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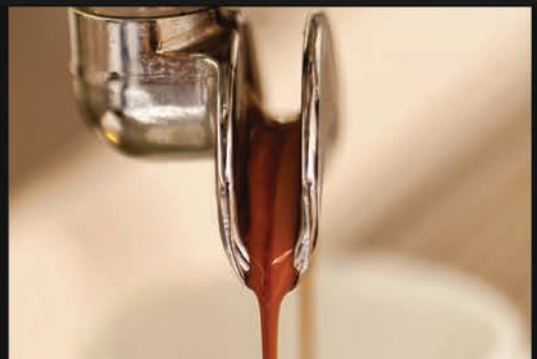
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CONTENTS

HIGHLIGHTS

14 Multi-Unit Franchising
German Doner Kebab's winning formula has resulted in rapid expansion for 38-year-old London-based franchisee Hemanth Bollini

60 Working Without Walls
If watching the sun rise is more important than gazing at a computer screen, consider a franchise that will allow you to enjoy the great outdoors

82 Business With A Safety Net
We outline six compelling ways a franchise can help you survive the peaks and troughs of being your own boss

COVER STORIES

11 FRANCHISE YOUR BUSINESS
How to achieve your global ambitions

18 FLEXIBLE WORKING
Build a business while raising a family

21 POWERBRANDS
13-page white collar franchises special

40 HUNGRY FOR MORE
FIREAWAY PIZZA to open 100 UK stores by 2023

42 FRANCHISE MARKETING
Create a buzz by harnessing the human element

52 MONEY MATTERS
Simple steps to choosing the right accountant

88 EMPLOYEE ENGAGEMENT
6 proven ways to retain your top talent

OPINION

12 REALITY CHECK
There's risk attached to becoming a franchisee, despite franchising's low failure rate

48 MAKE YOUR STAND DELIVER
Preparation is vital if franchisors want to maximise their time at exhibitions

90 CREATING COMMERCIAL ADVANTAGE
These are the four main elements of a successful franchise business

FRANCHISE OPPORTUNITIES

38 Q&A
Portia Kotz is a Laser Clinics franchisee based in London

50 IT'S THE BEST DECISION I'VE MADE
Revive! has helped Ken Allison build a thriving franchise

58 EVERYTHING FELL INTO PLACE
OSCAR has proved the perfect choice for Rachel Knight

59 Q&A
Sam Langrick gives us the lowdown on Lawnkeeper

64 CUPP'S CONCEPT RESONATES WITH CUSTOMERS
The premium bubble tea brand is opening franchises across the UK

65 MADE TO MEASURE
Just Shutters has installed 94,000 square metres of shutters in the UK

66 5-STAR PERFORMER
TaxAssist Accountants' franchisees are buzzing with satisfaction

68 FLEXIBLE WORKSPACE SOLUTIONS
easyHub® is a flexible workspace offering for SMEs and entrepreneurs

74 START-UP STAR
Mark James' first year with Right at Home has exceeded expectations

81 A CUT ABOVE
Just Cuts has opened three salons in as many months

86 DELIVERING THE BEST
Scott Treasaden gives us the inside track on Coffee Planet

INSIGHT

45 A GOLD MINE OF KNOWLEDGE
10 Poppies franchisees share the advice they would have liked to have given their younger selves

57 FOLLOW THE PATH TO PROSPERITY
Eight steps to buying the right franchise resale



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FROM THE EDITOR





SELF-EMPLOYMENT WITH SUPPORT

We've detailed six ways a franchise can assist you to navigate the peaks and troughs of running your own business this month.

From cutting the chances of making a costly mistake to reducing the burden of having to do everything yourself, an established franchisor can provide a degree of handholding and reassurance that's not available to most independent start-ups. It's why the franchise industry has adopted the motto 'In business for yourself, not by yourself' and is currently worth £17.2 billion to the UK economy.

We also spoke to three franchisees who have their own stories to tell about the support that was on hand when they needed it most.

Nick Templeton took his web design activities to another level when he invested in a Spoton.net franchise, Marcus Phillips has solved the problem of how seasonal changes could affect his garden maintenance company with the help of his franchisor and Caroline Temple reveals how Barking Mad helped avert a personal crisis that could have ended her dreams of business ownership.

They illustrate the potential ups and downs of being your own boss and, more importantly, why investing in a tried and tested brand is a sensible option.

ELSEWHERE THIS ISSUE

Hemanth Bollini has proved that multi-unit franchising works well in the fast food sector. The 38-year-old has five German Doner Kebab franchises in London and has plans to open another 15. He explains what attracted him to GDK and has some top tips if you want to head up an operation that has multiple sites.

In addition, award winning franchisor Fiona Simpson explains the reasons why an increasing number of parents seeking flexible work opportunities are becoming franchisees and as a nod to spring's arrival we showcase five proven franchise opportunities that can help you make the most of the great outdoors while building a business of your own at the same time.

For the pet care, lawn care, estate agency services and specialist cleaning franchisees we interviewed for this feature, it's turned out to be the perfect union.

Jeff James

Editor, What Franchise
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NEXT ISSUE ON SALE:

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IN THE KNOW

Facts and figures from the world of franchising

NUMBER CRUNCHING

700 THE NUMBER OF FRANCHISED OUTLETS GERMAN DONER KEBAB PLANS TO OPEN IN THE UK IN THE NEXT 10 YEARS.

Find out how the company's winning formula has resulted in rapid expansion for multi-unit franchisee Hemanth Bollini on pages 14-17.

QUOTE ME ON THAT



"It's liberating to see the daylight and get out from behind the desk."

Jenny Bond is one of five franchisees featured in our look at proven outdoor opportunities in this issue.



TRENDING ONLINE: FRANCHISE TUBE

It won't come as a surprise to even the most casual of internet users that one third of overall online activity is spent viewing videos. To dig a little deeper, wordstream.com states that 45 per cent of people watch more than an hour of Facebook or YouTube videos a week, while Invisia stats tell us that 82 per cent of Twitter users watch video content via the platform.

So while many people decry social media for dominating our lives, it appears video content is just as intertwined. What makes great video content? Well, people doing inspiring things. Oh, and cat videos, obviously.

Here at What Franchise, we're working tirelessly to upload and host as many videos as possible of inspiring people going out there and investing in their own franchise businesses and carving out a new life for themselves and their families.

The content comprises testimonials of franchisees discussing real-life experiences of running their own business and how they've made a success of it, franchisors discussing what they can offer budding business owners and more.

Head to what-franchise.com/videos to get inspired.

NEWS IN BRIEF

OLTCO: FROM 2 TO 11 FRANCHISES IN 12 MONTHS

A business that makes driveways out of plastic straws has expanded its franchise operation by 450 per cent in one year.

Oltco, which specialises in installing sustainable resin driveways, started 2019 with two franchises in Cornwall and Blackpool. By the end of the year, this number had risen to 11.

The company now has a presence in Bath, Ipswich, Lancaster, Colchester, Northwich, Plymouth, Derby, Gloucester and Liverpool.

Liverpool franchisee Phil Power says: "I've always known I wanted to be my own boss and achieving the work-life balance was so important to me.

"It was this, coupled with my passion for the environment, which attracted me to join the Oltco team. Oltco's innovative and genuine approach and the mission to do good for the environment was something that echoed my own values."





ELECTRIC TAXI FIRM LAUNCHES FRANCHISE OPPORTUNITY

Go Zero is planning to expand its service offering by selling franchises in the UK. It's launched the Go Zero Network, comprising 1,000 franchises that will operate in major cities and airports.

Investors have the opportunity to purchase a five-year licence that enables them to operate their own business under the Go Zero brand, potentially earning between £30,000-£50,000 after costs. In addition, franchisees own their Tesla vehicle after the five-year term.

According to Go Zero,the application process is straight-forward and franchisees can be up and running in eight-12 weeks.

Go Zero opened for business in 2017. Since then the company estimates it's completed over 10,000 zero emission journeys covering over 600,000 electric miles and saving 174 tons of CO2.



FOOTBALL ACADEMY ATTRACTS MORE PRO PLAYERS

Kixx has recruited three more professional footballers to its franchisee network, including Newport County captain Joss Labadie (pictured).

29-year-old Joss is set to launch Kixx Newport at the end of March, while teammate Ade Azeez has partnered with Wrexham striker JJ Hooper and will open Kixx Bromley in April.

In 2019, Doncaster Rovers' veteran midfielder James Coppinger opened Kixx Middlesbrough and Kixx Redcar, while other pro footballers on the Kixx franchisee list include Hereford defender Martin Riley.

Marc Potter, Kixx operations director, says: "Our business is attracting eyes and interest from professional footballers across the country. Not just from the financial and growth potential, but with regards to business values and the huge impact Kixx academies are having on children throughout the country."

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DIARY DATES

The Northern Franchise Exhibition
EventCity, Manchester
June 12-13

Women in Business EXPO North
Manchester Central
June 30-July 1

Franchise Opportunities
Radisson Blu, Glasgow
September 2

International Franchise Show London
ExCeL, London
September 4-5

The National Franchise Exhibition
NEC, Birmingham
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Franchising is a proven way to establish your brand overseas

WORDS BY PIP WILKINS



THE AUTHOR
Pip Wilkins is CEO of the British Franchise Association

You may think setting up a franchise is cheap and easy. This is far from the truth if it's done properly, with many elements requiring attention before you become a franchisor.

If all the appropriate expertise has been sought and the right systems put in place, a business can recruit people to become franchisees, who use their money to expand a brand. The combination of national support and cost saving from a franchisor and an enterprising, locally-based franchisee can be a successful formula, even in a sector where conditions are tough.

A new set of challenges

However, you'll be presented with a new set of challenges if you start to look at overseas markets to launch into.

A lot of businesses you come into contact with on a regular basis, including many high street brands, use franchising as a means of expanding their operations abroad. But before you do the same, you need to answer some key questions, including:

- Does the new market have a need for your products?
- How much does your franchise agreement need to change?
- Do local employment laws and practices cause problems?
- What are the main cultural differences in your new target market?

Brand basics

Getting your branding right is critical, because if it doesn't work in the new market all your hard work could be undone.

Some brands have worked well in many different markets, but there have been occasions where a product is introduced to a market only to be ignored, laughed at or, worse still, end up in court.

Branding can be the difference between success and failure in franchising. Yes, people are buying a proven business model, training, support and knowledge, but the brand ties it together. It's the promise that the customer receives about the company. If this doesn't hold any value, people will have little interest in investing their money to join the network.

If successful in expanding abroad, a franchisor has three main tasks:

- Securing and developing the brand and system.
- Supporting existing franchisees on an ongoing basis.
- Recruiting new franchisees to grow the network.

Although the third is not essential, the first two are.

Advice is available

Franchising remains one of the most effective ways of expanding a business. Advice on how to do it successfully is available from British Franchise Association accredited banks, solicitors, accountants and consultants, which have demonstrated an intimate knowledge of the industry and understand the intricacies of setting up a franchise according to the European code of ethics for franchising.

The bfa continues to promote and accredit excellence in franchising, with franchisor members and affiliated professional advisers having to pass ethical checks on their businesses. Retaining the professionalism and quality in the franchise sector helps to provide new business and employment opportunities every year.



Time to take a reality check

There is risk attached to becoming a franchisee, despite franchise businesses having a low failure rate

WORDS BY CATHRYN HAYES



THE AUTHOR
Cathryn Hayes is franchise director at Revive! Auto Innovations

According to the 2018 British Franchise Association NatWest survey, 93 per cent of franchisees are profitable and while statistics show that around half of all non-franchised start-ups fail within five years, the bfa survey also revealed a failure rate among franchises of just two per cent.

As stated by NatWest in its survey report, it's unsurprising that banks in the UK have typically favoured lending to franchised businesses over standalone start-ups. Franchised businesses benefit from an established brand name and a proven system, so are therefore much less likely to fail.

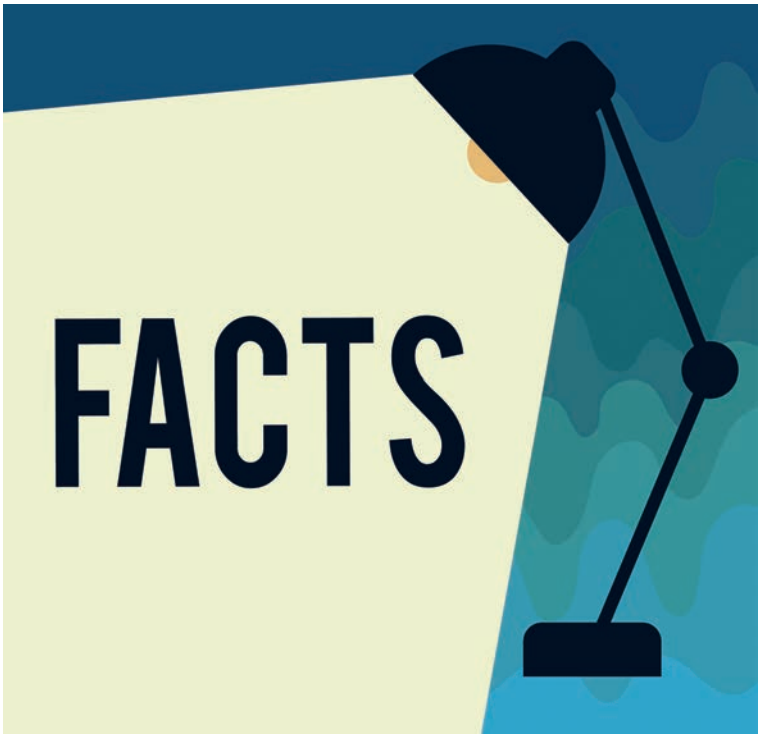
Research is vital

However, this doesn't mean all franchises will be successful and it's important that before you part with any money you make sure you've done your research.

Franchising provides a structure of training, support and know-how to help increase your chances of success provided, of course, you pick the right one. But whether this model will work for you depends on your ambitions, skills and personality as much as anything else.

With over 900 franchise systems operating in the UK across almost every business sector, there are plenty to choose from. Most franchisors are not looking for previous industry experience, so there's scope for a complete change of career, as you don't have to stick with what you know.

"There are many factors involved in growing a profitable franchise"



Prospect Franchisee Certificate

To help you consider some of the aspects you might not have thought about, the bfa has a free training course, called the Prospect Franchisee Certificate, which you can work through at your own pace. Visit bfa.trainme.tv for more information.

You'll need to look at investment levels and be realistic about how much capital you can invest and how much income you'll need in the early days of the business.

Once you've chosen the sector you want to work in and narrowed down the franchises that interest you, speak to existing franchisees about their experience of running their business. You also need to establish how long the franchise has been operating and whether the brand has a successful track record. In addition, find out what initial and ongoing training and support franchisees receive.

Make sure you get your franchise agreement vetted by an experienced lawyer who specialises in franchising. Spend time looking at the location you'll be operating from and get to understand more about your customer base.

It begins with you

There are many factors involved in growing a profitable franchise business, but the route to success will always begin with you. There are no guarantees. However, choosing the right franchise should give you the best possible chance of success.

So if owning your own business and taking control of your future is one of your goals, start looking at how you can make it happen with the help and support of a tried and tested franchise.

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LOVE AT FIRST BITE

German Doner Kebab's winning formula has resulted in rapid expansion for multi-unit franchisee Hemanth Bollini

WORDS BY TONY JAMES



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

Time was when a kebab was something you grabbed in a hurry on the way to the last bus after a few drinks with mates and tried not to imagine what mysteries might lurk beneath its usually greasy surface.

Times have changed. And so has the kebab, which has metamorphosised, through eye-catching branding and thoughtful marketing, into something classic, authentic and, above all, healthy.

German Doner Kebab, known as GDK, is a fast food franchise that was created in Germany in 1989 with a mission to launch an easy to manage business and provide fresh, tasty and nutritious food, combined with elegant surroundings and excellent customer service.

Disrupting the market

As a GDK spokesman says: "Food trends can come and go, but there's no denying that the global shift towards finding an artisanal experience that doesn't cost the earth - in a street food or food-to-go format, rather than a stuffy restaurant - is here to stay.

"While dozens of gourmet burger brands fight it out to be number one in their sector, GDK is the undoubted leader in the kebab market. GDK is very family friendly, loved by the Instagram generation and has well and truly disrupted the kebab market."

Doing more than his share of disruption is 38-year-old Hemanth Bollini, who has opened five GDK restaurant-cum-takeaway franchises in the London area and has plans for another 15 in the not too distant future.

He says: "The concept of German Doner Kebab instantly appealed to me. The store concept was very attractive and the food quality was extremely high. The fast food market is very competitive and usually seen as unhealthy, but GDK has brought a new dimension to the kebab market by offering a quality fresh gourmet range that is also healthy."

Origins of the kebab

They were eating kebabs in the 14th century, when soldiers grilled chunks of freshly-hunted animals on swords over open fires. Historians believe the doner kebab originated from Turkey as part of a main meal eaten with rice, bread and vegetables and was brought to Germany by Turkish immigrants.

But they found that German customers preferred eating kebabs on the go, so turned them into a quick takeaway snack by putting salad and meat inside bread.

There are almost as many entrepreneurs willing to take the credit for the German innovation as there are varieties of kebab. One claimant was Turkish guest worker Kadir Nurman, who claims to have created it in 1972. He arrived in Germany to work in the printing industry and realised there weren't many substantial options for busy German workers looking to eat lunch on the go.

Others anxious to claim the credit were Turkish immigrants Nevzat Salim, who claimed to have produced the first German kebab in 1969, and Mehmet Aygun, who says he came up with the idea in 1971.

Whoever invented kebabs, Germans currently buy two million a day from over 40,000 outlets. They're the country's number one street food and demand shows no sign of slowing down.

Not surprisingly, the GDK franchise took off pretty spectacularly when it was launched in Germany in 1989. It opened its first store in Berlin and spent the next 10 years perfecting its products and business plan. Today the company has over 60 restaurants thriving in Europe and the Middle East, while rapid expansion plans are also on the cusp of becoming a reality in the USA, Canada and Ireland.

What you get for your money

The cost of investing in a store is around £250,000-£300,000 and includes comprehensive training and support. GDK's week-long induction programme covers brand values, the use of operational software,



"GDK has brought a new dimension to the kebab market by offering a quality fresh gourmet range that is also healthy"



customer service training, plus sales, marketing and business administration.

Franchisees get at least two days' aftercare from an expert once their store has opened and access to an ongoing support and development programme designed to accelerate the growth of a business, particularly in the crucial early stages. There is daily telephone support available and regular business mentoring and visits.

What makes GDK different? The company explains: "We have created something authentic but healthy, with lean succulent meat, handmade breads and signature sauces.

"Our methods are totally different to the way other operators make their kebabs. The result is a nutritionally sound gourmet food experience that contains virtually no preservatives or additives."

GDK says its franchise is simple to operate. The blueprint is firmly in place and the business doesn't even need a qualified chef to prepare meals - it's more a case of assembling top class ingredients. In other words, you've got what's been called a German engineered kebab.

UK franchise network

The first UK franchise opened in Birmingham in 2015, followed by a flagship store in London's Fulham Broadway. The company plans to have 700 franchise stores in the UK in the next 10 years and a further 1,500 worldwide.

UK franchises are run by Glasgow-based United Brands, which bought world rights in 2017. United Brands has signed up over 200 franchise locations across the UK. The company's owners, the Sarwar family, operate one of Scotland's most successful business groups.

The £230 million business empire includes a wholesale cash and carry operation, over 500 franchised convenience stores, a chain of pubs, Asian restaurants and a pharmacy group.

The company says: "There is nothing else like GDK. It definitely offers a unique opportunity for serious investors. GDK is focused on quality and is committed to changing people's conception of the kebab."

A franchise business of his own

No wonder Hemanth, with vast experience in the franchised takeaway business, was not long in flagging up GDK as something well worth looking into when he eventually became his own boss.

Hemanth originally believed his career would be in IT and enrolled at the University of Madras to study for a degree in maths and statistics. But things didn't work out that way. To help fund his course, he started working for the local Domino's Pizza store as a part-time order taker and quickly became fascinated by the food industry.

As he tells it: "It was meant to be a short-term move to help pay for my university studies, but I quickly gave that up to go full-time in the franchise food sector and 17 years later I'm still there. I moved from an order taker to store manager within a year and was eventually managing 21 Domino's stores."

Looking for further career opportunities, Hemanth moved from India to the UK in 2006, continuing to work for Domino's in a variety of management roles, but always on the lookout for a franchise business of his own.

He finally found what he was looking for in 2015: "For me, German Doner Kebab ticked all the boxes. The store concept was visually very attractive and the quality of the food extremely high. In recent years, the doner kebab often had a somewhat tarnished reputation as something you have after one too many drinks. GDK turned this on its head."

To finance the venture, Hemanth went into partnership with a former Domino's boss and opened the first of what would become a chain of GDK restaurants in 2016.

"We chose Islington because my business partner knew the area well and thought it would be a great location as regards our target markets and footfall numbers," he says.

On to a winner

And so it proved. "The reaction was everything we'd hoped for," Hemanth says. "Customers kept coming back and were telling us ours were the best kebabs they had ever eaten and that they loved our set-up. People got blown away after their first bite. Like any new business, we had our challenges, but it seemed that we were on to a winner.

"There were plenty of kebab shops around, but none were at the same level as ours. The bread and fillings are unique and different and the meat is of the very highest quality. Our kebabs also contain half the calories of many of our competitors."

The winning formula led to rapid expansion. In the next two years Hemanth and his partner opened their Croydon store, followed by Finsbury Park, Kilburn and the award winning Fulham branch.

Hemanth explains that, in contrast to most kebab outlets, GDK is primarily a sit-in restaurant as well as a takeaway, with around 60 per cent of customers eating in, depending on the location.

As he says: "The concept is quite simple: go to the counter, place your order, take your seat and the food will be freshly made and delivered to the table.

"One of the secrets of our success is never deviating from the highest standards. Go into any GDK store and you'll get exactly the same standard of product. All the meat and bread is provided from the factory in Germany and the signature sauces come from Dubai."

The company says: "Quality and consistency is vitally important and we can only do this by providing all our own ingredients. All meat is 100 per cent pure and grilled not fried. We claim our kebabs provide a healthy alternative to burgers - and one million fans on our Facebook page can't be wrong."

> "Customers kept coming back and were telling us ours were the best kebabs they had ever eaten"

Round the clock business

Indeed, it would seem the appetite for GDK products is well nigh insatiable.

"We open at 11am, but people are outside the door at 10.30am and we stay open until 4am," Hemanth says. "Once kebabs were mainly eaten at night maybe after a few beers, but now they're eaten virtually around the clock."

The takeaway business is flourishing too. Hemanth recently delivered 120 kebabs to an office party and the five businesses are manned by 120 part-time staff working shifts.

"Of course, it's hard work," he says. "But it's not that challenging because the beauty of the franchise model is that all the problems have been ironed out of the system.

"So long as you stick to the operation guidelines, the chances of failure are pretty remote. And of course, you get excellent training when taking on a franchise. It took me a long time to find the franchise I had dreamed of running ever since I started with Domino's back in India. It was certainly worth the wait."









7 TIPS FOR BUILDING A MULTI-UNIT FRANCHISE BUSINESS

Hemanth Bollini has five German Doner Kebab franchises and hopes to open more. Here are his seven top tips for running an ever increasing business:

1. Learn everything there is to know about your existing business before you expand, so that nothing during the expansion will take you by surprise.

2. Build the best possible team around you. Having people you can trust is key to building a portfolio of multi-unit stores. Once staff have the required experience, they can be moved to take on new businesses.

3. Have an efficient chain of command. Hemanth says he has strong general managers who control the stores and report to the operations manager, who in turn reports directly to Hemanth. He also keeps in regular contact with GDK's head office. The object of the whole exercise is to maintain the very highest standards of products and service.

4. Train staff to foster good customer relations, as customer loyalty is vitally important.

5. Encourage good networking skills. Remember, even with the internet, word of mouth is still the best way to get new business.

6. Learn to delegate. You can't be everywhere at once. Widen employees' skill sets and prepare them for the responsibilities of management.

7. Keep up to date. Make sure you're not falling behind the latest industry developments. This could mean extra investment, but it's well worth the money.

Build a business while raising a family

More and more parents are turning to franchising as they search for flexible work opportunities

WORDS BY FIONA SIMPSON



THE AUTHOR
Fiona Simpson is the founder and managing director of ARTventurers. She was named Woman Franchisor of the Year 2018 in the EWIF Awards

As I write this article, we're fast approaching the Easter school holidays. I'm a mum of two and even though my children are now teenagers, each day of the school holidays presents a new set of challenges as I try to balance work and business with keeping the two of them happy and entertained - which isn't always easy given the unpredictable British weather.

When I speak to other franchisors - not just in my own industry of children's activities, but in other fields too - many report a significant increase in enquiries from prospective franchisees during the school holidays, particularly from parents with young families. And that's not surprising when you think about it.

Constant juggling act

So many parents become stressed and disillusioned by the constant juggling act of trying to balance work with children and home life and many traditional or corporate job roles don't offer the flexibility parents crave to make it possible, or often even cost-effective, to work around family life. Although many employers are making changes to accommodate the increasing demands of parents, it seems there is still a long way to go.

It comes as no surprise, therefore, that so many parents are reaching for Google, dreaming of ditching the 9 to 5 and looking to become masters of their own destiny. I should know, as I've been there myself.

I left behind the security of the legal profession as I struggled to maintain the balance I wanted between my career as a lawyer and my role as the primary carer of two young children to start my own business running art classes for babies and children so I could work flexibly around them. My own personal motivation was that I wanted to be able to do the school run every day and knew my previous role would never allow me to do this.

Why does franchising attract parents?

So the rise of the 'parentpreneur' is well documented. But what is it about the franchise industry that attracts parents looking to launch their own ventures, with the aim of developing and growing a business around life at home?

Financial considerations are one of the major factors drawing parents towards the franchise model. Generally speaking, investing in a franchise is seen as a safer financial undertaking than going it alone. As a franchisee, you're joining an established brand with a track record and proven business model. Many parents, if they have young dependents at home, are likely to have a more cautious approach to investment, so this immediately makes a franchise opportunity an attractive proposition.

And as you're joining a brand where the product or service is already developed and the systems and procedures are already in place, you'll be up and running and taking cash into the business far more quickly than if you were starting from



scratch and having to go through all the various development stages. Again, this is hugely attractive to parents who more than likely will have significant financial obligations each month and income needs to be replaced pretty quickly.

The supportive and cooperative nature of a good franchise brand model is also likely to appeal to many would-be parentpreneurs.

Starting a new business is like having a new baby. It requires a lot of time, attention and nurturing to grow and thrive. Having the additional challenges of raising a family alongside starting that business means time and resources are limited.

Therefore, having the support of a community you can rely on for advice and support, especially when problems inevitably arise, is invaluable. Having the backing of a franchise network can mean the often daunting leap into the world of self-employment can seem a lot less scary.



"I left behind the security of the legal profession as I struggled to maintain the balance I wanted between my career and my role as the primary carer of two young children"

Women want to be their own boss

Drilling down into the parentpreneur statistics, there has been a significant rise in women looking to launch their own businesses.

Service-based franchises, in particular, appear to attract a higher proportion of females. Such franchise opportunities are likely to involve a lower capital investment, but often allow a significant proportion of home working, together with the flexibility to set hours and appointments around child and home care commitments.

Working at home allows many parents to spend more time with their children during school holidays while still working and might even mean they can keep young children out of childcare.

Building any business while caring for or sharing the care of children is a challenge. I personally believe there's no such thing as a perfect work-life balance and that as individuals and parents we have to decide on what our needs and priorities are and then see if we can build something that meets as many of these as possible.

Win-win situation

Starting a business, especially a franchise business, may well allow many budding parentpreneurs to achieve the flexibility they're seeking in terms of working around caring commitments, but that's not to say it will always be an easy ride. And that's where the benefit of having a franchise network behind you comes into play.

Given the fact many parents not only have a wealth of experience from their previous careers to bring to the table, but also the skills of multitasking we develop as parents, we as franchisors can most certainly benefit from having parentpreneurs within our franchise networks.

ALWAYS DREAMT OF OWNING YOUR OWN SALON BUSINESS?

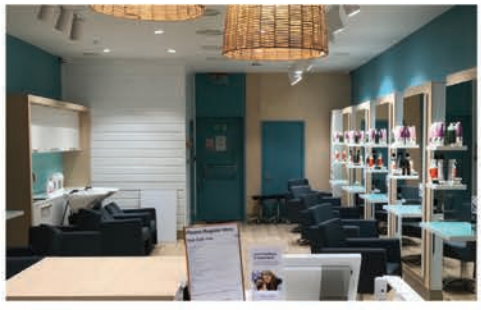
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USE YOUR MANAGEMENT SKILLS TO BUILD YOUR OWN BUSINESS



LEADERS WANTED

What you need to succeed as a management franchisee. Plus three people who already have

WORDS BY LINDA WHITNEY



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

Accountancy, estate agency, recruitment, business advice, training, business services, energy auditing, marketing. What's the link? They all count as white collar franchises.

While the term 'white collar franchising' is slowly being superseded by management or business services franchising, it still has a use. So if you're considering buying a franchise in this sector, here are some pointers about what kind of franchises are available, what franchisors look for and some things to be aware of before you start.

"When seeking white collar franchisees, franchisors prioritise attitude over experience"

A SMART SUIT IS NOT ENOUGH

In white collar franchising, it's tempting to think that qualifications, skills and experience in some kind of office-based career, plus a smart suit and a firm handshake, is enough. But it's not as simple as that.

Not everyone who works in a white collar job has what it takes to be a successful white collar franchisee. Many accountants, estate agents, bankers and insurance specialists possess the business skills and experience required to become professional and management franchisees, but that doesn't automatically mean they have the ambition needed to set up their own business, even with a franchise. Most are perfectly happy to remain working as employees.

That's why, when seeking white collar franchisees, franchisors prioritise attitude over experience.

THE IMPORTANCE OF ATTITUDE

Julie Waites, partner at franchise consultancy The Franchise Company, says: "White collar franchisors in particular look for good communications skills, self motivation and the ability to self manage, plus a track record of staff management skills. But most crucially, they look for the right attitude because that is vital in making a success of a franchise.

"From a franchisor's point of view, lack of skills or experience usually can be overcome by training and support, but trying to change a franchisee's attitude is very hard."

The 2018 British Franchise Association NatWest franchise landscape report found that the fourth most common reason for franchisors failing to grant a franchise to a prospective franchisee is because they 'seemed to be just buying a job'. Some would-be white collar franchisees were likely turned down for this reason, even though they had many of the other skills the franchisor required.

As Chris Wootton, managing director of the Poppies cleaning franchise, whose franchisees manage teams of cleaners, says: "Franchisors do not want franchisees who constantly need telling what to do.

"We look for people with the right attitude to run their own business, the capacity to forge, maintain and manage relationships with both cleaners and clients and the resilience to deal professionally with any issues that arise. If they have the right attitude and resilience, we can train them in everything else, such as bookkeeping, business planning and payroll."

HOW YOUR TRANSFERABLE SKILLS HELP

Many franchises can help you break into traditional white collar sectors, such as accountancy and law, without any previous experience or qualifications within those industries, provided you have relevant transferable skills.



Karen Underwood: wearing many hats

"If there are some tasks you don't feel confident about, head office training is invaluable"

Karen Underwood, the Thames Valley franchisee for X-Press Legal Services, attributes part of her success to skills she learnt working in the family undertaking business.

"I was trained as a dancer, but then went into the family funeral directing business and ended up managing it," says Karen, who's now in her 14th year as a franchisee. "When we sold it, I took some time out to be a mum, but then wanted to be self-employed and work flexibly around my family. I had no idea what to do before I found X-Press.

"Many of the skills I learnt as a funeral director help in this business, particularly the attention to detail. As a funeral director, you cannot afford to get anything wrong. That transfers well to the legal business, where attention to detail in reports is essential. Now I employ staff to do the necessary local authority searches, but I do the final checks."

Karen brought a lot of business management skills to her franchise, but says: "You need to wear many hats when you're running a business and it's useful being part of a franchise because if there are some tasks you don't feel confident about, head office training is invaluable.

"For instance, for me accounts is easy, but sales is tough, partly because we never prioritised sales in the family funeral business. We were almost anti-sales - we'd sometimes dissuade people from buying more expensive coffins than they needed. We did no marketing, as having been established for years almost all our business came from word-of-mouth recommendations."

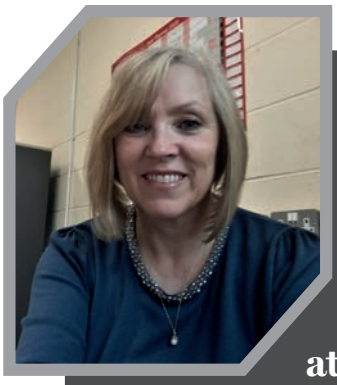
Karen adds: "Even if you have business management experience, the right franchise is a huge help when it comes to developing skills that are not your strongest. That said, even though head office offers advice and training, it will not do the difficult tasks for you. You have to do it all for yourself because it's your business."

X-Press Legal Services provides solicitors and other conveyancing professionals with property searches and reports, an essential part of the UK property buying process.

Managing director Lynne Lister says: "Becoming an X-Press Legal Services franchise owner requires no previous legal experience, as we provide full training. Our franchise owners come from all walks of life and a diverse range of backgrounds and former careers. But as the reports we prepare for clients are legal documents, you need to possess good attention to detail, excellent communication skills and be computer savvy."

Other franchises that allow you to get into areas that are usually seen as the preserve of people with professional qualifications include TaxAssist Accountants. While most of its franchisees have recognised accountancy qualifications, the company will also consider people from senior management positions in banking or financial services who can demonstrate business acumen.





Tracey Payne: from cleaner to franchisee

"It was a big leap at first, but you get used to it"

"I've gone from cleaner to franchisee - there are no barriers here," says Tracey Payne, who is co-franchisee of the Poppies cleaning franchise in Burton upon Trent.

Tracey had worked in a pharmacy, a tile shop, a factory, as a night cleaner at a hospital and as a chambermaid before she joined the team of cleaners at Poppies Mercia.

"I started as a cleaner, but over about nine years I became a supervisor and also helped franchisee Paula Sidwells out in the office," Tracey says. "She taught me about invoicing, compiling rotas and administration and I started covering for her when she went on holiday. Finally, I joined her as co-franchisee.

"It was a big leap at first, but you get used to it. I now do rotas, day-to-day administration and staff management, while Paula mainly takes care of accounts. It helps if you have been on the cleaning team. Our staff know they can come to me or Paula if they have any problems and we will understand.

"Franchise head office is very supportive. They put on training events and you can call Chris, the managing director, for advice at any time. Being part of a network of franchisees also means you can share ideas at franchisee meetings too."

WHERE SENIOR BUSINESS EXPERIENCE IS ESSENTIAL

Business advice, training and coaching franchises inevitably demand that prospective franchisees have senior business experience. They offer advisory services to businesses, so credibility is important. What business owner wants to accept advice from someone with less experience than themselves?

Franchises such as ActionCOACH, Sandler Training and Auditel can be a good way for those with senior level business experience to get into consultancy.

Expense Reduction Analysts, the business consultancy franchise that was awarded Best White Collar Franchise at the Global Franchise Awards 2020, looks for franchisees with a proven track record in leadership roles or management positions, good communication, sales and negotiating skills or high levels of expertise in a specific sector or expense category.



"Some franchises allow you to start as an owner-operator and then recruit employees to do the hands-on work"

A CAVEAT

But there is something to remember when it comes to transferring your business skills to consultancy franchises like this: you have to be willing to follow the franchise model.

If you've been the boss in a

successful business, it's easy to assume your ways of conducting business are the best, but franchisors expect you to follow their business model.

Growth consultancy franchise Business Doctors describes what it looks for in franchisees as "business-savvy individuals who can follow our franchise system." Matthew Levington, co-founder of Business Doctors, says: "Business savvy includes a willingness to learn. If someone thinks they already know it all, then a franchise will not work for them."

TURN YOUR PROFESSIONAL QUALIFICATION INTO A BUSINESS

There are a few white collar franchises that are only open to people with professional qualifications. Usually they aim to help you set up your own professional practice, so you get the benefits of an existing brand, plus the franchisor's business know-how and support.

For instance, AIMS Accountants for Business helps people who are qualified members of professional accountancy associations such as the Association of Chartered Certified Accountants, Chartered Institute of Management Accountants and Institute of Chartered Accountants in England and Wales to open a professional practice. The franchise provides training, marketing support, IT services and mentoring from a team of chartered accountants.

For qualified opticians, Leightons Opticians & Hearing Care offers a franchise package that includes marketing, IT and local area business assistance.

USING A FRANCHISE TO GET INTO MANAGEMENT

Some franchises allow you to start as an owner-operator and then recruit employees to do the hands-on work, leaving you free to move into management.

Julie says: "There are franchises that actively encourage franchisees to do this."

Chris adds: "Poppies is a management franchise, but you don't have to be good at accountancy, bookkeeping, payroll or business planning because we have systems to handle that - and we even handle sales.

"It's a flexible business, so it would suit people who want to fit a business round a family. If you're used to delivering good customer service and have experience in staff supervision, we can take you to management level as a Poppies franchisee."

Emma Orton: running a business around her family



"I'm still working in education, but have lots of time to be a mum"

A franchise helped Emma Orton turn from teacher to business owner using her administration, management and educational skills.

She started work as an administrator for a training organisation, then moved into advice and guidance roles before becoming a teacher. When she started a family, she wanted more flexibility.

Emma explains: "I wanted to continue with my full-time teaching job initially, so I explored many educational business opportunities before finding the First Class Learning franchise. I loved the idea of a franchise, as it gives you the chance to start your own business, but with the help and support of a successful organisation."

FCL specialises in English and maths, with 300 franchisee-run centres nationwide. Although 80 per cent of its centre manager franchisees are ex-teachers or have a background in education, this is not essential, as the company welcomes anyone with a business background.

Emma opened her first FCL centre in Darlington in 2011 and now has four centres, running seven classes weekly.

"As an FCL manager, I can run my centres around a family," she says. "I'm still working in education and helping children learn and grow, but have lots of time to be a mum. I took voluntary redundancy from my full-time teaching position in July 2012, as I knew I wouldn't want to go back to a full-time teaching job after having a baby.

"Working from home and setting my own hours has allowed me to continue working and there are lots of opportunities to grow my business and help more children."

HOW TO SHOWCASE YOUR MANAGEMENT SKILLS

Julie Waites, partner at franchise consultancy The Franchise Company, recommends that on paper and in person you should provide evidence of a track record of achievements in areas such as:

- Communication with a variety of people.
- Team management.
- Project management, including managing budgets.
- Sales and marketing.
- Presentations.
- Customer services.
- Bringing in profitable business.
- Self motivation and self management.

I'm creating a future to be proud of

Marc Eccles' flourishing ActionCOACH business has become a family affair



Marc Eccles has spent 30 years as a business owner, experiencing all the ups and downs. Now, he's able to enjoy the fruits of his own labour, while continuing to build an empire to be proud of.

The road to success started when Marc was running his electrical business and he happened to meet Action Coach Kent Rhodes at a BNI networking meeting.

Marc explains: "My electrical business was a bit of a roller-coaster ride. In 2009, I was invited to a networking meeting and met Kent. I liked him and liked the sound of having someone help me work on the business - in particular, the thought of having someone as a sounding board really appealed to me.

"I began to take control of the business with Kent's help and a couple of years later I went to see ActionCOACH Global Founder, Brad Sugars, speak at an event. He inspired me to become a business coach myself. After 20 years of being a business owner, I knew I could use ActionCOACH's systems and help other business owners too - like Kent had helped me."

Kent advised Marc on taking the business to a place where he could comfortably step out of day-to-day duties. After recruiting an Operations Manager in 2015, that was made possible and Marc launched his ActionCOACH business in East Anglia in January 2016.

EMBARKING ON A NEW ADVENTURE

Marc was ready to embark on his venture into business coaching. He travelled to Las Vegas to complete his training at ActionCOACH University.

"Six years of being coached by one of the best-liked and most highly respected Action Coaches felt like great training to become a business growth coach myself but, of course, I went through the formal franchise training too," Marc says.

"I decided to put my clients first, to help them achieve their goals and change lives, rather than put the growth of my business first - their success would ultimately make my business a success."

Marc then went on to create a networking group of his own, something a bit different to BNI. He wanted to attract some smaller businesses, who would eventually feed into group coaching and one-to-one coaching as they grew.

"Finding your feet during the first 12 months of the business is important," Marc says. "I had aimed to grow to £6,000 a month of client bankings, as I was still working part-time in my electrical business.

"I got my first clients through networking with BNI and using ActionCOACH's exclusive client generation centre. I hit my goal by month six and kept the coaching going at that level until the end of the year, while my other business took time to bed down without me.

"In 2017, my daughter, Georgia, came on board to support me and focus on the client relationship aspect of business - we refer to her as the Client Success Manager. What she does is really important - supporting the clients and holding

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**

> **"I'm aiming to build the business to a level of success that means I can begin to take a step back"**



me to account to make sure I continue to do a great job. It's added a special dynamic to our dad-daughter relationship."

Two years into his business, Marc had implemented a BookCLUB, secured 12 group coaching clients and 11 one-to-one coaching clients, generating monthly bankings of just over £20,000. However, it was another advancement of the ActionCOACH model that allowed Marc to go one step further.

TAKING THINGS TO THE NEXT LEVEL

In October 2018, ActionCOACH introduced an exclusive territory Firm Builder licence, which allows franchise partners to build a firm of employee coaches in an area containing 10,000 business owners. Not only did it boost the number of clients, but it opened up the doors for growing the team and creating foundations for the future.

"I invested in the new licence, as I wanted to take things to the next level and create a business with longevity," Marc says. "It was all about preparing things for the future and giving my family an asset.

"My youngest daughter, Abbie, joined in August, running our events. As they're the bread and butter of coaching, her role is crucial. And it's great to offer that to my daughter - to see her flourishing in a job that allows her to be creative makes me happy. She's a great people person too and enjoys interacting with clients - another vital cog in the wheel that keeps the machine turning.

"I don't think of myself as just a coach any more. It's caused a shift in my mindset and I'm aiming to build the business to a level of success that means I can begin to take a step back, building a team like I did in my electrical business."

Marc currently works with 34 clients across one-to-one and group coaching sessions. With his own shift in attitude, it's that exact mindset he wants to share with his clients. In August 2019, his firm was ranked as 49th out of over 1,000 ActionCOACH businesses in the world and has stayed in the top 100 ever since. It's this success he's planning on continuing for years to come.

"My 2020 plan is to get things set in stone," Marc says. "I'm hoping to replicate the same success I had with my electrical company, which allowed me to take a step back from day-to-day operations. My main contact with my electrical business now is as their business coach, where we've been able to implement a 55 per cent growth in turnover and a massive 1,200 per cent increase in net profit.

"As I prepare for the future of my ActionCOACH business, I'll be bringing in a Managing Director and a Business Development Manager to free up my time."

And there's no prizes for who is in pole position to step up to those roles. Georgia is in the running to take over as Managing Director and Abbie is being primed to take on the Business Development Manager role.

"Under the wing of ActionCOACH's sales guru Jon Asquith, Abbie has been undertaking an apprenticeship, preparing her for when the moment comes to take charge of sales and marketing," Marc says.

"The extra support that's come from the UK franchise team has been second to none and it's constantly developing. I'm proud of how far we've come and I'm excited for the future of my ActionCOACH business."

No taxing times ahead

Russell Charles' decision to join TaxAssist Accountants elevated his practice to another level



Russell Charles couldn't be happier about his decision to become a TaxAssist Accountants franchisee, having spent 17 years running his own independent practice without the success he had hoped for.

That all changed the day he joined the TaxAssist franchise and his practice flourished beyond his expectations. Russell was familiar with running a business and tax and accountancy, but says his decision to join TaxAssist in 2010 lifted his business to another level.

DOUBLE DIGIT GROWTH

"With the strength of the TaxAssist brand, my shops, the training and marketing, I'm now consistently aiming for double digit growth year on year," Russell says. "I'm thrilled."

Russell started his own practice in Cardiff with his wife Katherine in 1992 after 10 years working for HM Revenue & Customs. However, after building a good business with minimal expenses, overnight his business floundered when two large clients left as their expansion required more complex services. This left Russell with a gaping hole in his turnover, which dropped by a third.

"It was then I started to question what I had been doing for the last 17 years," Russell recalls. "I was in a first floor office with no signage, we did no marketing or advertising, had no brand and were happy with one new client every few months. I realised I had spent all my time working in my business rather than on it and now had very little to show for it."

FINDING THE PERFECT TEAM

It was at this point Russell decided to search the internet for accounting franchises and was pleased to discover TaxAssist.

"I had been considering taking on a partner, but with that comes the complications of giving away part of your business and having to find someone who is a personality match," he says.

"I realised that a much more favourable option was to take TaxAssist on as my 'partner' instead. In my eyes, the franchisor is the perfect team to work with. They take a minimal percentage cut and are incredibly easy to work with, while their guidance and assistance has been invaluable."

AT A GLANCE TAXASSIST ACCOUNTANTS

Established: 1995

Number of franchised outlets: 223 franchise areas. 365 shops and offices

Location of units: UK

Investment range: £100,000-£150,000

Minimum required capital: £40,000

Contact: franchiseenquiries@taxassist.co.uk

taxassistfranchise.co.uk

> "Katherine and I are thrilled with the way the shop has managed to establish us in the local area"

IMMEDIATE RESULTS

Russell opened his TaxAssist shopfront premises in May 2010 and the results were immediate.

"Katherine and I are thrilled with the way the shop has managed to establish us in the local area, drawing in clients, who love the welcoming look and feel of the shop and can confidently recommend my services to others," adds Russell, who now has six members of staff and two consultants.

Having his own team means he can take more of a back seat and let his staff handle the bulk of the workload. This is generated from three shops, after Russell bought out his neighbouring franchisee in Cardiff West and Barry in May 2016.

"The TaxAssist technical team have been a huge bonus, helping out with compliance and specialist advice, as you can never know it all," Russell says.

"I now spend all my time working on the business rather than in it and can happily report we are operating as the TaxAssist business model recommends, with a third of my revenue going to staff, a third to overheads and a third profit. I really can't recommend TaxAssist highly enough."



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Live the dream

Your business ambitions can be achieved by taking a methodical approach to planning, Hitachi Capital Franchise Finance says



How can you turn your business ambitions and goals into reality? Hitachi Capital Franchise Finance suggests your process should be methodical and thoroughly planned, while honestly reviewing your financial viability.

FAILING TO PLAN IS PLANNING TO FAIL

Some people set up and run businesses without a proper business plan. However, many of these fail within the first few years. Don't allow your failure to plan get in the way of your business ambitions.

So what should you do?

SET SMART OBJECTIVES

First of all, you need to set SMART business objectives that are:

- **Specific:** ensuring your objectives are focused on what you intend to achieve.
- **Measurable:** see how well you're doing and make decisions that will get you back on course if necessary.
- **Achievable and realistic:** by all means, show ambition. However, explore all angles and make sure it will actually be possible to achieve your goals.
- **Time-based:** so that you and your team have a time limit to work towards.

UNDERSTANDING YOUR MARKET AND COMPETITION

Next, you need to understand your market - both local and national - and competition.

Depending on your product or service, you may have identified a few key customers already, but you should know who your competitors are:

- Who else is offering the same or similar solutions to your prospective customers?
- How are they achieving this and what are your competitive advantages over those businesses?

While it's tempting to believe you have a unique solution to a problem, it's unlikely. A competitor matrix, highlighting your USPs and how your proposition differentiates itself, is a great way to review your business model.

OPERATING STRATEGY AND MARKETING PLAN

Your operating strategy is how your business works; the logistics behind your product or service, ultimately determining where you position yourself in the desired market.

This is to be considered alongside your marketing plan. The best possible marketing strategies are those that test and learn as a target market responds and the proposition evolves. You should have a clear idea of your market and pricing strategies, but you need to constantly monitor and adapt them as you gain market feedback.

ASSESSING YOUR RESOURCES

You will need to assess the physical and human resources required. This may include any property, equipment, machinery and the team you will need to achieve your goals. Are your current team qualified to do the job, will they need extra training or will you need to hire additional team members?

FINANCIAL PROJECTIONS AND CASH FLOW FORECASTS

All the above needs to be costed into the financial part of your plan.

A monthly profit and loss projection will track your progress and ensure it's worth pursuing the dream, while the monthly cash flow forecast will help you identify whether you can actually afford to do it.

Your projected balance sheet will show you what the business is going to look like in monetary terms in the future, how strong it could be and the degree of solvency, which will hopefully give you a safety net if things take a little longer than expected.

AT A GLANCE HITACHI CAPITAL FRANCHISE FINANCE

For more information call 01844 355575 or email fundingteam@franchisefinance.co.uk

hitachicapital.co.uk/franchise-finance

The sky's the limit

What's On In is the website for people wishing to find out what's on in their town, city and holiday location



Of the What's On In franchise, managing director Dani Smith says: "It was simple, we know the UK online advertising market is worth £289 million 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 £798. The return on investment is amazing. We also offer an interest free finance package."

USER FRIENDLY

She goes on to explain: "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."

FLEXIBLE OPPORTUNITY

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 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.

With the optional 50-50 system, sales revenue can be split between franchisee and a freelance or self-employed sales person. This option obviously requires less commitment from the franchisee.

Potential monthly incomes are £5,000-£8,000, depending on commitment. Franchisees receive a fully exclusive postcode area. The exclusive online franchise members' area provides in-depth and comprehensive franchisee support and access to tips, advice and training tools.

LOW COST ENTRY

Dani believes What's On In offers the perfect low cost entry into the profitable franchise arena.

New franchise opportunities are continually added throughout the UK. With its self service platform, high visibility, full tracking and low advertising cost, What's On In offers the ultimate in online advertising.

AT A GLANCE WHAT'S ON IN

Minimum required capital: franchise costs £798. Interest free loan available

Contact: Dani Smith. enquiries@woifranchise.com. 07860 833822

woifranchise.com

> **"Your website will be fully personalised and loaded with up to 50 potential advertisers"**



Future-proof franchising

Tech trends see Sandler soar ahead of the consultancy competition

The latest research on sales training has highlighted how far ahead of the competition Sandler franchisees are, with sweeping changes predicted over the next four years as technology evolves the delivery of training to companies large and small.

The Global Product-based Sales Training Market 2020-2024 report by renowned research firm Technavio analyses the current market and looks ahead to what's next. It revealed that: 'Increased emphasis on cost effective training methods, growing emphasis on microlearning and use of analytics in product-based sales training will drive this market's growth.'

PERFECTLY POSITIONED

And that's great news for people running a Sandler franchise, as UK CEO Shaun Thomson explains: "More than 12 months ago at a conference, Sandler president Dave Mattson outlined that this is where companies need to position themselves for the future. He'd been analysing the trends and set about further developing Sandler Online, our digital learning platform.

"Effectively, business consultancy can be thought of in two different spheres, face-to-face and online learning, and Sandler is going to own the place in the middle where those two overlap. Nobody else is anywhere near as far ahead with the technology as we are.

"Thanks to our partnership with Grovo, we already have microlearning feeding into our reinforcement training. Everything is broken down into snippets. Clients have 24/7 access to bite-size training they can access when and where it suits them - at work or on the go."

SETTING THE PACE

With voice search functionality already in place, Sandler continues to set the pace others aspire to.

Shaun adds: "We've put Alexa into our online platform, so that you can search your training content by voice while you're on the move, reinforcing learning for teams and leaders at their own convenience, not the trainer's.

"Franchisees can roll all this into their consulting, combining it with their face-to-face work to deliver cutting edge training to their clients. It's differentiating them still further from the rest of the consultancies out there. Sandler's global power consistently strengthens our franchisees locally."

CONTINUALLY DEVELOPING

It all adds up to a level of future proofing simply not available in any other business consulting franchise, as the market continues to change.

"With plenty of video content and the voice search functionality, Sandler's systems are designed to meet the way we all now learn new skills and they're continually developing further," Shaun says. "There's nothing else on the market like it."

If you're looking for a highly collaborative network of like-minded business owners, world class resources, a six-figure income and a lifestyle that's yours to choose, get in touch today for an informal chat with Shaun.

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
Contact: Shaun Thomson. ukmarketing@sandler.com
sandlerfranchising.co.uk



Shaun Thomson, Sandler UK CEO

> **"Sandler's global power consistently strengthens our franchisees locally"**

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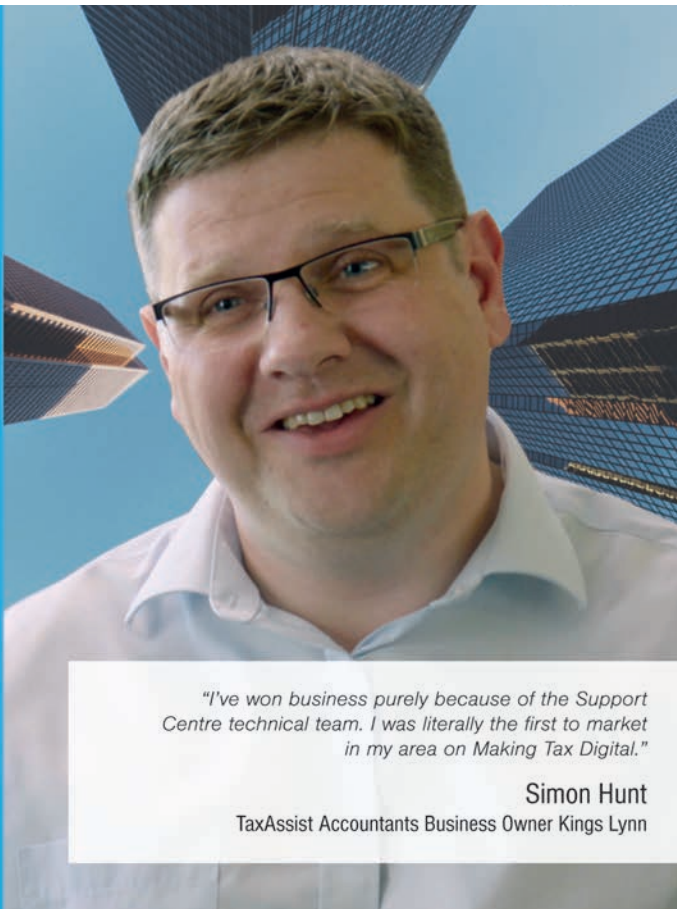
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Simon Hunt

TaxAssist Accountants Business Owner Kings Lynn



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Dani Smith: **enquires@WOIFranchise.com**

Ask The EXPERTS

Our panel of industry specialists answer your franchise questions



Q CAN A FRANCHISE BE RUN ON A PART-TIME BASIS?

ALAN WILKINSON WRITES:

Franchises come in all shapes and sizes and can be found in most sectors of business. Some concepts require the franchisee to work in the business, while others are structured so that the franchisee works on the business without actually doing any of the operational tasks.

Often, the system of operation is such that a franchisee can run the business on a part-time basis. This may involve, for example, having a business that offers its service only in the morning or evening. Other businesses may make their service available only during evenings and at weekends.

However, a franchisee should always bear in mind that there is more to running a franchise than simply delivering the service the brand offers. There is marketing, sales and administration tasks to consider, which can often require a significant time input outside of the typical 'operating hours' of the business.

It should also be noted that a franchise that can operate on a part-time basis will usually only provide a part-time income.

If this fits with the requirements of the franchisee and franchisor, it can be a win-win for all concerned.



ALAN WILKINSON is head of franchise development at The Franchising Centre and has been in franchising for over 24 years.

Q HOW DOES A FRANCHISOR SELECT FRANCHISEES?

JOHN PRATT WRITES:

With great care - or at least they should select franchisees on that basis.

The more picky a franchisor is in selecting franchisees, the better. As a rule of thumb, for every 100 prospective franchisees only 10 are serious and of those only one or two are suitable. This means recruiting franchisees is an expensive and time consuming business, but the cost and wasted time incurred in dealing with a franchisee who is not right for the franchisor's business is much greater.

Franchisors are looking for franchisees who have get up and go and understand that operating their own business is not like being an employee. Holidays, time off for illness and even weekends may, at least in the early days, be a thing of the past.

Having said that, franchisees must be able and willing to comply with the franchisor's instructions. Also important are whether the franchisee has the support of their family and the financial resources - whether with or without assistance from the bank - to fund the franchise.

In addition to the above, each franchise will have its own specific requirements, so for some franchises an ability to work with your hands, having a driving licence, being willing to cold call and so on are all essential elements.



JOHN PRATT is senior partner at specialist franchise firm Hamilton Pratt and has advised franchisors for over 25 years.

Q WHY DOES A BRAND DECIDE TO FRANCHISE ITS CONCEPT?

LOUISE HARRIS WRITES:

Franchising a business is not always the right or easiest route to expansion - but done well it can be a win-win for all parties.

If national or international roll-out of a brand is relevant, the values and standards of that brand will need to be replicated through dedicated individuals. Having financial ownership of the work you're doing makes a more compelling driver to uphold standards - in short, franchisees work harder and for better rewards than an employee might since they're reaping more of the financial benefit.

If a business is replicable and teachable, then franchising is frequently the best method of expansion since it also reduces the capital outlay for the business - the franchisee will fund their own business requirements (property, vehicles, equipment, etc) and in return reap the rewards for that, giving a percentage to the franchisor.

It may also be a quicker way to expand than doing so conventionally. It should be possible to open a number of units at a time using the same HQ resources and optimises training and development time.

There may be other reasons why a business franchises - such as logistical or geographical challenges - and it's a question would-be franchisees should ask of their prospective franchisor, so they understand some of the driving factors.



LOUISE HARRIS is an experienced franchisor, having built and sold an award winning franchise. She is now head of strategic partnerships at easyStorage.

Q FOR HOW MANY TERMS WILL I BE ABLE TO RUN A FRANCHISE?

SHELLEY NADLER WRITES:

Franchise agreements in the UK are often for a fixed term of five years, with rights to renew at the end of the term for either one or two further five-year periods. The term of the agreement and any rights to extend or renew the term will be set out in the franchise agreement.

A franchisee will want to be able to operate their business long enough for them to amortise their initial franchise investment and for the term of the agreement to be long enough for them to realise the value of their business on transfer.

Some franchisors grant lengthy terms - 20 years, for example - with no rights of renewal. In such cases, the franchisor may well offer a new franchise agreement at the end of the 20-year term, but is under no obligation to do so.

The franchise relationship should be capable of subsisting on a long-term basis as long as both parties observe their respective obligations. There may be various reasons - including legal reasons, where the agreement includes the tied supply of products - for a relatively short initial period, but most franchise agreements allow for the franchisee to be able to exercise a right of renewal.

There are usually conditions attached to renewal, such as the franchisee having performed their obligations under the agreement, refurbishment and re-equipping of the business and the franchisee having entered into a new agreement in the form of the franchisor's then current agreement.



SHELLEY NADLER is a legal director in Bird & Bird's international franchising team and has many years' experience of advising on all aspects of franchising.

Got a question about franchising? Email editor@what-franchise.com or check out the frequently asked questions section at what-franchise.com



SMALL BUSINESS WORKSHOP

WITH ANGIE COATES

What Franchise's resident business agony aunt Angie Coates, founder and CEO of Monkey Music, answers your business and entrepreneurial conundrums

WITH BREXIT UNCERTAINTIES CONTINUING, SHOULD I DELAY STARTING MY OWN BUSINESS?

No - go for it now. You've heard the expression 'No time like the present', but it's the proverb's less famous second line that explains why you should act now: 'A thousand unforeseen circumstances may interrupt you at a future time'. There will always be a reason to delay.

Businesses have faced a multitude of unknowns since the referendum and there will be further uncertainty for years to come as trade deals are negotiated. For some people, this may be frightening and create a feeling of helplessness and uncertainty. As a small business owner, you have to accept there is much beyond your control and channel your energy and ideas into areas where you can make an impact.

I opened Monkey Music in 1992: the year of Black Wednesday and its accompanying soaring interest rates, tumbling pound and crashing housing market. People told me daily I was mad, but I knew I had something special to share that would make a positive change to people's lives and that inner belief made me carry on regardless.

To feel confident I'm making the best possible decisions, I still go through list making exercises, weighing up my options and looking at my resources. I review existing plans against performance, re-evaluate future growth plans, fuss over investment levels and save dozens of versions of the same spreadsheet reflecting different scenarios.

After several potentially sleepless nights, I settle on a plan that makes me feel safer and more secure. Decision made, I'm quick to put the wheels in motion, full of energy and impatient to try out fresh ideas during the journey ahead.

There will be bumps in the road, even an occasional detour, but avoid the urge to change destination without good reason. Business owners who succumb to that temptation never feel in control.

Setting up when times were challenging actually gave me discipline and confidence. I had to be strategic in my approach, disciplined with resources and resilient. Knowing Monkey Music could survive challenging times meant it would thrive when the market was easier.

WHAT'S YOUR BEST ADVICE FOR KEEPING STAFF HAPPY?

I believe staff happiness starts with consistently applied policies that reflect company values, so that staff and franchisees are confident they know what's expected and what's allowed.

Our strapline at Monkey Music is 'Sharing precious time together'. It's become a mantra that underpins everything we do and now defines our company ethos.

Everyone, whether they are at head office, a franchisee, a consultant or a customer, is encouraged to treasure how they spend their time with colleagues and their families - and company policies reflect that. It also nurtures an incredible environment because it encourages everyone to value themselves and one another, focusing minds on making the most of every minute. It works for us.

Consistently applied policies don't make us prescriptive however, as we make a point of finding out what our staff, franchisees and customers want. And we go as far as we can to deliver that.

For example, our staff value flexible working, opportunities to work from home and organised flexibility during school holidays to ensure everyone gets a proper break with their families. Franchisees value the freedom we give them to operate their businesses so it works around their families, so that is how we've set it up. But it only works because we have clear policies that are consistently applied.

Have a question you wish to ask Angie?
Email editor@what-franchise.com
Check out Angie on Instagram: @angiecoatesmusic



"Since starting my own Creation Station franchise, I've been able to do the school runs and be there for my girls important events. It's also given me a huge amount of personal fulfilment and great financial returns"
- Lisa Hagg Creation Station Franchise Partner

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PORTIA KOTZ IS A LASER CLINICS UNITED KINGDOM FRANCHISEE BASED IN EALING, WEST LONDON

AT A GLANCE LASER CLINICS UNITED KINGDOM

Established: 2009

Number of franchised outlets: worldwide 165 clinics

Location of units: global

Investment range: £200,000-£250,000

Contact: franchising@laserclinics.co.uk

laserclinics.co.uk

WHAT MADE YOU JOIN LASER CLINICS UNITED KINGDOM?

I was introduced to Laser Clinics in Australia. My parents purchased a couple of clinics with LCA and had me running them.

They enjoyed being a part of the franchise and I enjoyed working within the company so much that when the opportunity arose for me to open my own in the UK, there was no way I was going to turn it down.

HOW HAVE THE FIRST FEW MONTHS BEEN SINCE YOU OPENED YOUR DOORS?

They have been full on and exciting. Given that there are already quite a few businesses of this kind in the UK, I was expecting the first few months to be rather slow.

However, it seems there has been a lot of pent-up demand for services as high quality but also as low cost as ours. We've been open for less than a year and we already need to open new rooms in our clinic because we're already at capacity.



WHAT HAS BEEN YOUR PROUDEST MOMENT SO FAR?

Just getting the doors open and creating a team that now works so well together.

This is the first time I've been the director of a business in any capacity, so the day our first client walked through the door - who is still with us, by the way - was a very proud moment for me.

WHAT'S THE BEST THING ABOUT RUNNING A LASER CLINICS UNITED KINGDOM FRANCHISE?

In the four years of working with LCUK, there hasn't been a single day that I've woken up and not been excited to go into work.

It's a wonderful atmosphere in that the majority of the customers we work with leave the clinic feeling much better about themselves than they did before they came in. That excitement definitely rubs off on us.

Also, the structure and support from head office makes my job so much easier. They handle most of the back end of the business, which means that myself and my manager can be fully focused on how we can improve the quality of our customer service and treatment journey.

> **"There hasn't been a single day that I've woken up and not been excited to go into work"**

HAS BECOMING A FRANCHISEE BEEN A REWARDING EXPERIENCE?

Absolutely. For me, it's been a fantastic introduction to the world of owning a business. The partnership with LCUK provides enough support, but also allows enough freedom to make the journey exactly what you would hope it to be.

It also creates the chance to connect with a lot of other wonderful franchisees from different backgrounds, as well as head office staff, all of who can become great friends and mentors.

WHAT SEPARATES LASER CLINICS UNITED KINGDOM FROM OTHER CLINICS IN THE UK?

What doesn't? It's a fantastically run company in every aspect.

The biggest point of difference, however, is the fact all franchisees are present in their clinics. Each clinic's infrastructure ensures some management presence at all times, which tends to keep the clinics operating with optimum performance. It makes them feel like they're all independently owned, rather than part of the biggest aesthetics franchise in the world.

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It's more than a pizza, it's an experience

FIREAWAY PIZZA has grown to 25 stores since it opened for business in 2016. Managing director Mario Aleppo explains the company's recipe for success

I'll keep it quick - like my food. I created FIREAWAY PIZZA in 2016 in south London with the aim of bringing better pizza to the UK.

By using an old pizza recipe brought over from Naples by my grandmother and giving it a modern twist, FIREAWAY PIZZA has grown significantly in the UK. From one small store on the outskirts of London, it has grown to 25 stores within 45 months, reaching as far north as Scotland and as far south as Bournemouth.



WHY I STARTED ON MY FAST FOOD JOURNEY

Before I founded FIREAWAY PIZZA, I found it difficult to get a quick and good quality pizza to take away without going to a nice restaurant or paying restaurant prices. Also, you wouldn't get children and students going into Italian restaurants on their lunch break, but with FIREAWAY PIZZA they can get the quality and the affordability in less than three minutes.

Our motto is 'DESIGN, FIRE, EAT' and the idea is simple: one size personal artisan pizza, 25 unlimited toppings, four home-made base sauces and 180 seconds cooking time in our open fire gas oven.

We use fresh ingredients, apart from our Italian gelato,



AT A GLANCE FIREAWAY PIZZA

Established: 2016
Number of franchised outlets: 25
Location of units: UK
Investment range: £69,000
Minimum required capital: £60,000
Contact: mario@fireaway.co.uk
fireaway.co.uk





and everything is on show for the customer to see. It's not just a trip to get a pizza, it's also a customer experience - from seeing the chef hand stretch the dough to it leaving our 400-degree oven.

Our main ingredients get shipped over from different parts of Italy and delivered to our stores on a weekly basis, while our chefs are trained by FIREAWAY PIZZA head chef Mehdi Hossaini, who has been with us since we opened our first store in 2016.

We also have a wide range of vegan, gluten free and custom salad options, as well as kids pizzas and Italian desserts. At the end of the day, everyone has to eat and pizza is the most popular takeaway food in the UK.

KEEPING THE CONCEPT SIMPLE

When it comes to our franchise offering, we keep the set-up cost to a minimum, with a bright but simple design and we don't charge a sales commission, just one monthly franchise fee.

Stores are around 750 square feet on average and have up to four or five tables, but they're primarily takeaways. We have a great team of builders and can have a shop up and running within three weeks of getting the keys to the property.

Not all our franchisees have come from a food background, but their customer service and people skills have pushed their sales through the roof. I've met so many different types of people - some of them run the store themselves with family and others have managers and area supervisors.

THE BUSINESS IS STILL GROWING

People have asked me how I've managed to build such a fast growing company. It's been stressful at times, but it's been worth it and I love to read our online customer reviews when I get time.

We have six more shops in the pipeline for this year and are aiming for 100 shops by year seven. We entered the Pizza & Pasta Industry Awards in November 2019 and were ranked first in the Small Chain Delivery category, which was a nice boost after three and half years of hard work. It's good to know we're making some noise in the pizza world and that customers love our food.

I look forward to taking FIREAWAY PIZZA to every town in the UK and beyond. I would like to take this opportunity to thank our strong team of franchisees who have helped me on the journey and continue to spread the fire.

> **"It's good to know we're making some noise in the pizza world and that customers love our food"**



Harness the human element

Franchisee case studies are a valuable part of a franchisor's marketing mix

WORDS BY ANDY MCCARROLL

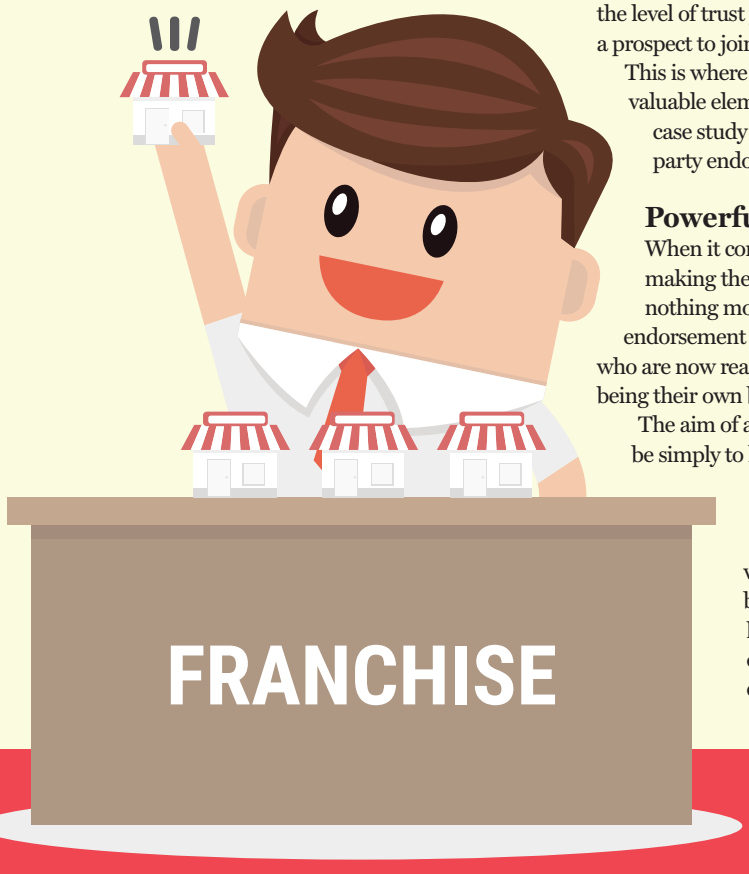


THE AUTHOR
Andy McCarroll is head of marketing at franchise consultancy Platinum Wave

When marketing your franchise opportunity, you want to make it as appealing to the right sort of people as possible - the 'right sort of people' being those who fit your franchisee profile.

After all, there's no point trying to cast a giant marketing net over the whole of the UK and everybody in it, when in reality you're only trying to attract 50 people in specific areas of the country. So what tools do you have at your disposal that can really hit the mark?

"Don't underestimate the level of trust you're asking for from a prospect"



Twin benefits

One of the most valuable marketing tools available to an up and running franchise is the franchisee case study. Why is it so valuable? It can offer a prospect two things a franchisor normally can't.

Firstly, all your franchisees have been stood exactly where the people researching your franchise are stood right now. You built a business and franchised it, whereas your franchisees wanted to work for themselves, but not by themselves, so researched franchising to find the most suitable opportunity for them. This is the relatable element that's so crucial in a case study.

Prospects will be trying to weigh up the pros and cons of leaving a job to run a replica of the business you created. So don't underestimate the level of trust you're asking for from a prospect to join your network.

This is where the second most valuable element of a franchisee case study comes in: the third party endorsement.

Powerful message

When it comes to a prospect making their decision, there's nothing more powerful than the endorsement of existing franchisees who are now reaping the benefits of being their own boss.

The aim of a case study shouldn't be simply to have a franchisee parrot all your existing marketing messages about what makes your brand so great and how well they're doing. It's the human element of that person's journey to becoming a franchisee that will resonate with a prospect who is going through the same experience.

Measuring success

As the franchisor, you need to make sure you know which of your franchisees are happy and successful, rather than simply identifying the ones who stick to the rules and pay their royalties. A prospect will be trying to understand the big picture of life as a franchisee and whether or not your franchise does what it says on the tin.

You can measure a franchisee's success in three ways:

• Money. Are financial returns meeting their expectations?

• Happiness. Does the franchisee enjoy what they do? For example, if there's a 'we help people' element to the product or service, do they feel they're achieving that?

• Value in their ongoing relationship with you, the franchisor. Every month franchisees pay a management service fee. Do they feel the services and support they get are worth it?

The actual questions should carry a much greater degree of subtlety, after all it's an interview not an interrogation. But a good case study will tease all these elements to the fore and reward the reader with the reassurance they're looking for.

Equally, if your franchisees are reporting positively in all three areas, it should give you some wonderful reassurance that your franchise delivers for its franchisees.

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A gold mine of knowledge & experience

10 Poppies franchisees share the one piece of advice they would have liked to have given their younger self

Sadly, there's no such thing as a crystal ball when it comes to business ownership and launching any new business has its ups and downs. Franchising is no different.

One benefit of investing in a franchise, however, is the success of many people before you. A network of franchisees, by its very nature, is a gold mine of knowledge and experience, which you can draw on before you launch and for the life of your business.

Poppies was the UK's original domestic cleaning franchise. Founded in 1980, the first franchised office was opened in 1984 and is still going strong today. The now 22-strong network of franchisees boasts an impressive combined turnover of £5 million.

Here, 10 franchisees, all at different stages of their franchise life, share the one tip they would have loved their younger self to have known about starting a business:

1 Leverage the franchisor's experience

"Take full advantage of the experience of the franchisor," Nigel Bayliss of Poppies Sheffield says. "They have the knowledge of how to make the business a success and you can draw from that to replicate in your own business.

"You're investing in them, both personally and financially, so think about how you'll be supported in your own business and whether that meets your expectations."

2 Do your research

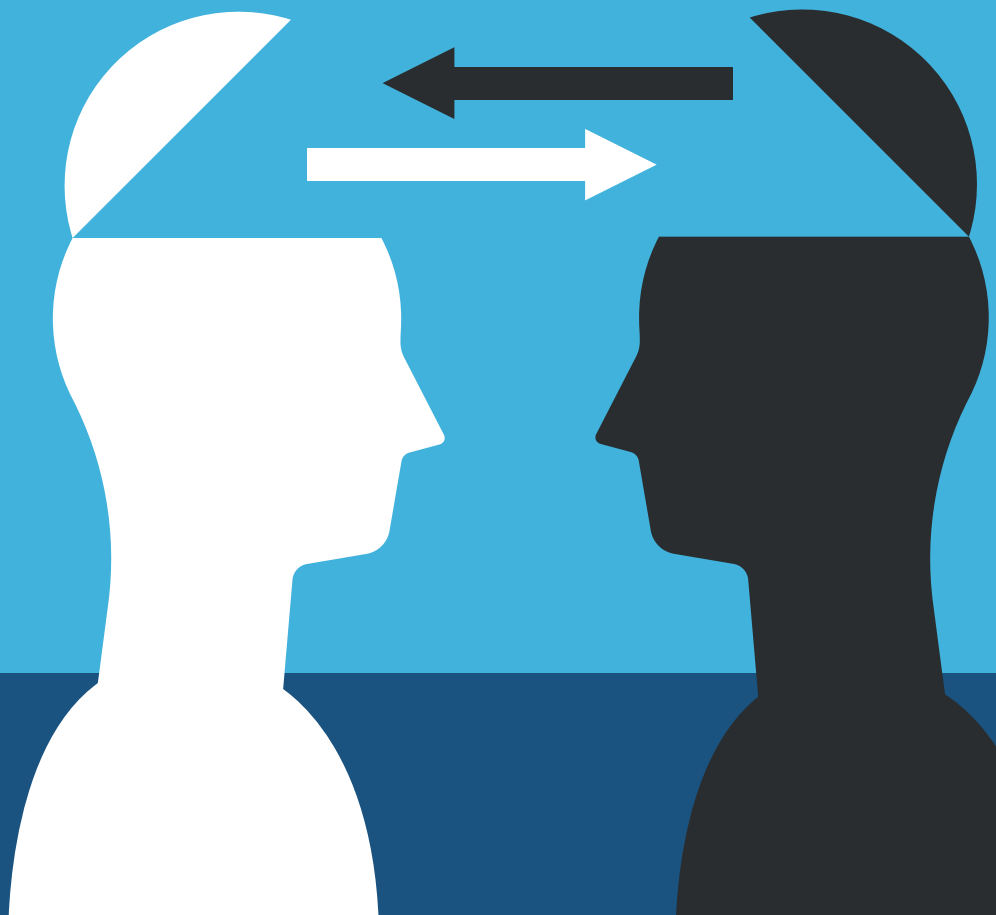
Emma Ryan of Poppies Stockport says: "Make a list of the pros and cons of the business to ensure you're looking at it from all angles. Also, ensure you're going to have a good support network around you, as they will be crucial for your growth, especially in the early stages of your journey.

"Make sure it's something you enjoy, means something to you or have had some exposure to, as this will give you a passion and something to build on fairly quickly."

3 Consider your skill set

"Think about your skill set and what that means in business," Rob Piper of Poppies Liverpool advises. "As a business owner, you have to perform a wide range of functions and roles, so being able to manage that is paramount.

"You have to be able to build positive working relationships and



engender trust and confidence in people - especially if you're going to be providing a personal service such as cleaning their home. When customers are part of the equation, as well as employees, you've got to be really understanding and patient."

"One benefit of investing in a franchise is the success of many people before you"

4 Find yourself a mentor

Becky Sagar of Poppies Exeter says: "If you have a mentor, they will be your champion, share your knowledge, help you overcome any obstacles you face when starting up and fight your corner. Without my mentor, I wouldn't have been so successful."



5 Interrogate yourself beforehand

What do you want the business to achieve? What are your existing skills? How far can you go with it and how will you track it? For how long will you run the business and what's your exit strategy?

"Try to think ahead to all of these issues before you start, because once you've started you won't have the time," Wendy James of Poppies Leeds Northwest suggests. "Make plans and allocate time to review them, so you know when you have reached your goals - or not - and can adjust your actions to accommodate."

6 Be confident in your own abilities

"Don't wait to be older and more experienced to be confident in your own abilities - now is the time to try," Andrew Wishart of Poppies Bay & Lakes says.

"Make your own opportunities by being observant and connected. While you need to work hard, a lot can be achieved by working smart. Don't be afraid to pay for good advice, as it can be priceless."

7 Be true to yourself

"Follow your intuition, as that's usually always right," Leigh Patterson of Poppies Tyne Coast says. "And don't be worried about saying no. You've got the freedom to choose something that aligns with you perfectly and gives you the best life possible."

8 It's okay to ask for help

"Don't think you have to do it yourself - it's okay to ask for help," Simon West of Poppies Chesterfield and Mansfield advises.

"Make sure you're able to create a foundation of support around you, so the business can grow at a steady pace without you feeling overwhelmed."

9 Spend time with an established franchisee

"Ask the franchisor whether you can spend some time with an existing franchisee to get to grips with their day-to-day activities and how the business actually works," Richard Pearson of Poppies Wirral says.

"That way, you'll be able to make an informed decision about whether it fits with what you're looking for."

10 Invest in a British Franchise Association member

Chris Wootton of Poppies West Lancashire & Sefton says: "Choose a franchise that's accredited by the British Franchise Association. This will give you complete faith that they are an ethical company with a robust support structure that will support you for the life of the franchise.

"Third party recognition is invaluable as a prospective franchisee."

Ask any business owner and they will have their own piece of advice that they would have loved their younger self to have known. That's the beauty of hindsight.

The closest you can come to this level of foresight is to actively engage with the existing franchisees of your chosen brand. So ask the franchisor to introduce you to them as part of your due diligence. You may just find the golden nugget that propels you skywards.

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Make your stand deliver

Preparation is vital if franchisors want to maximise their time at exhibitions

WORDS BY JEMMA TONGE



THE AUTHOR
Jemma Tonge is business development manager at d&t, an award winning chartered accountancy and business advisory specialist

If you're recruiting franchisees, exhibitions are a great way to meet face to face with prospects. However, stands can be costly. Therefore, it's important to maximise the opportunity, so the mantra 'be prepared' is a good one.

Consider the hidden costs before booking. Accommodation, travel, staff time, food and drink, marketing material and kitting out your stand all come on top of the stand cost, so budget the overall spend, not just the square metre cost.

Pre-event planning

Pre-show organisation is key. Having spent a number of years in event organisation, I've seen data capture forms delivered to the wrong place, marketing leaflets failing to arrive and one memorable moment when someone turned up at the NEC in Birmingham when they should have been at ExCeL in London.

"Visitors should know what your franchise offers within 10 seconds"

Follow delivery instructions from the show organiser to ensure everything arrives as it should and give yourself plenty of time on build day.

A common mistake is to turn up with no clear plan. Sometimes staff just 'sit there' and hope people will come and talk to them. This approach doesn't work. Staff need to be welcoming and prepared to talk - and talk some more. Avoid eating or being on your phone while on the stand, as not only does this look unprofessional, but will put visitors off approaching you.

Schedule a marketing campaign to your databases before a show, inviting prospects to meet you at the event. This can reignite old leads and give them the kick-start to potentially join your network. In addition, working closely with the event organiser may yield opportunities to participate in eshots or social media posts to encourage attendance at your stand.

Professional partnerships

Partnering with other industry professionals can be advantageous. Being able to point prospects to affiliates at an exhibition can give your prospective leads a nudge in the right direction on their journey to joining your network.

Data capture during the show also needs some thought. Forms need to be legible for follow-up later or for a few hundred pounds it may be possible to hire scanners. Discuss this with the event organiser to find out what's available.

On the stand

Being able to filter visitors quickly while making them feel welcome maximises your use of time. Food can tempt people to visit your stand, but if visitors are only after your doughnuts it can waste time, with staff talking to people who are hungry rather than looking for a good business opportunity.

Good stand design can help. Visitors should know what your franchise offers within 10 seconds and don't be shy about advertising your franchise fees, as this can quickly rule out time-wasters.

After the show

Finally, don't overlook the post-show follow-up, as you'll need to set aside time to contact interested prospects.

It's important to do this as soon as possible, so make sure you have a team in place and block out their diaries to maximise the leads you generate. This is how you can work out if the investment was worth the outcome.



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It's the best decision I've made

Revive! has helped Ken Allison build a thriving multi-van SMART car repair franchise

Ken Allison has been running Revive! Waltham Abbey since 2009. Before then he'd worked as a computer operator, double glazing fitter and self-employed van driver, but always had the determination and work ethic to achieve more and be his own boss one day.

In those 10 years, Ken has seen his career go from strength to strength. With award winning business support at every stage, he's gained in confidence to such an extent that he now manages a multi-van business employing six technicians, with plans to expand even further.

SEALED THE DEAL

Ken first became attracted to franchising during his time on the road, when he spotted a competitor's vehicle and decided to explore the possibility of owning his own SMART repair franchise. After looking into options available, he chose Revive!

Ken explains: "What quickly became clear was that Revive! was focused on helping you build a multi-van franchise, rather than trying to keep you as a one-man-band. This is what sealed the deal for me."

As his business grew, Ken realised that to meet his ever increasing sales goals, he would have to introduce more structure into it. Alongside setting high standards and building excellent relationships with local dealerships, he's worked hard to create a distinctive company culture at Revive! Waltham Abbey, empowering technicians to feel part of the business and take on greater responsibility.

"The biggest challenge is having the right people and creating a sense of belonging," Ken says. "People need to want to turn up to work because it's more than just money.

"Everyone here knows what they're doing. I've just come back from holiday after two weeks away and we still achieved our highest sales month, which underlines the fact my team are just as committed to the success of our business as I am."



PLANNING AHEAD

The team at Revive! Waltham Abbey meet each month to review performance and plan ahead. Sitting with his technicians overlooking his fleet of six mobile SMART repair vans never fails to give Ken a huge feeling of satisfaction and achievement.

The Revive! structured business development programme helps him achieve his ambitions and drive forward.

"Because you get support from head office, you feel confident in growing and getting another van," Ken says. "It's almost them building you up and telling you that you can do it without actually saying that."

GREAT JOURNEY

Would he do it all over again? "Yes, definitely," Ken says. "For me, I'm the type of person that needs a franchise. I need structure that I can use and build it.

"It's been a good journey. The headaches, the sweat - it's all been worth it, especially when I see where I am now. It's the best decision I've made.

"I like the fact I'm my own boss. I like that I have a good team. I like the freedom of it and looking back at something I've built. I feel satisfaction from that.

"And when we have our breakfast meetings and I see all my vans together, I think 'Wow'."

> **"It's all been worth it, especially when I see where I am now"**

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

Contact: franchising@revive-uk.com

revivefranchise.com

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Hiring an accountant

Your go-to guide to making the right choice and the crucial services these financial experts can provide

WORDS BY DESIRIE LEA



THE AUTHOR
Desirie Lea is a director of Morris & Co Chartered Accountants

As a franchisee, deciding which accountant to appoint is an important decision. You'll hopefully be working with them for a number of years and they should play an important role in offering advice and guidance on how best to build your business, as well as producing your annual accounts and offering tax advice and compliance services.

It's vital your accountant understands the complexities of setting up and operating a franchise, so they can offer expert advice and guidance every step of the way. Therefore, it's advisable to appoint a British Franchise Association affiliated accountant, as you can rest assured they will have undergone a rigorous selection process and must be able to demonstrate they possess sound accounting knowledge in the franchise sector.

It's also worth asking if anyone at the accountancy firm is accredited with the British Franchise Association's qualified franchise professional qualification. This qualification is the formal recognition of professional knowledge and experience in franchising and demonstrates an understanding of the industry's complexities and best practice.

"It's vital your accountant understands the complexities of setting up and operating a franchise"

Before making an investment

If you have a franchise in mind that suits you and your lifestyle, you should seek specialist accounting advice before parting with your hard earned cash.

As well as the initial franchise costs, there may well be other costs to consider. You'll also need some working capital until the business is running profitably, which may take a year or more.

Although most franchisors are reputable, unfortunately there are some that are less than trustworthy and, as a rule of thumb, it's worth checking that the franchisor is a member of the bfa.

There are strict guidelines to determine whether a franchisor can be granted membership. These criteria include an assessment of the business model, an evaluation of the franchise agreement, a review of the training and support provided and proof that franchisees can maintain profitable businesses.

It's vital to obtain the correct advice before proceeding with any franchise purchase. I have seen clients struggling in the early years, as they didn't have a proper business plan with realistic cash flow forecasts and lenders aren't keen to inject further cash because the franchisee has underestimated start-up and ongoing running costs.

An all-inclusive package is best

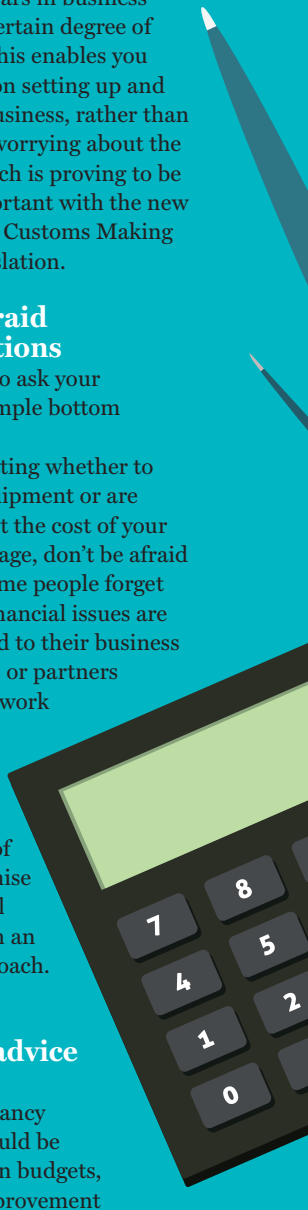
Look for an accounting firm that specialises in the franchise sector and offers an all-inclusive accounting package that takes care of the day-to-day bookkeeping, plus payroll and VAT requirements if necessary, and produces monthly management accounts.

Ask if the package includes unlimited telephone support, as your first few years in business may require a certain degree of handholding. This enables you to concentrate on setting up and running your business, rather than spending time worrying about the paperwork, which is proving to be even more important with the new HM Revenue & Customs Making Tax Digital legislation.

Don't be afraid to ask questions

Never hesitate to ask your accountant a simple bottom line question.

If you're debating whether to buy or lease equipment or are concerned about the cost of your insurance coverage, don't be afraid to seek help. Some people forget that personal financial issues are very often linked to their business and sole traders or partners find their paperwork overlaps with business and family finances. Using a respected firm of specialist franchise accountants will help to establish an integrated approach.



Providing intelligent advice

In addition to a routine accountancy service, you should be offered advice on budgets, profitability improvement

and operational procedures. Reporting on profitability is a standard procedure, but helping create it by providing intelligent, entrepreneurial advice is what your accountant should strive for.

A good accountant will help you focus on how to improve the profitability of your franchise by analysing all the elements of your business. This should include:

- Developing a comprehensive business plan. Businesses evolve and so should your plan. It should be designed to enable you to forecast the future, help you stay ahead of the game and assist you to realise your full potential. It's vital to ensure your accountant regularly reviews the plan with you.
- Advising you how much to invest in your chosen franchise. Don't underestimate how much you're going to need to fund the franchise business. Remember, you're still going to need to live, pay your bills and look after your family while the business is getting established and, quite possibly, not making money.
- Compiling the data you need to secure finance for your business. A good accountant will help you prepare a comprehensive cash flow forecast and should also be able to act as a referral source for lenders and legal professionals.
- Devising the best structure for your business. Are you better to run the business as a sole trader or form a limited company?
- Tightening internal controls. You cannot be everywhere all the time and must put strict internal controls in place to ensure standards are maintained with good financial controls.
- Advising you on bookkeeping, VAT, self assessment and payroll if required. Ideally, you should look to appoint an accountant who can act as a one-stop shop for all your accounting needs. This ensures continuity and should offer you the best value for money.
- Offering you mid-year planning sessions to help you improve your bottom line, as well as pre-end-of-year planning, which is vital to ensure you make the most of tax planning opportunities.
- Benchmarking. Where the accountant is the nominated accountant for the whole franchise network, they should be able to offer a benchmarking service that will enable you to compare your performance against that of your fellow franchisees.
- Offering fixed fees. It's important to know exactly what the service will cost, with no hidden extras.

7

The number of accountancy firms affiliated to the British Franchise Association, the voice of ethical franchising in the UK

As with all things in life, you get what you pay for. Taking the time to appoint an accountant who possesses a wealth of experience in the franchise sector will not only give you peace of mind, but ensure that your business stands a better chance of success, which after all is why you decided to purchase it in the first place.



Day in the life

Kristi Bieber shares a behind the scenes taste of what it's like to own a 30 Minute Hit franchise

AT A GLANCE
30 MINUTE HIT

Established: 2004
Number of franchised outlets: 92
Location of units: United States, Canada, Saudi Arabia, Ireland
Investment range: £178,000-£128,000
Minimum required capital: £39,000
Contact: franchise@30minutehit.com
my30minutehit.com

The 30 Minute Hit in Vernon, British Columbia, Canada just celebrated its fifth birthday and owner, Kristi Bieber, reflects on how her journey began another five years prior with the boxing and kickboxing-based fitness franchise.

A stay-at-home mum with two young children, Kristi walked into the 30 Minute Hit location in Surrey, British Columbia and instantly knew she'd found what she was looking for. She soon realised it wasn't just the 'killer' 30-minute workout she was after, but the confidence these classes instilled and the strong sense of community they fostered.

She loved it so much, in fact, that by the end of 2014 she called up the corporate team at 30 Minute Hit and asked: "Do you guys want a Hit in Vernon?" Their response: "Absolutely."

Five months later, she and her husband Tim, along with their now three children, moved four hours west to begin a new phase of life: franchise ownership. A busy and fulfilling five years has sped by and Kristi finds herself at the helm of a healthy, thriving business creating positive change in many women's lives.

Though no day as a busy business owner can be labelled as typical, Kristi shares a behind the scenes taste of 30 Minute Hit ownership:



MORNING ROUTINE: BUSINESS AS USUAL

My day starts like a lot of other mums: getting the kids to school. While checking to make sure homework is completed and throwing lunches in backpacks, I quickly log into the online portal 30 Minute Hit provides all franchisees. This is a one-stop shop for everything I need to manage and operate my business. I couldn't live without it. It gives me the freedom to be off site without sacrificing productivity or attentiveness. All I do this morning is check the camera to ensure staff have arrived. It appears to be business as usual, so I turn my focus back to my family to ensure they start the day off well.

ARRIVING AT THE GYM

After dropping the kids off at school, I drive the short distance to the gym. This is probably one of the favourite parts of my day. I walk in and the atmosphere is electric; the space is filled with sounds of energetic trainers motivating members and upbeat music punctuated by the resounding crack of gloves hitting bags.

I love connecting with our members and catching up on their lives. Between chatting and playing with kids, I check emails and manage some small admin tasks, such as inputting new member details into our management system, ordering more retail stock and paying invoices.

We offer a free trial workout and today we're busy with new women. I assist my trainer in putting them through the circuit and they finish exhausted and sweaty, but smiling. They've all decided to join, so I sign them up and give them their first pair of boxing gloves.

I find it so rewarding to help empower women, creating a place and facilitating a workout that helps them find the confidence and



health I found. It's a busy, fulfilling morning and I finish it energised and excited.

PHYSICALLY CHALLENGING TRAINING SESSION

My work ensures I prioritise my own fitness and normally I work out in the morning with our members. However, today also happens to be a Hitting it Hard session, our bimonthly mandatory owner and manager training, designed to develop our skills and keep us connected to the brand.

My location is remote, so I log in via webcam to connect with owners across a variety of regions. The sessions are facilitated by our corporate head trainer and they're always physically challenging. Today's session is no different and I finish inspired and sweaty. We cool down and chat as a group, discussing ideas and problem solving together.

I tidy the gym, add some new inspirational quotes to our mirrors and reorganise my slat wall for the new clothing that's arriving soon. I reach out to my trainers and coordinate our monthly staff meeting, where I'll pass on everything I learned at the most recent Hitting it Hard session. I make a point to focus on developing my staff and I'm proud of how dedicated, reliable and passionate they are about 30 Minute Hit.

DOING THE SCHOOL RUN AND WORKING FROM HOME

I leave a note for my evening trainer with a few extra tasks for her to take care of and with that I'm back to pick the kids up from school.

After getting them off to their respective afterschool activities, I pop into my home office to do a quick trainer evaluation. My role as a physical training specialist with our corporate team involves evaluating the training capabilities of new staff members. Most of our corporate team are owners themselves and we enjoy contributing our experience and expertise to help other owners continue to find success.

We have dinner as a family and after the kids are tucked into bed, I check my email again for anything that needs attention.

This evening it's just some inquiries from members about bringing their friends to try out the workout. I look at our online schedule and respond with available times. I log into our social media platforms, responding to comments and scheduling posts for the next week and finish the day with some community marketing, reaching out to a local mum's group with a cross promotional idea.

> **"I find it so rewarding to help empower women, creating a place and facilitating a workout that helps them find the confidence and health I found"**

FAVOURITE PART OF FRANCHISE OWNERSHIP

When asked what her favourite part of franchise ownership is, Kristi responds: "I love the training, I love seeing us grow, but when you see the impact you can have in the lives of these women, that's my favourite part, hands down. It's so much fun. I just love going to work every day."

Convenience with confidence

Quick Lane centres aim to provide customers with high quality and exceptional value tyre and automotive services in an inviting environment

Quick Lane was founded in 1997 in Dearborn, Michigan, USA and has grown to more than 1,100 centres worldwide under a variety of business structures, with many under licence to dealerships.

The success of the business is a result of its commitment to a core repair service, unrivalled technical expertise, convenience and uncompromising professionalism. The Quick Lane brand is now launching in the UK and Germany under a new franchise business model with the aim of becoming the market's favourite tyre, maintenance and light repair service.

CUSTOMER FOCUSED

Quick Lane recognises and understands that its customers are increasingly motivated by value and convenience in their purchasing decisions.

The brand is predicated on delivering an outstanding customer experience, supported by technology, experts and outstanding facilities. In this way, the company aims to build transparent and consultative relationships with customers and foster trust, loyalty and ongoing relationships.

BRILLIANT AT BASICS

Quick Lane is currently offering area developer franchise opportunities to suitably qualified prospective franchisees. Each franchisee will be responsible for opening and developing an agreed number of Quick Lane centres in a defined exclusive geographic territory within an agreed period.

Franchisees are offered comprehensive training programmes, a bespoke pre and post-marketing launch package to kick start their business, ongoing business support, guidance on selecting and securing the right property, as well as access to the Quick Lane product supply chain.



The company has gone to great lengths to understand exactly what customers want and how to provide it, while continuously research new ways to improve its service. Centres are carefully designed to optimise space utilisation and provide an inviting environment for customers.

Quick Lane believes its technology driven approach offers a competitive advantage in the marketplace. In addition, it aims to develop a comprehensive mobility concept to set Quick Lane centres apart from other 'fast fit' operators.

Franchisees can rest assured that all other Quick Lane centres will be owned and operated by like-minded business people. They will all run to the same high standards, ensuring only positive reinforcement and recommendations are given about the brand.

THE QUICK LANE DIFFERENCE

James Bacon, Ford Retail Group, national Quick Lane manager, explains the Quick Lane difference: "The customer experience is at the heart of everything we do and this is obvious throughout.

"Working with a community of 'Quick Laners', from the top to the bottom of the organisation, our aim is to take the pain away from vehicle maintenance and offer a different environment to our customers, one where they are relaxed and where we have a genuine relationship with them.

"I personally can't wait to see this brand take off through 2020 and beyond, as they establish themselves as a major player in this space."

AT A GLANCE QUICK LANE TYRE & AUTOCENTRE

Established: April 2018

Number of franchised outlets: 6

Location of outlets: Reading, Bracknell, Prestwich, Colchester, UK; Krefeld and Hennef, Germany.

Investment range: £275,000-£375,000

Minimum capital required: £100,000

Contact: Charles Sindall. Charles.sindall@quicklane.eu 07912 276727

UK: **quicklane.co.uk/franchise**
Germany: **quicklane.de/franchise**

> **"Quick Lane has taken this on head first to change the face of fast fit."**
>
> John Dines, UK operations director at Quick Lane Europe

Follow the path to prosperity

Eight steps to buying the right franchise resale

WORDS BY JULIE TAYLOR



THE AUTHOR
Julie Taylor is CEO of Franchise Resales

A franchise resale can be a great opportunity for somebody who wants to own their own business. A franchise is a far safer option than starting a business from scratch. Not only is it better in the current economic climate, but a franchise resale also means you'll get training from the franchisor and be able to grow a business that's already established.

Here are my eight steps to finding the perfect franchise resale:

"Research businesses that will do well, regardless of the state of the economy"

1. Define your goals and evaluate yourself

You should have a good idea of what you want to achieve by owning a business.

What hours would you like to work? What sort of things are you good at? What can you afford to invest? Asking yourself these questions will enable you to find options that are a good match.

2. Consider financing

How much money is available to you? You'll need to figure out how to finance your franchise, if you don't already have a bundle of cash to spare.

3. Look for options that are recession resistant

Research businesses that will do well, regardless of the state of the economy. What do people always need?

Avoid industry segments that may not be recession resistant, so you can select something that will work for you.

4. Identify franchise resales opportunities

At this stage, you should look at individual franchise resales and create a shortlist - we can help you identify businesses that suit your needs, such as ones that are available in your desired location.

Then we can look at the businesses that match your goals as defined in step one, which will help you to make your decision.

5. Research the franchise

Now you have an idea of a few businesses you like, it's time to research the franchise and find out more about the franchisor.

You should consider the business' track record, as well as its fees and legal documents. Does it still meet your desired criteria?

6. Pay the franchisor a visit

If everything is going smoothly so far, it's time for you to visit the franchisor. You can get your final questions answered at this stage and meet the people who will help to get your business going.

This is final judgement time, so pay attention to whether you're comfortable and confident or not.

7. Speak to existing franchisees

When speaking to existing franchisees, ask questions such as what their lives are like, the support they receive, whether the franchisor's start-up cost projections were realistic and how effective marketing materials are.

8. Make your decision

By now, you should have all the information you need to make a decision.

Your choice should match your financial resources, provide the right kind of lifestyle, use your skills and experience, be recession resistant and have lots of happy and successful franchisees.



Everything fell into place

The OSCAR Pet Foods franchise has proved the perfect choice for Rachel Knight

Rachel Knight was searching online for animal related work when she came across the OSCAR franchise, which provides a direct-to-the-door pet food and accessories delivery service to customers nationwide.

She explains: "After spending 25 years in a bank as a commercial financial adviser to farming clients, I took voluntary redundancy. I went on to join a farm insurer as an on-farm insurance agent, offering advice on the many aspects of insurance. After three stressful years of working unsociable hours and travelling around the country for little reward, I made my decision to move on."

HALFWAY HOUSE

While looking for alternative employment, Rachel discovered franchising - a halfway house to running your own business with the benefits of working alongside a large organisation.

"Complete with systems, products and support in place, the flexibility and freedom to run a business as you wish could not be better," she says. "Thinking about my future, I was able to forgo my previous professional career because I'd reached a stage in my life where I was financially and personally comfortable.

"Discovering OSCAR was not represented in my local area took me to the next stage and I was impressed by the franchise team. With their professionalism and my existing range of skills, including sales and relationship management, I could see everything falling into place."



POSITIVE INTRODUCTION

As part of her research, Rachel spoke to a number of existing OSCAR franchisees.

"This gave me a positive introduction to the finer details of the business and spending a day out in the field enabled me to assess the business carefully," she adds. "Everything was well presented, selective and with attention to every detail in relation to different experiences."

Since opening for business, Rachel says she's made good progress: "I've followed the OSCAR system and found my niche by attending shows and fairs, with help from my husband. By building strong customer relationships, referrals have been forthcoming. I've given my customers the benefit of a convenient service and, combined with quality products, this has resulted in a loyal customer base.

"To have a business where I'm given opportunities of further education is incredible and I'm now well on my way to gaining a recognised qualification in pet nutrition and behaviour. Back-up support and additional training could not be more accessible and regional meetings, open surgery discussions with the management team and other franchisees brings the network together while keeping everyone focused."

LESS STRESSED

Rachel reports she's far less stressed now she's an OSCAR franchisee: "I have time for myself, my husband and my two dogs, Ted and Hannie, while enjoying new friendships with my customers.

"OSCAR felt right for me and my recommendation to anyone looking at a new business is to take your time and tick all the boxes to ensure it's right for you and your family."

AT A GLANCE
OSCAR Pet Foods

Established: 1994
Number of franchised outlets: 100
Investment range: from £8,995
Minimum capital required: £8,995
Contact: Janet Walmsley. 01772 647909
oscars.co.uk

> **"I've followed the OSCAR system and found my niche by attending shows and fairs"**

MANAGING DIRECTOR SAM LANGRICK GIVES US THE LOWDOWN ON LAWNKEEPER

AT A GLANCE LAWNKEEPER

Established: 1994 (franchised 2007)

Number of franchised outlets: 14

Location of units: Airedale, Aylesbury, Barnsley, Cheshire, Clayhall, East Leeds, East Yorkshire, Hull, North Leeds, Nottingham, Peterborough, South Glamorgan, Stafford, Wakefield, Worcester, York

Investment range: £25,000

Minimum required capital: £10,000

Contact: Sam Langrick. 0800 073 5252. franchise@lawnkeeper.co.uk

lawnkeeper.co.uk

WHY SHOULD SOMEONE INVEST IN A LAWN CARE FRANCHISE?

Lawn care is a relatively new service in the UK. so there's lots of untapped potential. There's a good stream of domestic and commercial customers all year round and our franchisees are seeing continued growth in their customer bases.

The service is inexpensive - it's cheaper than doing it yourself - so anybody who enjoys spending time in their garden is a potential customer.

You might think the economic downturn would have affected the industry's growth, but Lawnkeeper hasn't experienced this at all. In fact, there's an argument that says if people cut down on foreign holidays they will spend more time in their garden and so want to make it look as healthy and attractive as possible. That's where we come in.

WHY CHOOSE LAWNKEEPER?

We believe we have a number of unique features. With a Lawnkeeper franchise, you'll get a territory of at least 110,000 households - and with some considerably more.

Each territory has been designed to have a good proportion of high income households, so it's possible to be generating a turnover of £250,000 per annum within five years.

In addition, we believe in working less and earning more. Our philosophy is based on providing a high quality service that delivers the best results, rather than being the cheapest. As a result, we concentrate on making a greater return on each customer, so that our franchisees need to service fewer customers to generate a good level of profitability.

Also, customer service is vitally important in the lawn care sector and it's an area in which we excel. It's one of the main reasons why we enjoy such high levels of customer retention and why sales are booming, with a 40 per cent increase last year.

> "What is essential is a liking for people and a desire to succeed"



WHAT DOES A FRANCHISEE GET FOR THEIR INVESTMENT?

As well as a large protected territory and a full, industry leading equipment package, the Lawnkeeper franchise includes a proven sales and marketing package, which allows franchisees to win business time after time; a bespoke franchise management system, which means franchisees can spend more time earning money instead of doing paperwork; and a comprehensive two-week training course, which covers all aspects of the business.

WHAT'S NEXT FOR LAWNKEEPER?

We have taken on three new franchisees in the past year and are on target to do at least that in the next 12 months.

Prospective franchisees don't need a background in lawn care, as we provide all the training. What is essential is a liking for people and a desire to succeed.

Working without walls

If watching the sun rise is more important than gazing at a computer screen, consider a franchise that will allow you to enjoy the great outdoors

WORDS BY CATHERINE EADE



THE AUTHOR
Catherine Eade is assistant editor of What Franchise

Working outside is an attractive option for many would-be franchisees: being outdoors boosts the immune system, is good for your health and there's a sense of freedom that many outdoor workers share.

Franchises involving gardening, deliveries, maintenance, pet care, sport, motoring and property are just some of the businesses that could appeal to individuals who are not keen on a purely office-based lifestyle.

David Truby, managing director of Greensleeves Lawn Care, says: "A natural enjoyment and preference to being outside is reason enough for some people to consider this path.

"But more often than not, people are driven by a combination of a love of the outdoors and a desire to make a significant change in their career or lifestyle. Perhaps they've grown tired of the corporate world or they never felt well suited to entering it in the first place, but people are genuinely drawn to working outdoors as a way to take control of their future."

What Franchise spoke to five outdoor franchisees to get their stories:



Jenny Bond

WE LOVE PETS

"I feel so much more fit and healthy"

Jenny Bond had a great job as a recruitment manager, with a good salary, excellent perks and solid career progression. But sometimes spending up to 16 hours a day at work and commuting, she often didn't know when she would be home. So in August 2018, following a period of reflection triggered by her husband's redundancy, she invested in a We Love Pets dog walking and pet sitting franchise.

Jenny says: "I thought, if I don't do something radical, I'm going to be here forever. It's liberating to see the daylight and get out from behind the desk. I feel so much more fit and healthy."

Now a branch director of We Love Pets franchises in Wimbledon, New Malden and Esher, Jenny, who has a passion for animals, manages small teams of dog walkers, pet sitters and home dog boarders.

Like so many franchisees, Jenny had a desire to own her own business, but the idea of being a "one-woman band" didn't appeal. She wanted to employ people, have a hand in developing them and make a positive impact

on her local community.

"I wanted to break free from the shackles of the corporate 9-5," Jenny says. "Before, I was just a little cog in a massive wheel. I used to think: what's my purpose? What am I doing here? I wanted a business with procedures and processes in place where things were done to an excellent standard."

The franchise business model offered the perfect balance of autonomy and security.

"I looked at loads of franchises, but it was We Love Pets that impressed me most," she says. "I could tell it was an innovative franchise that stood out from its competitors."

Jenny admits that running her own pet care business means she has a responsibility to staff, clients and the animals themselves, but she enjoys the arguably greater rewards.

TOP TIP:

"Doing some homework is key to transitioning from employee to franchisee," Jenny advises. "Meet a few franchisors, because ultimately you'll be investing a lot of money and time, not to mention yourself, into it. The fit must be right."



Richard Hebden

OSCAR PET FOODS

"My business is everything I want it to be - it's a pleasure to go to work"

Richard Hebden came across the OSCAR Pet Foods franchise while considering his career options. The business provides a direct-to-the-door pet food and accessories delivery service to customers nationwide.

"Working in the drinks industry, there was always the risk of redundancy," he says. "I spent 15 years - 10 of those in retail - under pressure to meet constant targets, which was very stressful.

"However, working in that environment gave me the strength of mind to transfer my energy into working for myself.

"My road to OSCAR was through the British Franchise Association and my Springer Spaniel, also called Oscar, who was in need of some good quality food.

"As an animal lover and with a passion for the outdoors, the opportunity was very appealing. I couldn't be complacent when choosing my next career move, as I wanted it to be long lasting for the sake of my young family. And although my wife is a primary school teacher, I had to be totally confident before making a final decision."

Richard says OSCAR provided excellent initial and ongoing support during the start-up phase of his business.

"Despite doing lots of research, planning and speaking to financial and legal contacts, as well as franchisees, constant reassurance is what I need as my business continues to grow," he says.

"I have given myself tough targets in terms of turnover and profitability and my business is everything I want it to be - flexible, with less stress and it's a pleasure to go to work. I'm seeing the results of my hard work and recently I was delighted when a customer asked me back to see the difference in the condition of two Collies after only three days of changing their diet."

"I'm here to please," Richard adds. "My enthusiasm has helped me to grow my business quickly. The products are easy to talk about and by supporting a local pet rescue charity, I have found yet another avenue that produces follow-ups."

TOP TIP:

"Be prepared," Richard says. "As a family, we can all enjoy the outdoor lifestyle, while I continue to network and build my business."



Jamie and Lesley Clark

GREENSLEEVES LAWN CARE

"Being able to shape your own future is a powerful motivator"

Having both spent years in corporate sales careers, Jamie and Lesley Clark decided they'd had enough of the daily grind and in 2011 chose to combine their professional skills with their shared love of the outdoors.

"After years in high pressured sales roles, we were both feeling the same stresses and strains of corporate life," Lesley says. "We wanted to move away from the hardcore sales aspect and do something together that we could grow into a family business.

"We understood that any successful business would involve ongoing sales, but this time we'd be reaping the rewards of our own hard work. That realisation makes all the difference."

"We're both active and naturally quite outdoorsy people and that was a large part of the appeal of the Greensleeves brand - being outdoors and keeping fit, while doing your work," Jamie says.

"As anticipated, there was a sales element to the business, but in the early years particularly we spent most of our days outside working on lawns ourselves. Back then, we were outside most of the day and then working in the office in the evenings. They were long days, but they were rewarding."

Nine years on and the ambitious couple have grown their business to an impressive size.

"We employ a fantastic team of staff, who do most of the day-to-day work alongside Jamie and I'm predominantly office-based," Lesley says. "Of course, we're often still out and about canvassing and working on new client acquisition and development - that side of the business never stops.

"It's been hard work getting to this point, but being able to shape your own future is a powerful motivator."

TOP TIP:

"When you're coming to this sort of business from the corporate world, you're going to be outside most of the time in the early years," Lesley says. "No matter the time of year or the weather, you've got to get out there and do it. If you're realistic about that, you have the opportunity to build something special."



Gemma Vettraino

AGENCY EXPRESS

TOP TIP:

"Talking to other franchisees gives a real indication of what's expected," Gemma says. "It was invaluable spending time out on the road with different people to see how they tackled different challenges and it provided an insight into the job."

“I no longer sit behind a desk all day and I manage my own time”

Gemma Vettraino launched her Agency Express franchise in November 2017. The company is the UK’s largest provider of professional estate agency board services and has 115 franchisees.

Previously a human resources manager for 15 years, she felt it was time for a career change. Gemma says she was drawn to the idea of owning a business and the benefits of being her own boss, but security and flexibility were high on her list of prerequisites. So when an established Agency Express franchise came up for sale within Gemma’s area, she seized the opportunity.

“I liked the flexibility the franchise provides,” Gemma explains. “I have three young children, so working hours that fitted with family life was important. I wanted a franchise with a strong brand name and reputation and Agency Express is the leader in the marketplace.”

After completing a comprehensive training course, Gemma was assisted with the launch of her business by Agency Express’ experienced head office team. The support provided was a combination of hands-on training and a programme of visits to new and existing customers, enabling her to build relationships with the people she was going to be working with.

“The ongoing support from head office and other franchisees was fantastic,” Gemma says. “I felt supported every step of the way and that’s the advantage of being part of a franchise.”

Of her role as a franchisee, Gemma says: “I no longer sit behind a desk all day and I manage my own time. I’m more physically active and I feel healthier for that. Also, every day is different, which I enjoy. You have to work hard of course, but it’s well worth it.”



David Taylor

GUTTERPRO

“It’s about being able to build something for yourself”

In his late fifties, there were plenty of reasons for David Taylor to remain in the engineering profession he knew so well. Leading a sizeable team for a well known company, he was at the top of his game.

A decade earlier, David had equated being self-employed with “a kind of franchise” and held onto the memory of false promises and contrived sales projections. However, all the reasons to stay put were offset by a latent desire to be his own boss, do his own thing and work hard, but enjoy the flexibility that only a business owner truly has.

They say serendipity is a chance meeting - and so it proved for David during a period when he was researching the franchising sector. While waiting at traffic lights one day, the answer to his franchise dilemma suddenly appeared before his eyes in the form of a distinctive orange and blue GutterPRO vehicle. The company’s franchisees provide an expert gutter clearing and cleaning service.

As soon as he arrived home, David downloaded the GutterPRO franchise prospectus and went through his checklist.

Was the company a British Franchise Association member? Yes - that was essential. Indeed, GutterPRO was founded by a former director of the bfa. Did it offer a £5,000 fast-start guarantee? Yes - and this showed the commitment of the franchisor.

What also caught David’s eye was GutterPRO’s management franchise, which allows you to start with two territories, but a single vehicle, plus the company’s way of funding the business via the government’s start-up loans scheme.

Having met with the GutterPRO team, David got in touch with the neighbouring franchisee, whose vehicle he had stopped behind a few weeks earlier. They told David that, now in their second year, they were seeing their business grow and momentum build.

As a result of the conversation, David invested in a GutterPRO franchise in the summer of 2019, beginning with four days’ training followed by on-site support with his first few jobs.

Fast forward to today and David’s business is on target, as well as ahead on budget. Approaching his first-year anniversary, he’s now planning to invest in a second GutterPRO vehicle.

What’s the best thing about being a franchisee? “Being able to build something for yourself, but having that central support for the tricky tasks like technology, apps and marketing,” David says.

TOP TIP:

“Speak to other franchisees and make sure their story matches up with what’s in the franchise prospectus,” David advises.

CUPP's concept resonates with customers

The premium bubble tea brand is opening franchises across the UK

Launched in 2012 as a premium bubble tea brand, CUPP has grown organically from touring street food markets and festivals to establishing five stores across Bristol and Cardiff.

Founder of CUPP, Lee Peacock, lived and worked for many years in Taiwan - the home of bubble tea. After falling in love with the country, food, people and the national drink, he thought what better way to bring an integral part of his life back to the UK.

Bubble tea is a term given to a wide variety of fruity and milk infused teas consisting of tea, milk and chewy tapioca pearls or other toppings that are shaken together and form a bubbly foam on top of the drink. The 'tea that you drink and chew' can be served iced or hot, meaning it's enjoyed all year round.

BUILDING ON ITS SUCCESS

CUPP is now building on its success and proven model by opening franchises across the UK. Lee, who won NatWest's 2019 Entrepreneur of the Year in the South West award, says CUPP is a unique and innovative bubble tea brand with an emphasis on healthy, freshly made bubble teas.

He adds: "From day one, our ethos is to only use the best and freshest ingredients. We wanted to control what goes into our teas and make the healthiest bubble teas on the market. That's why we produce our own real fruit purées and syrups by hand in our centralised production facility and use only quality loose leaf tea, organic milk, premium milk substitutes and fresh fruit to flavour our teas.

"We are pioneers and want to improve the bubble tea industry, which is plagued with cheap, unhealthy ingredients like fructose and artificial sugary flavourings and powders.

"We've also taken another step and scrapped plastic straws for biodegradable bamboo fibre straws - a first for the UK bubble tea market."

HUGE GROWTH POTENTIAL

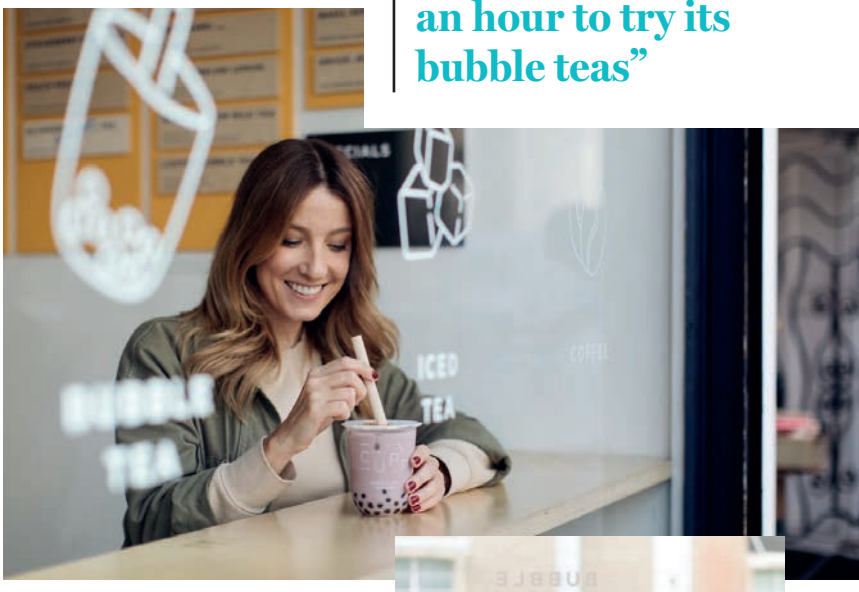
CUPP's concept resonates with its loyal customers, with thousands of them returning each month. A new store opening can see customers queueing for over an hour to try its bubble teas.

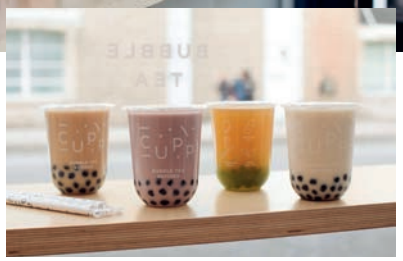
The bubble tea industry in the UK is still in its infancy, where there is huge potential to grow as the market grows. CUPP has created interesting store designs to suit different locations and requirements. The company has converted shipping containers, standalone kiosks in shopping malls and shops on the high street, which makes it easier for franchisees to open in many different spaces.

AT A GLANCE CUPP

Established: 2012
Location of units: Bristol and Cardiff
Investment range: £60,000-£300,000
Minimum required capital: £20,000
Contact: Andy Hulbert. andy@cuppbubbletea.co.uk
cuppbubbletea.co.uk

> "A new store opening can see customers queueing for over an hour to try its bubble teas"





Made to measure

Just Shutters has designed and installed a staggering 94,000 square metres of shutters in the UK

Chris Rocker founded Just Shutters in Dorset in 2006 with the aim of becoming the region's top provider of beautiful plantation shutters.

Chris achieved this goal quickly and after a meeting with entrepreneur, philanthropist and author Duncan Bannatyne, decided that through franchising Just Shutters could become the national market leading specialist. Since then, the company has expanded to 19 successful franchises covering 175 towns and cities in the UK.

NOT JUST ANOTHER FRANCHISE

Just Shutters is not just another franchise. It values a can-do attitude and willingness to learn. In return, the company provides an industry leading training programme, a branded van, all the tools and samples required, expert in-house marketing support and guidance, ongoing business support, plus a marketing launch package worth £9,000.

It can also put potential franchisees in contact with third party financial assistance if necessary.

Andy Cox-Peel runs the Birmingham franchise and says of Just Shutters: "I receive excellent ongoing support from headquarters in terms of admin, lead generation, follow-up and appointment booking, loads of behind the scenes stuff that goes unnoticed that I'm grateful for."

A SOLID REPUTATION

Just Shutters only does plantation shutters - hence the name. The company prides itself not only on the quality of its products but on its expertise - every shutter is made to measure, designed to enhance the customer's home and expertly fitted.

Just Shutters has built a reputation and brand affection you cannot buy. With five-star reviews, as well as a near perfect Checkatrade rating, Just Shutters is always the highest rated shutter company in the UK.



And despite its size, the company doesn't do corporate or faceless - it's human, approachable and dedicated to ensuring customers are thrilled with their new shutters.

Paul Wells, who runs the Yorkshire and Humberside franchise with his wife Lisa, says:

AT A GLANCE JUST SHUTTERS

Established: 2006

Number of franchised outlets: 19

Location of outlets: England and Wales

Investment range: £27,000

Minimum capital required: £27,000.

Contact: Simon Osterloh. simon.osterloh@justshutters.co.uk. 01202 233744

shutter-franchise.co.uk

> **"There's a real family feel, with understanding and support clear and evident"**

"The brand, system and support was really appealing and after meeting the head office team Lisa and I knew it was the right fit for us. There's a real family feel, with understanding and support clear and evident."

EVERY DAY IS DIFFERENT

Every day is different because every customer is different. Franchisees make design visits to measure for installation and discuss the array of options open to the homeowner, including colours, louvre sizes and shutter styles, to create a visual wow for their home.

Franchisees then create the quote using Just Shutters' systems and deal with any follow-up questions. Then they install the shutters, ensuring customer satisfaction. Time must also be set aside for office paperwork and marketing activities.

Hours are flexible and can fit around family responsibilities; most franchisees work a five-day, Monday-to-Friday week, with occasional evening and weekend work if required.

Paul is delighted with his new work-life balance: "I never saw my family before, now I spend every weekend with them and do some morning school runs and some school pick-ups."

5-star performer

TaxAssist Accountants franchisees are buzzing with satisfaction, according to latest survey

TaxAssist Accountants has once again been awarded 5-star franchisee satisfaction, following positive feedback from its network of more than 200 franchisees.

The satisfaction benchmark is provided by WorkBuzz, a leading independent franchise consultancy. It works by inviting existing franchisees to participate in an anonymous online survey, which asks them 29 questions about their franchise ownership experience.

> **"It was a pleasure to once again read so many positive comments from our franchisees"**

Responses by its franchisees resulted in TaxAssist Accountants receiving above average results in key areas of the survey, which inform the final Franchise Satisfaction Benchmark report. These include training and support, franchise system, culture and relationships, leadership and general satisfaction.

Using a consistent methodology, the franchise is assigned an overall satisfaction benchmark score and the highest performing franchisors are recognised at the Best Franchise Awards.

PRESTIGIOUS ACCOLADE

Karl Sandall, chief executive director at The TaxAssist Group, says: "It was a pleasure to once again read so many positive comments from our franchisees, which allowed us to achieve this prestigious accolade for the seventh year in a row - one of only four franchisors to have achieved this.

"We are extremely proud of the successful TaxAssist business model and the support we provide and continuing to receive 5-star franchisee satisfaction is testament to the hard work of our dedicated team, which has now grown to 60 at the support centre in Norwich.

"We will not be resting on our laurels, as we have read all the comments in detail and will consider and address any issues or suggestions made."



PASSION FOR INNOVATION

Combining technology-led services with open and welcoming shops, a passion for innovation has kept TaxAssist Accountants and its franchise network at the forefront of the accountancy industry for 25 years.

Listed at 21 in the Accountancy Age Top 50+50, franchisees and their teams play a vital role at the heart of their small business communities. For many of their clients, a TaxAssist Accountant will be the only adviser guiding their small business through the digital revolution.

IDEALLY PLACED

As the largest and most successful accountancy franchise in the country, with a network of more than 360 highly visible high street shops and offices across the UK, TaxAssist Accountants is ideally placed to take advantage of the opportunities that the changes in accountancy are bringing. That, in turn, brings big opportunities for those looking to take control of their future by starting a new practice or taking over an existing business.

Franchisees need not have an accountancy background, as their focus is on managing a team to deliver a first class service to clients. Strong commercial and managerial experience, or a background in other financial services, are proven to be ideal for long-term success as a TaxAssist Accountants franchisee.

Uniquely, this is a true franchising partnership. Franchisees own around 43 per cent of the franchisor business following a franchisee assisted management buyout in 2014, ensuring long-term strategies always have franchisee success at their heart.

AT A GLANCE TAXASSIST ACCOUNTANTS

Established:
1995

Number of franchised outlets: 223 franchise areas. 365 shops and offices

Location of units: UK

Investment range:
£100,000-£150,000

Minimum required capital:
£40,000

Contact:
franchiseenquiries@taxassist.co.uk

taxassistfranchise.co.uk



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Flexible workspace solutions

easyHub® is a flexible workspace offering for SMEs and entrepreneurs looking for high value flexible office space in great locations across the UK

easyHub® is the latest franchise opportunity from the easy® group. easyHub® provides branded workspace for price conscious small and medium-sized enterprises; the franchise is growing rapidly and has flagship hubs in Chelsea and Croydon as well as hubs across the UK - namely in Derby, Park Royal, Burgess Hill, Walsall and Horsham.



AN INCREDIBLE TIME TO JOIN THE TEAM

It's an incredible time to join the easyHub® team. Flexible working is taking off across the UK and is predicted to grow 300 per cent in the next 10 years.

Rapid globalisation, increased business uncertainty and the rise of the new generation of connected workers, empowered by collaborative and mobile solutions, have radically altered the future workforce and workplace. SMEs and corporates, now more than ever, need flexible workspace solutions.

The market is attracting new entrants, all looking to maximise on the flexible working revolution. However, until now the market has been lacking a well known brand to quickly make an impact.

The easy® brand boasts a 98 per cent brand recognition rate, as well as being synonymous with value. This recognition and value position means easyHub® can attract more paying customers than other workspace providers. There has never been a better time to open an easyHub® franchise.

YOU CAN HIT THE GROUND RUNNING

easyHub® is looking for dedicated, enthusiastic individuals who are eager to join a well known brand and be a part of the company's growth journey. In return, easyHub® consultants will provide unrivalled support and an amazing business opportunity.

If needed, easyHub® can help you find the right space to open your franchise. If you have a space already, the company can help you with fit-out, hiring, regulations, marketing, launch events and the ongoing running of your easyHub® franchise.

The easyHub® team will support you on your franchise journey every step of the way. After all, the company's been in the workspace business for over 30 years, so has the experience and track record to help you hit the ground running.

easyHub® gives franchisees the benefits of working with a big brand, while running your own business, having the independence to define your own work-life balance and knowing you are employing, working with and serving people who are part of the community.

Co-working is a booming market and it is estimated that flexible working will create 30 million new jobs by 2030. The need for increased provision of flexible co-working centres couldn't be clearer.

AT A GLANCE easyHub®

Number of franchised outlets: 7
Location of outlets: nationwide
Investment range: starting from £250,000
Minimum required capital: £40,000
Contact: franchise@easyHub.com. 0844 499 3433
easyHub.com

> **"The easyHub® team will support you on your franchise journey every step of the way"**



FEEDING YOUR FUTURE

Unique Pet Food Business Opportunity
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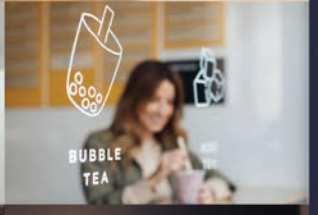
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Next level experience

TRIB3 franchisees are part of the booming boutique fitness market

Over the last few years, the UK fitness industry has experienced a massive boom, particularly in boutique and class-based fitness, as consumers seek increasingly social and effective workout experiences.

Research has found that more than two thirds of people feel more motivated working out in a group and almost 50 per cent believe they get better results versus exercising alone. Franchise business models have been a key driver of growth in the US fitness market and UK trends are expected to follow suit, currently at around five per cent with major operators entering this market.

BRINGING PEOPLE TOGETHER

TRIB3 is at the forefront of this boom. Already active in five countries globally, the team behind TRIB3 are passionate about bringing people together through next level workout experiences.

Co-founded in 2016 by CEO Kevin Yates, TRIB3 was created to occupy a new space in the boutique fitness market in recognition that consumers were waiting for a concept that catered for both the results driven aspect of working out, but was also an unforgettable and inherently inclusive experience.

As such, TRIB3 is a unique boutique concept with community at its heart. Fusing an intensive but inclusive HIIT session with a luxe, industrial setting, it's one workout with three elements: Treadmills, Resistance and Intensity (TRI). The 45-minute session is led by expert coaches and topped off with a custom heart rate system and SWEAT app, so you can always track your progress and see your achievements.



CELEBRATING KEY MILESTONES

Every store features a purpose designed lounge area and mixology bar, which is used for events, socials and getting together to celebrate key milestones. These celebrations are a cornerstone of the TRIB3 journey, which sits at the heart of the proposition, recognising and rewarding the personal progress of customers as they complete sessions and move from level to level.

The journey is underpinned by special merchandise, customer relationship management and a dedicated retail range, ensuring every personal achievement is celebrated and shared with the community. It's an unmissable experience for customers and an unmissable opportunity for those looking to own a franchise.

AT A GLANCE TRIB3 INTERNATIONAL

Established: 2016

Number of franchised outlets: 7 (of 11 outlets)

Locations of all outlets: Sheffield, Leeds, Manchester (opening Q3 2020), Guildford (opening Q3 2020), Tampere, Helsinki, Moscow, Madrid: Cuzco, Basilica and Barrio de Salamanca (opening Q2 2020), Guangzhou

Investment range: £130,000 minimum

Contact: franchise team. franchise@trib3.co.uk

trib3.biz

> "You'll be supported by an expert team with years of experience in the industry and established systems and processes"

INVESTMENT AND SUPPORT

You'll require a minimum investment of £130,000 to own your own TRIB3. Throughout your journey you'll be supported by an expert team with years of experience in the industry and established systems and processes, so even if you're new to fitness you'll have the support to confidently make the change and be part of the booming boutique market.

The business model centres around putting the customer at the heart of everything, so that every time someone sets foot in TRIB3 they receive exceptional and unrivalled service.

This means TRIB3 can offer high returns and a fast break even for franchise partners, as well as the chance to be part of an exciting global movement in fitness.

Winning combination

Ableworld's proven franchise means hard-working franchisees can build a £1 million-plus turnover business

Ableworld is the UK's largest mobility retailer and at the forefront of one of the fastest growing markets in retail. The company's proven franchise model can help you dominate your local market and build a profitable, long-term business of your own.

There are currently 15.3 million people aged over 60 in the UK and the government predicts that in just over 10 years' time nearly 25 per cent of the population will be over 65.

Valued at around £1.5 billion annually, the mobility sector is set to expand dramatically over the next few years, with products such as mobility scooters, stairlifts, adjustable beds, wheelchairs and home aids becoming essential purchases for many people.

In addition, since many people in this age group have generous pensions and significant property equity, they have the resources to purchase this much needed equipment. Ableworld's mission is to help these customers live more comfortable and active lives as they get older.

INCOME STREAMS

An Ableworld franchise gives you two complementary income streams:

- The retail outlet. A mobility superstore that sells a comprehensive range of quality products to help the elderly and disabled in their homes and outdoors.
- The stairlift business which, using only high quality branded equipment, provides homeowners with a variety of life changing options.



AT A GLANCE ABLEWORLD

Established: 2001
Number of franchised outlets: 35
Location of units: nationwide
Investment range: £75,000-£80,000
Minimum capital required: £30,000
Contact: franchise@ableworld.co.uk. 01270 613599
ableworld.co.uk

> **"Ableworld is targeting a national coverage of 60-70 stores"**

The company has grown both organically and by acquisition. However, the main engine of growth over the next few years will be via its franchise model. Ableworld is targeting a national coverage of 60-70 stores, with at least 60 per cent of the total being franchisee owned outlets.

NATIONWIDE CUSTOMER BASE

While other retailers struggle, Ableworld is not only thriving, but actively looking for new franchisees to join its network of 30-plus stores and meet the needs of its ever growing nationwide customer base.

Franchisees come from a wide variety of backgrounds, such as sales, retail, construction, the armed forces, teaching and health care. No previous experience of the mobility industry is needed, as the company has a comprehensive training programme.

MAKE A DIFFERENCE

Successful franchisees combine a desire to help others with their personal skills and the proven Ableworld franchise system to create a business that makes a difference in their community.

Ableworld is proud to have been voted Dealer of the Year UK at the 2019 Access & Mobility Professional Awards for its continued dedication to helping our ageing population and people living with disabilities.

Reached a broken rung?

Change your career ladder by becoming a franchisee, Encouraging Women into Franchising says

If you've been overlooked for promotion or aren't progressing in your career, are you climbing the right ladder? Women sometimes feel blocked by a glass ceiling. But what happens when the ceiling becomes a ladder and the step up is broken?

The 2019 Women in the Workplace report stated: 'Women continue to be underrepresented at every level. To change the numbers, companies need to focus where the real problem is.

'We often talk about the glass ceiling preventing women from reaching senior leadership positions. In reality, the biggest obstacle women face is earlier in the pipeline, at the first step up to manager. Fixing this broken rung is the key to achieving parity.'



PROVEN MODEL

The idea of a broken rung implies something must be fixed or replaced. One way the ladder can be replaced is through franchising. Franchising allows you to explore different sectors and build your own business using a proven model.

According to the Women in the Workplace report, for every 100 men promoted and hired to manager, only 72 women are. This broken rung results in more women staying at entry level, with fewer women becoming managers.

As a franchisee, the broken rung doesn't exist because you're the owner of your own business.

The Women in the Workplace report is based on evidence from the USA. However, in the UK the Women's Progression in the Workplace study revealed: 'Women aren't progressing...as fully as their talents would allow. Women are less likely to progress out of junior roles...into senior roles and are more likely to be overqualified for the role they're in.'

This isn't only because of gender, but also race, sexuality and disability.

The only way to overcome these obstacles is by creating an inclusive culture, where women from all backgrounds can thrive.

The Women's Progression in the Workplace study also stated: 'Creating an environment where employees feel supported and valued could lead to better outcomes, helping retain talent and reduce turnover.'

AT A GLANCE
ENCOURAGING WOMEN INTO FRANCHISING

For more information visit
ewif.org

> **"Franchising allows you to explore different sectors and build your own business"**

PROOF OF SUCCESS

It's all very well highlighting the positives of the franchise industry and how it helps women in business, but is there proof of success? Yes there is.

Amy Graham, a Raring2go! franchisee, says: "I took the leap into self-employment nearly eight years ago by buying a franchise. Being part of a franchise is the perfect balance, with the perks of being a business owner fully supported by head office."

Catherine Phillips, a Dog First Aid franchisee, says: "My franchise gave me the freedom and flexibility to work around family life. I've grown my business within a supported framework of a proven model."

CULTURE OF SUPPORT

Franchising aims to be inclusive within a culture of support. As the Women's Progression in the Workplace report highlighted: 'Ensuring women's talents and achievements are recognised and they are supported to access challenging work, networking and development opportunities can help them progress.'

This is where an organisation such as Encouraging Women into Franchising comes in, which provides valuable support and advice to women entering the industry. Why not join the rising number of women and invest in a franchise today?

Start-up star

Mark James' first year as a Right at Home franchisee has exceeded his expectations

Right at Home franchisee Mark James has had "an amazing first year". With annual turnover already heading past £500,000, his business, which delivers home care in south Liverpool, has exceeded its financial forecasts. He's worked his socks off, but says he couldn't have done it without the support of the network.

Speaking on Right at Home's new podcast series, Focused on Franchising, Mark looked back on his first 12 months of trading and his journey into franchising with Kate Dilworth, the company's franchise recruitment manager.



NOW OR NEVER

He explained: "I'd always had that desire, like a lot of people, to go into business for myself. I reached the point where the timing felt right in my career and home life and thought: 'It's now or never'. It was very scary - no matter how much research you do, it's still a huge leap of faith.

"I was fortunate to be within travelling distance of Right at Home's national office. So one of the first things I did was arrange to call in for a chat. I wanted to get a feel for the office, the people and the type of operation it was. From that point, I felt reassured.

"For me, one of the best parts of the process was completing the due diligence. I spent time visiting different Right at Home offices with different levels of success and at different stages of their journey. This enabled me to build a rounded picture and make an informed decision."

SOMEONE WITH YOU

Like many people, Mark thought carefully about whether to invest in a franchise or go it alone.

"I had what I thought were some brilliantly entrepreneurial ideas," he says. "But then, looking at the number of businesses that go to the wall in their first year, the more I got into the detail the more I thought: 'You'd be daft to take that journey on your own'. It's just too big a risk. If you can have someone with you, with a tried and tested model, it's worth its weight in gold."

In the podcast, Mark discusses how important peer support and Right at Home's national office support team has been to him, as he got to grips with delivering person centred care. He added: "I feel fortunate to have had the right people behind me, supporting me on every step of my journey. I've made some mistakes, but I'm convinced they would have been tenfold if it was just me."

> "I feel fortunate to have had the right people behind me, supporting me on every step of my journey"

STANDOUT MOMENTS

Asked about standout moments from his first year, Mark says: "There have been so many. Signing our first clients was really exciting, but the best times are when my team gives positive feedback and hearing client reviews, which are my absolute favourite.

"You realise all the work you've put in has been worthwhile because you actually are making a difference - that's when I find myself skipping home."

Hear Mark for yourself on Right at Home's Focused on Franchising podcast, which aims to help anyone thinking about franchising make informed decisions. Search Focused on Franchising on iTunes, Google Podcasts, Spotify or SoundCloud.

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

Contact: Kate Dilworth. kate.dilworth@rightathome.co.uk. 07825 047344

rightathomefranchising.co.uk

FRANCHISING BLOCKBUSTER

IN ASSOCIATION WITH What Franchise



HITIO GYM

Norwegian family focused fitness franchise arrives in the UK

HITIO Gym: the opportunity for everyone

In a competitive fitness franchise market, HITIO Gym stands out as a new entrant to the UK with a robust business model that looks to maximise the growing interest in family fitness and capitalise on the increased participation in combat sports

Established in Norway in 1998 by entrepreneurs Per Christian Pedersen and Fredrik Bjertnæs, HITIO Gym has evolved from small taekwondo centres into one of Norway's largest and most successful fitness chains.

Combining a traditional gym and studio offering with combat sports training, HITIO Gym's distinctive format enables the company to extend its targeting to include traditional gym goers and fitness members alongside those interested in martial arts training, including children aged five-plus.



Now, HITIO Gym has officially arrived in the UK with the opening of the first site in January 2020 in Hoxton, central London and with a major pipeline of openings planned throughout 2020.

THE VISION

Leading the HITIO Gym takeover in the UK are two global health and fitness club industry heavyweights with 50-plus years' experience between them, Mark Chambers, CEO, and Simon Hayes, UK Manager Director.

On the vision for HITIO Gym, Mark explains: "We announced our international expansion in 2018 and following the opening of our first UK site, we believe we are set to make a major impact on the domestic fitness market.

"Our concept is truly unique and offers franchisees a clear alternative to other fitness chains and has enormous commercial potential. Our vision is to engage all members of the family in fitness related activities by including martial arts classes for children as well as adults as a core membership offer."

AT A GLANCE HITIO GYM

Established: 1998

Number of franchised outlets: 38

Location of units: Norway, the UK and Portugal

Investment range: £350,000-£450,000

Minimum required capital: £80,000

Contact: franchise@hitio.com

hitiogym.com

EVERYONE IS WELCOME AT HITIO GYM

HITIO Gym's unique franchise proposition is underpinned by its sustainable business model built upon its 'Four Pillars of Success': children, parents, the martial arts community and traditional gym users.

Unlike other gym chains, parents can work out while their children take their martial arts class, complemented by a schedule that uses the studio space at traditional off-peak times for gyms, eg midweek, after school and weekends.

"Our four clearly identifiable opportunities mean our per-member yield is higher and so break-even threshold for members is lower, so our franchisees are not reliant on hitting overly ambitious membership targets," Mark says. "Our focus is on creating sustainable, profitable businesses, supported by great pre-sales planning, so the gym is already at break-even by the time it opens the doors.

"As a parent myself, I know the value parents put on teaching their children life skills and through martial arts we are able to develop these key physical and emotional skills, which in a digital age we know parents want and will pay for."

UNRIVALLED SUPPORT

From inception into the UK market, both Mark and Simon have built a network of trusted suppliers.

"We have made sure that we have sourced the best suppliers in the industry for our franchisees, including the best gym equipment, flooring, fit-out, signage and the marketing support to ensure we maximise the gym's opening," Mark explains.

"Our aim for every franchisee is



> **"Our aim is to work with a group of franchisees who we can support to open multiple clubs over the next three-four years"**

to provide genuine 'best in class' providers with 'best in class' direct support from HITIO."

In recent months, HITIO Gym has invested heavily in its UK team to reinforce this commitment. Charlie Blunsdon has now joined the team as National Training and Business Development Manager and is responsible for coordinating the training and development of new franchisees to ensure a successful roll out of each gym.

The team have also recruited a specialist Pre-Sales Manager (starting March 2020), who will work directly with each site throughout the 20-week pre-sales phase to ensure each club maximises its membership sales prior to opening and through the first full month of operation.

EXPANSION PLANS

HITIO Gym has ambitious plans to become one of the biggest gym brands in the UK and Europe, with 500 clubs open by the end of 2024.

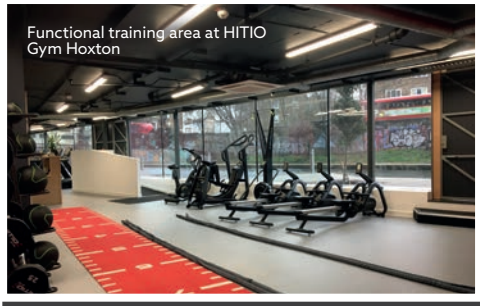
As Simon Hayes explains, the team are determined that its first site in the UK will prove to be a catalyst for a spectacular 2020: "The opening of HITIO Gym Hoxton was a landmark moment for the brand and we are now looking to execute our expansion plans.

"In 2020 we plan to open more than 20 sites across the UK, with 11 sites starting pre-sales by the end of June."

On signing up new franchisees, Simon comments: "Our aim is to work with a group of franchisees who we can support to open multiple clubs over the next three-four years. We want franchisees that are ambitious, but also buy into our brand and our values. Its's a really exciting time for HITIO and all our new franchisees."



HITIO GYM LAUNCHES IN THE UK: WELCOME TO HITIO GYM HOXTON



Functional training area at HITIO Gym Hoxton

HITIO Gym Hoxton opened its doors as the brand's first UK gym at the end of January 2020.

Already partners in property management, franchisees Matt Blair and Tony Beck partnered with previous Gym Manager Tim Greenaway to open the first HITIO Gym.

The opening was fast forwarded to just a 12-week fit-out period, as the central team worked hard to secure a previous gym site in Hoxton as part of the impressive Gainsborough Studios residential and commercial complex.

Now just over a full month into operation, the gym is already profitable and alongside the core fitness membership, martial arts membership is already at 25 per cent, meaning a significant increase on the per member yield, with children's martial arts classes bringing in more parents and family members and opening up more revenue streams.

On opening a HITIO Gym, Matt says: "The HITIO Gym concept enables us to target gym goers, fitness enthusiasts, those with a keen interest in martial arts and families who have children who want to learn a martial art.

"We've had a great start and we are now determined to maximise all the opportunities the brand and the model enables, building on the core membership, alongside our martial arts members and the kids classes that fill our off-peak timetable."

HITIO GYM

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AWARD WINNING SUPPORT

Making a positive difference while running your own flexible, fun and successful business is often a dream for many. However, when you run your own Creation Station franchise you can turn your passion into your own profitable business with the company's award winning support.

Don't worry if you haven't done anything like this before, as many of Creation Station's 100-plus franchise partners have come from a wide range of backgrounds, including banking, teaching, HR and corporate life. Each one benefits from the full backing and ongoing support of Creation Station, enabling them to achieve the fulfilment, flexibility and financial rewards they want.

Ranked number 21 in the top 100 UK franchises, over 1.5 million children and adults have already been inspired by The Creation Station, while over 6,700 customers have rated the creative classes, parties and events as '5 Star' on Trustpilot. In Richard Branson's Positive Impact On Society competition, The Creation Station came in the top three of 5,000 companies across the UK and Ireland.



CAREER CHANGE

Lisa Hagg, a franchise partner in Bournemouth, says: "I wanted to change my career in corporate banking to have more time with my girls. Now nine years on, I'm so glad I made the decision to run my own Creation Station.

"I've been there for my girls for school runs and special school events. At the same time, I've grown my business steadily. I love being part of my Creation Station family. There's so much scope to inspire all ages within my community, there's lots of support, I've made so many friends and it's also great fun."

Rina Fatania was ready for a change after 20 years of working as a personal assistant.

Now a Creation Station franchise partner in Hillingdon, London, she says: "I wanted flexibility around bringing up my two kids, but also wanted to use my skills. Since investing in my Creation Station franchise, I really do have the dream career.

"I choose when I work, have tremendous support and my business has grown far beyond my business plan projections. I've already taken on staff and have inspired over 3,000 children and adults in my first year alone. I love being part of a positive and caring brand. It's the best personal and financial decision I've made for me and my family."

AT A GLANCE THE CREATION STATION

Established: 2002

Number of franchised outlets: 118

Location of units: across the UK

Investment range: mobile opportunities £4,999 (plus VAT). Fixed premises franchises £22,500.

Minimum capital required: mobile: £2,000. Fixed premises: £70,000.

Contact: maggie@thecreationstation.co.uk

thecreationstation.co.uk/whatfranchise

> **"There's so much scope to inspire all ages within my community, there's lots of support, I've made so many friends and it's also great fun"**

A career without limits

Entrepreneurially minded couple Simon and Abby Austin are excelling as Stagecoach Performing Arts franchisees

Like most parents, Simon and Abby Austin only want the best for their theatre arts obsessed nine-year-old daughter, Sophie. That's why they took her to Stagecoach Performing Arts classes when she turned four.

But the limit to their dreams for their daughter knows no bounds, as they now look to create a better future for her, and others like her, by operating their respective Stagecoach schools in Pontefract and Garforth & Selby.

EARNING POTENTIAL

Simon says: "As a Stagecoach franchisee, there's no limit to earning potential or where you can take your franchise."

Before taking over operations of Stagecoach Pontefract in autumn 2018, Simon was a self-employed driving instructor. The tireless routine and constant pressure to make ends meet meant he often found himself dreaming of a less limiting career.

"I started looking into franchising as a business opportunity," Simon explains. "I soon realised how well my skill set would complement a career as a franchise owner and discovered the earning potential too.

"As luck would have it, we got chatting to the franchisee at Stagecoach Pontefract, where Sophie had been a student for five years, and they were looking to sell up.

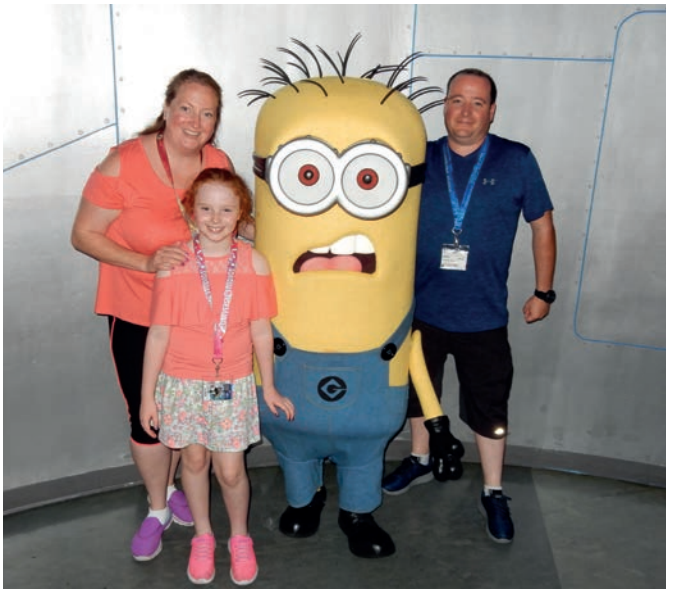
"Both Abby and I had been chaperoning events for as long as we could remember, so we were both invested in the brand and often commented on what an enjoyable job it must be."

PROVEN AND REFINED

For over 30 years, the Stagecoach model has been proven and refined to become one of the UK's leading performing arts opportunities. 50,000 children worldwide flock to classes every week.

Today, a network of more than 350 franchisees operate over 2,000 schools and classes in eight countries.

Simon's admiration for the Stagecoach brand, coupled with his ability to excel as a business owner, caught the attention of the franchise team. Abby also came with a whole host of relevant skills, as an English teacher and special educational needs coordinator at a local high school.



AT A GLANCE STAGECOACH PERFORMING ARTS

Established: 1988

Number of franchised outlets: 450

Location of units: across the UK

Investment range: total investment of £27,000 for a new franchise. Resales between £30,000-£450,000

Minimum required capital: £9,000

Contact: franchiserecruitment@stagecoachfranchise.com. +44 (0)1483 247 400

stagecoachfranchise.com

> "We both have such confidence in the model and get so much satisfaction out of being principals"

IN THE GROOVE

Back in his territory, Simon found his groove as a business owner and the couple soon found themselves looking to capitalise on Simon's standing in the marketplace. When the opportunity arose for Abby to invest in her own franchise, just 10 months after Simon joined the network, the entrepreneurially minded couple jumped at the chance.

Abby says: "Simon's experience of running Pontefract reaffirmed our belief that Stagecoach offers franchisees the chance to run a long-term and profitable business. We both have such confidence in the model and get so much satisfaction out of being principals - professionally and personally.

"Stagecoach sets children up with so many important life skills - how to hold a conversation with an adult, lead a group and speak up when it's needed. It teaches them humility, compassion and patience, but most of all it gives them confidence in their own abilities."

A cut above

Just Cuts, the fast growing hairdresser brand, has opened three salons in as many months

Just Cuts, the largest hairdresser in the southern hemisphere, has just opened the doors of its sixth UK salon. Located in the Liberty Shopping Centre in Romford, east London, it welcomed its first customers on February 11 and is the company's third salon to launch in as many months.

This latest opening is one of many planned for the coming weeks.

PRIME LOCATIONS

David Mathie, UK general manager for the international hair salon franchise, says: "In a bid to support new franchise owners in seamless salon launches, we've established numerous sites around the country that make the perfect Just Cuts salon locations.

"Our expertise lies in recognising these prime locations, so essentially we're making things easier for some of our prospects by earmarking these units now. This pilot has worked successfully so far, as our Leeds salon, which opened in January, will soon be taken over by an existing franchise owner. Many of the locations will be available for both new and existing franchise owners to invest in."

This is the next step in Just Cuts' mission of establishing the brand as the convenient salon of choice for the Great British public. Using the company's walk-in, no appointment necessary booking system, clients can virtually queue for a haircut via an app, while franchise owners are capitalising on the upward trend for tech driven transactions.

INNOVATIVE BRAND

Barbara Burnett, franchise owner of Just Cuts Stevenage, says: "I was instantly drawn to the Just Cuts franchise model. What you get in terms of support is second to none and the brand is so innovative. The concept of walk-in appointments managed by a bespoke app, fixed pricing and a professional quality, affordable haircare range really differentiates the brand."



AT A GLANCE JUST CUTS

Established: 1989 in Australia. 2018 in UK
Number of franchised outlets: 6 in UK
Location of units: UK-wide
Investment range: £40,000-£160,000
Minimum capital required: £40,000
Contact: 07809 210 122, bdmuk@justcuts.co.uk
justcuts.co.uk

> **"We've established numerous sites around the country that make the perfect Just Cuts salon locations"**

It isn't just the convenience of the Just Cuts client app and a quality haircare range that differentiates Just Cuts from its competitors. Not only do you not need to be a hairdresser to own a Just Cuts, but you don't need to have run a business before either, as franchise owners benefit from a variety of management tools to support the smooth running of their salon.

WORK-LIFE BALANCE

"Just Cuts has put a number of processes in place to allow franchise owners to achieve a great work-life balance," Barbara says.

"One innovative feature is their online dashboard, which tracks activity in real time in each salon and includes a chat feature, so I can message my stylists from wherever I am.

"It's also really convenient that the JustOnline software, our point of sale system, sits on the cloud, so there's no need for large, clunky equipment. It's yet another way Just Cuts make life as simple as possible for their franchise owners."

BUSINESS WITH A SAFETY NET

Six ways a franchise can help you survive the peaks and troughs of being your own boss

WORDS BY LINDA WHITNEY



Going into business is exciting, but it's never going to be plain sailing all the way. Any business has its ups and downs, but being a franchisee, rather than going into business by yourself, can help you cope with the low points.

Here are six reasons why a franchise can help you overcome the risks that inevitably come when business collides with life events:

1 Franchisors have weathered storms before

An established franchise with a few years under its belt will have survived some business booms and busts. Its head office will know what worked - and what didn't - to keep franchisees' businesses afloat during economic depressions and recessions.

Check how franchises in which you're interested fared during the recession of 2008-09. Good franchisors will have learnt from this and amended their franchise model to strengthen it, if necessary. Their franchisees will benefit from that, so don't be afraid to ask about it.

2 You cut the chances of making a business mistake

Ken Rostron from The Franchise Company says: "With a good franchise, you're in business for yourself, but not by yourself. In practice, that means your franchise investment brings the benefit of learning from the franchisor's experience and mistakes, so you reduce the risk of making mistakes yourself. The business model has been tried and tested already."

3 You have a whole network of franchisees to call on

You are not alone. An established franchise will have a network of franchisees and it will usually encourage them to talk to each other. This way you not only have the help of the franchisor, but also other franchisees.

The network can be crucial when it comes to heading off potentially critical business problems - faced with a troubling business issue, it pays to ask other franchisees about how they dealt with it. This way you can prevent problems growing into issues that could be big enough to seriously impact your business.

Ken says: "If you're struggling with a business problem, usually one of the other franchisees will have faced the issue before, so if you ask them for advice they will share the benefit of their experience."

The franchisee network can also chip in with help when a personal problem arises.

Many established franchisors have stories to tell about how they have helped franchisees deal with personal health issues - from taking time off to have a child and being involved in accidents, to being diagnosed with serious diseases. It helps that because all franchisees use the same business model, each one knows what needs to be done.

Rachel Stewart, managing director of the Barking Mad dog sitting franchise, says: "We have helped our franchisees with all kinds of crises in the 20 years we have been in operation, so we have experience and skills in place to help franchisees deal with them without their businesses suffering."

Barking Mad is also developing its services for its franchise network - its head office team now includes members who have been trained in mental health first aid.

The most common problem is franchisees being diagnosed with serious diseases, according to Rachel: "For instance, we have had two franchisees who have been diagnosed with cancer - fortunately both of them recovered - and a franchisee who was taken into hospital with an unknown disease and kept in for six weeks."

These are things that could easily spell the end of a business run by a lone entrepreneur.

However, Rachel says: "The combination of an experienced head office team and a network of franchisees who can help each other out means it's possible for us to help you keep your business ticking over while you get back on your feet."

4 Reducing the burden of having to do everything

If you're in business alone, you have to be a jack of all trades, which can mean your business suffers because you lack the time to work on the business as well as in it. Franchisors can provide services that an individual franchisee might struggle to supply alone.

Franchisees with web design agency Spoton.net sell it'seeze websites and associated services to small firms, but the franchise has a team at head office who create the sites that franchisees sell, so they're free to expand their businesses steadily without the need to take time out to develop websites themselves.

Alex Brook, franchise development manager at Spoton.net, says: "Our franchisees include some who have previously run their own independent web design agencies, but they've joined Spoton.net because it enables them to grow their business faster and easier than going it alone."

Tim Harris, managing director of Franchise Brands' business to consumer division, which includes drain care franchise Metro Rod, vehicle paintwork repair franchise ChipsAway, oven cleaning service Ovenclean and dog sitting franchise Barking Mad, says: "Our franchises benefit from our group systems, practices and resources, particularly in IT, marketing and finance, all of which provide an extra layer of support and security for franchisees.

> **"With a good franchise, you're in business for yourself, but not by yourself"**

"Sharing central resources frees up the management of our individual brands to focus on supporting their franchisees in growing their businesses."

5 Tackling seasonal ebbs and flows

Ed Mauleverer, founder of Ed's Garden Services, counsels new franchisees to build a good customer base so they can suggest tasks that can be carried out in the quieter



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winter months, such as pressure washing patios, mulching beds or winter pruning.

"There's a lot to be said for getting started with our franchise in winter, as it gives you time to get trained and then build your business over the warmer months, so you have 30-40 customers to whom you can cross-sell winter services," he explains.

That said, Ed says many of his 42 franchisees also use January and February to rest or get some winter sun abroad.

6 Dealing with sudden booms

Ken points out: "There are times when a franchisee or the head office gets a big contract that is more than one franchisee can handle.

"Instead of turning the work away, it can be shared among franchisees, so it smoothes out the path of the business."

> "You not only have the help of the franchisor, but also other franchisees"



ASK YOURSELF - AND FRANCHISORS - WHAT HAPPENS IN AN EMERGENCY

It's natural to be full of hope when you start a business, whether it's a franchise or not. But that's no reason not to consider what would happen if you needed to take time out from it. Remember, you're not invincible or immune to the ups and downs life presents to you.

Rachel Stewart, managing director of the Barking Mad dog sitting franchise, says: "Often, prospective franchisees do not consider what might happen if for some reason they cannot operate their business."

Regardless of the franchise you're considering, Rachel advises would-be franchisees: "Don't be afraid to ask the franchisor about this. In our case, we introduce the subject anyway because we know some people might be reluctant to talk about it."

HOW A FRANCHISE SOLVED MY BUSINESS GROWTH PROBLEM



Nick Templeton's business was suffering growth problems. He had founded Rage Web Design in Ashford, Kent in 2010 and was proud of the high quality sites he had created for his customers. But he couldn't find the time to create websites and work on selling his services to new clients.

Nick says: "I wanted to scale up, but even using IT and automation to make my agency as efficient as possible, I still couldn't do everything it took to run my business and grow it at the same time."

Desperate to learn the secret of growth, he even took a job at a bigger agency while still running his own business.

"I ended up working 14-hour days, but still didn't discover how to effectively scale up my business," Nick says.

When he heard about the Spoton.net franchise, which involves selling it'seeze website creation and maintenance services to local businesses, he contacted them "out of sheer frustration".

Spoton.net franchisees get access to its team of expert website designers, who create professional sites fast.

"Instead of spending time creating sites myself, I could go out and sell the it'seeze website service - giving me time to work on growing the business," Nick says.

He invested in the Spoton.net franchise and in his first year supplied 40 new websites, doubling his client base.

"Going live on one site used to take me about a day working alone, but now the head office team handles that, giving me extra time to market my business," Nick says.

> "I couldn't do everything it took to run my business and grow it at the same time"

MY FRANCHISE STOPPED A PERSONAL CRISIS BECOMING A BUSINESS DISASTER



"I'm so glad I started a business as a Barking Mad franchisee, rather than setting up alone"

Caroline Temple knew that dog sitting franchise Barking Mad was adept at dealing with life's unexpected events, after falling pregnant with baby Evelyn a week before starting her franchise in 2017.

"That could have ended the business before it started, but the franchisee support centre was unfazed," Caroline says. "Many of them were parents too and we made contingency plans for managing the business after I had the baby."

Then she had an emergency that could not be anticipated. "Last autumn, my second baby, Edward, was rushed to hospital with suspected meningitis and needed to stay there at least 48 hours for tests," Caroline explains. "It was a Friday afternoon and I had lots of dogs on holiday with host families. If I had been in business alone, it would have added an extra layer to the worry I felt about Edward.

"I called my neighbouring franchisee, Tim, and asked if he could cover for me. He agreed and I sent him my list of dogs on holiday. Being part of the same franchise, we all do much the same things so he knew what to do.

"The customer support centre explained to my clients and hosts that Tim was looking after them temporarily."

Five days later, Edward was discharged, having been diagnosed with viral meningitis, which can usually be treated at home. A few days later, it happened again.

"The support from the franchise and Tim was a lifesaver and it's good to know that everyone at Barking Mad will show the same level of professionalism that I expect of myself," Caroline says.

"I'm so glad I started a business as a Barking Mad franchisee, rather than setting up alone."

CUSTOMERS ALL YEAR ROUND

When former sales and marketing manager Marcus Phillips decided he wanted a garden services franchise, he realised seasonal changes might mean less work in the winter.

"It was something I asked about, but when I met Ed Mauleverer, founder of Ed's Garden Services, I was reassured," Marcus says. "He specifically talked about how to go about increasing winter work."

Now the Ed's Garden Services franchisee for south west and south east London, Marcus says: "In the two winters I've been a franchisee, I've learnt how to build up a pile of work that can be done during the winter.

"If you develop a good relationship with your clients, they trust you to suggest what needs doing. Often, I'm too busy with other jobs in their gardens during the growing season, so I advise them that things like building or cleaning patios, erecting fences or small landscaping projects can be scheduled for the winter. Usually they're happy to wait for me to be free to do it.

"One customer flies me to his villa in the Dordogne, France each October to do maintenance in his garden there. That's a nice winter job."

Overall, Marcus says: "It's up to you to schedule work for the winter and set aside some of the money you earn during the busy summer season to cover your outgoings in the winter months - but that's not difficult."

"I've learnt how to build up a pile of work that can be done during the winter"



Delivering the best in food and beverage service

Scott Treasaden, brand operations manager at Coffee Planet, gives us the inside track on the company's franchise offering

HOW DOES COFFEE PLANET SEE ITSELF POSITIONED IN THE WIDER INTERNATIONAL COFFEE SHOP LANDSCAPE?

At Coffee Planet, we're looking to become the UK's first branded high street chain of specialty coffee shops - 'specialty' being the name given to premium grade, 100 per cent arabica coffee by the Specialty Coffee Association. This is coffee that scores over 80 points out of 100 when graded by coffee professionals.

As consumers demand more in terms of taste, depth and complexity, we source our coffee from only the world's best farmers in approximately 20 countries - delivering perfect moments of enjoyment from every cup.

Specialty arabica coffee is the growth segment in the global coffee industry and we combine our modern approach to roasting with the heritage of 500 years' worth of coffee expertise on the Arabian Peninsula - our home in the United Arab Emirates. We aim to bring our finest global arabica coffee to everyone, roasted and delivered perfectly every time.

HOW HAS YOUR BUSINESS DEVELOPED SINCE INCEPTION?

Coffee Planet began life in 2005, delivering freshly ground coffee and fresh milk vending solutions to the two major blue-chip oil company convenience stores across the UAE - some 250-plus locations still to this day.

Over time, we developed complete coffee services to leading five star hotels, catering companies, restaurants, cafes, airlines and offices. In addition, we have developed online and in-store retail lines across territories.

We have grown our market presence and now trade in excess of 20 countries - with yet more to come. Café franchising has seen our business grow across the UK and in Lahore, Karachi and Islamabad in Pakistan, as well as having an established presence in Dubai and Abu Dhabi. In total, we have 18 trading stores, with deals signed to deliver over 40 new locations in the coming years.

WHAT KIND OF NEW PARTNER ARE YOU LOOKING TO ATTRACT?

Fundamentally, we're looking to partner with individuals who share our vision and passion for great coffee and next level customer service.

While experience in food and beverage is not mandatory, we're looking for operators with acute business acumen and an ability to see the potential in commercial opportunities across our trading formats of café, cart and kiosk.

We offer a complete turnkey solution, with an investment range of £50,000-£250,000, dependent on size and location. Our support levels range from location approval, store design, menu engineering, promotion planning and cost and margin analysis to marketing, social media, business development and full barista and café staff training.

WHAT CAN A NEW PARTNER EXPECT FROM THEIR COFFEE PLANET BUSINESS?

Arguably, a fun way to be your own boss and make money along the way.

Our models are geared to return initial investments quickly and with our guidance and business development advice, many ways to tempt customers on a daily basis with hot and cold beverages and indulgent sweet and savoury food options.

We have established global partnerships in supply chain logistics, enabling competitive rates for equipment and services, and have access to third party finance and commercial lettings agencies.

Our UK team is on hand to offer assistance, training and brand auditing, ensuring your team is always delivering the very best in food and beverage service and ensuring the customer journey is best in class.

AT A GLANCE COFFEE PLANET

Established: 2005

Number of franchised outlets: 18

Location of units: 6 in the UAE, 11 in Pakistan, 1 in Cardiff. A new 35-store deal has just been signed for the UAE and a second store is opening in Cardiff in the summer of 2020

Investment range: £50,000-£250,000

Minimum required capital: £50,000 (for cart model)

Contact: Scott Treasaden, brand operations manager

coffeeplanet.com/franchises-i16







WHAT SHOULD INTERESTED PARTIES DO NEXT?

If potential new partners are attending the regional franchise shows, come and talk to our team at the Coffee Planet stand and sample a cup of our finest 100 per cent arabica specialty coffee. That would be a great start.

We will then explain our different commercial agreements, either a regional master franchise partnership, allowing territorial exclusivity to trade the brand and the ability to sub-franchise, or single site licences, allowing investors to build their business from a modest base, choosing to expand their interests over time, should they so wish.

Whichever route to market blossoms from our discussions, rest assured our team of dedicated coffee professionals will be on hand all the way to help develop another chapter and partner in our growing success story.

"We're looking to partner with individuals who share our vision and passion for great coffee and next level customer service"

Don't become overpopulated with underperformers

Six tried and tested ways franchisees can engage and retain their best employees

WORDS BY ROYSTON GUEST



THE AUTHOR
Royston Guest is CEO of Pathways Global and a leading authority on growing businesses and unlocking people potential

Your people are one of the most powerful forces available to you in realising your goals and ambitions and the way you think about your people strategy is critical to your commercial and business success.

One of your business' greatest assets walks out the door every night. Here's how to get them to return the next day inspired, motivated and enthused to be the best they can be:

1 Make your employee value proposition compelling

A compelling value proposition is a key differentiator for your business in achieving competitive advantage. Similarly, your employee value proposition is a key differentiator in your people strategy.

Your EVP is critical in helping you achieve 'employer of choice' status. Put simply, it's the balance of the rewards and benefits received by your employees in return for the skills, capabilities, experience and performance they bring to your organisation. Your EVP should be employee centred and designed based on an understanding of what is important to your existing and potential employees.

2 Understand your people's 'why'

One of the keys to unlocking a motivational environment is to understand your people's personal goals and how being successful at work can be one of the vehicles and enablers in helping them realise them.

The moment you create the bridge in their mind - the link between their personal goals, business goals and what they do daily during work - self motivation kicks in. This is the defining moment a person changes from someone with a job to someone with a purpose. While the motivation to do so must come from within, the triggers that compel them to make the switch are ones an organisation and its leaders can create.

3 Set your people up for success

If you asked your people what great performance looks, feels and acts like in their role, how aligned would their answer be with your version? There should be one version of the truth and, in my experience, perception and reality are often misaligned.

If you haven't created absolute clarity about what the expectations are for their role, explained and demonstrated what great looks like and set them up for success, chances are you and your people will be working to different models and interpretations of what great looks like.

Create clarity of purpose for your people. Enable them with the mindset, skill set and the tools to do their job, which will unlock their potential and deliver excellence within their role, while fuelling their inner self worth, igniting their self motivation and building their confidence and loyalty.

4 Get the right people in the right roles

Most people challenges come about because the wrong people are in the wrong roles.

Have you heard the mantra: hire for attitude and train for skill? One core element of your people proposition should be hiring individuals whose personal values are in sync with the values that make your business tick. In this scenario, character counts far more than their credentials.

Don't get me wrong, if you need to recruit a technically qualified individual - an accountant, for example - then clearly the individual must be a qualified accountant to fulfil the requirements of the role from day one. But once they've met this essential requirement of the position, you can still apply the hire for attitude and train for skill mantra.

Define the type of person who will thrive in your business - their skills, attributes, personality and experience. From this, you can determine the kind of individuals who will fit culturally and,



ultimately, whether they're the right person for the job. There is no right or wrong, just what's right for you and your business at this point.

5 Remember, it's not all about the money

In a world that has become impersonal, it's the little things that make a big difference.

Personal job satisfaction is driven by far more than financial factors such as salary and benefits. Therefore, your EVP must have the right blend of non-monetary rewards.

Increasingly, non-monetary rewards are becoming key differentiators that are highly valued by employees. These include relocation services, career development, choice of work location and flexibility to spend time with children and attend school functions and sports days.

6 View your people as an investment not a cost

When I ask business owners, business leaders and entrepreneurs what their most significant asset is, I routinely get the response: "It's our people". Yet most businesses don't act that way.

There is a disconnection between words and actions, reflected in one significant phrase: human resources. The term demotes people from being intuitive, instinctive, intelligent and innovative individuals to merely being a collective resource at the company's command.

This attitude plays out elsewhere too: on a company's profit and loss statement, people typically fall into the category of 'overhead' not 'investment'.

Businesses that consider people as merely a paid resource have difficulty retaining good staff and generally end up overpopulated with underperformers. Businesses that value people as their greatest asset and demonstrate it through their actions are positioned to get the best out of all employees while retaining their top performers - a catalyst for business growth.

£12,000

The cost to replace an employee earning the average UK salary, according to Accounts & Legal. Figure based on cost of recruitment, onboarding, handover and training



Creating commercial advantage

These are the four main elements of a successful franchise business

WORDS BY EMILY PRICE



THE AUTHOR
Emily Price is chief operating officer at the British Franchise Association

If this is your first encounter with franchising, don't think it's all about fast food and car dealerships.

The franchise industry provides a fabulous growth mechanism for ambitious businesses and like-minded individuals. The opportunities span many markets and often require little to no background in the sector concerned. This, in itself, can provide a fabulous recipe for large scale shared success, so let's take a look at the main ingredients:

A proven business model

Most franchisors operate a successful business in the first instance and simply use franchising as a secondary mechanism for growth. However, some are set up with franchising plans from inception.

Whether franchising was the original goal or not, all investors should be concerned with the proving of the business model. This means your investment releases all the intellectual property and support to allow you to replicate an already successful model.

The franchisor will have spent time stress testing and refining it, so any costly mistakes will have already been made. You can then build your business with the confidence that it has a high chance of succeeding.

A passionate investor eager to learn

The recruitment process for any franchise network is usually a rigorous one. Most investors are looking for a significant opportunity to see returns that align to their ambitions and at the very least want assurances that their investment will not be lost.

In the same regard, most franchisors will want the best possible investor to take the helm of their vacant territory or unit. One bad recruit could sacrifice the quality of the entire brand, so it's not unusual to undergo numerous meetings and possibly even psychometric testing prior to having your purchase of the franchise accepted.

Strong training and support programmes

Training and support is the key to commercial success between franchisee and franchisor.

Franchising often provides an opportunity for people to own businesses in sectors they may not have any experience in. As long as attitude and commitment are aligned, most franchise operational processes can be trained.

We strongly recommend gaining a good understanding of the training and support programmes before signing any franchise agreements. Usually, the initial training costs are part of the initial fee, so bear this in mind when comparing the investment costs of brands you're interested in.

A communication framework to support innovation

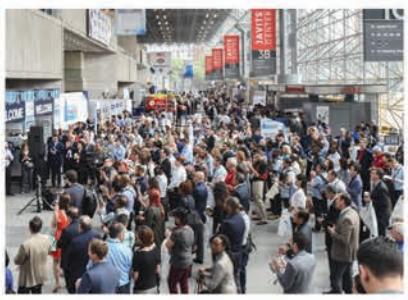
When it comes to franchising, creating a strong framework to support ongoing communication is critical to success, so ask what this may look like for areas such as support, ongoing updates, customer feedback and understanding the wider strategy.

One of the benefits of franchising is that, as a network of business owners, there's a great opportunity to represent consumer feedback on a wide scale. If this is collated and reviewed in a positive way, with the intent to keep an eye on consumer expectations, franchising has the potential to obtain valuable data to make important research and development decisions.



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