development, helping their network of franchisees to keep ahead of the game. All this support means that banks are going to be typically supportive to lend to a start-up franchisee.

### How much funding will you need?

But before you're ready to talk to a bank about borrowing money to start your franchise, you need to establish how much funding you will need.

There are a number of costs that need to be taken into account, depending on the type of franchise, as the initial franchise fee is really only part of the picture.

For instance, an owner/operator franchise may need to purchase or lease a liveried van and they will need to fund opening stock, while a retail franchise will incur the cost of leasing premises and any refurbishment requirements, as well as shopfront, branding, fixtures and fittings.

Franchisees will also need to think about professional charges related to the property transaction, such as lawyer, architects and surveyor's fees, as well as insurance. If employing staff, there may be recruitment costs and the franchisee may also need to provide uniforms. In addition, there will be marketing costs involved in the official launch of the business.

Working capital will also be required - what you need to live on prior to the business generating cash flow and profits. Find out whether training costs are included in the initial franchise fee. If not, these will have to be factored in.

Once up and running, you will pay the franchisor ongoing management services fees, which may be a percentage of your turnover, a mark up on products provided or a fixed monthly or weekly fee. Fully research what you will be getting for your money, both at the outset and once your business is established.

### What can you afford to invest?

For an established franchise, most of the major banks will lend up to 70 per cent of the start-up costs. For new franchises, the figure will probably be 50 per cent. Banks will often reach an agreement with franchisors to provide finance for their franchisee network, with the franchisor providing funding guidance.

One of the first steps is to establish how much money you can invest in the business. What can you afford to invest? Have you got savings? Can your family help?

# 40%

## of franchisees need to borrow money in order to set up in business

Source: British Franchise Association/  
NatWest franchise survey 2018

Prepare a full list of your personal expenditure, including mortgage, hire purchase, household bills and so on. This will show how much money you will need to take out of the business in order to live.

### Own your business plan

Start preparing your business plan, which is a vital document to obtain finance from a bank. Your chosen franchisor will often help you with this.

As part of your business plan, you will need to prepare cash flow forecasts for the first couple of years of the business. Your franchisor will help, but you need to be sure you understand the figures, what they are based on and how much you will need to turn over in order to break even.

If you don't understand the figures, or have no answer for possible questions that could arise, the bank won't be as confident in lending to you. Think about the possible questions, learn the key metrics of your business and come up with some contingency plans so you can be prepared if you are asked difficult questions about how your business will operate.

It's important to consider the financial implications carefully before buying a franchise. You are entering into a long term commitment and need to get the finance right at the outset.

## “For an established franchise, most of the major banks will lend up to 70% of the start up costs”



### THE AUTHOR

Andrew Brattasani is head of franchise at HSBC UK

# Taking charge

ActionCOACH's Laurence Duncan is now in control of his own future and fortune

**P**rior to purchasing his ActionCOACH franchise in 2015, Laurence Duncan was involved in a large-scale renewable energy solar farm deployment in the UK. He'd qualified as a chartered accountant with PricewaterhouseCoopers in 1995 and progressed to director level in several plcs. In 2005, having seen a gap in the market for renewable energy solutions, he co-founded a business selling wind turbines to farmers and businesses, beginning a decade of specialising in this sector.

Laurence says: "I wanted to take control of the direction my life was going, not be at the beck and call of others or subject to the fallout from changing government legislation.

"Funnily enough, my clients often feel very similar to how I felt then. Hiring an Action Coach means they are taking control, rather than being abused by their businesses. ActionCOACH is a solution for them and, as I saw the renewable energy project coming to an end, I began to look at ActionCOACH as an option for my future."

## A SUPPORTIVE SYSTEM

Laurence questioned the benefits of being part of a franchise, rather than setting up on his own, during his due

diligence. However, ActionCOACH's culture appeared supportive and every franchise partner he spoke to mentioned several aspects of its 14 Points of Culture.

"The franchise gives you several things - community, training, innovation and encouragement," Laurence says. "Community is probably the most important factor and being able to reach out at any time about anything is awesome.

"The training is fantastic, with world class regular webinars and master classes. It gives me confidence to know I'm delivering cutting edge material. Encouragement is probably the least talked about benefit, but to me is crucial. Everything I have dreamt of doing has been backed up by my peers and colleagues."

## REENERGISING HIS OWN BUSINESS

In late 2018, ActionCOACH introduced a Senior Partner licence, where existing and prospective franchise partners could apply to operate within a territory containing 10,000 businesses.

"I had taken my foot off the gas and this was the catalyst I needed to get driving forward again," Laurence explains. "To serve such a large area, you need to grow a firm of employee



## AT A GLANCE ACTIONCOACH

**Established:** 1993 in Australia. 2002 in UK

**Number of franchised outlets:** 240 in UK

**Location of units:** UK wide

**Investment range:** £69,000

**Minimum required capital:** £20,000

**Contact:** If you're looking for a more fulfilling career, a better work-life balance and you're the kind of person who:

A. Loves learning and developing yourself;  
B. Has enjoyed success in your career or sport; and

C. Is willing to invest if they see substantial returns can be made...

Then find out more by watching the overview video at [actioncoach.co.uk/overview](http://actioncoach.co.uk/overview)

**"I wanted to take control of the direction my life was going"**

business coaches and ActionCOACH support you with additional training.

"Upgrading to the new licence and taking on my first employee coach has given me the push to take my business to a new level. We've gone from an £8,000 monthly income in November, to achieving £25,000 a month - it's completely revolutionised my business."

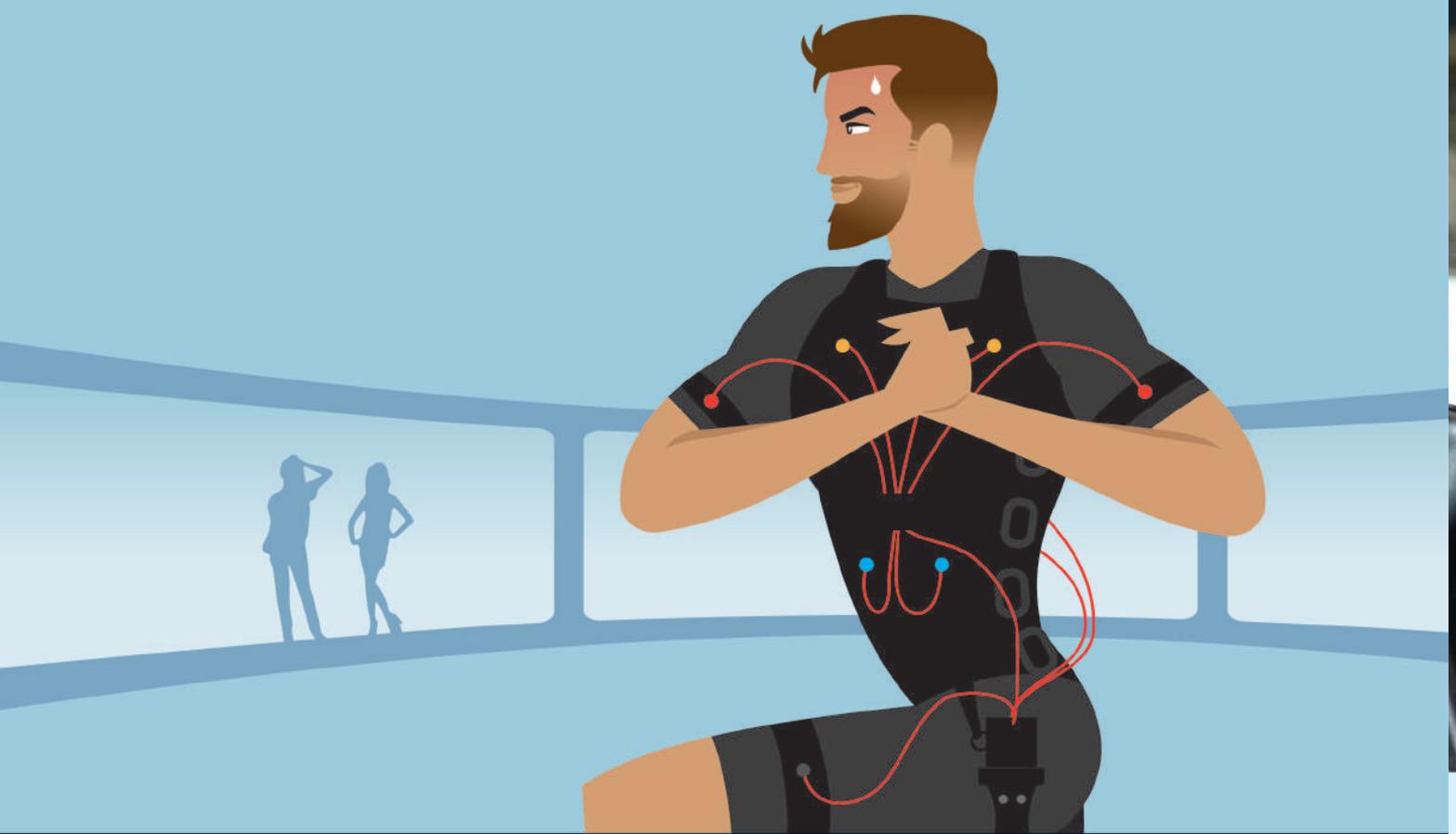
A far cry from his previous challenges, Laurence says his success is due to him being able to finally discover his own way of doing business: "I've achieved my personal business goals through persistence, following the system, learning to not take myself too seriously and having some fun along the way.

"I invested in ActionCOACH and they invest in me. I'm now in charge of my own future and fortune."



ActionCOACH was the first franchise to receive the 5-Star Franchisee Satisfaction rating for seven consecutive years with the levels of satisfaction improving year-on-year. Franchise partners rated their franchise on training and support, the system, culture and relationships, leadership, value and rewards and general satisfaction. [www.5starfranchise.co.uk](http://www.5starfranchise.co.uk).





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With Bodystreet having over 240 locations, over 36,000 members and delivering over 150,000 training sessions per month; you don't need to be a futurologist to see what is coming.

Be at the start—with the business that is set to rock the fitness industry here. For more information visit our website: [www.bodystreetuk.co.uk](http://www.bodystreetuk.co.uk)

**BODY STREET**

# Kick-start your career

Franchising is the perfect option for many women wanting flexible working

WORDS BY PIP WILKINS



## THE AUTHOR

Pip Wilkins is CEO of the British Franchise Association

**W**omen devote 60 per cent more time than men to family care, according to the NatWest Rose Review. While this is no particular surprise, given that historically women are seen as the primary care givers, it does mean that businesses - and the economy in general - are missing out on key talent, as women are less likely to

***“There are now a record breaking number of women in the franchise industry”***

pursue business ownership due to this responsibility.

Starting a family can be difficult for some people working in a corporate environment, as there is still a long way to go when it comes to providing adequate flexible working options for employees with family commitments. This is changing, but there is still more to do.

If it's daunting for women to

return to their careers after having children, it's even more so for women who are considering starting their own businesses. So what options are there for females with entrepreneurial spirit?

## Reducing the risk

Franchising offers people the chance to start a business with an established brand that has refined its model and can be replicated by an ambitious individual in an exclusive territory. The fact this reduces the risk for the franchisee is appealing to many individuals who want to be their own boss.

Partly because of this, it's no wonder that there are now a record breaking number of women in the franchise industry, with 37 per cent of new franchisees in the past two years being female, 20 per cent more than in 2015, according to the 2018 British Franchise Association NatWest franchise survey. 30 per cent of all franchisees are now women, a rise of seven per cent.

## Perfect fit

Rachana Pancholi is the owner of multiple Subway franchises,

operating eight stores in South Yorkshire. She's also one of the brand's business development agents.

Rachana says: “I've been a Subway franchise owner for over 15 years and became a business development agent in 2012 to help others realise their franchise dream. Prior to becoming a franchise owner, I had a blue-chip marketing background working for companies such as Lloyds TSB, Coopers & Lybrand and Mars.

“I took a five-year career break to have my family and didn't believe I could go back to a European role with three children under three years old. It was time for me to branch out into something else that allowed flexible working.

“Franchising allows you to be your own boss and with a young family it was a perfect fit for me. Franchising is a great option for women wanting to take control of their careers, work-life balance or provide flexible working.”

## Empowering Women in Business

Like many industries, franchising is continually evolving. This is evident in the 935 franchise systems in the UK, with four out of 10 of them able to operate from a home office. Not only does this give even greater flexibility, but it can also drive down costs.

The British Franchise Association understands the importance of flexibility for business women and is hosting a flagship event called Empowering Women in Business on November 14 at the Oxford Belfry.

The theme is 'The changing culture of business', which will highlight the challenges women face in business. For more information visit [thebfa.org](http://thebfa.org).



# Global reach with a local touch

Sandler showcases power as average UK franchisee turnover tops £200,000

**T**he world's largest sales consultancy is helping franchisees fly further with confirmation that the average annualised turnover of a Sandler UK franchisee, based on the first six months of 2019, will surpass £200,000 this year.

And that's an average figure that includes all franchisees in the network as at June 30, 2019, not one that's skewed by excluding people who are less than 12 months into their business.

## CONSISTENT EVOLUTION

The new benchmark comes as Sandler celebrates its 15th anniversary in the UK, with the consistent evolution of services and resources offered leading to continual increases in franchisee profitability. Cloud-based client resource service Sandler Online has grown recurring revenues, as well as opening up new opportunities for business for the network.

Shaun Thomson, UK CEO for Sandler Training, says: "I'm sure we

have all heard the maxim 'turnover is vanity, profit is sanity' and the great thing about Sandler is we have very high profit margins, with a gross margin of 85 per cent."

Sandler's global turnover is estimated to be greater than that of Miller Heiman and Challenger combined, with the scale of the brand and its partnerships - which

**"Our franchisees enjoy being part of something bigger, while still running their own business"**

include the likes of LinkedIn, Evernote and Harvard Business School - propelling impressive results for those seeking a way out of corporate life and into business for themselves.

## HIGHLY

### SUCCESSFUL

Global reach with a local touch, the highly successful business model that's used by hundreds of Sandler franchisees across the world, means franchisees can share business and work collaboratively across multiple regions or countries.

UK operations



## AT A GLANCE SANDLER TRAINING

**Established:** 2004 in the UK

**Number of franchised outlets:** 30-plus

**Location of units:** nationwide

**Investment range:** £55,000

**Minimum required capital:** £20,000

**URL:** [sandlerfranchising.co.uk](http://sandlerfranchising.co.uk)

**Contact:** Shaun Thomson,  
[ukmarketing@sandler.com](mailto:ukmarketing@sandler.com)



director, Fiona Thomson, explains: "If an overseas franchisee is working with a client with a UK presence, we can train their teams here locally without the need for them to fly back to their head office. And they're getting training relevant to their local UK marketplace too.

"Our systems are designed to facilitate this collaboration both nationally and internationally. They work brilliantly and our franchisees enjoy being part of something bigger, while still running their own business.

"The results are there for all to see. It's so rewarding seeing people leave the corporate world behind and earning more than they did, running a business they love."

## EVERYBODY BENEFITS

Bristol franchisee Berkeley Harris is a prime example. Previously a company director, he's now put himself in a position where he has strong recurring income streams from a stable base of clients.

Berkeley says: "Having an 80 per cent client retention rate delivers ongoing residual income and means I devote less time to winning new clients, so I have more time to help existing clients to succeed. Everybody benefits."



# Love Monday Mornings

Since its launch in 2003, Personal Career Management has built an acclaimed business with an enviable client list

**W**ith the establishment of Personal Career Management, Corinne and Jonathan Mills set out to become the leading provider of personalised, high quality, career management and outplacement services to individual and corporate clients. Starting from a single office in Beaconsfield, the couple have seen their business grow every year. Through times of recession and the uncertainty around Brexit, there is an increasing and rapidly expanding demand for their services. The company confidently anticipates a threefold increase in demand over the next few years.

## MAKING THE MOST OF YOU

Personal Career Management's coaching team are highly experienced, trained career management specialists with impressive professional track records. Career coaching for individuals explores career options to help them make informed career decisions, market their skills effectively and plan careers in order to maximise opportunities in the future.

For corporate clients, Personal Career Management provides an in-house career coaching resource, outplacement and career coaching to facilitate positive exits



## AT A GLANCE PERSONAL CAREER MANAGEMENT

**Established:**  
2003

**Number of franchised outlets:** 3

**Location of outlets:** central London, Gerrards Cross, Reading, Ipswich and Milton Keynes

**Investment range:** £7,500 (plus VAT)- £30,000 (plus VAT), including working capital

**Minimum capital required:** £7,500 plus VAT (part-time licenced coach) to £20,000 plus VAT (full franchise)

**URL:** [personalcareermanagement.com](http://personalcareermanagement.com)

**Contact:** franchising team. [franchising@personalcareermanagement.com](mailto:franchising@personalcareermanagement.com). 01753 888995

**“A far quicker route to success versus going it alone”**

for employees, manage talent and support succession planning.

Every client's experience is tailored and unique. Personal Career Management builds trusted, productive and positive relationships with individuals and prides itself on delivering a personalised service. The brand is synonymous with high quality expertise and is regularly asked for its expert opinion by the media, including the BBC and Sky.

## LEADING THE FIELD

Personal Career Management is an industry leader, constantly updating its knowledge to reflect the fast paced changes in the job market and workplace. The company benefits from inside track information on recruitment technologies as a result of its long-standing partnerships with many of the UK's leading recruitment websites.

Personal Career Management recently introduced Skype career coaching and *icareercoach™*, a powerful online career management, job search and career development resource. These resources extend the reach of the services on offer to clients.



## EXCEPTIONAL OPPORTUNITY FOR EXCEPTIONAL PEOPLE

Becoming a Personal Career Management franchisee is the perfect opportunity for anyone who feels coaching is a route suited to them. It offers the opportunity to work for a leading brand with a reputation for excellence, providing a proven coaching model, exclusive territory and an accomplished and qualified journey to grow a successful coaching business.

With the company continuing to grow year on year, Personal Career Management is looking for new franchisees with a background in senior management - ideally in HR, recruitment or a related field - and a passion for delivering a quality, customer focused service, excellent relationship building skills and business development expertise.

For anyone who prefers to work part-time or wishes to focus solely on the coaching element of the business, Personal Career Management also offers the opportunity to become a licenced coach.

New franchisees undergo a specialist 10-day career coaching

training course, comprising of leading career management theory and practical career coaching skills. This is followed by ongoing support to build your confidence and expertise. Your Supervision Manager provides coaching advice and support regarding career coaching best practice.

You will benefit from an organised and tested infrastructure as soon as your franchise starts operating, including administration systems and support throughout the process, centrally generated new business leads resulting from national marketing initiatives and training in business administration and sales.

Corinne promises: "You are supported throughout, from the initial training course right through to the setting up and running of the business longer term."

## SWEET SUCCESS

Jo Thurman, franchisee and Regional Director, loves the opportunity afforded by Personal Career Management.

"I joined Personal Career Management as a franchisee, so I coach, which I love, but I am a business owner too," she says.

"I get to leverage all my years of commercial and management experience. It was the perfect next step for me.

"In this business, every day is different. One day you may be coaching a high profile individual, the next leading a workshop for a group of people facing career uncertainty, another taking initial calls and meetings in order to build your business.

"Each client is special, unique and amazing and the work you do with them helps them in meaningful ways. What is always consistent is the support of an organisation that knows what works with tried and tested methods."

Jane Garrard, one of Personal Career Management's Regional Directors, explains why she became a franchisee: "I felt Personal Career Management's excellent track record and high profile was the right fit for me.

"Joining an established brand, with ready made resources and a solid, tried and tested business framework, gave me an immediate step up. Joining as a franchisee has been a far quicker route to success versus going it alone."



Love Monday Mornings.®

## TRIED AND TRUSTED

- Personal Career Management regularly appears as a career expert on television and radio, in the national press and at industry events.
- The company partners with Telegraphjobs, The Guardian, CV Library and Monster and is a career expert for the Financial Times and People Management.
- 9 out of 10 individuals who meet with Personal Career Management and other providers choose to work with Personal Career Management.
- 98 per cent of clients said they would recommend Personal Career Management to others seeking career support.
- Personal Career Management is the author of the career coaching book Career Coach, and the UK's best-selling CV book, You're Hired! How to write a brilliant CV.
- The company's client list includes Grant Thornton, NHS, NPower and Buckingham Palace.



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Andy Simpson,  
**FASTSIGNS Leeds**

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# Celebrating in style

OSCAR Pet Foods has marked 25 years in business with a major award



OSCAR Pet Foods is thrilled to be celebrating 25 years of nutritional excellence. And the pet food delivery specialist has started its celebrations in style - winning the British Franchise Association HSBC Franchisor of the Year Silver Award.

This fantastic achievement is testament to the dedication of its nationwide franchisee network, which is supported by loyal head office staff who are committed to providing back up and guidance in all aspects of

franchise business development and excellence in animal welfare.

## EXPERTS

Formulated by experts since 1994, OSCAR pet food provides balanced nutrition for every life stage. With optimal health and vitality in mind, carefully sourced ingredients and natural supplements contribute to a product that is British made and honestly labelled.

OSCAR franchisees also provide expert nutritional and behavioural advice, as well as a range of toys, treats and accessories.

The company has embraced cutting edge technology over the years to enhance both franchisee and customer relationships. OSCAR's online facilities have resulted in improved network communications and efficiency, while its digital marketing and social media activities have boosted brand awareness both locally and nationally.

Call OSCAR on **0800 068 1106** or visit [www.oscar.co.uk](http://www.oscar.co.uk)

# Expansion on the menu

Papa John's franchisees Sukhbir Gill and Lakhwinder Singh are getting bigger in the north west



**N**orth west expansion is on the menu for Papa John's franchisee Sukhbir Gill and his business partner Lakhwinder Singh, with the opening of two new stores in Liverpool and the acquisition of five further stores in the region.

## CLUSTER

Sukhbir explains: "Our plan is to build a cluster of Papa John's. From an operational point of view, this makes complete sense. It will help

focus our local marketing campaigns, plus it means staff recruitment and training is more straightforward too.

"Existing staff have already recommended the new roles we have available to friends and relatives and we can train new recruits in our busy stores. For staff, there will also be more opportunity for promotion."

The two new outlets have been built using Papa John's new in-store look, which is "really welcoming", according to Sukhbir, who adds: "The new format is tailored to each location using modern colours, key words and refreshed branding to make customers feel right at home while ordering and collecting their pizza.

"The existing stores we have taken over will also undergo a refresh soon and we anticipate this will cook up a lot of interest locally and attract new customers hungry to try our top quality pizza."

Visit [papajohns.co.uk/franchise](http://papajohns.co.uk/franchise)

# Buy an established business

Investing in a franchise resale could provide a springboard for your own success

WORDS BY JANE MASIH



**THE AUTHOR**  
Jane Masih is head of franchising at Owen White Solicitors

**A**s franchise networks become more mature, a prospective franchisee is increasingly likely to be offered the opportunity to buy an existing franchise business through a resale, rather than starting up a business in a new territory.

A resale transaction offers the advantage of buying a business already established in terms of customer base and local reputation, but as with all business decisions it's important to weigh up the pros and cons a resale opportunity presents before committing to the investment.

Franchise businesses can be purchased either as an asset or a share purchase. Either way, before you can proceed you will need to be approved by the franchisor as suitable to be a franchise owner.

The franchisor may require the selling franchisee and you as the purchaser to use the franchisor's standard form of sale agreement as part of the approval process. The franchisor is often a party to the sale agreement to ensure the conditions in the franchise agreement governing a sale by a franchise owner are satisfied.

***"A resale may be the only practical way to buy a business in a particular area"***

## Asset purchase

An asset purchase means that you - or a limited company you set up for the purpose - will acquire the assets - machinery, equipment, stock, etc - of the existing franchise business. You also become the employer of the employees by accepting a transfer of their existing terms and conditions of employment and acquire the selling

franchisee's interest in any leasehold premises required for the business.

The due diligence - the enquiries you and your advisers carry out before the purchase - focuses on what assets are being acquired, because the sale contract enables the seller and buyer to exclude certain liabilities from the sale.

For example, it would be standard practice for the seller to retain responsibility for the debts and tax liabilities of the business incurred up to the date of sale and for you to be responsible only for the debts and liabilities incurred under your period of ownership.

## Share purchase

This is in contrast to a share purchase, where the buyer acquires the shares in the company operating the franchise business from the existing shareholders. The effect of the share transfer is that the franchise company continues to operate as before, with no break in continuity of trade.

The employees remain employees of the franchisee company, the lease of premises remains in the name of the franchisee company and all debts and liabilities remain with

new shareholder in the form of warranties, or contractual promises, given by the selling shareholders. If a warranty is breached, it can give rise to a claim for compensation.

It is usual for the selling shareholder to enter into a covenant to be responsible for any tax liabilities of the company operating the franchise that are outstanding at the date of completion of the sale.

Increasingly, a share sale may contain a requirement that a balance sheet is drawn up to confirm the net asset position of the company at the date of completion of the share purchase.

The buyer is likely to have agreed to have offered to buy the company on the condition that its finances reflect an agreed position, often debt free and cash free. This means that the share sale agreement will contain a mechanism for the share price to be adjusted up or down, depending

## 4 ADVANTAGES OF BUYING A FRANCHISE RESALE

- 1** You're buying a business with a proven track record.
- 2** Some of the associated investment of getting the business started has been incurred by the seller.
- 3** The business produces sales turnover from the day you complete the purchase.
- 4** Acquiring funding to finance your purchase can be easier with a resale.

on the results of the completion balance sheet. If liabilities exceed assets, the price is reduced and if assets exceed liabilities the price is increased, usually on a pound for pound basis.

### **Benefits of purchase**

Apart from the structural differences between a share sale and an asset sale, a resale gives the prospective franchisee an opportunity to buy a business with a proven track record. It also allows you to invest in a business in a specific geographic location that the franchisor may not otherwise be able to offer you.

Inevitably, as franchise networks grow the number of available territories reduces, which means a resale may be the only practical way to buy a business in a particular area.

### **Cost of purchase**

The initial price of a resale is likely to be higher than a franchise in a new territory, but offers the benefit of acquiring a business that produces sales turnover from the day you complete the purchase, rather than having to fund the new business while it commences trading, as is the case with a start up.

If you decide to buy a resale, ensure you know about all the costs involved. You will need to check whether key equipment, signage or fittings will need to be updated to bring the business in line with the franchisor's current requirements.

A resale will also involve payment to the franchisor of either an initial franchise fee or a training fee, which is often a percentage of the

current initial franchise package fee. Although the business will not require all the items associated with a new start up, you will require training in the franchisor's business system.

### **Securing funding**

Acquiring funding to finance your purchase can be easier with a resale, as the trading history of an existing business will give a lender confidence that the business can provide a revenue stream from the outset from which to repay a loan.

It's important to analyse the financial performance of the business, but past performance is not a guarantee

of future profits. Put simply, with a resale some of the pain and associated investment of getting the business started has been incurred by the seller. It provides the prospective franchise owner with tangible evidence about how the business has operated historically.

Provided you carry out proper investigations about the trading history of the franchise business being offered for sale, a resale can provide a springboard for your own success as a franchise owner. It's advisable to engage accountants and solicitors to help you in the process who are experienced in advising on franchise resale transactions and able to guide you through the process with confidence.



# **Around half of all franchised businesses are resales**

Source: British Franchise Association/NatWest franchise survey 2018

# Community spirit

Owning a Kare Plus franchise empowers you to support others



**E**stablished in 1989, Kare Plus is an established franchisor with extensive experience of supporting local communities through the provision of clinical and non-clinical care.

A Kare Plus homecare franchise opportunity gives enthusiastic individuals the chance to make a difference with a profitable and personally fulfilling business in one of the UK's fastest growing industry

sectors. With the company's help, expertise, support and guidance, you'll build a business that sits at the heart of a community.

## PASSIONATE

Kare Plus' franchise owners are passionate about business, passionate about care and, most importantly, they are passionate about supporting their customers so they can continue living in the environment they cherish the most - their home.

You will not only create fantastic career opportunities, but also support and enrich the lives of those most in need. Whether it's by providing a little support in the home through to 24-hour support delivered by trained live-in carers, owning a Kare Plus franchise empowers you to support others and provide the care they really want.

Call **01952 783338** for more information.

# Family friendly

Childcare concerns are a thing of the past for Raring2go! franchisees



**W**ith UK childcare costs averaging around £11,500 per child under four per annum, is it any wonder that more and more returning to work parents are looking at franchising as a viable option?

A franchise like Raring2go! magazine and website is a great example of a flexible home based business that meets the needs of new parents who are looking to generate an income, while not having to foot a hefty annual childcare bill.

## ASSET

Raring2go! franchisees generate a sustainable income building an appreciating asset, while also ensuring childcare is not outsourced. They operate their businesses from home, committing on average 24 hours per week.

The six-week long school summer holiday is to many families a source of concern and increased cost, with many struggling to juggle time off to cover as much of their children's holidays as they can.

But not so with Raring2go!, for part of the established and proven franchise system provides for up to 13 weeks of 'holiday' per annum for its franchisees. That is the entire period of state school holidays in the UK.

Visit [getraring2go.co.uk](http://getraring2go.co.uk) for more information.

# Recurring income

Mathnasium has a limited number of UK franchise opportunities remaining



**V**oted as one of the 'top 2 franchises to buy' by Forbes magazine, Mathnasium has taken the UK by storm.

The brand helps children to improve their maths skills in high street centres. With increasing numbers of children requiring extra maths support, it's no wonder this franchise opportunity is in demand.

## CONFIDENCE

Parents turn to Mathnasium to give their child confidence in maths. It changes lives. You don't need to be a maths genius or even teach it. Like any franchise, you'll require start-up capital to invest, but you'll also receive full assistance to train and build the right team around you, including maths instructors.

Mathnasium features a proven business model with no real competition and the potential for substantial rewards with a regular, recurring income all year round.

The company's franchise territories are carefully selected and there are a limited number of opportunities remaining.

For more information email [Franchising@mathnasium.co.uk](mailto:Franchising@mathnasium.co.uk)





## What's On In FRANCHISE

# A UK Market Place worth £89 Billion

£89 Billion is spent by UK businesses advertising online. The "Whats On In" Franchise is a unique B2B Advertising opportunity with a **FULLY EXCLUSIVE** postcode area

**UKs Fastest Growing Affordable Franchise**

**Franchise for Only £798**  
Payable over 3 months

**BENEFITS OF THE FRANCHISE**

- ✓ "Exclusive" Postcode Area
- ✓ Low cost franchise just £798
- ✓ Excellent ROI
- ✓ Potential **£5,000 to £8,000** Monthly income
- ✓ Access to over **25,000** local businesses in your postcode
- ✓ Access to **400 affiliates** British Airways, Virgin, Marriott & Hilton Group
- ✓ Optional **50-50** system
- ✓ In-depth support system
- ✓ Self-service online platform

For further details visit our website [www.woifranchise.com](http://www.woifranchise.com)  
Dani Smith: [enquires@WOIFranchise.com](mailto:enquires@WOIFranchise.com)

# A calling for care

Sareet and Priya Shah became Caremark franchisees to give their community the support it needs

**S**areet Shah and Priya Desai-Shah have just reached two incredible milestones: their Caremark franchise has achieved an Outstanding rating on its first ever Care Quality Commission inspection and they have recently welcomed their first child, a son, into the world.

Sareet previously worked as a catastrophe risk analyst and, through supporting people involved in large-scale disasters such as hurricanes, flooding and terrorism, found his calling for care. When Priya's father received unsatisfactory end of life care, the couple realised they could improve the delivery of care in their local community.

## TAKING ACTION

Sareet says: "We were naive in the choices we made for Priya's father's care. We chose the first provider we looked at, then when he didn't receive the quality of care

we expected we felt devastated. We knew we had to act to improve the standards of care in our local area."

Sareet and Priya spent a long time researching before deciding to open a Caremark franchise. "Caremark's ethos aligned with ours straight away," Sareet explains.

Even though Sareet's experience was in a different industry, he knew he had the passion and drive necessary to succeed. Caremark provided him with the support and proven track record he could rely on in his quest to make a difference.

"Care is a highly regulated industry and rightly so," Sareet says. "When you're brand new to a sector like this, it's important to have the correct support and training in place, as well as a proven business model.

"Our Caremark support manager gave us weekly visits at first and now visits us on a monthly basis. It has been incredibly useful to receive guidance on the care industry, marketing, recruitment and more from someone so experienced.

"It's been really beneficial to have such a large and engaged network of other franchisees, too. We're always sharing our ideas and learning from each other."

## OUTSTANDING RESULTS

With help from their support manager, Sareet and Priya have gone above and beyond to better



## AT A GLANCE CAREMARK

Established: 2005

Number of franchised outlets: 106

Location of units: UK wide

Investment range: £100,000

Minimum required capital: £30,000

URL: caremarkfranchises.com

Contact: 01903 266392

**"We ensure the Caremark ethos resonates through all levels of our business"**

serve their community, putting on charity events, engaging with local students and even starting a free 'Time to Talk' phone service to help tackle loneliness among their clients.

Now their franchise has received an Outstanding rating from the CQC on its first ever inspection. According to The Guardian, only three per cent of home care agencies receive an Outstanding rating, so this is a significant achievement.

"We ensure the Caremark ethos resonates through all levels of our business," Sareet says. "We promote transparency and working together, a sense that we are all on the same team and part of something much bigger."

## NEXT STEPS

With a new baby in the family and the franchise going from strength to strength, the couple have their eyes firmly set on the future.

"We're over the moon about our Outstanding rating, but I'm a perfectionist," Sareet says. "I'm already coming up with ideas to keep improving."

Caremark's franchise network is full of people who are empowered to do extraordinary things every day. The network recently passed a milestone of its own, breaking records by delivering 100,000 hours of care in just one week.



# Goal getter

Compiling a comprehensive business plan is crucial to franchise success

WORDS BY CATHRYN HAYES



## THE AUTHOR

Cathryn Hayes is franchise director at Revive! Auto Innovations

Once you've decided on the right franchise, it isn't just a case of paying your money and getting started. You may need to borrow money to get your franchise up and running. But even if you have the funds required already, preparing a business plan will be an important step to help you get off to a strong start and keep the momentum going as you build your business.

Your franchisor may offer some help in preparing the plan and should be able to provide information about typical costs and income potential, but you will need to understand and 'own' it.

At Revive!, we ask prospective franchisees to present their business plan to one of our directors and a member of the senior support team as the final step before they are accepted as a franchisee, as we see it as a vital part of starting their franchise journey.

## Essential information

A business plan isn't just about the figures - although they are very important, of course. It should include information about you, your background and experience and where your stake in the business is coming from (you will need to put in 30-50 per cent of the total start-up costs, depending on the franchise).

Think about your area/territory. Will you be based at home or premises? How much competition is there? What do you know about them and how will you stand out in a crowded market?

You will need to focus on the figures and make sure you understand what they mean. If you're projecting turnover of, say, £100,000 in the first year, where will that business come from? Will there be a few months of little or no sales/income as you build the business? How will you pay for your personal expenses until the

business is making enough to let you to pay yourself a wage?

Prepare a full list of your personal expenditure, including mortgage, household bills, loans, commitments and so on. This will show how much money you will need to take out of the business in order to live.

## Cash flow

What will happen if the business is slow to build? Is there anything you can do to help? What if sales come in much faster than planned? This is a great problem to have, but can affect cash flow and put strain on the business. A good franchisor will help you through many of these issues, but as a franchisee and business owner you need to fully understand how the cash flow of the business will work.

Your bank manager shouldn't be as scary as the Dragons' Den crowd, but they will want to have confidence in you as a business owner, so you might want to practice your pitch. If you don't understand the figures or have no answer for possible questions that could arise, the bank won't be as confident in lending to you. Think about the questions you could be asked, learn the key metrics of your business and come up with some contingency plans.

***"Focus on the figures and make sure you understand what they mean"***

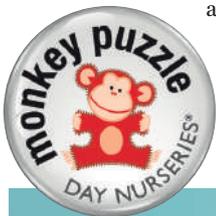


# Reap what you SEO

Why the founders of the UK's largest childcare franchise continuously invest in digital infrastructure to support their franchisees

**I**n the modern world, having an online presence isn't optional, it's essential. How many times have you Googled where to go for dinner?

While a parent choosing their child's nursery is arguably more important, Google searches still have a huge impact on this process and, as a result, Monkey Puzzle Day Nurseries provides all its franchisees with the digital infrastructure and ongoing services to maximise their presence online via the search function.



## WHERE TO START

If you're setting up a business, on top of everything else you need the ability to promote it, including optimising your web presence, which can be an expensive exercise.

Monkey Puzzle provides each nursery with its own dedicated site full of relevant information for parents and carers, from the latest news to information about the facility, such as nutrition and curriculum.

The company then increases its investment in a franchisee, using the so called 'dark arts' of search engine optimisation to maximise the potential of a new nursery. Without SEO, promotion can take months. SEO communicates with Google, so it knows where to put you in the search rankings - it's an important tool that mustn't be overlooked.

It all comes down to key search terms, in the first instance. Monkey Puzzle's specialist SEO team uses keywords to get a franchisee on page one of a Google search. It also invests in Google Ads to target what people are looking for, which is used for as long as the nursery is open.

## MEASURING SUCCESS

A big part of SEO is utilising the analytics and data it provides.

When Monkey Puzzle launches an advertising campaign for one of its franchisees, it can track the conversion of users from the advert to the website. Taking this a step further, Google Analytics then provides Monkey Puzzle with a breakdown as to how long each user has viewed the franchisee page for.



## AT A GLANCE MONKEY PUZZLE DAY NURSERIES

**Established:**  
2005

**Number of franchised outlets:** 60

**Location of units:** nationwide

**Investment range:** £250,000-£300,000

**Minimum required capital:** variable

**URL:** [monkeypuzzledaynurseries.com](http://monkeypuzzledaynurseries.com)

**Contact:** [Info@monkeypuzzledaynurseries.com](mailto:Info@monkeypuzzledaynurseries.com) or call 01442 878887

**“Monkey Puzzle provides each nursery with its own dedicated site full of relevant information”**

The company can also see what search terms people use to find the franchisee site, so that it can fine-tune the advertising campaign, as well as remove the adverts appearing in irrelevant searches.

Monkey Puzzle says it's particularly important for the company to monitor bounce rates - measuring how many people visit a site then click off and go somewhere else. This helps the company evolve and improve the site going forward, so that people stay for longer.

The same can be done for the level of information on each page of the site. Tracking activity rates helps focus franchisees. For example, if Monkey Puzzle sees that a lot of people are clicking on the nutrition pages, it might want to send an information update to parents.

Analytics also tell the company what devices people use to access the site. Google now has a feature called Mobile First Indexing, which means it prioritises sites that are optimised to be viewed on a mobile device.

Ultimately, all this is to help franchisees ensure their nurseries are getting the right exposure, as Monkey Puzzle continues to provide a safe, caring and inspiring environment for children.

# Changing people's lives

Seniors Helping Seniors solves two key problems faced by the UK's ageing population

**W**hen systems are broken, innovation is needed. Social care in the UK is broken and Seniors Helping Seniors is that innovation.

The company is built on two simple ideas: elderly people can help each other age more happily and gracefully and seniors who give, and those who receive, benefit equally.

Kieran Yocom, who founded Seniors Helping Seniors 20 years ago, says: "No human should leave this earth without feeling love, dignity and compassion. So the more we grow, the more people we can reach, the better."

## AWARD WINNING

An ageing society brings two key challenges: people work much longer and more people need care and support. Seniors Helping Seniors impacts carers and customers. The franchise model helps solve both age related challenges. Experienced older carers are the core of the organisation, while customer terms are unique and award winning.

Winning the Top 20 Most Highly Recommended Care Groups award for three years running has been a significant achievement for Seniors



**“Many Seniors Helping Seniors clients, along with their families, have become advocates of the business”**

Helping Seniors.

Christian Wilse, founder of Seniors Helping Seniors UK, says: "Some of the 664 groups in the competition this year have hundreds of centres battling for them. We have five, so I'm immensely proud of our franchisees."

The number one problem in the care sector is finding and keeping carers and Brexit threatens to make the problem worse. But it's not an issue for Seniors Helping Seniors.

"We advertised for carers once and we have an endless resource of outstanding carers," Christian says. "Most of our carers could not work for other care companies, so I'm in the clear blue water I've been looking for all my working life. And we are now inviting people living in the south east and east of the UK to join us for phase three of our expansion plans.

"Phase one, which was adapting 20 years' of American expertise to the UK and our pilot centre, is now complete, as is phase two, which was successful pioneering franchises."

## COST EFFECTIVE

The cost of owning and running a Seniors Helping Seniors franchise



## AT A GLANCE SENIORS HELPING SENIORS

Established: 2013

Number of franchised outlets: 5

Location of units: south east and east UK

Investment range: £55,000

Minimum required capital: £25,000

URL: seniorshelpingseniors.co.uk

Contact: contactme@seniorshelpingseniors.co.uk

is the lowest of any of the other top 20 care groups in the country. Clients are self funders and referrals come from charities, GPs, frailty consultants and dementia specialists.

Care does not include 'personal care' or medication. Part and parcel of the innovative care model is no regulation fees, because the service is out of the scope of the Care Quality Commission.

## ATTRACTIVE EARNINGS

Processes are also super efficient. Earnings and projections are attractive for prospective franchisees and the franchisor supports individual objectives. People looking for a management franchise they can run from home, who want to support their local community and do good for people have a once in a life time opportunity to do so.

Many Seniors Helping Seniors clients, along with their families, have become advocates of the business. The company's carers say it's the best job they've ever had and franchisees say finding Seniors Helping Seniors was like a "breath of fresh air". The company trademarked the phrase 'We change people's lives' for good reason.



# A FORCE TO BE RECKONED WITH

Franchisors are waking up to the many talents ex-military personnel possess

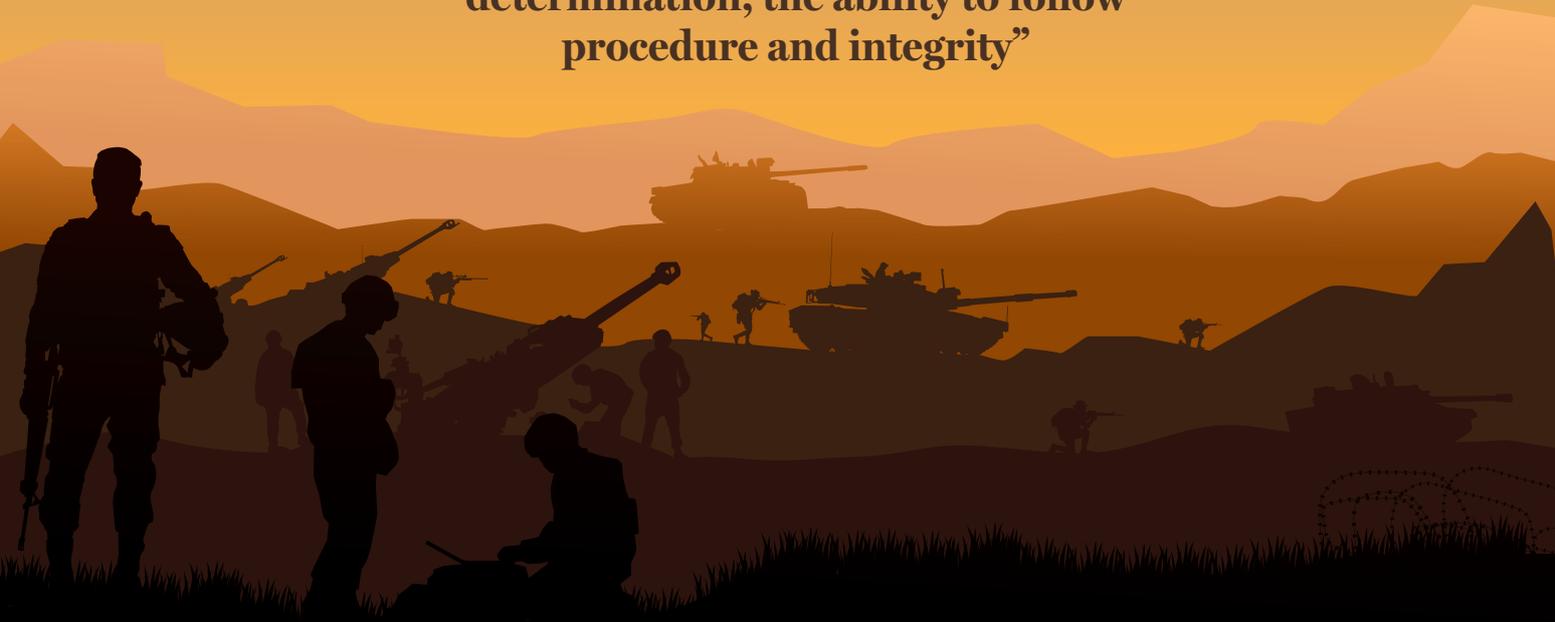
WORDS BY CATHERINE EADE

**W**ith thousands of former military personnel retiring from active duty every year, there is a vast number of ex-forces individuals looking to enter the workplace. And an increasing number of franchisors are realising that members of this talent pool are well suited

to becoming franchisees.

The British Franchise Association says many characteristics of the ideal franchisee, such as being hard working, communicative, having the ability to follow structure and systems and being a strong team player are usually found in ex-armed forces personnel.

**“Military experience on a CV is a marker for commitment, determination, the ability to follow procedure and integrity”**



## Highly valued traits

Caitlin Cook, bfa communications officer, says: “These traits are developed through their military experience and are highly valued by franchisors, who seek to recruit trustworthy and hard-working individuals glad to own and operate a business with an established system and support and training from the franchisor.

“Not only do many possess the qualities of an ideal franchisee, but ex-armed forces also attain transferable skills that can be effective in franchise systems, such as technology, engineering and leadership.”

From a franchisor’s point of view, recruiting franchisees with the right skills is crucial to successful growth and it’s hardly surprisingly ex-military personnel are often highly organised, enthusiastic, ‘can do’ people who are able to manage teams and deal with customers effectively.

Those who have served in the armed forces can draw on a range of personal and professional experiences to bring a wealth of valuable skills into the workplace, including:

- Decisive, confident leadership.
- Articulate communication on all levels.
- Being dynamic, motivational and inspiring.
- Having an instinctive service ethos and integrity.
- Being a team player with a positive voice.

## FranForce: leading the field

Currently, one company leads the field in terms of employing ex-military personnel: Multi franchisor Neighbourly. In 1991 the company introduced its VetFran scheme in the US specifically to encourage ex-forces personnel into franchising.

Neighbourly rolled out a similar initiative in the UK in June 2018. Called Fran Force, it offers financial incentives to military personnel and veterans who are interested in investing in one of the company’s

franchises, which include Bright & Beautiful, Drain Doctor and Countrywide Grounds Maintenance.

Joshua Barker, head of marketing at Neighbourly, says: “Neighbourly recognises the great skill set these individuals have and want to give them the opportunity to learn about franchising, as well as offer them the chance to achieve their dreams and goals by owning their own franchise business.

“We appreciate the value that veterans bring to our business. We are very proud to provide the opportunity to help transition military personnel and current veterans to become franchisees - they turn out to be great people with a great skill set, which can be then translated to franchised businesses.

“Neighbourly also looks favourably on employing former services personnel to work in our support office, as they bring an invaluable set of skills, including honesty and reliability, to our network of franchisees. We have multiple veterans working in the support team.”

## A very broad church

Other franchisors recognise the benefits of taking on former military personnel - despite sometimes outdated beliefs. Dan Archer, managing director of care franchise Visiting Angels, believes the term ‘military personnel’ can sometimes conjure up a limited image.

“You might picture a squaddie, field sergeant or pilot, for example, but the reality is that the military is a very broad church,” he explains.

“There are many people with different skill sets who do a variety of roles - much like with franchising.

“Some key skills for our business are multitasking and working to competing deadlines, empathy and people skills, as well as being able to work well under pressure. As a care provider, we’re looking for people who are resilient, people focused, principled and determined - all things that former military personnel bring to the table.”

Tutor Doctor is another franchise that has several successful franchisees with a forces background in its network and company president Frank Milner says it would be “great” if the franchise community in the UK put the same effort into empowering veterans to become part of the sector as the US does.

“I think it’s important to seriously consider bringing more veterans through the franchise recruitment process,” he adds. “There are so many different jobs in the military and such a variety of training a veteran could have completed, the combination could be transferable to one franchise, but not another.

“If you are open minded, you’ll be able to judge each veteran on their own achievements and personality.”

## Flying under the radar

The bfa frequently contributes case study-led articles to magazines such as Civvy Street to educate ex-armed forces personnel about the possibility of business ownership within the parameters of an established brand.



**THE AUTHOR**  
Catherine Eade is assistant editor of What Franchise



“Franchising continues to fly under the radar as a self employment or investment option, with many not knowing what it is or realising its potential and impact,” Caitlin Cook says. “It would be beneficial for franchisors to be present at ex-military recruitment exhibitions and to have a bigger franchise presence in media that is targeted towards ex-military personnel.”

Dan Archer believes the franchise industry needs to do more to attract those leaving the forces into the sector.

“We need to be better at liaison with the forces in terms of the resettlement work that’s done for existing personnel,” he says. “More sophisticated engagement is what’s needed - face to face contact, a presence at events and jobs fairs and an ambassador for the sector to be a liaison with the relevant bodies at the military end.

“Military experience on a CV is a marker for commitment, determination, the ability to follow procedure and integrity. There are a lot of positives. Many in the military are excellent leaders, fantastic managers, inspirational motivators and passionate, caring people. There are all sorts of people out there and I believe a career in the military will have proven someone’s ability to run a franchise, without a shadow of a doubt.”



## SWAPPING THE MILITARY FOR MASSAGE

A couple who met in the army are proof that former military personnel are task oriented,

driven and able to inspire and motivate a team.

Mark and Rachel Coldham opened The Massage Company’s third UK centre last May in High Wycombe. The pair met at the Royal Military Academy in Sandhurst in 2005, before joining the Royal Artillery. Mark went on to work on projects including the London Olympic Games, before the couple decided to become part of the wellness industry by buying a franchise.

They’ve ploughed around £500,000 into their business, which offers a range of Swedish, maternity, deep tissue and

sports massages, with the emphasis on receiving regular massage for a happier and healthier lifestyle.

Mark says: “Having been in the military, where we really did need to be fit, both Rachel and I are keen runners and fairly healthy eaters, with an overall enthusiasm for healthy living.

“We have also both suffered from sporting injuries in the past, so we understand first hand the difference that regular, good quality massages can make - not just for sporting injuries, but to ease musculoskeletal problems and reduce stress and anxiety.”

The couple’s ‘can do’ attitude is just one facet of the inherent skill set that can be adapted to suit a variety of franchising roles.



## OPENING DOORS TO A NEW CAREER

Ex-Royal Marine David Ward has swapped conflict zones in Europe and the Middle East for a Dream

Doors kitchen showroom in the West Country.

He left the Royal Marines as a lieutenant colonel after 30 years of service and helped run its charity for many years. David feels the skills he learnt in the military will now help him in his new role as boss of the Dream Doors franchise in Plymouth, which specialises in replacing doors, draws and worktops to breathe new life into tired kitchens, as well as offering full refits.

David says: “I joined the Marines because

of the challenge and because I wanted a physical, outdoor job. It allowed me to serve all over the world - in Afghanistan, Iraq, Kosovo and Northern Ireland, among other places.

“I wanted a second career after leaving the military and it was just a case of finding the right moment to take that step. I have always wanted my own business and wanted that business to be people centric and related to home development in some fashion.”

Franchising is a great fit for people from military backgrounds, according to David: “It takes strong project management skills, which you need in the military, and it’s a way to combine the ability to manage and serve people.”



## CLEANING UP

Sue Mark completed 22 years’ service in the Navy as an engineer before becoming a Bright & Beautiful franchisee in Hampshire.

“I chose to go into franchising as I wanted to be in charge of both my own destiny and a team of people,” she says. “The skills I gained in the Navy have been transferable to the commercial world and have been invaluable to me - from the day to day running of my business,

through to being able to deal with any situation in a calm manner.”

Sue bought her housekeeping franchise just over three years ago, which is part of a network of 57 franchisees. She has a team of 13 housekeepers.

“I wanted the challenge of being my own boss, as well as setting up a new business that had systems already in place with support, guidance and training from its franchisor,” Sue says. “Already, I’m reaping the rewards from all the effort and hard work I have put into growing the franchise.”



## GIVING SOMETHING BACK

Former Royal Marine Berkeley Harris, managing director of Sandler Training (UK) in Bristol, has recently been recognised for the success he's

achieved with his business development consultancy.

Shortlisted in the British Franchise Association Awards in the Customer Engagement category, Berkeley also scooped Sandler's 2019 Franchisee of the Year prize.

He spent 10 years as a Royal Marine before investing in his Sandler franchise in 2014. Berkeley now works with

business owners and entrepreneurs in Bristol and the south west to help them successfully grow their companies.

He also sets a certain amount of time aside to deliver pro bono talks and support young people. Last year Berkeley ran a mentoring and training programme with Colston's Girls School and regularly offers free training seats to students on entrepreneur accelerator programmes at the University of the West of England.

The ex-military man says: "I have always been passionate about giving back and having a business with an authentic, customer centric culture. I believe that having a positive relationship with customers and peers makes for a better experience. I want my clients to enjoy working with me, as I believe it increases the learning opportunities."



## IN CONTROL OF HIS DESTINY

Shaun Bartlett spent five years in the military before investing in a Drain Doctor franchise, becoming the drain clearance and emergency

plumbing company's Cardiff franchisee in January 2019.

He explains: "The military training I gained over the years has proved invaluable for the running of my Drain

Doctor franchise and enabled me to bring a variety of skills and qualities to the civilian workplace, including self discipline, confidence, good timekeeping and organisation."

Coming from a military family, Shaun also decided to join the army, followed by university and then various sales roles in blue chip organisations.

"But ultimately, I always knew I wanted to run my own business and didn't want to be just a cog in a wheel," he says. "My military experience definitely made me realise how much I wanted to be in control of my own destiny."

**"If you are open minded, you'll be able to judge each veteran on their own achievements and personality"**



# Shredding the competition

Whether you're a qualified trainer or looking to enter the thriving fitness sector with ambitions of significant profits, Shredquarters matches your goals

**I**n a competitive sector, Shredquarters is offering something truly different to help franchisees profit from the UK's booming fitness industry.

First, a low investment level and weekly subscription income means a Shredquarters franchise is quicker to profit and requires less working capital than traditional gym franchises. Second, operating in the high intensity interval training sector, Shredquarters' functional fitness model bridges the gap between personal training and traditional gyms. Ever changing classes led by multiple trainers keeps members engaged - and paying premium prices over the long term.

Third, it's one of the few British brands operating in gym franchising, offering substance as well as style. Franchisees are supported by the original

Shredquarters marketing agency, which has been with the business since its inception in 2016 and knows how to make your membership soar.

## THE MODEL

Franchisees have a choice of how to run their business: either hands-on as a trainer themselves or overseeing their gym as a management franchise, employing trainers and focused on growth. Each Shredquarters creates a bonded community that contrasts with the solo workouts on offer in traditional gyms.

Co-founder Adam Waters says: "We set out to be the best, to forge deeper, more profitable and longer relationships with our members. We focus on running structured classes with a high trainer-member ratio, which keeps people engaged so they value their time at their local Shredquarters.

"Any gym can have 1,000 members, but we want to know everyone by their first name."

In fact, members don't know until they arrive what type of class they're going to take. Tabata, yoga based, cardio, strength - Shredquarters fanatics consistently say this variety is one of the key features that keeps them coming back time and again and keeps membership fees coming in for franchisees.

Adam adds: "People want an alternative to the traditional gym. Functional fitness strengthens the body to be better at everyday activities using high intensity



## AT A GLANCE THE SHREDQUARTERS

**Established:** 2016

**Investment range:** approximately £90,000, depending on location

**Minimum required capital:** £40,000

**URL:** [theshredquartersfranchise.co.uk](http://theshredquartersfranchise.co.uk)

**Contact:** [sqfranchising@theshredquarters.co.uk](mailto:sqfranchising@theshredquarters.co.uk)

**"It's exciting, inclusive and bang on trend, which makes it a highly lucrative business opportunity"**

training. It's far from just lifting the biggest weights.

"It's exciting, inclusive and bang on trend, which makes it a highly lucrative business opportunity."

## THE FINANCIALS

Co-founder Hannah May Khan says: "We believe our financial model is one of the best in the industry." A look at the numbers reveals why.

Members' subscriptions are paid weekly, not monthly, transforming the cash flow of the business compared to other gyms. A new franchisee is cash flow positive within months, not a year or more, and requires less working capital as a result.

And the investment required to open your own Shredquarters is also well below the usual levels: around £90,000 in total, depending on location. Up to 50 per cent financing is available, subject to status.

Shredquarters owners can expect six-figure profits from year two onwards, with the opportunity to open multiple sites after establishing their first.

Hannah adds: "Whatever your skill set, we will guide you in preparing a detailed business plan





to map your journey, the investment required and your expected returns.

“Finding your premises is the biggest variable in the set up cost/timescale, but we know that can be a big frustration with other gym franchises and we provide full support on getting the right location as quickly as possible.”

## THE PEOPLE

Shredquarters is led by people with proven track records of success. Adam and Hannah bring substantial business experience to the support they offer franchisees, having previously built multi million pound companies working with some of the biggest brands in the country.

They're both qualified trainers and have built Shredquarters from the ground up with a rare level of passion they're now using to help others follow their business blueprint. The focus from day one has been on doing things properly, with an enormous workout library ready and waiting for franchisees and trainers.

The duo are joined by experienced franchise professional Nick Carnes, who has worked with some of the best known international franchises across a range of industries.

Nick says: “Our team have very different skills and experience, sharing a common motivation to help people build their own gym businesses. Our guidance and support is tailored to each individual's requirements, which change during the journey.”



## YOU

Whether you're a qualified trainer or looking to enter the thriving fitness sector with ambitions of significant profits, this is a business opportunity that matches your goals. Whichever route you're looking to take, you'll of course need to be passionate about fitness. Great communication skills and commercial awareness are also important.

But you don't need to have run a business previously, nor have a background in fitness. Shredquarters' training and support, backed by systems that keep the business side of things as simple as possible to manage, mean it's your personality that matters most if you want to own one of the company's franchises.

Adam and Hannah add: “We're all about different - a different business model and a different experience for members, which keeps them engaged and subscribing for years. We offer the chance to build both a profitable business and a community with our personalised support.

“We plan to take Shredquarters national and then international. The potential for franchisees to benefit is huge.”



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# Inspiring the nation's imagination

There has never been a better time to become a Creation Station franchise owner

**E**stablished by Sarah Cressall in 2002 to provide her three children with creative opportunities to explore, discover and develop, The Creation Station's purpose is to make positive differences through creative experiences.

Over a million children and adults have been inspired by the company's family of more than 120 franchise owners and more than 5,000 customers have rated the activities as five star. The Creation Station was one of three finalists out of 5,000 entrants in Richard Branson's prestigious Impact Award, which promotes and rewards companies for the difference they make.

## GROW AT YOUR PACE

The Creation Station's wide range of award winning classes, clubs,

**"I'm proud to run and be part of this amazing ethical and successful business"**

parties and events allows you to maximise the opportunities in your exclusive territory. Activities include creative afterschool clubs and workshops, birthday parties, adult well-being and crafting events, preschool, family fun classes, senior citizens 'crafternoons' plus event entertainment.

The company's franchise owners come from a wide range of backgrounds - from banking and management to stay at home mums and health care professionals. They are friendly and proactive and share

The Creation Station's ambition to make positive differences.

Before joining the company, few of its franchise owners had run their own businesses or had experience in delivering creative experiences. The Creation Station provides comprehensive ongoing training, a regional support manager for one to one support and regional meet ups, as well as detailed, tried and tested activity plans, cutting edge mobile



## AT A GLANCE CREATION STATION

Established: 2002

Number of outlets: 120

Location of outlets: nationwide

Investment range: £10,000-£20,000

Minimum capital required: £2,000

URL: [thecreationstation.co.uk](http://thecreationstation.co.uk)

Contact: franchise team.  
[franchise@thecreationstation.co.uk](mailto:franchise@thecreationstation.co.uk)



technology systems, sales, marketing and technical support. Your support plan is tailored to achieve the success you want at a pace that suits you.

## ETHICAL MARKET LEADER

The Creation Station has been ranked number 15 in the top UK franchises and its commitment to making positive differences has been recognised by numerous recent awards.

Emma McCallum John, a franchise owner for over four years, says: "Running my own Creation Station has given me the opportunity to be my own boss with all the support and help I've needed. Bringing creativity into children's lives and inspiring adults is hugely rewarding. It's hard work, but also great fun."

Another happy franchise owner, Mark Hugh-Jones, who runs The Creation Station Braintree & Dunmow, explains: "I researched many franchises before finding the right one. The reason why The Creation Station stood out is because of the huge potential in an emerging market.

"The people at Creation Station are driven to help all franchise owners to achieve the success they want. They are very responsive, proactive and innovative. I'm proud to run and be part of this amazing ethical and successful business."



# Attracting top talent

Your marketing and recruitment processes need to be sufficiently impressive and reassuring to convince prospective franchisees to join you

WORDS BY ANDY MCCARROLL



## THE AUTHOR

Andy McCarroll is head of marketing at Franchise Moves

**T**he total number of franchise opportunities at any one time in the UK is estimated to be in excess of 1,000. While those in the industry might instinctively know the number of good ones is significantly lower, identifying which are 'sound' and 'not so sound' becomes all the more difficult for your prospects with each year that passes.

Preparing your business for franchising doesn't come cheap, and rightly so. Franchise agreements, operations manuals, trademarking and sound advice can't and shouldn't be scrimped on, but many brands then underestimate the importance of effective marketing, particularly when it comes to attracting the very best franchisees.

## Leap of faith

Think of franchisee recruitment in three parts: lead generation, lead management, followed by selection and recruitment. Leaving aside the obvious financial commitment, you are essentially asking a prospective franchisee to make a leap of faith

with their future, so your marketing and recruitment processes need to be sufficiently impressive and reassuring to convince good candidates to join you.

So who's going to take on this role for your brand? Adding to your headcount and payroll, particularly in the early stages of growth, is not something most businesses can afford. But you still need the skills to effectively launch your brand to the thousands of people out there looking for the perfect franchise.

Among the things you'll need include a franchise page on your website; content that accurately reflects your brand and opportunity; print adverts and marketing collateral for events; someone to build a database of enquiries and manage a flow of content to each prospect that relates to their level of engagement; and someone ready to pick up the phone and talk expertly about your brand, answer tough questions, maintain dialogue and then identify the right people to invite to a discovery day, webinar or one to one meeting.

Daunting isn't it? And that is by no means an exhaustive list. So who is going to do it? You've built a great business that's ready to franchise, so there's a good chance you could take on most of it yourself. But do you have the time?

## Consider outsourcing

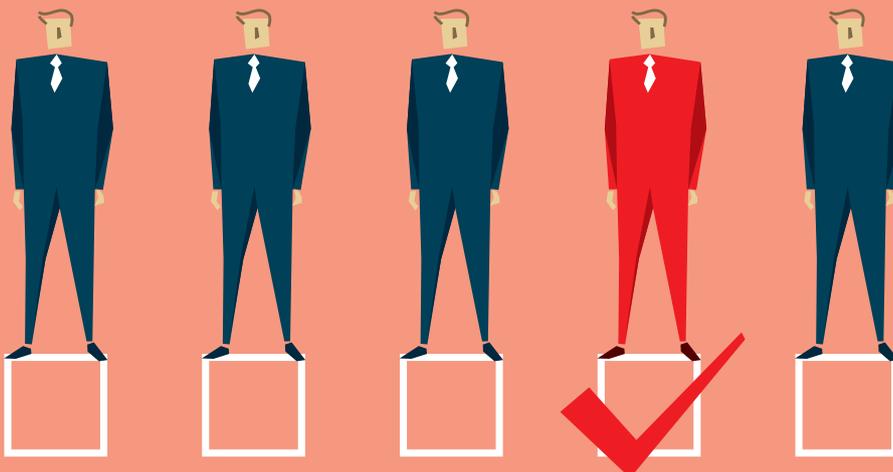
There are some quite specific skills required and anyone who has them all will be able to command a good salary. But is it really a full-time role at this early stage? While outsourcing isn't always the answer to everything, it might be a solution worth considering.

An agency will work for a retainer and doesn't come with any of the usual employment challenges. It will also have all the skills you need because the tasks are spread among a team of specialists.

That would be your lead generation taken care of, but what about lead management and selection and recruitment? If you can find a company offering all three services, you can expect to pay a monthly retainer to cover all three, with a commission on each franchise sold.

An experienced team will be able to hit the ground running with your brand, so you could have several months of great work done before you would even have found someone to recruit, let alone train.

Conversely, if you can find someone good enough and afford them, then having someone internal focused 100 per cent on growing your brand 50 hours a week has got to be very appealing to any franchisor.



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estimated liquid  
capital required

**£130,000+**  
estimated net profit  
in 3rd Year

To learn more please call us on 0800 411 8500  
email: [info@monkeypuzzledaynurseries.com](mailto:info@monkeypuzzledaynurseries.com)  
[monkeypuzzledaynurseries.com/nursery-franchise](http://monkeypuzzledaynurseries.com/nursery-franchise)

The financial projections are our estimates based on our experiences of operating children's day nurseries. They should not be taken as a warranty or guarantee that you will achieve the same results. Your success will depend on a number of variables, including local market and general economic conditions; competition within the childcare sector; and your own hard work.

# Due diligence

The seven questions to ask a franchisor before you invest

WORDS BY KEVIN THACKRAH



## THE AUTHOR

Kevin Thackrah is managing director of Petpals

**H**istory shows us that investing in a franchise is a wise and sound financial move, giving you the chance to build a sustainable, ethical business with the full support of an experienced franchisor.

But what questions should you be asking a franchisor before you hand over your hard earned cash?

## 1 How long has the business been franchised for?

A franchise is a business that was initially run as a regular commercial operation and then offered as a franchise as a way for the owner to expand their own business.

The franchisor will have encountered most or all the issues you will come across as a franchisee, enabling it to pass on its invaluable knowledge and experience, which in turn helps you fast-track your business to success. The longer the business has been running and/or been a franchise, the more experience the franchisor will have.

Many franchises you see on the market today have been trading as franchises for years, so you can be safe in the knowledge they are truly tried and tested models with multiple, successful franchisees able to confirm the franchise's success.

Investing in a business that has only recently been franchised, or

had not been trading for very long before being franchised, carries more risk, but is not necessarily one to be avoided. As one of its first franchisees, you should get more support from the franchisor, which will undoubtedly call on your help and feedback to build a successful franchise model. You'll also have a wider choice of territories and the purchase price will be very competitive.

## 2 Are you British Franchise Association affiliated?

Although not all franchises are members of the British Franchise Association, many of the best are. They, like Petpals, have passed rigorous inspection and their franchise model has been found to be financially sound and sustainable.

We would recommend you choose a bfa affiliated franchise to ensure you are investing in a tried and tested business that's committed to supporting ethical franchising.

## 3 How much is the franchise fee and can I pay it back over time?

The price of your franchise is going to be a key consideration for you.

Unless you're buying a resale with an existing order book and clients, all new territories take time to start earning money and you'll need to set aside working capital to live off while you build the business.

Banks are often happy to lend to people wishing to buy franchises because of the success of the sector, so if you need help don't be afraid to approach a bank for a loan. Many of the large high street banks have specialist franchise sections, who will be happy to talk to you.

Some franchises, Petpals included, have a 'buy now, repay as you earn' scheme that allows you to repay your franchise fee over the course of the franchise agreement, which can make buying a franchise more affordable for those without access to large deposits.

## 4 What is a management service fee and how much will it be?

A management service fee (or MSF) is the fee you will have to pay to the franchisor, usually on a monthly basis.

***"It's important you know exactly what you are getting for your money"***



This will cover ongoing costs such as marketing, website, PR, advertising and ongoing management and operational support.

## 5 Can I talk to your existing franchisees?

You can and you should talk to as many existing franchisees as you need to. A franchisor may very well try to steer you towards talking to its most successful franchisee - and why wouldn't it? It wants to show you how successful its franchise can be, but it's important you have access to other franchisees if you feel it is necessary.

The franchisor should also arrange for you to spend the day with a franchisee of your choice, to see directly what is involved in running the business. The franchisor may suggest you speak to someone whose purchase route,

territory or background is similar to your own, which makes perfect sense, so do take its advice.

Don't forget, in franchising, as in life, not everyone is happy all the time, but the most important question to ask is: is there a market for your services and does the franchisor support you well? If the franchisees answer "yes" to both of these questions, that's a great start.

Remember, if a potential franchisor is cagey about furnishing you with a list of franchisees, proceed with extreme caution.

## 6 What is included in my franchise?

It's important you know exactly what you are getting for your money. It's too late to find out once you've signed the franchise agreement that there are large expenses you haven't budgeted for.

Will you have to buy a vehicle, stock, rent premises, etc? Make sure it's all clearly written out and that you understand it fully. Always take the advice of a bfa affiliated franchise solicitor before signing anything and ask them for help understanding the franchise agreement if necessary.

## 7 What are the expansion possibilities with this franchise?

If you wish to increase your business in the future by extending into adjacent territories, you should discuss this with the franchisor to identify the possibilities.





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# Second career pays dividends

Nick Turner's Right at Home franchise has delivered rewards above and beyond financial success

**A** long-time volunteer, Nick Turner has always believed in stepping up to help others. But after supporting his mother to live with dementia, Nick had a 'light bulb moment' and realised he could use a good quality care franchise to make a difference to people's lives. Five years later, his Right at Home franchise has delivered rewards above and beyond financial success.

When he ran his own bespoke furniture business, Nick was also a volunteer visitor - and had been for about 40 years - prior to opening Right at Home mid-Hampshire. His compassionate nature and consideration for others made him an easy person to speak with and pleasant company for those in hospital or care homes who were otherwise alone. So when he came across the Right at Home franchise, it seemed a natural choice.



**“People of the highest calibre work behind the scenes to help us succeed”**

## HELPING HAND

“Meeting clients who need care is similar to meeting a customer who needs a handmade kitchen,” Nick explains. “You draw alongside them. You hold their hand as you guide them to where they want to be, connecting with their story along the way. I’m very sociable and have always supported anyone who needed a helping hand.”

These attributes made Nick Turner the perfect candidate for Right at Home.

As a homecare franchise, Right at Home is committed to delivering

outstanding quality care to clients. At the heart of every local office is a desire to support clients' independence in their own homes. Franchisees and CareGivers treat them as part of the family - often going the extra mile.

The catalyst that led Nick to invest in Right at Home was his



## AT A GLANCE RIGHT AT HOME UK

Established: 2010

Number of franchised outlets: 64

Location of units: England and Wales

Investment range: Up to £130,000

Minimum required capital: £40,000

URL: [rightathomefranchising.co.uk](http://rightathomefranchising.co.uk)

Contact: Kate Dilworth. [kate.dilworth@rightathomeuk.com](mailto:kate.dilworth@rightathomeuk.com) / 07825 047344

mother: “My mother suffered with dementia. About a year after she died, I was at a wedding where I met a Right at Home franchisee. We were talking about what he did and within minutes I felt an excitement grow within me. It was my light bulb moment.”

## INSTANT CONNECTION

When Nick met with Ken Deary, CEO of Right at Home UK, he felt an instant connection with wanting to provide high end care.

“With their extensive knowledge of the care industry and business management, I felt confident I could do it,” Nick says. “It would have taken longer to reach my current level of success without their training and support.”

Nick recognises the importance of the Right at Home network, highlighting the impact it has: “Right at Home have chosen their franchisees extremely well. There is terrific camaraderie between us and everyone is committed to supporting each other, as we seek to deliver exceptional services to clients.

“And national office support is beyond outstanding. People of the highest calibre work behind the scenes to help us succeed. Knowing they are behind you, is a real boost.”

Looking to the future, Nick says: “As I grow, I want my staff of 65 CareGivers to have fun as they deliver outstanding care to our clients. The furniture business was static, Right at Home is different. My aim is to keep growing, until I’m the one who needs care.”

# Sign of the times

Three long-standing employees of FASTSIGNS Crawley have made their dream of business ownership a reality

**L**unched in 1985 in Dallas, Texas, FASTSIGNS has more than 700 independently owned franchise centres in nine countries, with 22 centres in the UK. The franchise offers a business-to-business management opportunity providing eye catching signs, graphics and visual communications to a wide range of customers.

## MELANIE, JOSÉ AND ALAN: FRIENDS FIRST

The team at FASTSIGNS Crawley took over the centre in December 2018. Husband and wife, José and Melanie Martinez, partnered with their long-term friend and colleague Alan White to purchase the franchise and build on the successful business.

In the mid-nineties, José joined the first ever FASTSIGNS franchise in the UK. Melanie has been at the FASTSIGNS Crawley centre since its launch in 1995.

She explains: "Having played

**"Being its franchisee has always appealed to me"**

such a pivotal role in helping FASTSIGNS Crawley evolve into the business it is today, being its franchisee has always appealed to me."

In 1997, Alan joined the team as the Crawley centre's sign maker and in 2000, as Melanie and José's family grew, José transferred to the Crawley branch to help manage their home life logistics. In a short time the three became firm friends as well as colleagues.

## SIGNED, SEALED AND DELIVERED

When the opportunity to purchase the franchise came up at the end of 2018, the time was right for José, Melanie and Alan to purchase the centre and become business owners. The three friends prepared

thoroughly for the purchase.

Alan says: "We didn't want to miss something that might cause problems in the future. We had all wanted it for so long, we didn't want anything to go wrong in our new business. There's risk involved in starting your own business, but I was hungry for it. We all were.



## AT A GLANCE FASTSIGNS INTERNATIONAL INC

**Established:** 1985

**Number of franchised outlets:** more than 700 worldwide. 22 in the UK

**Location of outlets:** nationwide

**Investment range:** £125,000 plus

**Minimum capital required:** £36,000

**URL:** fsfastsigns.co.uk

**Contact:** John.davies@fastsigns.com  
enquiries@fastsigns.com. 01785 2453140



"We knew we had the support of the FASTSIGNS brand behind us and we just wanted to get started. I thought nerves would kick in, but they haven't yet."

Transitioning from employees to owners has required hard work.

Melanie explains "It was the hardest we've ever worked, but we haven't regretted it once. Even though we understand how the centre operates, there was still so much we needed to know about being business owners."

FASTSIGNS' UK support team has supported the trio through their transition period.

"Having the resource of the support team has been invaluable," Alan says.

## SURE SIGN

Almost a year into their franchise adventure, what does the future hold?

"The main thing is to keep enjoying doing what we do," Melanie says. "We want to grow our business to a sustainable level, maybe employ two or three more people. We want to maintain the close knit feel we currently have, provide a comfortable living for ourselves and have that satisfying feeling that we are building something for our future."





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# Business in a box

Ableworld's Paul Boniface answers the most commonly asked franchisee applicant question

**W**hy would you buy a franchise and pay royalties instead of doing your own thing?

Owning your own business is a dream most people have at some point in their careers. Not everyone actually tries to do it, of course, as often when it comes to the crunch the reality of the responsibilities involved can be overwhelming next to the security of a monthly salary.

For those determined to do it, however, there is the appeal of doing everything yourself. It's all yours, you have the ideas, you put them into practice and when it pays off you keep all the profit. Sounds good to me, so why buy a franchise?

## IN PROFIT

This year the British Franchise Association and NatWest released the results of their UK franchise industry survey. One of the standout findings was that 93 per cent of franchisees reported profitability.

Now, if the accepted wisdom that the majority of business start-ups close their doors before reaching year five is true, then 93 per cent of franchisee owned units reporting profitability is an impressive statistic.

Next, you have to look at why that might be. Franchising stacks the cards in your favour, as someone has already created a brand, proven a business model and documented the systems and procedures that made them successful. Not only do they pass that all over to you, they provide you with all the training and ongoing support you'll need to make a success of replicating that business in another location.

If this sounds a bit like buying a

**“The Ableworld franchise continues to allow so many people to achieve their ambitions”**

job, it isn't. The business is yours and it will be up to you to put in the hard work required to reap the benefits, but so many of the risks have been reduced.

The reality of starting from scratch is that you have to first have a great idea for a business and then determine how to run it profitably, followed by finding sufficient funds to launch your, as yet, unproven new venture. There's no blueprint, training or support, which is the opposite of franchising and goes a long way to explaining why franchisees pay ongoing monthly royalties.

## PROVEN BUSINESS MODEL

At Ableworld, we have a proven business model with an 18-year trading history. We have a large head office team filled with experts in marketing, HR, purchasing, IT, finance, legal and engineering.

We have 35 stores around the country, which gives us incredible buying power versus an independent. We have a large network of franchisees who contribute to our marketing and advertising budget. That pooled resource means we can promote the brand in ways a sole trader could only dream of.



## AT A GLANCE ABLEWORLD

Established: 2001

Number of outlets: 35

Location of outlets: nationwide

Investment range: £75,000-£80,000

Minimum capital required: £30,000

URL: [ableworld.co.uk](http://ableworld.co.uk)

Contact: [franchise@ableworld.co.uk](mailto:franchise@ableworld.co.uk) or 01270 613599



Our franchisees are a wonderful mix of people. Some came to us with sales backgrounds, some from the armed forces, retailing, public service, teaching, the automotive industry, construction and engineering.

Many of them are running a business for the first time. What they all had in common was the desire to have their own business in a lucrative sector where they could build a valuable asset for their and their families' futures. They also wanted to do something they could be proud of.

## IN DEMAND

There are currently 15 million people aged 60 and above in the UK and the government predicts that in 10 years' time nearly 25 per cent of the population will be over 65. People are living longer and, as they age, they frequently need the products Ableworld offers, such as mobility scooters, specialist furniture and stairlifts.

As part of a franchise network, our franchisees are in a much stronger position to embrace these market opportunities than they could as sole operators. I am proud the Ableworld franchise continues to allow so many people to achieve their ambitions - long may it continue.

# It was meant to be

Fatherhood and fate led Jonny Pearson to Revive!, the SMART repair specialist



**N**o stranger to franchising, 47-year-old Jonny Pearson was previously group sales manager for a fitness franchise and set up the company's first club in Poland before co-founding another successful Polish fitness brand, Vitality

Boutique Fitness.

But then his daughter was born and Jonny realised he was spending so much time commuting to Poland he was missing her growing up. And with a second child on the way, he decided it was time to take control of his own destiny, return to the UK full time and look for a franchise opportunity where he could be his own boss.

## POSITIVE SIGNS

Working within the franchise industry, he had been aware of Revive! for several years and one

day was sitting in his brother's house flicking through a franchise magazine when he saw a Revive! van parked outside on a neighbour's drive. Soon after, he happened to see Revive!'s high ranking in a league table of franchises and decided the coincidences were too great - he had to find out how to own a Revive! territory.

Jonny says: "As I went through the interview process, my opinion of Revive! just got higher and higher. I gave up my operational role in Vitality Boutique Fitness, as I realised that to be a Revive! franchisee you have to be 100 per cent focused. I was delighted to be offered the Edinburgh franchise and have continued to be impressed by the franchisor's head office team ever since.

"In my opinion, the training and support Revive! offers are unique to the franchising industry. I had four weeks of intensive training that was tailored specifically to me and my own level of learning. But it didn't stop there.

"Most franchisors leave you very much alone when you get into your territory, but not Revive! Whenever I need advice, my telephone call is returned almost immediately and my head office operations support manager keeps in regular touch to mentor me and make



## AT A GLANCE REVIVE! AUTO INNOVATIONS (UK)

Established: 2004

Number of franchised outlets: 60

Location of units: nationwide

Investment range: £32,000

Minimum required capital: £15,000

URL: [revivefranchise.com](http://revivefranchise.com)

Contact: Nikki Haythorne,  
[franchising@revive-uk.com](mailto:franchising@revive-uk.com)

**"There's a real family feel to Revive! and I'm enjoying being part of it"**

sure everything is okay. There's a real family feel to Revive! and I'm enjoying being part of it."

## SETTING NEW SALES RECORDS

Since launching his Revive! franchise in May 2018, Jonny has taken on two employees and is setting new sales records every month on the way to his first million. "I've got big plans, so watch this space," he says.

With growth comes new challenges, which is why Revive!'s head office business support team works closely with each franchisee on an ongoing basis to provide training, advice and mentoring. Revive!'s comprehensive training programme is designed to meet the needs of the individual and the business at every stage, from start up right the way up to running a million pound business.

Over the years Revive! has invested in building an experienced team to support its franchisees, as well as a leading edge IT platform, which has transformed the business. No wonder that in 2018 the company won the British Franchise Association/HSBC award for franchisee support.



# Find your reason for being

Join UK Business Mentoring and build your business by helping other business owners

**T**en years ago, having tired of corporate life, Joe Hinton, the founder and managing director of UK Business Mentoring, sat down and considered what he wanted to do with the remainder of his working life.

Having gone through the process of writing down his options under the headings of 'What he enjoyed' and 'What he was good at', he narrowed it down to coaching and mentoring and helping businesses. This Joe found to be his 'Ikigai' - which means 'reason for being' in Japanese - and UK Business Mentoring was formed in 2009.

Since that time the business has developed tools and models to help small business owners overcome the many barriers that prevent growth. One of these being the Zulu Business Model, a graphic system that helps businesses to structure for growth. Today, the company is proud of the fact that, on the basis of its clients' testimonials, it's ranked number one in the UK for both business coaching and mentoring.

## NEW FRANCHISEES

UKBM seeks franchisees who have, through their career to date, already gained a broad depth of commercial experience. Ideally, these will be in areas such as financials, leadership, management, marketing and sales.

As Joe says: "We can teach you to coach, mentor and present, but we can't teach you everything you will need to know about business."

## EXTENSIVE SUPPORT

A full week's training course will equip you with the skills to coach, mentor and present excellent seminars aimed at providing business owners with practical advice and guidance. In addition, you will be shown how to use the company's tools and models to best support your clients. In your first year you will also be given a 'buddy mentor', who will be in regular contact with you to help you develop your franchise area.

What are the key benefits of a UKBM franchise? Pilot franchisee Chris May sums it up as follows:



## AT A GLANCE UK BUSINESS MENTORING

Established: 2009

Number of franchised outlets: 4

Location of units: nationwide

Investment range: £30,000

Minimum required capital: £15,000

Contact:

deborah@ukbusinessmentoring.co.uk

ukbusinessmentoring.co.uk

**“You will be shown how to use the company's tools and models to best support your clients”**

- Autonomy to run your own business.
- First class training and ongoing support from the directors.
- Being part of a team committed to the highest level of service and value.
- Satisfaction in helping others to succeed.
- High income (£150,000 per annum by the third year).

Of the franchise, Chris says: "It's been amazing. I feel like everything that I did in my 30 years in corporate life was my apprenticeship for this role. I love it."



# Take the next step

The Women in Business EXPO presents the perfect opportunity to meet franchisors face to face



## AT A GLANCE WOMEN IN BUSINESS EXPO

**Venue:** Farnborough International Exhibition & Conference Centre, Hampshire

**Date:** October 16-17

**Opening times:**

**Day one:** 9.30am-5pm

**Day two:** 9.30am-4pm

**wibexpo.co.uk**

Entry to the event is free and free parking is available at the venue. Visitors can book a place at the on site creche via the Women in Business EXPO website. Local accommodation can also be booked on the website through Event Express.

**A**n impressive number of franchisors will be in attendance at a new event that claims to be the first large-scale conference and exhibition in the UK dedicated to women in business.

Among over 100 exhibitors, the Women in Business EXPO will showcase the likes of Auntie Anne's, ARTventurers, Expense Reduction Analysts, Kare Plus, The Creation Station and Tutor Doctor at the Farnborough International Exhibition & Conference Centre in Hampshire on October 16-17. All are looking to recruit franchisees into their networks.

Show organiser Hub Exhibitions has also assembled a first class line up of speakers from the franchise industry, including Fiona Simpson, managing director of ARTventurers, Roz Goldstein, managing director of Goldstein Legal, and Sarah Cressall, founder and managing director of The Creation Station.

In addition, Encouraging Women into Franchising, a not for profit organisation that provides advice and guidance to women looking to enter the franchise industry, will be hosting a seminar in the Women in Franchise Theatre on day one.

### Flexible opportunities

Christie Day, event director for the Women in Business EXPO, says: "Women are the fastest growing market for franchise uptake, as franchise opportunities offer support, flexibility and the ability to be your own boss with less risk. They're also attractive to people who want to run

their own businesses, but might not have that great idea yet.

“There are a large variety of female friendly franchise exhibitors to suit all interests and budgets. Plus there will be a lot of guidance with our franchise matchmaking service, Women in Franchise Theatre and industry leading media partners.

“The event, of course, welcomes men and couples, as many franchise investors will be considering moving forward with a partner.”

## Unique insights

Other dedicated areas at the Women in Business EXPO include Women in Tech and Women in Finance, while attendees will have access to a networking lounge, a specialist CV and interview clinic and a well-being zone, featuring interactive workshops to help improve well-being in the workplace.

On top of this, Karren Brady and Michelle Mone, two of the UK's most high profile business women, will be providing a unique insight into what it takes to reach the top.

Karren Brady is scheduled to kick off the show on day one with a session on business and career development, drawing on her experiences as vice chairman of West Ham FC, a peer in the House of Lords and small business ambassador for the government.

One of Alan Sugar's advisers on The Apprentice TV programme, Karren took Birmingham City from administration to a stock market flotation during her time at the football club, making her the youngest managing director of a public limited company in the UK.



Caprice Bourret

## “There are a large variety of female friendly franchise exhibitors to suit all interests and budgets”

Michelle Mone is set to open day two with her account of how she built Ultimo Brands into a multi million pound lingerie company, as well as providing practical business advice.

She says: “I'm delighted to be speaking at the Women in Business EXPO. This event is so important to highlight and show how women of today can overcome the challenges faced in work and business and provide the inspiration for a new beginning.”

Supermodel turned entrepreneur Caprice Bourret will also be speaking at the event, giving tips for setting up a business in changing economic times, as will Suzanne Burke, head of operations for the Office of the Small Business Commissioner. She will be sharing her knowledge of the UK small business market and detailing how to overcome some of the biggest barriers small businesses face when it comes to getting paid on time.

## Empowering women

Christie adds: “According to the Women's Business Council, there has been a significant shift in the experiences of women in the workplace in the last five years. But there are still challenges to be overcome.

“We want to empower women to confidently take the next step in their working lives and to feel comfortable juggling their work-life balance.

“Whether you're returning to work, planning the next chapter in your career, looking to start a business or considering franchising, we launched the Women in Business EXPO with you in mind.”



Karren Brady

# Tune in

Musical Moments is looking for musicians and performers to join its franchise network



**M**usical Moments is a social enterprise that was established in 2011.

Inspired to start the business by founder Beckie Morley's degree in music and her experience of caring for her grandmother who was living with dementia in a care home, the company now runs interactive musical sessions for older people living in care homes and local communities.

## DEMAND

Musical Moments is contacted by care homes on a daily basis about

its services, but due to the nature of the work locality is essential. That's why it's now operating a franchise model - and Musical Moments needs you.

The company has spent the last few years perfecting a business model that can be replicated, so it's able to provide more music to older people across the UK.

Musical Moments has recruited six franchisees since November 2017 and it's continuing to grow. The company's looking for musicians and performers for the outer city areas of Manchester, Birmingham, Newcastle upon Tyne and Liverpool.

If you're a confident and caring person looking for a rewarding and flexible career that works around family life, Musical Moments could be the right opportunity for you.

Visit [musical-moments.co.uk](http://musical-moments.co.uk) for more information.

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# Money matters

Invest in training with Hitachi Capital Franchise Finance and reap the rewards



**W**hat's the point of financial training? Let's examine some of the key reasons why it's a good investment:

## ACQUIRE NEW SKILLS OR DEVELOP OLD ONES

As your understanding of business finance and accounts improves, so does your ability to monitor and manage your business performance. You will be better able to spot worrying trends, identify areas of strength within the business and develop strategies to fully take advantage of them.

## INCREASE CONFIDENCE LEVELS AND EFFICIENCY

Once you understand the key drivers in all areas of your finances, you can take steps to improve margins, lower costs and maximise profits.

## BETTER MONITORING AND MANAGEMENT

Without measuring and monitoring your business activity, how can you manage the business and know whether performance is getting better or worse? This has proved to be a 'light bulb' moment for many people.

## ENHANCED FINANCIAL RESULTS

Increased financial understanding plus greater confidence in dealing with accounts plus closer monitoring and improved financial management equals improved efficiency and enhanced results.

For further information on Hitachi Capital Franchise Finance's training services call **01844 355575** or email **Training@franchisefinance.co.uk**

# Web platform

You can become a What's On In franchisee for under £1,000



Of the What's On In franchise, managing director Stephen Smith (pictured) says: "It was simple, we know the UK online advertising market is worth £89 billion and we saw the market was wide open.

"We also wanted to make our franchise available to anyone and that's why we priced it at £789. The return on investment is amazing. We also offer an interest free finance package."

## USER FRIENDLY

Dani Smith, joint managing director, says: "I needed to make sure our web platform was user friendly for the advertisers and that we could offer any business a free sales web page. 82 per cent of UK businesses have no website, so we needed to address this with a free web page for every advertiser."

A typical What's On In website not only offers a franchisee an excellent income from advertisers, but also allows them to place affiliates on their website, which pay franchisees up to 70 per cent affiliate commission. A franchisee needs no technical knowledge, as all loading of adverts is carried out by the What's On In support team. Bookings are made online via the website and payment is made within three minutes direct to the franchisee's PayPal account, which means excellent cash flow.

Potential monthly incomes are £5,000- £8,000, depending on commitment. Franchisees receive a fully exclusive postcode area.

Stephen and Dani Smith believe What's On In offers the perfect low cost entry into the profitable franchise arena.

Visit [woifranchise.com](http://woifranchise.com) or call **07860 833822**.

# Eye catching

Just Cuts' latest product launch sparks further interest in its franchise opportunity

**A**ustralian founded hair salon brand Just Cuts has been in the UK for just two years, with its first franchisee owned salon opening earlier this year. But it's the company's recent UK launch of product range JUSTICE Professional that has caught the eye of those looking to partner with a forward thinking franchise brand.

Amber Manning, CEO of Just Cuts UK, took the decision to launch a UK dedicated product website due to demand.

## POPULAR PRODUCTS

She explains: "It's amazing how popular our products have been in the UK. So many people have used our salons and products while travelling in Australia and New Zealand, but I didn't realise how quickly they would switch to buying our JUSTICE Professional range when we tested sales on Amazon in the UK."

Selling up to 100 products a day on Amazon, orders are fulfilled from a south London warehouse.

**"Demand for the in-salon services associated with the products is rapidly increasing"**

"Sales of our JUSTICE Professional range across the UK are just another confirmation of how our Just Cuts salons need to be rolled out," Amber says. "We expect to have five salons in and around London by the end of the year, but we know other locations are primed for our arrival with our product sales data."

With the increase in demand for the JUSTICE Professional range, demand for the in-salon services associated with the products is rapidly increasing.

## NO EXPERIENCE NECESSARY

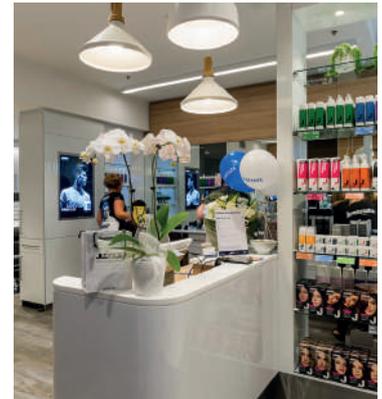
Prospective franchise owners looking to invest in a Just Cuts

franchise come from a variety of backgrounds. Many have never worked in the industry before. In fact, experience of the trade isn't necessary, as franchise owners manage a team of qualified stylists to service the business - meaning they can work on the business at a time



## AT A GLANCE JUST CUTS

**Established:** 1989 in Australia. 2018 in UK  
**Number of franchised outlets:** 2 in UK  
**Location of units:** UK wide  
**Investment range:** £90,000-£120,000  
**Minimum required capital:** £75,000  
**Contact:** 07577 700 397. justcuts.co.uk



that suits them.

One such entrepreneur who has capitalised on the UK's booming £4.1 billion hair and beauty industry - and making the most of time with her family - is franchise owner and mum of two, Magda Deaconescu.

Having recently opened her second Just Cuts salon in just under six months, Magda is revelling in the opportunity to be part of an internationally recognised salon brand. She plans to open multiple salons in the towns surrounding her home in Putney, south west London in the not too distant future.

Magda says: "The Just Cuts business model provides the security and structure for anything I could ever need. I think the best thing about running your own business is the sense of independence and empowerment.

"I wake up knowing there's something that needs doing. I enjoy being busy and going to the salon gives me that feeling of fulfilment. It's also important that I feel I'm doing something that's beneficial for my family. I can still take the girls to school every day and it's given me confidence my business can work without me while I do that."



# Want to run a teaching franchise?

Understanding VAT could be one of the most valuable lessons you'll ever learn

WORDS BY CARL READER



## THE AUTHOR

Carl Reader is chairman of business advisory firm d&t

**A**s accountants and business advisers, the team at d&t has been working with teaching franchises for years, helping over a thousand franchisees understand the VAT Private Tuition Exemption. With one franchise network of around 200 franchisees, we helped them save an average of £20,000 per year per franchisee.

In a nutshell, if you run a teaching franchise where the subject is ordinarily taught in schools and you're registered for VAT, it's possible you don't need to be, which could be hugely advantageous. It's surprising how many franchisees and franchisors aren't aware of this important section of VAT legislation.

Most franchisees and franchisors, like any business turning over more than £85,000 per year, need to be registered for VAT and charge 20 per cent on sales of most goods and services. These VAT registered businesses can reclaim any VAT they pay on business related goods or services. However, for small tuition organisations this often doesn't amount to a significant proportion of the VAT that's payable.

*"The exemption may only apply if certain conditions are met or in particular circumstances"*

## How the exemption can help

Let's look at an example to show how the VAT exemption can help. Consider that an ordinary VAT registered business turning over £120,000 gross per year will need to pay HMRC £20,000 per year in VAT. The company might reclaim perhaps £2,000 for business related services, bringing its total VAT bill for the year to £18,000.

Now consider another business. It's also turning over £120,000 per year. However, the difference is the company has qualified for the tuition exemption and therefore doesn't need to be registered for VAT. It therefore saves that £18,000 per year.

These examples are based on a business that's registered for VAT under the standard scheme. There are other schemes available that can help reduce VAT liabilities, such as the flat rate scheme, but the beauty of the exemption is that it could eliminate it completely.

## You have to meet certain conditions

It's not just as simple as knowing about it, though. The exemption may only apply if certain conditions are met or in particular circumstances. This is where it's important to get good advice from accountants like d&t that are highly experienced in this area.

Generally, VAT exemption depends on who's providing or buying the services, how they're presented for sale, the precise nature of the goods or services, whether the necessary evidence is obtained, whether the right records are kept and whether they're provided with other goods and services.

d&t acts for franchise networks teaching numerous subjects ordinarily taught in schools, including football, rugby, swimming, dance and drama. This saves many franchisees thousands of pounds every year.

Our goal is to help franchisees and franchisors grow their businesses with straight talking advice and by adding value, not numbers. To help franchisees and franchisors find out if they could be eligible for the VAT Private Tuition Exemption, we offer a free introductory call with one of our experienced advisers.

A Teaching Franchise

# Unlock your potential

With Expense Reduction Analysts, you can benefit from the company's 25 years of franchising experience

**E**xpense Reduction Analysts is the world's leading franchise in business strategy, cost and supply management and winner of the Global Franchise Awards Best White Collar Franchise for 2018 and 2019.

ERA consultants help clients optimise their overhead expenditure and improve processes via deep dive analysis, making robust recommendations and implementing changes to generate savings.

The company's 'no savings, no fee' business model means franchisees take the risk, but share savings 50/50 over a two-year period. If no savings are found, the client does not pay. Consultants can operate from home, thereby keeping overheads low while operating an efficient business.

## A BUSINESS BUILT ON LEVERAGE

ERA founder Fred Marfleet began franchising in the UK over 25 years ago, after he identified an opportunity to support businesses to spend more efficiently.

Today, with more than 700 consultants in over 40 countries worldwide, ERA franchisees enjoy the benefit of operating their own businesses and earning high levels of income, while collaborating with colleagues as part of an award winning international brand.

This leveraging of experience and expertise gives franchisees the ability to offer a level of service beyond their own skill sets, delivering the best possible service to a wide range of clients. Franchisees advise thousands of companies worldwide and create significant savings across millions of pounds of spending every year.

## OUTSTANDING SUPPORT

ERA franchisees receive ongoing and extensive support from day one, including:

- **Marketing.** An award winning team provide creative design, marketing and online campaigns, generating leads to convert prospects into clients, as well as agency style support.
- **Information technology.** 24-hour IT support to franchisees includes a variety of bespoke IT tools to help with the day to day operation of the business.
- **ERA's 18-month start-up programme.** This is designed to equip franchisees with the knowledge and confidence they need to successfully launch and run their own businesses.

Upon completion of initial basic training, franchisees are ready to begin their journey with ERA and will work closely with the ERA Academy, local regional representatives, their ERA coordinator and their business guides to get off to a flying start.



## AT A GLANCE EXPENSE REDUCTION ANALYSTS

Established: 1993

Number of franchised outlets: 650 plus

Location of outlets: international

Investment range: £44,900

Minimum capital required: finance available for up to 70 per cent

Contact: [joinus@expensereduction.com](mailto:joinus@expensereduction.com), +44 1732 525852

[uk.expensereduction.com/franchise-business-opportunities](http://uk.expensereduction.com/franchise-business-opportunities)

**“World's leading franchise for cost and supply management”**

## WHY ERA?

- High earning potential
- Low overhead costs
- Awarded Best White Collar Franchise at the Global Franchise Awards 2018 and 2019
- Award winning marketing support
- An established brand with more than 25 years of experience
- A highly experienced global network of more than 700 business consultants
- Professional development and in-field coaching support
- Excellent work-life balance





Your Local Specialist

Ableworld is the country's largest mobility retailer selling products to the elderly and disabled which change people's lives for the better.



There are currently 15 million people aged over 60 in the UK today and the Government predicts that in just over 10 years' time nearly 25% of the population will be over 65.



As the population ages the demand for products such as mobility scooters, stairlifts, adjustable beds, wheelchairs and home aids will see a dramatic increase.



Ableworld are looking to expand further over the next 12 months and have franchises available across the UK mainland. You do not need to have previous experience as full training will be given on all aspects of the franchise.



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\*subject to status

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# Energy, enthusiasm, ambition...

Many factors make millennials good franchisees. Here's why - and how to reach them

WORDS BY LINDA WHITNEY



## THE AUTHOR

Linda Whitney writes about franchising for the Daily Mail, What Franchise and many other publications

**M**any older people seem to think that millennials are pretentious idlers who hang around artisan coffee shops talking about bicycles. Yet clever franchisors can see past these lazy stereotypes. They like millennials - here used to mean 20 to 30-year-olds - and can't recruit enough.

## A word about the word

There's no official definition of 'millennial'. It's a term often used by the marketing industry to denote people who reached adulthood in the early years of the 21st century.

Be very wary of using 'millennial' in marketing your franchise. Consider terms such as 'younger franchisees' instead. Some people use 'millennials' as an insult and many who may be classed as millennials by others don't like it. Like most of us, they want to be acknowledged as individuals, rather than stereotypical examples of a generation or age group. Nevertheless, much research has been done on the subject of what makes millennials tick, so it can be a useful term when determining marketing strategy.

## A growing group in franchising

Many millennials 'get' franchising. Research by the British Franchise Association and NatWest shows that in the two years to 2018 more than a quarter of franchisees starting their business were aged 30 or under at launch.

Pip Wilkins, chief executive of the bfa, says: "The sharp increase in under-30s starting their own business is, thanks to the franchise model, bridging the gap between experience and ambition. I'm delighted to see so many younger people realising they have a choice between going it alone or being employed."

Millennials differ from the usual franchisee demographic. For years the typical franchisee has been over 40 and while the mean age of existing franchisees is still 44, the 2018 franchise survey from the bfa and NatWest notes a new trend.

Among new recruits, the 'up to 30' age group is growing fast. In 2018 the under-30s made up 27 per cent of new franchisee recruits - only three percentage points behind

the biggest group of new recruits, who were the 31-40s. Meanwhile, the 41-50s, who made up 49 per cent of new recruits in 2015, made up only 24 per cent in 2018.

## Why franchisors want them

Millennials are familiar with technology and come with an acute awareness of social media and how to use it to reach customers. This is a valuable marketing skill you don't have to teach them.

They also bring youthful energy and enthusiasm and, in many cases, ambition to work for themselves and a knowledge of what that can mean, having lived with people who have run their own businesses.

The number of start ups in the UK increased every year between 2012 (270,000) to 2016, when it reached 414,000. This is likely to mean more children and young people shared a home with at least one entrepreneur. Some of these will have been inspired to start their own business - and will often have picked up the mindset and some of the skills required.

## Implications for recruitment

The bfa statistics show that millennials are interested in franchising. However, a one size fits all recruitment strategy risks missing them, because millennials differ from the traditional demographic targeted by franchisors and not just in terms of age. When it comes to recruitment, franchises that fail to understand millennials risk losing out to franchises that do.

You may need to change your recruitment marketing - or even aspects of your franchise package - to attract millennials.

***“In the two years to 2018, more than a quarter of franchisees starting their business were aged 30 or under at launch”***

### **What are millennials looking for?**

- Flexibility is valued over money. Millennials are less willing than their parents to sacrifice their family and social lives to the pursuit of money.

Today's 20 to 30-year-olds were between nine and 19 when the economic crash of 2008 happened. Some will have seen hard-working people lose their jobs, receive no pay rises for years or even suffer pay cuts. Children and young people may have missed out on parental involvement because their parents had to take two or three jobs to survive. As a result, they want a career that takes into account a life outside work.

This is a gift for franchisors. In recruitment marketing, prioritise the flexibility of self employment over the capacity to make big money.

It's not just women who want flexible franchise businesses. Many men, especially dads, look for flexibility too. If your franchise can be run from home, highlight that. Working from home can reduce childcare bills and provide more family time.

- Social value. Millennials like to feel their work has a positive effect. Many took part in charity fundraising at school and university and will have had gap years working on community projects.

They like 'giving something back', so highlight how your franchise benefits society, not just the potential profits it can deliver. Ensure your marketing mentions any charity or fundraising work franchisees are involved in.

- Good employment practices. Millennials are still young and will identify with younger workers.

Some will have worked in low paid jobs not so long ago. If your franchise involves employing people, ensure they are paid a fair wage and treated well - and publicise the fact. Awards from organisations like the Top Employers Institute, Best Places to Work and LinkedIn help.

- Sustainability. Few people today want to work with a brand that has a poor reputation for environmental standards. Millennials tend to want the businesses they work with to be sustainable and environmentally responsible. Make sure your franchise package and marketing highlight the environmental and sustainable aspects of the business - and ensure it delivers.

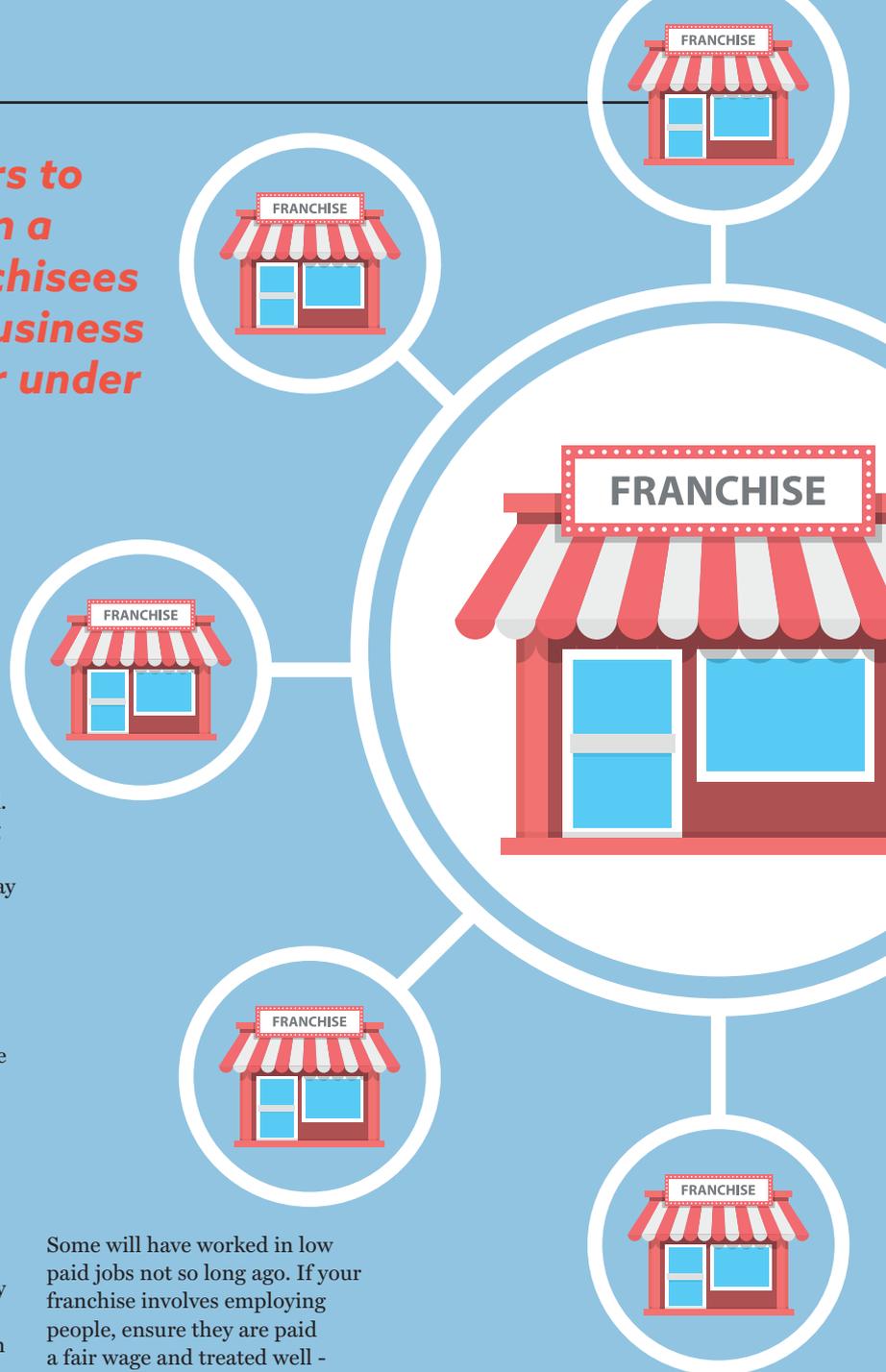
### **Evidence franchisors welcome them**

No one wants to join an organisation where they feel

they will not be understood or may be unwelcome. Make your commitment to recruiting millennials clear by highlighting the fact that you welcome young franchisees. Feature franchisees under 30 in your marketing and enter them for awards such as the bfa Young Franchisee of the Year.

### **Changing your model? Test your offering**

If you're changing your franchise package or marketing materials in a bid to recruit millennials, try your ideas out on your target market. Ensure you ask a wide range of under 30s and take note of what they say before going ahead.



**“Millennials tend to want the businesses they work with to be sustainable and environmentally responsible”**



### THE MONEY ISSUE

For millennials, the problem of raising funds to start a franchise is particularly acute.

The credit crunch in 2008 depressed pay rates for some years. Low starting pay usually means that, even with pay rises, workers continue to earn less than those who started on higher pay. The Resolution Foundation, using Office for National Statistics figures, shows that for workers born between 1986 and 1990 real weekly pay is £461. This compares with £506 for workers born between 1976 and 1980.

Meanwhile, UK rents have increased by an average of 13.9 per cent over the past five years, according to tenant referencing specialist HomeLet, to reach an average of £781 per calendar month across the UK (£1,611 in London).

It's hardly surprising then that millennials often do not have the savings to start a franchise and borrowing may be difficult.

Meanwhile, the rate of home ownership has plunged. A 2018 Institute for Fiscal Studies report found that in 1995-96 65 per cent of those aged 25-34 with incomes in the middle 20 per cent for their age owned their own home. 20 years later and that figure was just 27 per cent.

That means one of the traditional ways to raise franchise investment - using the equity in a home - is not available to many potential franchisees. So what solutions are available?

Richard Holden, head of franchising at Lloyds Banking Group, says: “Like other franchise loan applicants, millennials usually need to come up with 30 per cent of the franchise investment themselves and it's always good to see that they have found that sum through their own savings.”

Money from the bank of mum and dad or funds raised from family and friends may be acceptable, but Richard says: “If the money is gifted to the aspiring franchisee without any expectation of repayment, we will accept that as part or all of their capital stake. If it's a loan, we would not, as it's counted as borrowings.”

The government funded Start Up Loans scheme provides access to personal loans from £500 to £25,000 for business purposes at a fixed rate of six per cent. See [www.startuploans.co.uk](http://www.startuploans.co.uk).

For loans of over £25,000 banks require security, commonly in the form of a charge against your home. Where there is inadequate security, banks may help you apply for the Enterprise Finance Guarantee scheme, which can guarantee 75 per cent of the value of loans between £1,000 and £1 million with accredited lenders.





## OUR PLAN TO ATTRACT MILLENNIALS

Spoton.net, the web consultancy franchise, involves selling websites and digital

marketing services to small and medium-sized businesses and can be run flexibly from home - all of which should make it a magnet for millennials. Currently, however, it has no franchisees under 30.

Alex Brook, Spoton.net's franchise development manager, says: "This franchise is ideal for millennials and we have been revising our marketing to attract them.

"We are looking at how millennials respond to our messaging. Our franchisees are called local consultants, but the word consultant is most

commonly associated with older people with many years of business experience.

"Our franchisees don't necessarily need this, though knowledge of how websites work is desirable, plus a genuine enthusiasm to showcase the digital landscape to their business customers. So we are trying to convey that investing in a Spoton.net franchise is comparable to starting your own web agency, so younger people are not deterred from applying."

Spoton.net is also changing its franchise package to make it more affordable. "The overall cost is £14,000," Alex says. "You used to be able to borrow up to 70 per cent, but that has increased to 75 per cent, so we are going to change the emphasis in our marketing to highlight the fact you can get started with only £3,500."

**"We're going to change the emphasis in our marketing to highlight the fact you can get started with only £3,500"**

**"Entrepreneurialism has become much more accessible and mainstream for millennials"**



## THE MILLENNIAL FRANCHISEE

Craig Bishop, the North Dorset area franchisee with Snap-on Tools, started his franchise in 2017, aged 30. He is the 2019 British Franchise Association

Young Male Franchisee of the Year.

He says: "I've always been ambitious and driven to succeed. After reaching the height of my career as a marine electrician in the military, I no longer felt fulfilled and wanted something more. I wanted to reap the rewards of my own hard work and have all the time and energy I was putting in directly benefit me and my family."

Craig had a friend who was a Snap-on franchisee. "Seeing him succeeding and watching him go from strength to strength inspired me," he says. "I had zero business experience and no knowledge of the automotive trade, but after talking to him about it I realised that through franchising I'd get the training, support and experience I'd need.

"What I had in my favour was the drive and determination to be the best. Like me, many young people nowadays realise that it's better to start young and build a successful business, rather than spend 20-plus years working for someone else before you decide to do it yourself.

"I think through social media and probably the media in general, entrepreneurialism has become much more accessible and mainstream for millennials. So instead of being the exception, it's a more normal career choice."

Craig's sales of Snap-on tools averaged over £10,000 a week in 2018, but his mobile franchise still gives him the flexibility to spend time on his hobby - surfing. Craig plans to build his business further and bring his partner Amy into the business.

"I'm not from a business background," he says. "I'm from a family of ordinary 9-5ers, so buying a franchise was a huge deal for me. I like to think my story shows you can quite literally come from any background and, provided you apply yourself and follow the systems in place, you can achieve your dream with a franchise."

# From farming to franchising

Subway's Will Bray is proof that if you work hard and have the right support, you can achieve your dreams of running your own business

**F**ranchising with Subway came about for Will Bray because of his passion for the brand and his love for his local store, not because he had experience as a food retailer.

In fact, Will opened his first store in Bath when he was 22, not long after graduating from university with a degree in agriculture and business studies. A second store followed two years later in 2018.

## RECOGNISING THE POTENTIAL

Will says: "I loved the brand and its future potential. My family is in farming, but I didn't feel this was the right career path for me. With the business studies knowledge I had gained at university and my passion for the brand, a Subway franchise felt like the perfect career."

Like all new franchise owners, Will attended a two-week training course at Subway UK and Ireland headquarters in Cambridge. This provided all the necessary classroom and in-store experience Will needed to run his Subway franchise.

"The training was really good fun," Will says. "I had a great group, many of whom were from different countries in Europe, and we have stayed in touch. It's great to hear from them and learn about their experiences in their home countries. I've even had the chance to visit one of my fellow trainees in Amsterdam."

"The support Subway provides for franchise owners is ongoing and consistent. My business development agent is always at the end of the phone to help with anything, from deliveries to financials and advertising."

## BIG BRAND

Franchising is one of the most successful routes into business ownership and Subway epitomises this.

The company provides franchise owners with the benefits of working with a big



## AT A GLANCE SUBWAY

**Established:**  
1965

**Number of franchised outlets:**  
43,000 globally

**Location of units:** worldwide

**Investment range:** £85,570-£221,240

**URL:** subwayfranchising.com

**Contact:** Tel: 0800 0855 058 (UK)  
or 1800 413 076 (Eire)

**"The support Subway provides for franchise owners is ongoing and consistent"**

brand, while running their own business, having the independence to define their own work-life balance and knowing they are employing, working with and serving people who are part of the community.

## TYPICAL DAY

A typical day sees Will spreading his time across his two Subway stores in Bath. He regularly works on the front line, serving customers alongside his 15 members of staff.

"I enjoy building a rapport with my customers and getting to know them and the local community," Will says. "It's important my customers realise that behind the big Subway brand is a small business owner who wants to be a valuable member of the local community."

Will says he plans to keep growing and developing his Subway franchise business and will open new stores in the right locations as and when they become available.

Asked what he would say to prospective franchise owners, Will comments: "Do your research and ask lots of questions. Speak to your local business development team, as well as other franchise owners. I'm always willing to talk to someone who is considering becoming a franchise owner. It's also worth visiting other stores."



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## Ready to build a successful consultancy for yourself, instead of for other people?

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Chris Ginnelly, Sandler West London

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# How to make the perfect presentation

10 pro-speaker secrets to help you convince prospective clients

WORDS BY GRAHAM SHAW



## THE AUTHOR

Graham Shaw is the author of *The Speaker's Coach: 60 secrets to make your talk, speech or presentation amazing*. Published by Pearson and available on Amazon

**G**aining buy-in from people requires much more than just presenting information. You can have a good product or service, yet still fail to sound convincing in a pitch for new business. Even a fantastic idea can seem unimpressive if not explained well.

The fact is that, if you are to persuade people, it's the way you present your case that makes all the difference. There is not one thing that guarantees success. However, by using these 10 pro-speaker secrets you will dramatically enhance your chances of convincing prospective clients of the value of your product or service.

## 1 Look beyond your presentation

As the saying goes: "If you don't know where you're going, you might end up some place else."

For a successful presentation, you need to plan with the end in mind. Therefore, look beyond your presentation to see the outcome you want to achieve. Write down that desired outcome, ie what you want the prospective client to do as a result of your presentation. This will keep you focused during planning and help make it obvious what you need to include.

## 2 Plan with your audience in mind

Designing a presentation without an audience in mind is like writing a love letter and addressing it 'To whom it may concern', according to Ken Haemer, former presentation research manager at AT&T.

Before planning your content, put yourself in the mind of your prospective client(s). Ask yourself:

- Who will be at the presentation?
- What are their expectations?
- What might they be thinking?

Make a note of your answers to guide your planning.

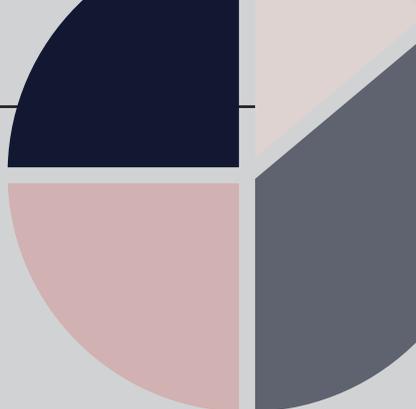
## 3 Use the 'magic structure'

Four types of questions are almost certain to be on the minds of prospective clients. Appeal to everyone in a group by making sure you cover them all. They are the basis of the '4 Mat System' developed by Bernice McCarthy.

Include:

- Why? Why should people listen? Give them reasons.
- What? What is your key message? Introduce your idea, product or service.





## “For a successful presentation, you need to plan with the end in mind”

- How? Explain how it works. Give supporting evidence and examples.

- What If? Problems - point out risks or problems and how to deal with them.

- What if? Benefits - highlight the differences your proposal will make.

When you use this system, your presentation will be easy to follow.

### 4 Appeal to the head and the heart

In the fourth century BC, Aristotle wrote that if you want to convince people logical argument alone is seldom sufficient.

Being logical is important because it appeals to the head. However, you also need to appeal to the heart because people are persuaded by how they feel. Do this by sharing stories and examples that bring your message to life. A medical professional may appeal to the head by giving statistics about the effectiveness of treatment, yet also appeal to the heart by telling the story of a patient who made a remarkable recovery.

### 5 Use fewer words and more pictures

Research from the University of New South Wales found that we cannot read while listening to someone speaking at the same time. Yet that is what happens when an audience tries to read too many words on a screen while the presenter is speaking. People find it draining.

However, a single word or key message works fine because it can be read in seconds. Otherwise, use more pictures such as photographs or graphs. People find it easy to look

at these and listen at the same time. Furthermore, they will remember your pictures.

### 6 Create curiosity at the start

Before going into detail about your product or service, get people curious. You can do this in your opening by using rhetorical questions. This will get people engaged.

Use phrasing such as “Have you ever wondered?”, “Have you ever noticed?” or “Wouldn’t it be great if you could?” Identify intriguing facts and ideas about your business, then write some rhetorical questions that will grab attention from the start.

### 7 Stand confidently

Some successful speakers move a lot. However, if you move around for no reason it makes it harder for most people to listen. Wandering about, or swaying, can also diminish your credibility and authority.

Instead, stand upright with your feet hip width apart and toes pointing slightly outwards. Then stay still, unless you have good reason to move. Standing in this confident way increases your own confidence too. Likewise, keep an upright and confident posture if you are seated when presenting.

### 8 Use gestures to show what you mean

Gestures will help you to explain ideas and make it easier for people to understand. Use gestures naturally, like in normal conversation.

Beware of making tiny gestures. If you hold your arms out wide, you will find the width of your ‘canvas’ on which you can ‘paint pictures’ with gestures to illustrate your words.

### 9 Make your voice easy to listen to

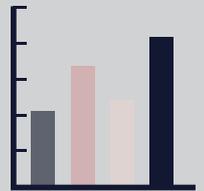
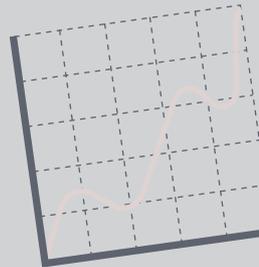
Speak at a natural conversational pace. Slow down to emphasise points and speed up to add energy. Drop your voice into a lower and more serious tone at the end of a sentence when you want to give weight to an important point.

### 10 End on a high not a whimper

Many presentations end in a whimper. Phrases like: “Well, that’s all we’ve got time for, so thank you very much,” are all too common.

Instead, end on a high by doing three things:

- Summarise your key message. Perhaps show it on screen with a picture.
- Make your call to action. Be clear about what you want people to do next. Increase the chances of them taking that action by making the first step easy to do.
- Paint a picture of a positive future. Highlight the positive results of them taking the action you suggest.





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# Man with a plan

Andrew Twynam's exit strategy has worked out well for Amit Joshi

**W**hen he joined TaxAssist Accountants, the UK's largest network of small business specialist accountants in 2012, Andrew Twynam had a plan: work for five years, build his practice, then sell it to enable him to pay off his mortgage, which he has just achieved after the successful transfer of ownership to incoming franchisee Amit Joshi.

Andrew and Amit had both endured years of commuting and the frustrations of the corporate world, before they discovered the TaxAssist franchise to their mutual benefit.

## FAMILIAR STORY

Andrew had been a finance director for a big City firm, but was looking for a better quality of life. He says: "It's a familiar story. I had four-year-old twin boys and was leaving home before they were up and getting home when they were in bed. I was only seeing them at weekends, which put a lot of strain on the family.

"One day, I was in a taxi in London and passed a TaxAssist shop. It looked incredible and, already aware that TaxAssist was a franchise,

I started some research the next day. I was looking for business opportunities and although at the beginning I was sceptical, I spoke to lots of franchisees, who confirmed what I'd been told and this seemed like the right opportunity for me."

Amit, who has attained vast experience in accounting over the last 19 years, was keen to leave the corporate and city life behind too, so started looking for opportunities where he could work for himself and build his own asset.

"It was during my research that the TaxAssist support centre informed me that a practice was for sale close to where I live," Amit says. "This seemed a good fit for me, so I was introduced to Andrew and started my due diligence.

"I liked what I saw and decided this was just what I was looking for. Andrew and I seemed very like-minded and the business was successful, with good working practices in place, all of which made my decision to purchase his business an easy one.

"I attended the February 2019 initial training course and have now spent a few months in the business.



## AT A GLANCE TAXASSIST ACCOUNTANTS

**Established:**  
1995

**Number of franchised outlets:** 216

**Location of units:** UK

**Investment range:** £40,000-£120,000

**Minimum required capital:** £40,000

**Contact:** franchiseenquiries@taxassist.co.uk

**taxassistfranchise.co.uk**

**"I liked what I saw and decided this was just what I was looking for"**



Andrew Twynam

While it's been hard work, I have no doubt it has been the right decision for me. I am looking forward to working with the great team I have and developing the business further."

## CLEAR PATH

For Andrew, an exit strategy had been a key consideration even before joining TaxAssist.

"I don't think I would ever have joined the franchise if there wasn't a fairly clear exit route," he explains. "For me, it was never the plan to be a TaxAssist franchisee until I retired. That's what attracted me to the model - it had a beginning, a middle and an end.

"The support centre gives you a path to follow and supports you every step of the way in helping you to build your practice and, when the time is right, to sell."



# The rise of the next generation leader

Considering the future of franchising as we look to our future leaders

WORDS BY EMILY PRICE



## THE AUTHOR

Emily Price is chief operating officer at the British Franchise Association

**C**ompetition is intensifying and businesses are changing their strategies as a result. Engendering an agile culture to support growth and remain brand relevant is critical to success.

In franchising, we see examples of brands struggling because of changing consumer demands and the demands of staff who have different needs to those of 10 or 20 years ago. With this trend seemingly not letting up, I wanted to explore what and how franchise businesses are gearing up to successfully navigate these waters.

## CLOSED DOOR BOARDROOMS NO MORE?

Franchising as a concept has many strengths, one of which is the potential to service a large customer base across multiple territories.

Tapping into the experiences of franchisees on the front line is becoming increasingly popular as an insight mechanism to help successful operational development decision making. Franchisee feedback is being encouraged by the use of councils, forums and even board positions. This not only protects the network, but provides opportunities for franchisees to have an input in the overall direction of the business.

## EXPERIMENTAL EVOLUTION IS KEY

No successful business became successful without some failure. It's true that franchising achieves low failure rates due to the franchisor proving the core model from the outset. However, this is not where it ends.

Brand relevance is dependent on wowing customers, providing them

with the convenience they need, the experience they desire or the emotional connection they subliminally strive for to be brand loyal. Once a franchisor franchises the business, they are then responsible for the ongoing development of products and services and overall reputation of the brand.

Most will maintain at least one company owned outlet to operate as a test bed for development, others may work in collaboration with a franchise partner. Either way, franchising is becoming more network inclusive and innovative, which is a great recipe for success.

## LEADERSHIP - BOSS OR SERVANT?

Although many businesses still operate hierarchical structures with lengthy approval processes, we have seen that this can be a hindrance to internal development, well-being and competitiveness in the fight for market share, but more importantly the attraction and retention of talent.

The next generation leader is proving to be a facilitator of strategy. They ensure teams are versed and equipped with all the tools to perform their roles. But not

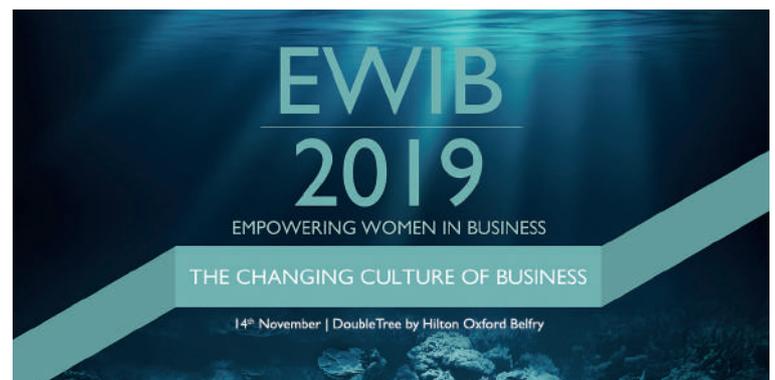
only that, they also take seriously providing an environment of inclusivity and a platform for contribution. Every person is dealt with humility and consideration, a realisation that the changing habits of the human race in a digital age require an openness to consider a flexible approach to doing business that achieves balance across life.

## EDUCATING ON TRENDS AND EMPOWERING WOMEN

The British Franchise Association leads on franchise education and provides insights to changing trends to support opportunities for growth in the sector.

Pip Wilkins, CEO of the association, is a keen advocate of empowering women in business and believes franchising can unlock the potential for women with the determination and drive to be their own boss or who wish to franchise businesses to provide that opportunity to others.

Empowering Women in Business 2019 takes place on November 14 in Oxford and focuses on 'The changing culture of business', a direct response to some of the themes in this column.



For more information about the British Franchise Association or to learn more about the event visit [thebfa.org](http://thebfa.org).

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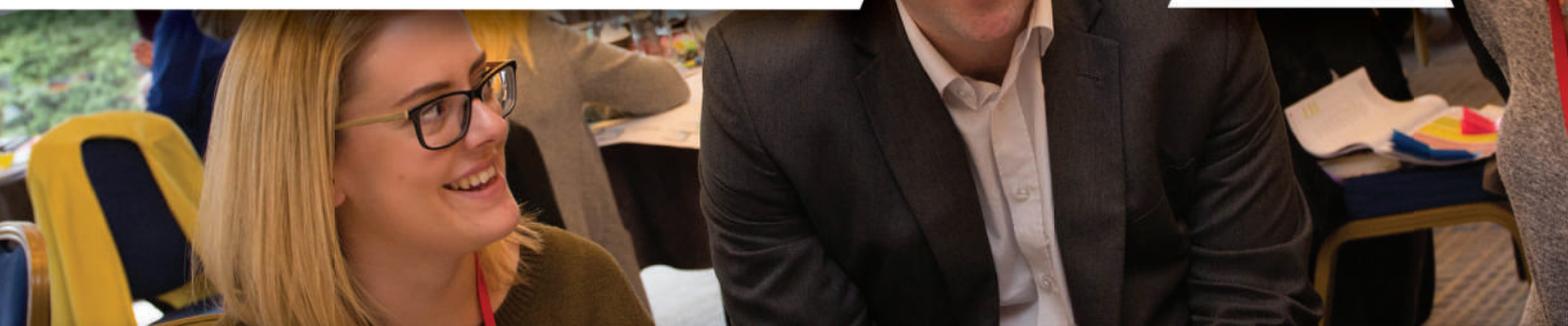
**Matt Ewer** - ActionCOACH Rugby

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\*Less than 175 out of the 230 territories are available - all territories expected to be awarded by the end of 2020.



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