

# W● BUSINESS Woman

FEMALES IN FRANCHISING

*“Women are brilliant at starting up”*

INTERVIEW: EMMA JONES,  
CEO, ENTERPRISE NATION

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#### PRINTED IN ENGLAND

Published by D.C. Thomson & Co.  
Ltd, 185 Fleet St, Holborn, London  
EC4A 2HS.  
Printed in England  
© Aceville Publications Ltd

# Why is franchising so popular?

It's easy to recognise when franchises are getting it right, but let's take a step back and evaluate why the model has worked for so many

**L**ike all successful business relationships throughout history, franchising is a system built on trust and cooperation. Rather than the typical hierarchical relationship between a traditional boss and an employee, however, the franchising model pairs a brand owner – the franchisor – with a driven entrepreneur looking to go into business for themselves, but not by themselves – the franchisee.

As such, the two parties enter into an agreement that gives both of them certain responsibilities to make sure that the pairing thrives and can grow as the brand does.

On the franchisor side, these responsibilities are twofold: they must provide the franchisee with rights to use all of the brand assets, marketing strategies, and concepts that made the brand what it is today. Let's use McDonald's as an example – that means the iconic golden arches, Big Mac, and any annual promotions now become usable by the franchisee to attract customers and promote their location.

The second responsibility is to provide the franchisee with a detailed guide about how to run their business to the standards honed by years of experience. Ongoing support is also given, to ensure that each and every franchise location provides consistent quality; regardless of where in the world it's located.

For franchisees, the responsibilities are fairly straightforward: abide by the instructions given by the franchisor, and periodically make payments to the franchisor for the right to use their brand.

## An international safety net

So we now know how franchising works, but why do thousands of entrepreneurs and investors flock to

the model every year to grab their own slice of the pie?

Part of the reason is how customisable the experience can be. Not only is there undoubtedly a franchise brand to suit each and every kind of investor, but there are also different formats of owning a franchise, tailored to varying levels of investment.

Katrina Leaf of Harper James Solicitors details exactly that on page 12, where she outlines the six different formats and why they may be the best fit for you. From 'buy to let' franchises to 'master franchising', the model is innovative enough to cater to any kind of financial situation.

Beyond the customization, franchising is also incredibly flexible and many concepts can be operated from home. This is an especially

popular factor of franchising in a COVID-affected world, where remote working has become commonplace for almost every industry. This makes the model especially attractive to parents who may need to work around childcare, or on-the-go entrepreneurs who want their business to work around them.

Don't mistake remote working for isolation, though. Despite many franchisees operating in the comfort of their own homes, interconnectivity and collaboration is still at the forefront of many of the biggest international brands.

As Sally Facinelli says in her retrospective on page eight of this issue: "The friends you make in the franchise industry will likely turn into the closest family-like friends you will ever have."

**"The friends you make in the franchise industry will likely turn into the closest family-like friends you will ever have"**



# FRANCHISING *FACTS AND FIGURES*

Some of the top-line numbers  
that you need to know

In the U.K.,

# 65%

of people employed in the  
franchise industry are

# women



# 35%

of new  
franchisees  
are

# women,

— which is —

# 20% more than in 2015

In the U.S.,  
the median age for  
a franchisee is

# 45 to 54 years old

The U.K. skews  
slightly younger,  
where the average is

# 40 years old



WOMEN OWN  
OR CO-OWN  
APPROXIMATELY  
35 PER CENT OF ALL  
U.S. FRANCHISE  
OUTLETS

Women outnumber men  
in franchise ownership in  
several sectors, including  
**decorating services** (86%  
female), **clothing, toys, and  
accessories** (63% female), and  
**travel agencies** (61% female)



# The power of the female wolfpack

Why it's imperative to find your sisterhood in the franchise world

WORDS BY SALLY FACINELLI, CFE



## THE AUTHOR

Sally Facinelli is a veteran of the franchise industry, having worked in numerous senior roles for over two decades. Her most recent position is as an advisor to Consumer Fusion, a franchise brand reputation management organisation

**“W**hen women support each other, incredible things happen.” Society has taught us to compete, compare, undermine, undercut, trash talk, tear down, and to judge other women. Imagine a world where it is normal for women to support and empower one another. Does this sound like an unrealistic utopian situation? Nope, you can find these wonder women in the entrepreneurial world of franchising. The saying, “empowered women, empower other women,” is widespread and omnipresent in franchising.

Women in franchising have changed rather dramatically over the past few decades. Nearly 25 years ago, I happened to fall into the world of franchising and subsequently fell in love with franchising itself. I was still in college, wide-eyed and full of enough enthusiasm to conquer the world.

I had changed my path from becoming an oral and maxillofacial surgeon to ‘not quite sure what yet’. I took a position with a U.S.-based company that sent me off to the U.K. where I helped open their U.K. operations. After spending a year in the U.K., I was ready to return home. I started working for an emerging franchisor and we grew from 13 locations to over 500 in the U.S.

and expanded into five other countries.

## No longer a boys club

It was when I worked with Dan Martin at IFX Online that I really became part of the franchise world and the ‘good old boys club’. Back in the early 2000s, there were not a lot of women in franchising, and fewer yet in the technology sector. Franchising was predominantly male-dominated. While I do love working with men, it

was a bit lonely being one of few women in the industry early in my career.

I didn’t have any female mentors to assist me when I started my journey into the wilds of franchising, so I was grateful that the ‘good old boys club’ took me under their wing. I met so many fantastic, motivating, and inspiring people; all of whom I now call my franchise family. The friends you make in the franchise industry will likely turn into the closest family-like friends you will ever have.

Today, however, there are so many wonderful and empowering



women in the franchise space – many of whom I am fortunate to call my friends. We are more than friends, really; like family, we are a sisterhood. We unconditionally support and empower each other. It is only with each other that we can be open, frank, emotional, vulnerable, and completely raw. This is where the magic happens!

Personally, I didn't realize just how important having a wolf pack was until I found mine, an incredible group of women who have each other's backs – no matter what. When I hit a creative block while writing this article I reached out to them for insight.

As female entrepreneurs and leaders, we have to stand strong and be the rock for everyone: our businesses, employees, franchisees, romantic partners, and our children. There are many people that look to us for a variety of reasons: leadership, passion, experience, knowledge, courage, compassion, support; the list goes on and on.

We bust through age-old stereotypes, balancing business and family life as we pioneer a path forward through uncharted waters. All while maintaining the values that are the driving force behind what we do every day and why we do it. Who else can listen, understand all of that, and be able to give you actionable advice without judgement? It is with our entrepreneur sisterhood

that we can lower our walls, show our insecurities, our fears, and vulnerabilities in a way that you cannot with anyone else. No one understands you like another female entrepreneur.

## Five reasons it is imperative to find sisterhood

**1. Support, encourage and challenge:** They are your biggest fans, friends and sounding boards. They genuinely care about you and your success. They will encourage you, educate you, validate you, and lift you up. They will help challenge and support you in becoming your best version of yourself.

**2. Connections, connections, connections:** Your girl group are your trusted connectors. They help you build your network by introducing you to people you should know; other smart, talented, and like-minded supporting women (and men, too). With these women you can share knowledge, experiences, best practices, help each other grow, and achieve individual and business success.

**3. Safe and secure space:** Here, no one is judging or competing with you. You can ask those 'stupid and

intimidating questions'. Then you find out that there are no stupid questions after all. Most everyone has similar challenges, questions, concerns, and pain points. They can help open your mind to new ideas and possibilities. In this space, you can open up, let your guard down and get creative. Together, you see alternative ways of looking at a situation and find unique solutions to challenges.

**4. Guidance and expectations:** Your sister group will help guide you and set realistic expectations. Having 'been there and done that', they will be able to help shorten the learning curve and in turn, avoid frustration and potentially costly mistakes. If one doesn't know the answer she will be sure to point you in the right direction or connect you with someone who does.

**"The friends you make in the franchise industry will likely turn into the closest family-like friends you will ever have"**

**5. Camaraderie, loyalty, and celebration:** When one of your sisters wins, you win, too! Every time a woman succeeds in business, your chance of success increases exponentially. You have a built-in cheering squad. There is nothing better than toasting to one of your crew's successes. How fun is that?

As the years have passed, more and more women have become an integral part of franchising. Now there are many powerful and wonderful women in all aspects of franchising. I am eternally grateful for all my many franchise family friends. The best part of it is how everyone supports each other, unconditionally and without judgment. Women empowering other women – it's a beautiful thing to see, and it is truly amazing and heartwarming to be a part of. After all, we are stronger together.



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**Empathetic** - You want to make a difference to peoples lives.

**Organised** - It makes things run so much smoother, especially with our proven systems.

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# Franchising offers an option to suit everyone

As well as a choice of hundreds of franchises operating in numerous sectors, investors can select from six different formats. Here's a concise guide to each one

WORDS BY KATRINA LEAF



## THE AUTHOR

Katrina Leaf is a paralegal at Harper James Solicitors

**A**s the U.K. government looks towards businesses to spark an economic recovery, franchises will have a key part to play.

Figures out at the end of 2018 showed how as a business model franchising is thriving, generating £17.2bn for the U.K. economy and employing 710,000 people. The statistics are significant for Scotland, with the British Franchise Association (bfa) forecasting that the Scottish sector will be worth £1bn this year.

**"A business format franchise is popular because it allows people to buy a business with an established track record"**

An industry survey by the bfa and NatWest showed around 90 per cent of franchisees who own and operate their business using the brand, systems and support of a larger company have reported profitability annually for over 20 years running.

Many of us encounter franchises on a daily basis. Some of them are the most high profile of global brands, but despite this, many people are unaware of the variety of different franchises that exist.

Here's all you need to know about the six different options available to those looking to launch their own franchise:

## 1 The business format franchise

You may also see this described as a second generation franchise.

Franchises of this type have two things at their core: a franchisee runs the business using the franchisor's trade name or trademark and under this format the franchisor must be able to hold influence and control over how the franchisee operates their business.

A business format franchise is popular because it allows people to buy a business with an established track record. Plus it makes it easier to trade and, hopefully, make a profit.

## 2 The master franchise

The difference between a business format franchise and a master franchise is that the franchisor grants a franchisee the right to sub-franchise within a chosen trading territory.

Master franchising is a great opportunity for those looking to develop a network in one particular region.

But bear one thing in mind: when a master franchisee sub-franchises, the master franchise agreement requires the master franchisee to accept only the highest quality franchisees.

This requirement is supported by the necessity to maintain high standards in relation to all obligations under the franchise agreement with the franchisor.

## 3 A franchise resale

This takes place when a franchisee sells their franchise business to another individual, corporation, partnership or limited liability partnership.

To buy a franchise resale, you would need to enter an agreement to purchase the business. This is usually a share purchase agreement or an asset purchase agreement.

A franchise resale is particularly attractive to would-be franchisees who want to avoid the start-up stage of a business, instead preferring to buy an enterprise that is already established and has a base of regular clients.

It means that once you've signed the agreement, you will potentially be running a profit making business from day one.

## 4 The buy to let franchise

This is a specific type of franchise in the property market.

When you execute this kind of deal, you will be purchasing a letting agency where profits are made through a commission on the sale of a property. This process is the same as buying a franchise from a franchisor, so you would need to enter a franchise agreement, in addition to obtaining the relevant licences required by law.



## 5 The franchise buyout

This option does what it says on the tin.

In a deal of this kind, a franchisee buys out the franchise. It means the franchisee will take ownership of the entire franchise network. This includes any franchisees existing under franchise agreements with the franchisor.

Completing a franchise buyout means you have total control, but it is worth noting that buying out a franchise is more expensive than

buying an individual franchise, because the franchisor is selling complete ownership of its business.

## 6 The pilot franchise

A pilot franchise is established when a company intends to franchise its business concept, but before launching it wants to test the format, idea and systems to

ensure it will work.

Individuals who run pilot operations are known as pilot franchisees and will enable the franchisor to learn about the strengths and weaknesses of the business format in different regions and market conditions.

This means the business will be thoroughly tested and more likely to be successful. A pilot franchise usually only operates for a year or two.



# Women are taking a stand to move up the managerial chain

Whether we look at sport, business, or digital, it's clear that women are rising to the top and setting the standard for the entrepreneurs of tomorrow

WORDS BY RACHEL GRAY



## THE AUTHOR

Rachel Gray is a passionate and committed copywriter who writes for a variety of industries such as lifestyle, women's health, and business

In September 2020, Citigroup bank appointed a female CEO. Why is this big news? Because in doing so, the firm became the first big Wall Street bank to do so. Barriers are being broken down by female trailblazers in all walks of society and even traditionally masculine environments are being transformed into more balanced ones where everyone, regardless of their gender, has an equal chance at success.

Gender pay disparities have been a long-time concern, but as female empowerment inspires a generation, who are the people that are shaping the businesses of the future? Here, we delve into three areas of society that women are transforming: the boardroom, sport, and social media.

## The boardroom

Historically, the boardroom has been a man's playground. The imbalance between men and women in higher-paid jobs brings the issue into focus when you consider that only five CEOs in FTSE 100 groups are female. Less than one in three FTSE 100 board members are women.

Between the FTSE 100 in the U.K. and S&P 500 in the U.S.A., only 30 CEOs are women. According to *The Conversation*, one of the reasons for this is that the attributes of a leader – such as dominance, aggression, and ambition – are usually stereotyped as attributes

of men and not women. Worse yet, for a woman that does display dominance, aggression, and ambition, she is often unfairly dismissed as being bossy, hysterical, and idealistic instead.

The disparity between men and women in business was noted by the U.K. government, and in 2016 it launched the Hampton-Alexander review, which resulted in recommendations for FTSE 350 companies to improve the representation of women on the boards and in leadership positions.

Four years on and female CEOs on the FTSE 100 are making history. One of the current female CEOs is Liv Garfield, who runs Severn Trent. She had been a CEO of a company before, and at 44 she is the youngest CEO on the FTSE 100. Another of those five women is Carolyn McCall, the CEO of ITV. When she was appointed in 2018, she was the first female CEO the group had ever had.

In 2020 the U.K. placed 21st on the Global Gender Gap Index, which is quite near the top, showing that the U.K. isn't the best but is making positive steps. For comparison, the U.S.A. placed 58th and Ireland placed 7th, showing that there is still work to be done in the U.K. in order to follow Ireland's example.

## Williams' serving up an ace

The field of play is not somewhere that has always sent the right

messages for women. Over the last 15 years though, athletics tracks, tennis courts, and football pitches have become the arenas for women to own the conversation. While FIFA Women's World Cup winner Megan Rapinoe made the headlines for her Twitter exchanges with U.S. President Donald Trump, it is the tennis stars of Billie-Jean King and Williams sisters Venus and Serena that helped to lay the foundations for our stars of tomorrow.

A self-proclaimed women's rights activist, King founded the Women's Tennis Association in 1971 and paved the way for Venus and Serena to pick up the mantle. And with 30 Grand Slam singles titles to their names, the duo have carried the torch since. Both women have become role models, not only for their tennis skills, but also in management.

Although Venus is not quite ready to discard her trainers and racket just yet, her fashion-forward activewear range, EleVen, goes from strength to strength. Serena is as equally adept off the court as she is on it, with a venture capital firm and

direct-to-consumer fashion brand among her business portfolios.

### Breaking from tradition

Every generation breeds a new talent pool and new methods of entrepreneurialism are opening up avenues to success that previous generations could not tap into. The rise of social media and its business opportunities is allowing teens to break from tradition and become societal influencers. What may have started out as a few selfies among friends has quickly become a winning formula for monetary gain.

There's money to be made on social media, and lots of it. Teenager Olivia Evi Plant has thousands of followers on Instagram and recently revealed that she earned AUS\$30,000 in one year while still attending school. Snapping up and promoting free hair and beauty products, she has put the

groundwork in for a winning business model.

One TikTok star has taken her exploits from the video streaming app to the big screen. Addison Rae

across U.K. business is on the British government's radar. In 2019, the government stated that half of all FTSE 100 executive-level appointments in the next year must

## "Every generation breeds a new talent pool and new methods of entrepreneurialism are opening up avenues to success that previous generations could not tap into"

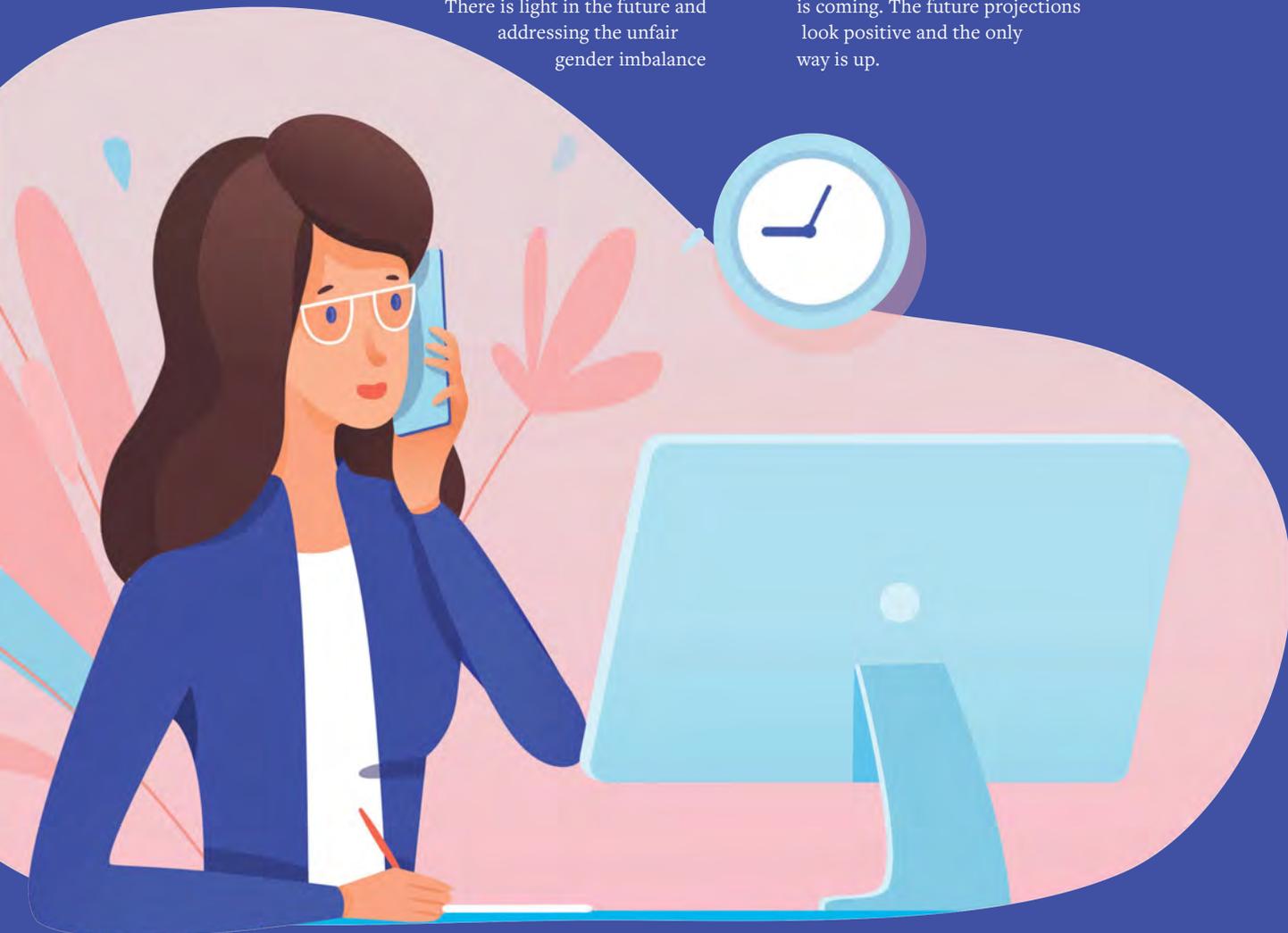
Easterling has clocked up 60 million followers and according to Forbes, has amassed US\$5m through various endorsements during the last 12 months. Such has been Easterling's success that she has now been cast for a remake of 1999 teen comedy *She's All That*.

### The future

There is light in the future and addressing the unfair gender imbalance

be women in order to achieve a target of 33 per cent for all female representation across boards in the index. This goal was met in February.

Whether we look at sport, business, or digital channels, it's clear that women are rising to the top and setting the standard for the women of tomorrow. A change is coming. The future projections look positive and the only way is up.



# Lessons learned from the pandemic

It's been a tough time recently, but franchising continues to thrive for these four reasons

WORDS BY EMILY PRICE



**THE AUTHOR**  
Emily Price is chief operating officer at the British Franchise Association

## 1 YOU DON'T HAVE TO BE ALONE IN BUSINESS

While many owners are struggling to make tough decisions on the future of their businesses alone, the franchising industry looks and feels very different.

Don't get me wrong, times are tough and doors have had to close. However, franchise brands and their networks of franchisees are evolving. Strong relationships are forming and a better understanding of each other and wider business goals are being achieved.

We've always said that when a franchisor-franchisee relationship strikes the right balance, franchising thrives. We're confident that in the midst of the pandemic common ground has been found and strong foundations have been built for the benefit of entire networks.

## 2 CUSTOMER FOCUS NEVER FAILS

Every challenge presents an opportunity for businesses to step up to the plate and wow their customers with how they deal with a situation.

I've been overwhelmed at the volume of support franchisors have provided to their franchisees.

Research and development has been supercharged to find new ways of operating in a fraction of the time it usually takes to do so. In some cases, there have been complete overhauls of operating models to ensure franchisees can continue to trade.

Franchisors have worked with franchisees to maintain a strong connection with their customers in

**"There's no doubt franchisors are serving their franchisees well"**



order to be ready to serve them once again and there's been genuine concern for the well-being of franchisees and their families to allow for the emotional change curve to happen and for people to remain motivated.

There's no doubt franchisors are serving their franchisees well in these times.

## 3 WHEN THE GOING GETS TOUGH, A FRANCHISOR CAN HELP KEEP YOU GOING

Franchisors have assisted with launching new service propositions, finding new markets and ensuring consumers feel confident enough to do business with their franchisees.

The post-pandemic world will be a very different place and it won't be a case of returning to the way of old. Franchisees are in unique positions in that while they focus on their individual aspirations and plans for the future, their franchisors will be investing in the framework that will ensure they achieve them.

Evolving business processes and

propositions take both time and financial investment and as a franchisee you know your franchisor will be bearing this pain to sustain the brand value you invested in. This is a unique scenario in business and one of the main benefits of becoming a franchisee.

## 4 FRANCHISEES HAVE THE POWER TO IMPACT LOCAL COMMUNITIES

The coming together of communities, acts of kindness to support those in need and giving time to great causes has been publicised far and wide.

Don't forget that as a franchisee you'll be a local business owner and have the opportunity to make a difference. For many people, this is what drives them in their business.

We have seen the gifting of food boxes, deliveries of emergency supplies, lobbying for local economies and many fundraising initiatives, all supported by the franchisee community. If you want to give back, you could achieve this with your franchise business.

# Why more and more females are flocking to franchising

How the franchise sphere is leading the way to encourage women to become their own bosses

WORDS BY SUZIE MCCAFFERTY



## THE AUTHOR

Suzie McCafferty is the CEO of Platinum Wave Franchising, an international, independent, bfa-accredited franchise consultancy firm, established in 2010

**W**omen are currently joining the franchise industry in greater numbers than ever – according to the International Franchise Association, it's a global trend. In fact, there is research to suggest that female franchise ownership in the U.S. has increased by more than 80 per cent since 2010, while the British Franchise Association has reported a 20 per cent jump in the number of female franchisees since 2015, with 37 per cent of all new franchisees in the last three years being women.

Even without knowing the stats, it

really feels like there are simply more franchise opportunities today with a broader appeal than at any point in history. This should make it easier for anyone to join the industry, but when we see so many more business models offering flexibility of working hours, it goes a long way to helping women break out of the unfair, but common norm of being the 'second' earner in a household, mainly due to being the 'primary' carer – whether that be of children or elderly family members.

Of course, if we happily embrace the fact that women make up a majority of franchisees across the children's activity

and tuition sectors, then we can't be obtuse when the same is still true of men in the more manually-focused man in a van sector. There's nothing to say that this status quo can't or won't equilibrate at some point, but I think most other sectors seem pretty close to having equality of entry. That's simply not the case in the wider business world, though.

Believe it or not, it's been 50 years since the Equal Pay Act came into being in the U.K. Basically, from that moment on, employers were legally prevented from paying a woman less than a man for the same job. So why



does the gender pay gap still exist? With the exception of this year (due to COVID-19) the government has been requiring British companies employing more than 250 people

## "In our industry at least, no-one seems to be questioning the crucial role women play in helping to build and grow businesses and strengthen the economy – it seems to be a given"

to actually publish their gender pay gap information. Yet, despite campaigns by women's rights groups promoting the need to close the gap, the results published in 2019 showed that the gap had actually increased – in fact almost 80 per cent of the U.K.'s largest companies were still reporting a gap.

Anyway, I'm not normally one to drift

into political rants, but it does beg the question: might one of the reasons women are seeking out and embracing the chance to become a franchisee be the complete lack of glass ceiling?

### A lack of glass ceiling

A cursory glance at the last 10 or so Franchisor and Franchisee of the Year awards finalist lists suggests that, in our industry at least, no-one seems to be questioning the crucial role women play in helping to build and grow businesses and strengthen the economy – it seems to be a given.

Attending events such as EWIF (Encouraging Women Into Franchising) and EWIB (Empowering Women In Business), you can't help but notice that the camaraderie and mutual encouragement that might have historically been dismissed as 'a bit girly' in some quarters, is built upon a network of incredibly skilled and successful women. Might it be that women are actually inherently suited to franchising, and with no-one standing to benefit from holding them back, they flourish?

There are plenty of research papers that suggest women are naturally excellent in several key skill areas required in the franchise environment: communication, organization, multi-tasking and emotional intelligence.

Women are also thought to be more open to sharing best practice and helping others 'in the team' which of course lends itself perfectly to being part of a franchise network. I'm sure we've all heard with monotonous regularity about the 'parent and child' nature of the franchisor-franchisee relationship? Well, perhaps women make particularly great franchisors thanks to being more naturally disposed to patience and compassion and winning as a team, or dare I say, family?

Denise Hutton-Gosney, managing director and founder of Razzamataz Theatre Schools, says: "As a performing arts franchise, we have always had a high proportion of women in our network. What we are now increasingly finding is that there is no set route from where these women come from.

"On one side we have incredibly successful, multi-territory-owning young women franchisees who joined us straight out of college and on the other, we have women who have already had successful careers and are choosing us because of the flexibility and job satisfaction that we provide. It has always been our ethos that family and running a Razzamataz franchise go hand in hand and that is the environment that we create. For many



women with young children or for those who are carers or who have a busy house to run, this flexibility and understanding gives them the confidence to step out of their comfort zone and run a business, many for the first time.”

## International franchisor insight

I've worked in franchising for 20 years now. I opened a refillable ink cartridge shop in Edinburgh not long after university – not a particularly sexy business I'll grant you, but a good business. Customers came in and asked if it was a franchise so often that I decided I really ought to find out what a franchise was.

Fast forward a few years of seriously hard work, taking advice, ignoring advice (and one or two avoidable mistakes) and I had 70 franchisees in six countries from the Middle East to the Caribbean.

After taking up an opportunity to exit the business, I took a big leap into the corporate world, where I took on a national recruitment agency franchise. One of the lovely things about this was finding that, in contrast to the world I'd

just left, so many of the franchisees were women. You'll be unsurprised to learn that up until then I was very much the odd one out: female franchisor, under 30, and not part of a family business.

I never thought for a second that being a girl meant there was anything I couldn't do in business, but it was very clear that a lot of people initially took me much less seriously because of it. This is anything but a sob story I hasten to add – I have always responded well to the opportunity to prove people wrong!

Empowered by those 10 successful years in franchising, and being surrounded by lots of strong, inspiring women in recruitment, I set up Platinum Wave Franchising to help people get as much out of franchising as I had. It was just me at the beginning and I had to go out and engage with the industry not as a franchisor but as a consultant this time. While franchise consultancy was certainly mainly still full of men, I was really encouraged to see so many more women at the events, awards, exhibitions, and really influencing the industry.

If I have any words of advice or encouragement to give to other women in

## "The importance of making the right decisions and working hard to achieve your dreams has no gender bias"

franchising or to those thinking of getting involved as either a franchisor or franchisee, it would be to say: "Just do it!" There's nothing to hold you back that won't also hold a man back – some businesses shouldn't be franchised, so get the best advice you can before franchising yours. Not everyone is a suitable franchisee for every franchise brand, so please choose carefully and take doing your due diligence very seriously. The importance of making the right decisions and working hard to achieve your dreams has no gender bias.

Honestly, there really hasn't been a better or more welcoming time to get involved. The British Franchise Association has a female CEO and COO. Many of the most respected advisors and suppliers to the industry are women, as are many of the most successful franchisors and franchisees.

Regardless of gender, franchising has openness, mentoring, and collaboration at its very core. One person finds a brilliant way of providing a service or selling a product, and then teaches others how to do it, continues to offer support and guidance and creates a network of collaborators all working towards the same goals. Seriously, what's not to love? business, many for the first time.”



# Three big reasons why small businesses fail

Here are three ways to avoid your new business from being just another dismal failure stat

WORDS BY ELENA MESKHI



**THE AUTHOR**  
Elena Meskhi is a business coach and best-selling author of new book, *Rewire Your Business For Success: the 6-step method to increase profit and reclaim your freedom*

**D**id you know that only around half of small businesses survive beyond their fifth year? And only approximately one in three make it to 10 years?

In my years coaching entrepreneurs I have found there are three key reasons why small businesses fail. I want to help you get to your 10th year and beyond, so I created these points to help you avoid them in your own journey as a business owner.

## 1 BURNOUT

When we start out in business we are all full of anticipation and energy to get everything done. Initially, most business owners try to save as much money as possible to get their business off the ground, and that means doing everything themselves. But the issue with this belief is that it is costing them more money, stress, and time and the business owner consequently gets stuck in a rut and spends time chasing their own tail.

It somehow seems to have become trendy to talk about how busy you are, and it has created a myth that the busier you are the more successful you are. But it is definitely a myth. Being busy is a direct path to burnout, depression and apathy. Solution: Get your priorities right. Nine out of 10 entrepreneurs started their business to get their freedom back and had planned what to do with it. How would you like to spend your free time? Get your calendar, and book that “me” time or “with family” time before you plan that busy week ahead of you. It does not have to be any particular length of time. It can be finishing the workday early – say 15:00 –

and spend time as you wish but no work. Alternatively take a Friday off and unwind.

When the time comes, enjoy it, be in the moment, hide the phone in your bag or drawer and enjoy your well-deserved break. It might not be easy to do because you will be changing your habits, but you need to learn to enjoy life again. You will notice that after such breaks, you will have more eagerness to come back to your project or business. You will feel rejuvenated and ready to get to the finish line.

Solution: To solve this problem we need to flip it on its head. It might sound illogical but it works. The first step in making this revolutionary shift is to identify how much the business owner personally needs to function comfortably. Do the personal budget: rent or mortgage, food, transport, entertainment. There is no need to make cuts or sacrifices at this point, but do not go crazy either. If you are usually travelling by public transport no need to budget uber now. Let's get the real-time picture right now.

**"Business owners go over and above to pay suppliers, freelancers and their team but leave themselves until last"**

## 2 LACK OF CASH

Business owners go over and above to pay suppliers, freelancers and their team but leave themselves until last. This level of uncertainty causes pressure and stress, making them feel they have to chase the opportunities that can give them a little bit more income just to make the end of the month less stressful on their finances.

There is a whole mindset that many business owners have regarding things like this that they have to wait until they have built reserves in their bank before they can start to think about paying themselves, let alone investing. They believe that “it will come one day” and they continue to power through with minimal income. Let me tell you, the day will not come unless you make it happen.

The second step is to get your business finances up to date in real-time. Look at your monthly profit and loss and see what's the profit. Does it agree with the required personal income you calculated in step number one? If yes, then fantastic. You are on the right path. Now you need to train yourself to pay yourself first by your business.

If not, congratulations that you come this far. Do you have any eye-opening discoveries at this stage? While you are thinking about it, let me give you a few ideas on what to do in cases where your required personal income is not met by your business. First of all, you need to review your business model: profit margin of your business, terms of payments you offer to your customers – this is to increase cash coming into your business.

The next thing to review is the expenses you have in your business – how fast do you pay your suppliers, do you use the time they allow you not to pay their invoice? Do you recognise all expenses in your profit and loss? Are there any old subscriptions, or other expenses you no longer need?

The regular review of those saves business owners a very considerable amount of profit. When you have the income in your business account, you then pay yourself first, with the remaining amount in your business account for the suppliers, the staff, and knowing the remaining amounts that can be reinvested into training, business growth, and investment.

### 3 NO VISION

Business owners get tired, inspiration fades away and the results no longer make them happy. By constantly chasing the horizon, many business owners realise that the horizon always stays at the same distance, and this leads to resentment, fatigue and emptiness. With such a mood there is no desire to carry on the business.

This is the problem I hear frequently from new enquiries. Now, when we have a new client this is the very first exercise we do – we spend around half a day or day together and talk about their vision: what they would like to achieve by running their business. Once you get back to thinking about that you might have a lot of epiphanies and your excitement will start returning to you. It is a good checkpoint to understand if your business really will take you towards your vision, or if you are drifting away from it.

Solution: Think about those questions: How does your business look when it is built? What do you really aim for? I'm not talking about the mission of eradicating human hunger by serving freshly grounded coffee in your coffee shop, or creating an extra volume of oxygen by doing landscape design for your company. I'm talking about your goal: how many coffee shops? How big is your team? What customers do you want to serve? How often will you personally go on holidays?

Draw out your goals and your pictures, you may not be putting it on your website or discussing it with your team, but you should do it for yourself to ensure that your business and your own life are moving in the same direction.

I hope these solutions help you on your journey as a small business owner, and will ultimately help you to get to the 10-year anniversary of your business with joy and happiness, expecting the next 10 years to be enjoyable, too. There are many ups and downs in business, but having some of these steps in place, it can be an enjoyable rollercoaster for you to ride on.



# "THE EDUCATIONAL LANDSCAPE HAS CHANGED FOREVER"

From the rise of 'Zutors' to 'pandemic pods' – how has the coronavirus pandemic changed the way we deliver learning to our children?

WORDS BY AMANDA PETERS

**T**he coronavirus pandemic has revealed a painful truth for a lot of parents: that they are perhaps not the best teachers. And even if some are, it is a tough road ahead trying to balance work while also being full-time childcare providers and home-school teachers.

Being faced with school and day-care closures for the past six months and with the new school year involving some amount of remote learning, parents are looking at other ways to make sure their children do not completely miss out on education.

In addition to the surge in private tutoring, one such way that has especially taken the U.S. by storm, and is now spreading globally, is the formation of 'microschools' or 'pandemic pods'. In order for families to feel safe while catering to their children's academic and social needs, these pandemic pods involve groups of three to 10 students learning together in homes or in a separate space under the tutelage of a hired teacher while their parents work.

## What's best for the children

Given these unprecedented times, pods provide families with a schooling option that feels safe. In addition, online learning can be tough for some children. Thus, the extra help that pods provide, in theory, are a way for children to maximise their learning on those online school days.

A non-profit organisation, NWEA's research predicts the average student will

be starting the new school year having lost a third of the expected progress in reading and half the expected progress in mathematics, while some are expected to lose the equivalent of a full academic year.

As a parent, you want what's best for your children. However, depending on how the pods are set up, they can



be a pricey affair, not to mention they're complicated to organise and self-selecting.

For instance, the founder of a matchmaking service to connect families with tutors or 'Zutors' (a word she's in the process of trademarking), Elyssa Katz, charges approximately \$800 for her services: "That's just the service fee because it's a very curated search. And then the Zutor's fees usually start around \$25 an hour and up."

This solution is most popular among families of privilege and is likely to worsen the educational gap.

According to data by McKinsey and Company, low-income black and Hispanic students and language minority families are predicted to experience a greater loss as they are locked out of expensive avenues to help their children. The analysis highlights only 60 per cent of low-income students logged into online instruction compared with 90 per cent of high-income students.

However, since the pandemic started Katz states that it's not just the rich and famous that seek to enlist her services but also everyday parents looking for childcare while they work. "My concierge services are at a higher price point than typically just hiring a tutor for one hour. And while sometimes families will choose not to use me as the price point doesn't work for them, but I've continued to have hundreds that it does work for," she explains.

### Satisfying everyone's agendas

Apart from widening the education gap, pods come with their fair share of disadvantages, especially when it comes to organisation. Katz, who saw a massive demand at the start of the pandemic, pointed out that for these pods to work they need to consist of children and parents with similar mindsets and learning styles. She says: "I was probably shooting myself in the foot but I suggested that parents wait until school started to see how their kids did on Zoom and then make the decision to find a Zutor if they needed it."

**"From initially being a means to supplement the national curriculum, tutoring businesses are seeing their services needed in recent times to pick up the slack that school closures have caused"**



**THE AUTHOR**  
Amanda Peters is a staff writer for *What Franchise* and *Global Franchise*

This is because, since the onset of the crisis, many educators were initially looking at dollar signs of how much they could make while parents were looking at it from the point of view of how much they could save, without taking into account each child's needs, causing it to be an overwhelming process for all involved.

"Many of these pods have disbanded now," clarifies Katz. "Thus, when I have a request for a pod with multiple parents who have their own agendas, I suggest there be a pod leader to convey requirements."



“It is important that parents are on the same page; not just about their kids but financially, as well as making sure all the children are independent enough to be able to handle it. I’ve seen where one child is more challenging, so then the tutor ends up paying more attention to them and the rest of the parents are upset.”

Since June, Katz and her team have thoroughly vetted thousands of tutor candidates, running background and reference checks, before adding them to her pool of Zutors. “When parents reach out we find out what they are struggling with first, and I look at the dynamic of the family. These calls usually last 30 minutes to an hour and once I have a very good picture of what is happening with the family, I then turn to my pool of very talented Zutors,” explains Katz.

### The goal is to give everyone access

When the COVID-19 pandemic sent countries into lockdown, tutoring franchise Tutor Doctor saw a 120 per cent increase in demand for its services globally within the first week. “Our worldwide network of franchisees was forced to move from in-home to online tutoring during this period. Today, we’re currently tutoring more students online than ever before in one-to-one and small group learning environments,” says Tutor Doctor’s president, Frank Milner.

Although the brand’s bespoke online learning platform was introduced in 2018, the move to virtual not only makes it more accessible but allows for personalised, one-to-one tuition, adding to the overall learning experience.

For instance, in an online session, the tutor sends the student a link to their online learning space, which is where they meet for each session. They can speak to and see each other, alongside having access to a shared virtual whiteboard to write, illustrate and share images throughout the session. These features allow for an online session to be just like an in-person session. “Online sessions have the added bonus of being recorded and emailed to the student’s parent or guardian so the student can access the session recording for review or to study for a test,” explains Milner.

With the widespread demand, Katz is making Zutor globally accessible in the coming months with a new website. She says: “My goal is to scale and to give everybody access; not just to people who

## “Given these unprecedented times, pandemic pods provide families with a schooling option that feels safe”

can afford it, but those from different socio-economic backgrounds. I am working with a bunch of nonprofits to pair my Zutors with kids that need help.

“I don’t know where this will go but I want to be able to help everybody. This should not be something that only the financially able have access to but all families that need it.”

Milner points at the National Tutoring Programme (NTP): “It is a great way of lessening educational inequality. Tutor Doctor is proud to be involved in the NTP, bidding to support students across the U.K. We work with many schools across all of our operating countries to provide tutoring to students who are underprivileged.

“Group tutoring is also a great way to reduce the cost of tutoring. Parents can form their own tutoring pods or work with the school to build a group of students that need extra support. The fee is then divided by the number of participants, meaning that the cost-per-student is significantly lower than individual tutoring options. Students in group tutoring environments still receive great quality support whilst receiving the added benefits of peer interaction, group discussion and peer-to-peer support.”

### A changing educational landscape

With schools shutting down due to the crisis, the role of the tutor or summer school has changed. From initially being a means to provide specialist revision sessions or supplement the national curriculum, these businesses are seeing their services needed to pick up the slack that school closures have caused.

And it is not just businesses, this knowledge gap has been recognised by the Department of Education too. For instance, in the U.K., the government has announced £1bn funding for students catching up, which includes a one-off payment of £650m for the next academic year, with school allocations counted on a per-pupil basis.

However, with the academic year just starting, no one knows how effective these plans will be in keeping up grades.





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# How the coronavirus pandemic has affected women's careers

COVID-19 has laid bare the shortcomings of our society. However, for a successful economic recovery, it's not just about getting people back to work but making sure that diversity and inclusion efforts take centre stage

WORDS BY AMANDA PETERS

**Y**es, the coronavirus pandemic has impacted everyone, but not equally. For instance, when it comes to careers and employment, the plain truth is that women are facing the raw end of the deal, and the numbers back it up.

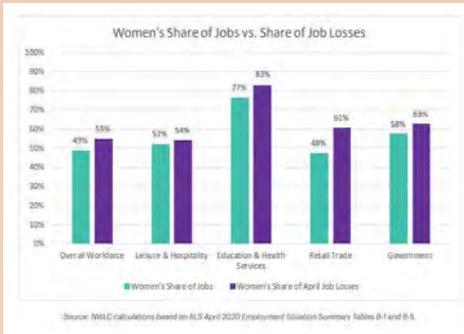
According to a U.S. Bureau of Labor Statistics' report, 11.2 per cent of women over the age of 20 were unemployed in June versus 10.1 per cent of men in that same age group.

Although the Labor Department stated that a record number of 4.8 million jobs were added to the economy in June, the National Women's Law Center (NWLC) confirmed that many women were being left out of the economic rebound. Its data found that only one in three of the 12.1 million women's jobs lost between February and April had returned.

## Industry disadvantage

This can be attributed to the sectors in which women primarily hold jobs, such as in retail or the service sector, which have been disproportionately hit by the pandemic.

"In leisure, hospitality, education, health care and retail – the sectors that are getting hit the hardest – women are the ones who are falling victim to the first massive waves of this economic crisis," said Emily Martin, vice president for education and workplace justice at NWLC, in a statement to CNBC.



It is not just these sectors as a whole but women are losing their jobs at a disproportionately higher rate than men who work in the same field. Take education and health services: women account for 77 per cent of the workforce, but 83 per cent of job losses, while in retail make up 48 per cent of the workforce but account for 61 per cent of job losses, according to NWLC's May report.

## Employed: to be or not to be

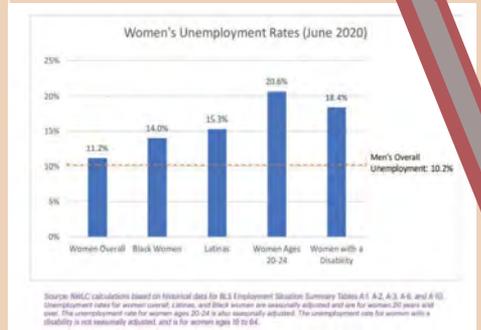
Across the pond, things are not looking up for women either. As the second wave of COVID-19 hits the U.K., the latest data from the COVID-19 Clinical Information Network – or Co-Cin – which provides weekly updates on the disease to the Department of Health and Social Care, has found that there is a big rise in the number of women aged 20 to 40 admitted to hospital for serious coronavirus infections since the beginning of August.

Calum Semple, professor of child health and outbreak medicine at Liverpool University and a member of the government's

Sage committee, told *The Guardian* that he suspects that the rise is due to the jobs that women hold, such as in retail or hospitality. This has left them open to contracting the infection as people become lax around coronavirus safety and distancing guidelines. At the same time, there is no direct evidence to link it to schools reopening.

## Vulnerable groups

The picture isn't good for black women or Latinas, either. In fact, NWLC data showed that 14 per cent of black women over 20 and 15.3 per cent of Latinas were unemployed in June. The silver lining is that these numbers are lower than what was recorded in May, but they are still far higher than June's unemployment rate for white men, which was nine per cent.



The second worry is that while economies around the world have begun to open back up, causing spikes in certain regions or even second waves in some countries,

jobs that had been brought back in June, especially in the hospitality and service sectors, are vulnerable to being lost again.

## Addressing the elephant in the room

Unique to this crisis, compared to other recessions, is the shutting down of the caregiving infrastructure. While schools and day-care centers closed, working mothers faced the added pressure of round-the-clock childcare during lockdown. According to business strategy adviser Boston Consulting Group, they were taking on 15 more hours of domestic labour weekly.

With women taking on a majority of the caregiving responsibilities, the lack of childcare and flexibility has caused them to choose between their jobs and families, which will have long-term repercussions.

A major concern here is that with governments' back-to-office campaigns, women are at risk of being pushed out of the workforce. A survey for the Trades Union Congress revealed that two in five mothers in the U.K. were struggling to find childcare under the new circumstances.

## Light at the end of the tunnel

Although many working parents have struggled to balance work and home

life, especially after becoming full-time childcare providers and home-school teachers during the pandemic, franchising has proved to be the silver lining in these unprecedented times.

For example, a sector hard hit has been health and beauty. And while many were forced to close their doors for about three months in the U.K., never to open again, international hair salon franchise Just Cuts, although delayed, has opened new stores in the country.

David Mathie, Just Cuts UK general manager, said: "Even when taking into account the enforced three-month closure period due to the COVID-19 pandemic, all of our salons are thriving. So much so that there were record downloads of the Just Cuts app when salons were allowed to open again on July 4."

The benefits brought about from having a franchisor are even more apparent now. "In some ways, we have been really lucky as we already work from home, we

run our own business but we also have the support of our franchisors, so we aren't on our own, we have a good support network," said Rachael and Colman Coyne, Not Just Travel Jetset franchisees. The duo has run their successful franchise business for seven years and became mentors to dozens of Not Just Travel consultants, helping others on their entrepreneurial journey.

Zoe McKibbin, franchise owner of Razzamataz Edinburgh and Razzamataz Glasgow South, seconds that opinion: "I truly believe that without the support of the head office, when COVID-19 hit, I would have closed down because I would have just been overwhelmed with everything that we had to do. I have friends who run their own independent theatre or dance schools and they felt really lost during COVID.

"The benefits of being part of the Razzamataz franchise has really shone through during the last six months. They give you the information in really simple, digestible formats

"Although many working parents have struggled to balance work and home life, especially after becoming full-time childcare providers and home-school teachers during the pandemic, franchising has proved to be the silver lining in these unprecedented times"



and they never overwhelm you.”

And it's not just existing franchisees that are reaping the benefits. For those made redundant or furloughed during the pandemic, but always aspired to have a better work-life balance, have taken that leap of faith to become their own boss but under the safety net of a franchisor.

For instance, the virtual agency franchise Get Ahead VA recently welcomed new franchisees who were placed on furlough at the start of the pandemic.

For Essex businesswoman Sarah Yandell, being placed on furlough offered her a chance to pause and reflect. After many years of commuting and managing business teams, she wanted to work flexibly and from home, yet still feel a part of something. During her search, she discovered Get Ahead VA on what-franchise.com and it ticked all her boxes.

Sarah said: “I have worked in the travel industry for 30 years and absolutely loved it. But it was clear that travel was going to take some time to recover from COVID-19. I really wanted to work flexibly and locally, but I also wanted to feel part of a team and not just ‘go it alone’.

“Becoming a Get Ahead VA franchisee enables me to have the flexibility I wanted by working for myself but also be part of the wider team, with access to the fantastic experience of our virtual assistants.”

### A necessity, not a luxury

While many are taking matters into their own hands and forging their own paths, the coronavirus has laid bare the shortcomings of our society, be it regarding gender or race. As global economies adjust to the ‘new normal’ and begin to open back up, it's not just about getting people back to work; rather, for a successful recovery, businesses need to also focus on their diversity and inclusion efforts, that includes taking into account the needs of women.



#### THE AUTHOR

Amanda Peters is a staff writer for *What Franchise* and *Global Franchise*

## April's job losses erased a decade of job gains for women

Between the end of the Great Recession in July 2010 and the start of the COVID-19 crisis in February 2020, women gained 11.1 million jobs. In April 2020, the entirety of those gains was wiped out. By comparison, men gained 10.8 million jobs between July 2010 and February 2020 and saw 85 per cent of those gains wiped out in April 2020.

Source: *National Women's Law Center May fact sheet*



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”

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# “We’ve all got to get on with it now”

Emma Jones, founder of Enterprise Nation, talks to *Business Woman* about the current business environment and what the future holds

**T**he COVID-19 crisis has consumed the nation since the outbreak of the virus earlier this year. How have U.K. small businesses fared during this time?

To say it's been a challenge would be an understatement. I can't think of a single business that has not been affected in some way.

Now we are getting back to trading, we're going to begin to get a clearer view of the real impact of the pandemic. But there have been some really upbeat stories and many businesses have upped their game, changed their model and will probably never be the same again – in a good way.

The uptake in digital skills and tools is something we've been gently trying to support businesses through for many years. It's taken a pandemic to demonstrate exactly how important digital tools can be and for many the uptake will lead to efficiencies and longer-term gains such as productivity.

**How would you rate the government's response and its support for small businesses during the crisis?**

This has been a new experience for us all – including the government.

At Enterprise Nation, we've spent a lot of time helping small firms to decipher the changing advice and guidelines and we've all got used to quickly adapting as new

science or regulations are introduced.

Helping people to navigate furloughs, grants, and the support on offer for the self-employed has been a full-time job. We're working with the Department for Business, Energy and Industrial Strategy on a new initiative called Recovery Advice for Business, which has seen thousands of advisers offer an hour a month of free one-to-one support to small businesses. It's easy to access and will be available until the new year.

**What more can be done to help small businesses struggling to survive?**

To coin a phrase: we've all got to get on with it now. The government does not have endless coffers and to a certain extent we're all nervous about the consequences of overburdening the taxpayer.

What we need to maintain is a healthy respect for small firms and the work that they do. Seeing the government demonstrate that it understands as well as supports the hard work entrepreneurs play in our communities is vital.

**How has Enterprise Nation helped its members who were in need of expert advice and support?**

We've been regularly publishing and analysing updated regulations and

materials as they have come out.

We've held daily Lunch & Learn events on a range of topics, from diversifying to how to introduce ecommerce and deliver inspiration.

We've also developed a detailed ecommerce offering in conjunction with Amazon called the Amazon Small Business Accelerator. It's free to use and full of practical tips, from finance to building a website.

**How significantly has the business landscape changed because of COVID-19?**

Only time will tell. Come back and ask me in two years' time.

It's going to be tough for some and we must all do what we can to support small firms, whether it's Eat Out to Help Out, buying local, or taking a staycation. We've all got to do our bit.

One thing we're all now crystal clear on is the health of the hospitality sector is intrinsic to our economy. Going out for dinner cannot be seen as just propping up your local eatery, it's supporting our local economic ecosystem.

**Are there any lessons businesses can learn as a result of the crisis?**

We've all learned something, even if it feels like we're getting back to normal.

The most obvious trend is that businesses now understand they must be ready with digital tools to be able to continue to reach their customers safely.

The other thing we will see more of is people starting a business as a side hustle in order to have something more to fall back on. With the jobs market looking uncertain, having a money making enterprise that's flexible will be the new normal.

**"What we need to maintain is a healthy respect for small firms and the work that they do"**

### What advice would you give someone considering starting their own business?

Do it. There are many examples of businesses started during a recession that have become strong and successful because they learned important lessons, like bootstrapping and growing organically at an early stage.

They learned to hustle, beg, and borrow. These are important skills for self-starters in this environment.

### What are the key ingredients for success as a small business owner?

Resilience – don't take it personally and learn to embrace the knocks.

Energy – bouncing back and working hard is vital.

Confidence – if you're confident, you're 99 per cent there.

### Why do you think a growing number of women are starting their own businesses and do you have any words of encouragement for women considering becoming their own boss?

Women have been running their own businesses for decades. You've only got to look at Dame Stephanie Shirley, who set up a female-only tech firm in the 1960s, making many of them millionaires as a result.

Women are brilliant at starting up. They also value and understand the importance of a work-life balance. For many women, I'd say take a step back and consider how you can grow and build on all that hard work. Don't be afraid to take advice and bring on board finance.

### Predictions are always difficult to make, but what are the prospects for U.K. small businesses in the next 12 months?

Good. Small firms are busy adapting. There will be some winners and losers, but those that have continued to access support and adapt will be the winners.



## Get to know... Emma Jones

**Which one business person do you admire most and why?** There isn't just one. I admire every person who steps out to start and grow their own business. That's a lot of people.

**Best piece of advice you've ever been given?** That growing a strong and sustainable business takes time.

**Greatest sacrifice you've made to get where you are?** I don't see it as making a sacrifice. It's more following your vision and putting in the commitment that this involves. For me, that's been quite a bit of commitment, which has not left space for much else, but I don't see it as a sacrifice. Others might.

**Proudest achievement?** It will be when we have a perfectly functioning business support marketplace. We're not quite there yet.

**What advice would you give a younger you?** You can't build it all on your own.



# MEET MARTHA MATILDA HARPER, THE WOMAN WHO PIONEERED INTERNATIONAL FRANCHISING BACK IN 1891

How a poor Canadian house servant created an international franchise network, while her social entrepreneurial ethos paved the way for marginalised groups to succeed

WORDS BY JANE R. PLITT



## "Having overcome a horrid childhood of servitude from the time she was seven, Harper was well aware of the limited legal, social and educational options available to her as a poor woman"

**T**oday's surge of women and immigrants entering the franchising world has its roots in the

original creation of modern day retail franchising. Martha Matilda Harper, a poor Canadian servant woman bound into servitude for 25 years, dared to leave Canada for Rochester, NY, where she would go on to create a franchise network in 1891.

Ultimately, she would grow her concept into a 500-plus world network of Harper Method shops catering to healthy hair and skin care for men and women. British royalty and even George Bernard Shaw were part of her loyal clientele.

Several revealing factors link Harper's efforts and success to today's emergence of female and immigrant franchising ownership. They include:

- Limited options and financial resources
- The desire to break loose and prove one's worth
- A structured system to succeed and compete
- Ability to delight customers
- Determination
- Loyalty

Unfortunately, Harper's lessons had to be relearned because her success was buried until recently. All of us, especially women and immigrants, can learn from her strategic innovations.

Harper had few options when she launched her first hair parlor for

women in 1888: she could remain a servant or she could empower herself – and ultimately others – by entering the business world. No attractive options existed. Running a boarding house, taking in washing, and working in a factory were no better than being a maid. Having overcome a horrid childhood of servitude from the time she was seven, Harper was well aware of the limited legal, social and educational options available to her as a poor woman. Instead, she pioneered a new option. She capitalised on her Rapunzel-like floor-length hair, the proprietary hair tonic formula she had been bequeathed, and her well-honed ability to please.

Her concept was a public hair parlor for women, which was a concept not heard of in the Victorian Age. To succeed, Harper realised she needed an innovative vision and creative marketing. She is credited with inventing the first reclining shampoo chair with a cutout sink that allowed customer's necks to more comfortably rest. As a result, Harper assured her new customers a pleasurable experience. Instead of soap in their eyes, her customers were treated to a relaxing and memorable experience. Brilliantly, her efforts created buzz and attracted others to try the Harper concept.

When out-of-town women experienced the Harper Method, they wanted Harper shops in their communities. Bertha Palmer of the Palmer House fame was particularly demanding, insisting Harper locate a Harper shop in Chicago in time for the Columbian World Exposition there. That was when Harper was forced to come up with a doable business expansion model. Bank financing was out of the question, as was venture capital. Instead, Harper conceived franchising and simultaneously pioneered social entrepreneurship since she would only allow fellow poor women to own Harper franchises.

This assured Harper of both a

positive way to change these women's lives, which had been as miserable as hers, but also a way to assure their loyalty. In a time when there were no computers, Zoom meetings, faxes, or any form of instant communications, Harper created a world workforce that, once trained, would carry out her Method consistently. This thereby assured customers the high Harper standards would be maintained throughout the world. It also meant her franchisees – known as Harperites – would willingly go to wherever Harper assigned them.

### Harper's influence on franchising

Today, women and immigrants often find themselves seeking a career where they can financially succeed and not endure current pay disparities because of their gender or background. They may have family obligations and want a more flexible work environment. They have creative ideas and energy that are being ignored or stifled. Like Harper, they seek an entrepreneurial outlet.

Franchising, with its proven model of success, established branding, supportive environment, and even the possibility of building a business legacy is attracting immigrants and women in significant numbers. 41 per cent of new franchisees in the last two years are women. They account for nearly 30 per cent of franchise ownership with between nine-to-17 per cent co-owned by a woman. This is a big jump from the general business world, when in 2007, 20 per cent were female-owned.

Looking at top leadership in the Fortune 500, 95 per cent of CEOs are men. Sue and Gemma Tumelty's story of choosing a logo for The HR Depot, a new franchise, speaks to the fundamental belief in women's potential. "It was the colours of the suffragettes, women's equality and liberation," says Gemma. "That's very much the ethos that I've been brought up with: women can do anything men can do."



#### THE AUTHOR

Jane R. Plitt is a prize-winning businesswoman, and currently a visiting scholar/lecturer at the University of Rochester and biographer of Martha Matilda Harper. Her books include *Martha Matilda Harper and the American Dream: How One Woman Changed the Face of Modern Business*, *Martha the Hairpreneur*, and *Martha's Magical Hair*

Foreign-born citizens are creating businesses in record numbers. They make up about 14 per cent of the U.S. population, but 49 per cent of fastest growing businesses have an immigrant co-founder/owner. Often immigrants speak multiple languages, encouraging their brains to think creatively for multiple solutions. The success of EuroCarParts, which was launched by Ugandan refugee Sukhpal Singh Ahluwalia and sold for £280m in 2011, reflects the fundamentals of why women and immigrants are succeeding in franchising. Ahluwalia said: “When you’ve fled for your life across the world to be safe, I think you feel like you have a lot less to lose later in life, and maybe you don’t fear things in the same way as others. I learned from my mother and father that resilience and decision-making that it takes to survive in life-threatening situations, gave me the tenacity, appetite and drive to make something of myself.”

**Distinctive approaches**

Various analysts suggest that because franchising is expanding into new spheres like travel and hospitality, advertising and sales, child services, this explains why more women and immigrants are entering franchising. I disagree. Harper entered the beauty world because it was an open arena that men had not yet entered, and she could launch her new concept of public hair care.

Similarly, women and immigrants are seizing opportunities to provide distinctive approaches in childcare, health, or food services that resonate with their core understanding of market potential.

As our world meets new challenges, we should be open to the changes these women and immigrants will bring to their operations. They will bring different cultural and operational styles. It is said that women often are more able to balance multiple priorities, pulling on both the right and left side of their brains, something essential for successful entrepreneurs.

Networking likely will be expanded and cultivation of team thinking and support will prevail. Because their upbringing has been different, they may be more able to think outside the box and in many ways be more innovative. Their operations may generate more loyalty as Harper’s did because they include others in decision-making.

Harper encouraged customers to bring children into the Harper shops, where they could play while their parents were groomed. Harper believed it was both a practical solution to keep parents coming, but also cultivated future Harper customers by delighting them at early ages. Today, the issue of childcare remains a key need for families.

**Harper’s ten commandments of business success**

- 1 Dare to dream and persevere
- 2 Seize opportunity
- 3 Capitalise on your assets
- 4 Delight the customer
- 5 Make customers your marketing agents
- 6 Think outside the box
- 7 Develop win-win strategies
- 8 Lead and brand
- 9 Listen to and reward staff
- 10 Celebrate your achievements

Perhaps women and immigrant franchisors will bring a broader societal perspective about success. Nearly 100 years ago in 1928, Harper identified the great achievement of the Harper Empire, saying: “I believe that the great achievement of the Harper Method does not consist of the large number of our shops – though the sun never sets on them. It is not counted by the daily dollars our cash registers record. It does not rest on the scientific perfection of our treatments and our formulae, or wholly in the service we give. The great achievement of the Harper Method is the women it has made.”

Since we face new political realities, health crises, and ongoing inequitable treatment of people, we would be wise to embrace these different franchising entrepreneurs who may value both monetary success and social impact. However, unlike Harper, whose model was buried, it would be wise for the business schools and publications to learn from and credit women and immigrants’ achievements, while showcasing new faces with new approaches to succeed.



# THE POWER OF OHANA

‘Ohana’ – Hawaiian for family – is an important attribute of this coworking franchise organisation, which is seeing more and more couples running their own businesses

WORDS BY ANDREA PIRROTTI-DRANCHAK



**THE AUTHOR**  
Andrea Pirrotti-Dranchak serves as chief marketing and development officer for both franchise development and brand at Office Evolution

**W**hile the COVID-19 pandemic tears at the fabric of our everyday lives, it cannot and won't stop the power of our 'Ohana' (Hawaiian for family). This strength is born from the incredible community of franchisees who were introduced to our core values from day one.

We know first impressions matter; and for our prospective franchisees, they are invited to embrace our culture right away. In fact, during our Join the Ohana Day (known as the 'Discovery Day' for most other franchise organisations), our CEO, Mark Hemmeter, reads our core value statement from beginning to end. As we sit around the table (now done via Zoom) we can see from the expression

on our franchise candidates' faces how important culture is and whether a connection is made. Did they lean forward? Did they nod their head in agreement? Did their eyes light up?

Our core values are rooted around five areas: respect, Ohana, win-win, ownership, and authenticity. The culmination of these core values is found in our rally cry: "Dreamers, Risk-Takers and Doers. Inspired Here". This Ohana of Dreamers, Risk-Takers and Doers (DRTD) are comprised of our franchise owners and members who share the same profile – business leaders who are small business owners and remote workers. They are rooted in the community, want safe and affordable workspace close to home and draw inspiration from each other and the spaces they are in.

## The case for coworking

I joined Office Evolution in 2018 because I have a passion for the coworking/space-as-a-service category. I have run sales, marketing and advisory services for more than 900 of these locations across 65 countries. I was elated when introduced to the concept. There was something incredibly different about this group and I wanted to be a part of the movement. I was floored by the caliber of the Ohana, including the franchisees and their members and our team members in the corporate office. And, I thought the niche that Office Evolution owns in the category, as the only national network of locally-operated workspace close to home, is unique with high barriers for replication.

**"The team set out to start a business together that could help them not just support local entrepreneurs, but become a pillar in their business community"**



Each Office Evolution location is owned by a passionate and dedicated franchisee who lives and works in the same community their location serves. Our franchisees come from a wide variety of different backgrounds, experiences, and communities, and our model allows them to combine their expertise to create these knowledgeable and strong ownership groups.

### Perfect for power couples

Many of our franchisees are what we call husband-and-wife “power couples”. These dynamic duos often come from corporate backgrounds or have previous entrepreneurial experience, which provides them with the business acumen to run a successful Office Evolution location but also provide their members with the necessary tools and resources to help them connect, innovate and thrive.

Scott, Cindy, and Katie Baroway own three Office Evolutions in Colorado. I had the pleasure of being driven to the airport by Cindy during one of my visits, which gave me an opportunity to learn more about her family’s inspiring ownership story. Cindy is incredibly active in their local community through her nonprofit work, as well as being involved with the local Chamber of Commerce and several business associations. Scott owned his own building and rented office space to local attorneys prior to becoming involved with Office Evolution, so he was familiar with the coworking concept. The duo combined to utilize their collective networking skills and drive to help others to open their first Office Evolution location. This duo became a trio when they decided to bring their daughter onboard to handle the marketing, technology and operations. They combined their individual skillsets to create a strong family ownership group that delivers outstanding services to their local communities.



Scott, Cindy and Katie Baroway



Mark Gottlieb and Jackie Blyth-Gottlieb

## "The intersection of franchising and coworking has the unique opportunity to help business people on both sides of the equation win"

I had one of the best site tours ever with Mark Gottlieb and Jackie Blyth-Gottlieb, who recently purchased a building for their Office Evolution location in Roswell, GA. While sitting in the third row of a minivan, I quickly learned that they are both avid and competitive tennis players,

family oriented with a love for cars. That resonates with me! We also explored the passion they had for the Office Evolution model which was a perfect extension of their career backgrounds. Mark is a commercial real estate developer with experience developing over 100 CVS pharmacy locations over the past 25 years, while Jackie is a marketing and technology professional.

The team set out to start a business together that could help them not just support local entrepreneurs, but become a pillar in their business community. They realised Office Evolution was for them after seeing the support the corporate office and franchisees provide to each other, a sentiment that has only strengthened during the pandemic. The duo have utilised their prowess to further expand the Office Evolution presence in the greater Atlanta market and we are eager to see the success they will have at their Roswell location.

Another perfect example of what makes Office Evolution such a special franchise is Michael and Kelly Wielgus, who are committed to opening five locations in the Jacksonville area. I had a chance to meet this dynamic duo while visiting Jacksonville with my daughter to see the Women’s

National Soccer league play. My daughter and I toured their location and when we arrived at the kitchen, Kelly made my daughter a gourmet hot cocoa. I imagined then the incredible care they must take with their members. I learned that both Kelly and Michael had experience working at higher education institutions in finance, with Michael eventually starting his own student loan company. Having prior business experience, Michael was drawn to Office Evolution’s model and he and Kelly quickly became members of our Ohana.

Both worked hard to bring about their first location, and upon opening, they committed to learning the business from the inside, working as joint business centre managers for the first eight months before ultimately hiring someone on full time. Their prior experience with finance, coupled with their dedication to running a successful business to help bolster their local community, has made them an integral part of growing our brand.

As demand for accessible, safe, and affordable workspace close to home continues to rise, our brand is poised to continue our remarkable growth trajectory. The intersection of franchising and coworking has the unique opportunity to help business people on both sides of the equation win. And, that makes for a great day at work.



Mike and Kelly Wielgus



Park Row Blvd Suite

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# “I didn’t write a business plan or set out to create an internationally franchised brand”



Kimberlee Perry, CEO and founder of ((BOUNCE)), talks inclusivity, joy through exercise, and helping an international trampolining franchise



**W**hat are your views on fitness and how does ((BOUNCE)) play into that?

Fitness has always been part of my life – I grew up dancing and swimming as a child, playing netball at school, and then going to the gym as an adult. Despite a lifetime of exercise, maintaining my fitness would occasionally feel like a chore. When you’re alone at the gym it can be hard to feel motivated and equate exercise with joy.

I think it’s essential to make exercise fun, sociable, friendly and inclusive so that it no longer feels like a slog. ((BOUNCE)) revolves around this concept, and we meet the needs of elderly consumers, new parents and working professionals alike.

**What was it like starting the business in the U.K.?**

Funnily enough, I never set out to start a business – let alone a franchise business. I

left my job in events five years ago after a frustrating period and decided I wanted to pursue my passion for dance and aerobics.

What is now ((BOUNCE)) is a by-product of this passion. I didn't write a business plan or set out to create an internationally franchised brand, but what I was able to do was see that my vision for a more inclusive fitness experience had scale and, most importantly, demand.

### Why indoor trampolining and not a regular gym?

The atmosphere in your average gym is the opposite of what we try to achieve at ((BOUNCE)). It's very solitary – it's just you, the machine, and the much-fabled 'zone'. You don't have the support or motivation from other class members, and this can add barriers to enjoying fitness.

When I started ((BOUNCE)), I knew I needed to stand out in the over-saturated fitness market. This is where the idea of using a trampoline came from – they're so simple to use and are the epitome of fun when you're young. We work hard to recreate these childhood memories during our classes: our attendees are encouraged to not take themselves too seriously. With us, exercise is framed as a positive experience and it's little wonder that 86 per cent of our attendees come because they enjoy the feel-good factor.

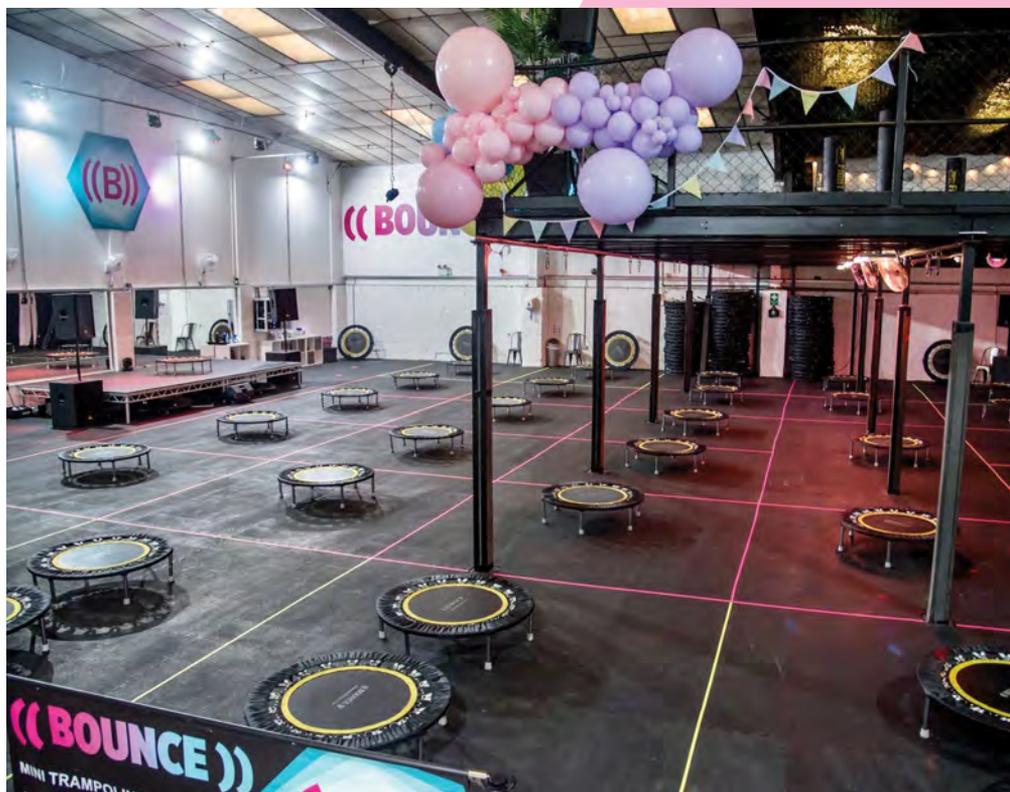
### How did the franchise model help you expand the brand?

The shift to using a franchise model came during a really pivotal moment for ((BOUNCE)). I was teaching 12 fully-booked classes a week across four studios in Essex and knew that I either needed to bring in more staff or prepare for competitors to copy my business model.

This is when I explored the franchise model and got in contact with a franchising law firm to draft the documents I needed to license my business and brand to other people. Over the next six months, I developed what my brand would look like, patented the name and created manuals for each franchisee. It was such a big moment for us – it helped finalise the brand and developed what is now a 350-plus studio business.

### What were some of the major challenges you faced?

In the early days, we didn't have the brand awareness or name recognition we have today. We had to get in front of people and show our benefits and USPs. It's tough in the fitness industry because people think



"My goal in 2019 was to help recreate what we did for new mothers with vulnerable women or people struggling with mental health and this is still my aim for 2020 and beyond"

you are just a fad and you need to convince customers to stay with you long enough to see results.

This is a constant focal area for us: gaining buy-in and getting results for more and more customers. Every day, we are looking to build our client base and spread the ((BOUNCE)) message. It's an ongoing work in progress, but we're delighted that over 40,000 people bounce with us every month.

### Are there any plans for more studios in the U.K.?

Always! Our talent team is constantly on the lookout for new instructors and franchisees. It's a major part of our growth strategy and we are always focused on opening new studios.

### Your favourite part about the job?

My favourite part of the job is choreographing the classes. I started the business because of

my passion for dance and aerobics, and I've never lost sight of that. Although I now have lots of different business and management priorities, I always carve out time to teach a class now and then – the thrill of it will never wear off.



# BUILDING MY BUSINESS INTO A NATIONAL BRAND

What I learnt when turning a training and coaching start-up  
into a successful franchise operation

WORDS BY JACQUELINE ROGERS



**I**n 2003 I was gifted a book by business coach Judith Morgan. Called *The e-Myth Revisited* and written by Michael E Gerber, it has been the cornerstone of creating my franchise business. It's a simple book and although at that time I didn't have a business, I was inspired to create the business model I was planning as if it were a franchise, as suggested by Michael.

No matter what the size of the business, if you create it as if someone else was able to run it the foundations and structure would ensure it would be possible to expand by franchising should you choose to.

### Business in a box

In 2003 I accepted voluntary redundancy from my corporate career. It meant I could launch my business.

Every process within my training and coaching business was documented and clear. How I consulted and recruited clients, advertised, the forms I would use in my practice, the training handbooks I used when I worked with teams, email templates, and even how the phone was answered was documented in my operations manual. I had created my 'business in a box' model that, if I chose to, would enable someone else to run it.

Like many entrepreneurs, I launched my franchise business by accident. Frustrated at not being able to find a networking group, organisation, or club I enjoyed, I made the decision to create my own. The first event attracted over 100 women and they were segmented into local groups. More women asked if groups would be launched in their local area, which was when I felt the huge benefit of the franchise model.

With every aspect of the business documented in the operations manual and not being able to host all the meetings myself, I was able to share the processes I'd created and recruit local businesswomen to follow the manual that I called *The Athena Way* and had prepared for running local meetings.

There were many adjustments during the creation period and I was influenced by the regional managers and feedback from the members. Members knew it

was a new concept and were supportive in co-creating the network prototype by providing suggestions.

### TOP TIPS

Here's what I learnt on the way to becoming a successful franchisor:

#### You must have a clear vision

Ensure you know what your business will look like when it's created. For me, it was as easy as imagining a networking event that I would love to attend.

I considered all aspects of it, including how I was greeted and how supported as a member I would feel. I imagined the camaraderie and impact our network would have on the businesses of thousands of women, including conversations I would have with them about how being a member of our organisation could help them succeed.

When I had that vision in mind, I knew exactly what needed to be included in our operations manual. The Athena Network has been created as a result of my vision and whenever I speak to another successful franchisor it's clear that they have done the same. They knew exactly what their business would look like when it was 'done'.

#### Develop a prototype

Create at least one business model – we call ours a territory – and perfect it. Document everything in the prototype, even those tasks you think are simple. I've been caught out once too often by making an assumption that an instruction for a simple task would be remembered and it helps the business and your brand when everyone is doing the same thing.

Imagine that the business you currently own or are creating is the prototype model and that there will be hundreds more like it in the future. When you imagine that, it will be easier to create all the training and instructional material that's required.

#### Replicate what you have created

Create your business as if you were going on a six-month holiday and one or more people would have to run it for

**935**  
FRANCHISES  
SUCCESSFULLY  
OPERATING IN THE U.K.  
Source: British Franchise Association  
NatWest franchise survey 2018

you. What would they need to know?

In our case, we have a specific agenda for our meetings. I was clear at the beginning that every member attending one of our meetings would know what to expect because the format is exactly the same.



**THE AUTHOR**  
Jacqueline Rogers is founder and CEO of The Athena Network

#### Train your franchisees

Early in the development of The Athena Network, I interviewed franchisees from several industries. The common denominator with them all was that they felt they had been poorly trained and ill prepared. They also said that once they had purchased the franchise, they didn't have much support from their franchisor when it came to business development.

## "Like many entrepreneurs, I launched my franchise business by accident"

We treat every question as if it was the first time we had heard it, because for the franchisee it's the first time they have had the problem. Technology has made our training easier and now we've included video instruction as well as text-based instruction, which means we're able to support all learning styles

Aside from being short-sighted, as the success of a franchisee impacts the bottom line of the franchisor, not training and supporting them can lead to renegade franchisees choosing to take the model and create their own business. Which leads me onto my next tip.

## Ensure your franchise agreement is watertight

There are standard templates for franchise agreements and working with a solicitor will ensure your agreement contains all the things you would be concerned about happening.

The first franchise agreement we had was turgid, to say the least. I handed it back to my solicitor and suggested that if I couldn't understand it, a franchisee definitely wouldn't be able to. It's important to make the prospect's gateway to entry easy and if legalese puts them off immediately it can take a long time to come back from that, as they go back and forth trying to understand the terminology.

Looking back, our first franchise agreement had gaping holes in it. You won't know until you know and unfortunately you won't be able

to imagine all the things you will need to protect yourself and the franchisee against, so it's important to have the franchise agreement reviewed regularly and not when problems occur.

I met Roz Goldstein from Goldstein Legal when we launched The Athena Network in Windsor and after asking her to review our original franchise agreement, she has been our franchise solicitor ever since. For us, it helps that she understands franchising and our business model.

## Be prepared to adjust

Staying current and ensuring the business responds to the times has been critical for us.

An example would be that in 2004 social media was not considered as a marketing strategy and now all businesses use it. If we had chosen to stick with our original operations

manual, our business would not have survived beyond 2008. I predicted that Twitter would never take off, so it's been important for us to be open to all new opportunities to market.

For a franchise to thrive, it's important to review your vision, strategies, policies and processes regularly. Engage with franchisees and encourage their input into the development of the business. We have a quarterly development day with ours and I'm always inspired by them and their fresh input.

Franchising enables businesses

to expand much more quickly than if they depended on the business owner alone. In my personal experience, working with franchisees has been the most rewarding part of my career to date.



# Research to avoid risk

If lockdown has given you time to explore franchising, here are five further points to consider before taking the plunge

WORDS BY CATHRYN HAYES



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

**A**t the time of writing, the Bank of England has announced a new £100bn stimulus package for the U.K. economy, amid fears of a surge in unemployment once the government's furlough scheme comes to an end this autumn.

U.K. GDP fell sharply in April and although the full impact of COVID-19 on the U.K. economy is not yet clear, there will be job losses and some companies will not survive.

## Business ownership

The global pandemic has impacted millions of people across the world. But it has also given many the time to think about how they want to spend the rest of their working lives. The thought of being able to take control of your own destiny by

building your own business is more attractive than ever.

You may well be one of those people who doesn't want to go back to your previous life of commuting, long hours and stress, but instead want to be your own boss. Franchising can be the ideal way to reduce the risks when going it alone.

## Before you decide

Here are five points to consider before deciding what franchise to invest in:

Do you want to work from home and reduce the amount of travelling you have to do? Or have the weeks you spent in lockdown meant you're looking for a premises- or van-based business just to get out of the house? Costs vary widely, so look for something within your range.

How much capital have you got available? Starting a business in a recession can mean a new venture takes longer to reach break-even and may need higher levels of

working capital, so it's even more important to ensure you have enough funding at the outset.

Don't be taken in by overoptimistic claims of 'recession-proof' franchises. However, some businesses are dependent on consumers having lots of discretionary cash to spend. These franchises could be hardest hit in an economic downturn.

Ask franchisors how they have supported their franchisees during the COVID-19 crisis.

Many businesses had to shut their doors for a period of time, but the franchisors that have a strong focus on supporting their franchisees will have kept communicating regularly, helped to keep spirits up, supported with training, reduced or paused fees and charges and assisted with furlough processes for the franchisees' staff where appropriate.

Doing your research is key, even more so in these challenging economic times. There's plenty of advice and guidance available. Your first port of call should be the British

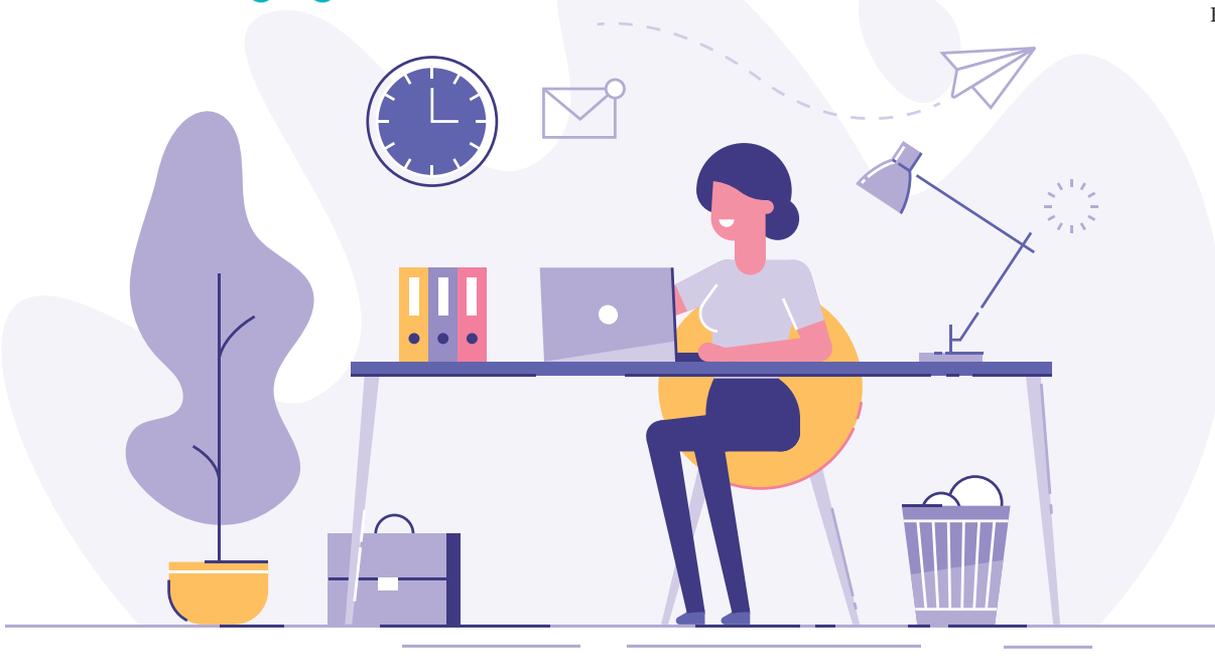
Franchise Association's Prospect Franchisee Certificate, which is a free online course.

## Fully committed

Most important of all is to find a franchise you're excited to take on, as you will need to be fully committed to the new business.

You'll need a tenacious and determined approach to succeed, regardless of the economic circumstances.

**"Doing your research is key, even more so in these challenging economic times"**





# “If we want to be a vibrant part of our communities, giving back is just a natural response”

Shannon Wilburn, co-founder and CEO of charity-focused Just Between Friends, discusses the background to this benevolent brand

**J**ust Between Friends first began as a small home sale in co-founder Shannon Wilburn’s kitchen in 1997, and has now grown to a pop-up consignment sale and community marketplace franchise bringing in \$34.5m in system-wide sales, with a further \$28m donated to hundreds of charities across the U.S. in the form of cash and in-kind donations. Consignors can opt to have their unsold goods donated to those in need, and as it turns out, the vast majority of them do.

Sharon took the time to sit down with us and talk about the tangible impact that her brand

has had on local communities – and how other businesses can follow suit.

## Was the charitable side of Just Between Friends always part of the plan?

**SW:** The charitable side of Just Between Friends was not a part of the original plan because we really didn’t have a plan. We didn’t even think about this because we were so small. As we quickly grew, we realized we did have a great opportunity here.

It came to be when we noticed a woman at our Tulsa sale buying loads of clothes for

babies – more than any mom could use. As we spoke with her, we found out she worked with a local charity that serves families in very hard life situations – families that often have to flee for safety in the middle of the night with nothing but the clothes on their backs. She asked us outright, “What do you do with these unsold items? Could we have them?” With that question, the plan, and now a critical component to our business model, was born.

Every sale now donates thousands of items to their local family-serving charity partner. For many of these charity partners, these twice-yearly donations are their largest source of

items. We have seen how much of a difference that has made to help countless families who live right in the communities where each sale is held.

Resources stay within the community – they are not shipped off or sold off. All the goods are donated by local families and go to help local families. That's a part of the formula that is critical to the cycle of giving back.

### What does the \$28m donation figure mean to you as CEO of the brand?

**SW:** I could cry thinking about how richly my life has been blessed by hearing story after story of how families' lives have been changed through our JBF franchisees. I just can't believe it!

But here's the thing: This doesn't "just happen." It takes work to market this opportunity to the communities so they know they can be a part of this cycle of blessing. We realized we can't just expect people to show up, so we have put more structure around our giving to bring it into focus for our system. To help us do even more good, we've set a goal we call "Vision 2030" – to generate more than \$100m in donations by the year 2030. It is a heavy lift for sure, but we know that our consignors and franchisees are more than able to make this happen.

### Is Just Between Friends' charitable outreach coordinated by you as the franchisor, or is it handled

**"Do whatever it takes – find a way to make a difference in the lives of those whom you are blessed to serve"**



Shannon Wilburn (left), CEO of Just Between Friends

### on a case-by-case basis on the franchisee's side?

**SW:** Each franchisee chooses their own local non-profit with whom to partner. It's important that there be a strong connection there as there has to be a good working relationship – something that bonds them together that makes it all work. When you believe in an organization, you are willing to do what it takes to keep that relationship strong. That's why each franchisee determining this relationship is important.

### Do you believe businesses have a responsibility to give back to the communities they operate within?

**SW:** Being a franchise system certainly gives us the opportunity to do a great deal of good – the open door to make our communities better by not just creating a consumer system, but by giving back.

If we want to be a vibrant part of our communities, giving back is just a natural response. As our sales are run by owner/operators, we know they care deeply for those around them. So honestly, it wasn't something where we had to ask them to take part – they want to take part because they have such big hearts for those around them.

### What advice would you give to businesses who would like to participate more in charitable initiatives?

**SW:** In short – do it! Find a way to make it happen.



As to "how" – a great way to start is to bring together your key leadership team to help define and decide ways to impact your community. Pull together a task force, ask lots of questions and find out what matters to your people – what they care about, what they want to be a part of locally. It's worth whatever it takes to make it happen as creating a cycle of giving back changes your culture.

It doesn't have to be some "big thing" as sometimes we get hung up trying to think big. Instead, start small. Start where you are with what you have. Look around to see where there's a need. If you don't have a ton of time or money, that's okay. Use what you do have and begin right there.

When I was little, my dad taught to give. If I earned \$10, I got to have \$2 to spend, \$7 went to savings, and the other dollar I gave at my church. My dad knew that we often have to be taught to give in this way as it doesn't necessarily come naturally. I learned that giving – no matter how small – makes a difference to those whom I give but also to me, in my life.

It may be tricky to figure out initially, but the shift it makes is immeasurable. After all, we have been so blessed to do what we get to do. Do whatever it takes – find a way to make a difference in the lives of those whom you are blessed to serve. In the end, giving back is not a burden; it's a tremendous, enriching, life-changing joy.

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# What's the 100 Influential Women In Franchising List?

The 100 Influential Women In Franchising List is an annual list which celebrates and champions key figureheads, disruptors, and up-and-comers who work in the international franchise space.

There is no ranking or competitive element involved: this is purely a list of powerhouse females who have done something to change the industry for the better, led their organisations successfully, or smashed any misconceptions.

95 per cent of CEOs in the Fortune 500 are men. 16 per cent of CEOs in the franchise industry are female. While it still may have a way to go, the franchise industry is widely recognised for its inclusive culture. The 100 Influential Women In Franchising list will inspire the next generation of female entrepreneurs to invest in their own franchise businesses, empowered by the female titans of the industry profiled in the feature.

## METHODOLOGY

Compiled and curated by our in-house team of franchise journalists to a rigid selection criteria, the list profiles the powerhouse female franchisors, franchisees, master franchisees, and suppliers that have innovated, inspired and disrupted the franchise industry over the last year.

Main criteria include how the person has positively impacted their organisation, network, or peer group over the past year, the health and direction of their business, the cultural influence they yield, and the trajectory of their career.



# Food & Beverage

When it comes to household-name brands in the franchise arena, the food and beverage companies dominate. Here are the ladies leading the most notable fast-food, QSR, bar, and food-related franchise organisations on the planet



**KAT COLE**  
COO & President,  
FOCUS Brands

Kat Cole's path to success is well-documented as being on the unconventional side of things. Starting off as a "Hooters Girl" waitressing tables, Kat helped to grow the Hooters business across the globe, eventually going from president of Cinnabon to her role now: the president and chief operating officer of billion-dollar-a-year company FOCUS Brands, which owns franchises like Jamba Juice and Auntie Anne's.

The key inspiration behind her role as a leader? Kat credits her mother, who brought her and her two sisters up single-handedly, feeding the family on a food budget of \$10 a week. "I watched her do it without complaining, watched her do it with grace," Kat once told *Food Beast*.

**ROSALIND BREWER**  
COO & Group President,  
Starbucks



Chemistry graduate Rosalind – or Roz – Brewer has an awe-inspiring ability to lead some of the world's largest brands. In her current role as chief operating officer and group president for Starbucks, Roz leads the company's operating businesses across the Americas and Starbucks license stores as well as the global functions of marketing, technology, supply chain, product innovation and store development organisations.

A member of the Starbucks board of directors since 2017, Roz's incisive business and retail prowess is highly coveted, as she also serves as a director at ecommerce and logistics behemoth, Amazon.



**TRACY SKEANS**  
Chief People Officer,  
Yum! Brands

The overall reach of Tracy Skeans' role as chief transformation and people officer of Yum! Brands sometimes begets belief. She is currently responsible for translating business strategies into people strategies that touch 1.5 million company and franchise employees.

Tracy is rightly proud of the work she has done in empowering women into leadership roles, recently telling QSR magazine: "We've made more progress moving women into senior leadership roles over the past two years than in the prior 10, achieving 44 per cent representation of women in global management positions".

**GRACE HARDING**  
CEO, Ocean Basket



Never one to shy away from a challenge, Grace Harding ran her own successful consultancy for close to 15 years before joining South African seafood concept Ocean Basket back in 2012.

"I have the absolute freedom to implement a workplace in a way I believe people would want to produce," Grace told *What Franchise* in 2019. "I'm allowed to introduce things that sound scary or mad, like equal bonuses for head office employees. This brand employees around 9,000 people around the world and I want to make it better for them."

## ABIGAIL PRINGLE

*President,  
International and  
Chief Development  
Officer, Wendy's*



IMAGE: WENDY'S

Abigail Pringle has been vitally important in growing the Wendy's brand's international presence, working for the brand since 2002 and climbing the ranks to become chief global development officer and then on to her current position as president, international and chief development officer.

Abigail has bold ambitions for the brand, too, with *This is Money* recently reporting that Wendy's is looking to enter Britain's fast-food market, which Pringle has been quoted as stating: "Will be our beachhead to European expansion. We believe it is a growing market and it has lots of great growth ahead of it."

## JILL MCDONALD

*CEO, Costa Coffee*



IMAGE: COSTA COFFEE

After being bought by Coca-Cola for £3.9bn in 2018, U.K. coffee chain Costa Coffee brought Jill McDonald in as chief executive officer of the gargantuan brand. Joining Costa Coffee after an almost two-year stint at traditional retailer M&S where she was in charge of fashion and home sales, she knows the food and beverage space well, joining McDonald's as its chief marketing officer for the U.K. and northern Europe in 2006, then going on to be promoted to CEO of McDonald's UK and president of North West Europe in 2010.

As well as leading one of the U.K.'s leading coffee shops with more than 2,400 stores, McDonald also serves on the board of InterContinental Hotels Group.

## JENNIFER WAI FUN LIU

*Founder & Chairwoman,  
The Coffee Academics*



IMAGE: THE COFFEE ACADEMICS

A trained architect, Jennifer Wai Fun Liu had a vision to bring her favourite European coffee and food destinations to Hong Kong by founding The Coffee Academics, eventually going on to grow the speciality coffee lifestyle company's footprint in Singapore, Mainland China and Thailand,

with Japan and the Philippines earmarked as the next territories for the brand.

Not only notching a plethora of accolades and inclusions on powerlists, Jennifer is also a sought-after speaker, giving talks and interviews to the likes of TEDx, BBC, Bloomberg and many others.

## LAURA REA DICKEY

*CEO, Dickey's  
Barbecue Pit*



As CEO of Dickey's Barbecue Pit, Laura Rea Dickey has taken the 500-plus-unit, family-owned brand to new heights, overseeing the development of the organisation's first international locations, with the brand opening its first international location at the Yas Mall in Abu Dhabi.

Laura Rea Dickey has not just had her sights set on overseas expansion, either. Since taking up the role as CEO in 2017, Dickey has been praised for improving franchisee communication, investing in technology and pioneering proprietary systems and programs that have contributed to positive same-store sales for the past three years.

## NATALIE BRENNAN

*General Manager, Muffin Break*



Educated originally as a teacher, Natalie Brennan spent her early career in operational training roles within multi-unit operations. This led her to gaining a commerce degree and then eventually to her taking up the position of HR and training manager for the Foodco Group, which is the franchisor for Muffin Break and Jamaica Blue cages.

Fast-forward to today and Natalie is now general manager of Muffin Break, which she has helped to successfully grow to a network of over 500 stores in seven countries, creating employment for over 5,000 people around the world.

## JOEY WAT

*CEO,  
Yum China*



Working as a successful management consultant for many years, Joey joined the A.S. Watson Group UK in 2004, becoming head of strategy for over 10 countries in Europe and managing director in the UK.

Starting with Yum China as president of KFC China in 2014, she has rapidly climbed the ranks, being named CEO of Yum China in 2018. She helped address problems such as falling profits and a minimal digital presence to grow it into a thriving business.

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Fiona Ibbetson,  
Regional Director  
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# Fitness, Health & Beauty

In the fitness, health and beauty spaces, women occupy many leadership roles in the world's most recognised organisations, with a huge proportion of concepts being founded by females

## EMMA LEHNER CEO and Co-Founder, Bodystreet International



As a professional athlete who represented Tanzania, Emma Lehner has always had a dedicated focus on achieving results. This is reflected in her role as co-founder and CEO of electrical muscle stimulation (EMS), boutique fitness franchise Bodystreet, which she founded 13 years ago with husband Matthias.

For Emma, Bodystreet is not only about an exciting keep-fit format, but about a shared vision. "The Bodystreet corporate culture is simply extraordinary," she explained in an interview with *Global Franchise*. "It's not just about business but also about shared values and above all, about fun and joie de vivre."

This unerring vision has brought Bodystreet much success, with the brand boasting over 300 units in five different countries and claiming plenty accolades.

## MORGAN KLINE COO and Co-Founder, Burn Boot Camp



Morgan grew up in Battle Creek, Michigan, and quickly grasped that

in order to be successful you need to climb the corporates ladder. Therefore, Morgan worked for the Kellogg Company right out of college, eventually leaving to form Burn Boot Camp with her husband and build it up into one of the nation's most well-recognised fitness programs.

As a mother to three children, Morgan can relate to a lot of women and mums, and built Burn Boot Camp to allow them to feel confident, empowered and motivated.



## HEATHER HUDSON COO and Co-Founder, 9Round

While 9Round has firmly established itself as a global fitness brand, it actually started with very humble beginnings. During the height of the 2008 recession, Heather and her former kickboxing world champion husband, Shannon, opened a 9Round gym with no budget and a marketing campaign that comprised of a few flyers being handed out in the local neighborhood.

Just like an intense workout regiment, this business decision took plenty of determination, but the results were immense: the brand is now in over 45 states and 19 countries. "Heather helped build the 9Round business from the ground-up," explains BizCom president, Monica Feid.

## CHRISTINA RUSSELL CEO, Sola Salon Studios



IMAGE: Sola Salon Studios

It's fair to say that Christina has certainly earned her franchising stripes. With an extensive leadership background working with brands such as Curves and Pure Barre, Christina joined Sola Salon Studios last year as its CEO.

As CEO, she looks after 500 locations across the U.S. and Canada, and has a mission to "empower our 15,000 independent beauty professionals to chase their dreams, elevate their careers and experience the freedom of salon ownership".

## DEANNA LOYCHUCK President and Co-Founder, 30 Minute Hit

Founded in 2005 in North Vancouver, Canada, Deanna Loychuck and her husband, Jackson, have built boxing and kickboxing concept 30 Minute Hit into a true fitness franchise trailblazer.

Not content to let its women-only fitness brand rest on its laurels, Deanna and her team oversaw eight locations open in the U.S. in 2019, signing an

additional 14 development agreements to push its total units to nearly 100.

The 30 Minute Hit brand was also recognised as a top franchise for women in the 2019 Top Franchises For Women report published by research firm, Franchise Business Review. The report highlights the best opportunities for women in the franchising space based on reviews from 8,800 female franchisees from more than 265 leading brands.



IMAGE: 30 Minute Hit Facebook

## SHANE EVANS

*President and Co-Founder, Massage Heights*

Shane Evans is a true business empire builder. After picking up a back injury and requiring frequent massages, Shane was shocked by the prices of spa massages so sought to disrupt the multi-billion-dollar massage therapy industry. Founding the Massage Heights membership business back in 2004, she has scaled it to over 140 upscale retreats across the United



States and Canada, with the brand looking to go further abroad imminently.

Shane is co-owner of several Massage Heights locations herself, and is also the co-owner of the supply chain, Summit Franchise Supply, LLC and is on the board of directors of the Massage Heights Family Fund.

## KIMBERLEE PERRY

*CEO and Founder, ((BOUNCE))*



Disenfranchised with her office-based job and missing out on a promotion, Kimberlee Perry borrowed £200, bought eight second-hand trampolines, and set about turning an activity she loved into a viable business called ((BOUNCE)).

Her trampoline classes, which provide fun and energetic group dance-focused workouts, proved a hit, and the concept grew from lessons taken in Kimberlee's back garden, to hiring a local community hall, to evolving into a franchise with franchisees across the U.K., as well as an international presence in Australia and New Zealand.

"I wanted to create an exercise class that was joyful – something that was welcoming, friendly and warm," Kimberlee Perry once told the Global Franchise Podcast. "Our motto is 'fun, friendly, fierce', and focusing on those things means we attract a great customer base that doesn't see fitness as a chore or are threatened by it."

IMAGE: Orangetheory Fitness Twitter



## ELLEN LATHAM

*Partner and Founder, Orangetheory Fitness*

True entrepreneurs have the tenacity to bounce back from setbacks, and that's exactly what Ellen Latham did when she was fired from her "dream job" as an exercise physiologist at a high-end spa in Miami.

Determined to not let this define her, Ellen founded the science-based fitness franchise Orangetheory Franchise, which now boasts over one million members and 1,200 studios around the world.

Ellen's role in building the Orangetheory Fitness brand to meteoric heights and inspire millions to live healthy lifestyles was even the subject of a documentary called *Momentum Shift*, which came out in October 2019.

In 2017, Orangetheory Fitness was number one on a list of the 50 fastest-growing women-owned businesses, released by the Women Presidents' Organisation.

## LIBERTY BERNAL

*Co-Founder, LAR Enterprise & co-owner, EnVie Fitness*



When it comes to running a fitness franchise – or a business of any size, shape or format, as a matter of fact – Liberty Bernal has the Midas touch. Investing in a Curves for Women franchise when she was just 18 years old, she then went on to found Liberty Fitness and successfully grow it to 60 locations, with her franchising expertise coveted by many brands, especially in the fitness sector.

Outside of franchising and business, Liberty Bernal is also passionate about

providing women with insights, tangible actionable items and tools to help them live their best lives through her Liberty Bernal Fitness outlet, even recently releasing a book entitled *Just Do It! Live Your Most Happy, Healthy & Balanced Life*.

## AMBER MANNING

*CEO, Just Cuts*

Breaking a new market can be tough, and Amber Manning, CEO of Just Cuts, knows just that. However, the beloved Australian hairdressing brand has been rolling out franchise opportunities in the U.K. with aplomb, strongly growing its presence in the market. Amber has plans for the brand – the largest hairdressing franchise in the Southern Hemisphere – to go further afield, too.

"Amber is an inspiration to women in business,"

says Zenardia Angerberg, a business consultant at Just Cuts. "Taking over from a founder of 30 years, Amber has the undivided respect and trust of franchisees and the academy team to lead into an ever-changing landscape. With a three-month-old baby, she is navigating the COVID-19 pandemic and securing the brand's future."

Her unwavering business and support acumen paired with her thought leadership skills were recognised in 2016 when she was named NSW/ACT Franchise

Woman of the Year by the Franchise Council of Australia.



# Education & children's

These individuals are top of the class when it comes to providing children with fun and informative learning opportunities



## TRACEY-JANE CASSIDY

*CEO, Junior Einsteins Science Club*

This year Tracey-Jane was invited by Princess Nisreen El-Hashemite, executive director of the Royal Academy of Science International Trust, to speak at The United Nations' International Women & Girls in Science Day.

Junior Einsteins Science Club has also collaborated with The United Nations and RASIT to deliver online webinars to primary school children and launched its first U.K. franchise in London. Annika Cassidy, director of Junior Einsteins Science Club, says: "During the global pandemic, which was a crisis for all businesses, especially in our sector of educational services, Tracy-Jane was a phenomenal support, going above and beyond in every way."

## DENISE HUTTON-GOSNEY

*Founder and Managing Director, Razzamataz*



Denise took Razzamataz's network online during lockdown, which provided a lifeline to students and a continuing income for franchisees.

Lots of support was provided around mental health and well-being, with NLP experts brought in to run several live Facebook talks and Zoom meetings for franchisees and their staff, plus students and parents.

Razzamataz also successfully trained and launched five new franchisees during

this time.

Karen Keeman, Razzamataz's PR adviser, says: "Denise has reassured every one of our franchisees throughout the pandemic, providing them with all the resources they need."

"She worked tirelessly to ensure every franchisee could pivot their business and is now continuing to support their reopening plans."



## CHRISTINE KELLY

*Founder and Chairman, Little Kickers*

Set up by Christine in 2002 to give children a positive introduction to sport, Little Kickers now has over 300 franchisees operating in 30-plus countries.

The business won two accolades at the 2020 Global Franchise Awards: Best Children's & Education Franchise and Global Franchise Supreme Champion.

Lucy Hills, Little Kickers' international marketing manager, says: "Christine created the business from scratch. She's someone I admire and look up to. She's a problem solver, entrepreneur and is keen to push the business forward. She's always on hand to help and has been a great source of inspiration during my career."

## BETTE FETTER

*Founder and CEO, Young Rembrandts*

At the onset of the pandemic, Bette and her team worked quickly to pivot operations. They took the brand's in-person lessons and developed a virtual platform in order to continue providing students with the educational art programme at home.

Most recently, she took her learnings from that process and wrote an e-book called *11 Steps on How to Rock Distance Learning*.

Liz Wahl, Bette's daughter and director of operations and marketing for Young Rembrandts, says: "In 1988, Bette began teaching me, my siblings and our friends how to draw around the kitchen table – that's how Young Rembrandts was born."

"She took her passion for art and early education and turned it into an international business that now teaches 40,000 students each week."



**ROSEMARIE HARTNETT**

*President and Co-Founder, Abrakadoodle*



As COVID-19 spread across the U.S.A., Rosemarie led Abrakadoodle franchise owners through a transformation, moving traditional on-site art classes, camps and events online.

This helped franchise owners to stay connected with the children. It also meant continued revenue for franchise owners, bolstered franchise owner confidence and provided a new

future-focused revenue stream that will continue alongside Abrakadoodle's onsite classes, camps and events.

Karin Machusic, corporate director of PR at Abrakadoodle, says: "Rosemarie is a tireless advocate/speaker for women in franchising. Her innovative pandemic solutions to benefit children and business owners garnered media attention."

**SALLY JOHNSON**

*Australia Master Franchisee, We Rock the Spectrum Kids Gyms*



Sally has been instrumental in bringing the much loved We Rock the Spectrum Kids Gym brand to Australia.

Introducing the concept of inclusive play and sensory beneficial disability services to the country, she quickly established herself as a key player in the disability and youth leisure market, working with her business developer brother, Marcus, to establish four new franchises and a fifth mobile version of the successful U.S. concept.

Sally says her greatest achievement was watching the business thrive during the pandemic due to the hard work establishing it as a registered provider of the national disability funding body, the NDIS.

**ANGIE COATES**

*CEO and Founder, Monkey Music*



**ANGELA STERLING**

*Founder and CEO, Lingotot*

Celebrating her business' 10th anniversary in 2020, this year Angela also developed a qualification for new franchisees who need to sharpen their business skills.

The Award in Business Franchising, a Level 3 qualification that's been accredited by NCFE, the Newcastle-based national awarding organisation, covers finance, business planning and marketing, as well as giving partners an insight into the franchise sector.

Farrah Rose, head of international development at The Franchising Centre, says: "Angela is a thoroughly wonderful, bright, hard-working, caring, passionate, fair franchisor who deserves recognition for her achievements."

Angie has grown the Monkey Music brand by successfully implementing a multilayered, interactive online customer experience. In addition to debuting online sessions, it's now possible to purchase

Angie's new range of Monkey Music percussion instruments and her series of books (now available with downloadable songs), alongside the popular class playlists, which can be downloaded through the company's online shop. Since re-opening face-to-face classes

across the U.K., Monkey Music franchisees have reported an unprecedented number of customer enquiries and bookings for the autumn term. Nicola Broadhurst, partner at law firm Stevens & Bolton, says: "Focused,

dedicated and passionate about Monkey Music and franchising, Angie always strives to act fairly and treat franchisees with respect. She's a great role model."



**RACHEL FAY**

*Managing Director, Little Learners*

Leading from the front during the pandemic, Rachel helped reinvent Little Learners by implementing online classes and free daily live activities on Facebook and YouTube, as well as providing free worksheets and colouring sheets for parents to



download, and creating home learning kits so parents could continue the learning at home during lockdown.

The company also put on a virtual festival for free, which featured over 20 baby and preschool brands, had its first TV advert aired in July, and signed three new franchisees during lockdown.

Little Learners Manchester North franchisee Jennifer Hutchinson says: "Rachel is so driven, positive and determined. She's incredibly supportive of her franchisees and colleagues and inspires us all to aim high."

**SUZY AMIS CAMERON**

*Founder, MUSE Global*



Author, environmental advocate, and former actor, Suzy launched MUSE Virtual this year, inspired by the award winning MUSE School, which she founded in 2005 to prepare young people to live consciously with themselves, one another and the planet.

An online learning platform that utilises a regular school schedule and live classes, teachers

interact with students in a similar way to a traditional school.

To give students a sense of normality, Suzy decided to use cameras in each MUSE Virtual classroom, which follow teachers as they instruct, giving students, teachers and their peers the opportunity to interact in real time.

**Global  
Franchise  
AWARDS 2020**

**CATEGORY WINNER**

**THE GLOBAL  
MENTORSHIP AWARD**



Helen Doron - Founder & CEO

**Global  
Franchise  
AWARDS 2019**

**CATEGORY WINNER**

**Best Children's &  
Education Franchise**

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# Services & Care

The services and care category includes individuals who care for and maintain the things that are important to us, whether that's family, our homes, or our treasured possessions



**SHELLY SUN**  
CEO & Founder,  
*BrightStar Care*

Shelly founded BrightStar Care in 2002; a decision motivated by her own empathy causing her to want assured comfort for her own grandmother, and other senior citizens like her.

"In 2002, my family struggled to find a dependable, high-quality care provider to take care of our grandmother," explains Shelly. "It was a frustrating experience, and it motivated me to fill that need for others who were going through the same experience – that's why I founded BrightStar Care."

Today, she heads up the 340-locations-strong franchise as its CEO, putting quality of life at the forefront of the benevolent brand.

**CATHY THORPE**

CEO & President, *Nurse Next Door*



As a mother of two, Cathy credits her children with guiding the way that she handles herself as the president and CEO of the Nurse Next Door franchise – a brand that Cathy first encountered when she needed to find a stellar care service for her aging mother.

In fact, raising a young boy and girl while juggling the responsibilities of spearheading a sprawling franchise network allowed Cathy to recognise the need for autonomy within a franchise, as well as understanding the importance of knowing the 'why' of a brand. These lessons have prepared her for further U.S. growth, and to introduce the world to Nurse Next Door's 'Happier Aging' philosophy.



**NATASHA MORGAN**

Founder, *My Home Services Group*

When Natasha founded My Home Watch in 2016, she sought to find a solution to the problem of relying on other people to look after your home while you went on vacation.

In 2020, when COVID-19 made vacations an unfortunate thing of the past, this adaptable entrepreneur shifted the concept into My Home Services Group; a cover-all franchise that offered cleaning and home maintenance services to support industries crippled by the pandemic.

"Natasha is a positive and passionate franchisor and exceptional advocate for the franchising industry, with a very bright future within the home service sector," says Damian Morgan, co-founder of My Home Watch.

**LUCY CAMPBELL**

COO, *Right at Home*



Lucy first joined Right at Home five years ago, wanting to make a difference in the home care sector. Since then, she's risen through the ranks to now hold the position of chief operating officer for the brand, and was recently featured in Right at Home's vlog series providing valuable guidance on the care industry's current state, and its exciting future.

"Lucy's extensive experience and values-based leadership have driven a culture of continuous improvement, resulting in Right at Home catapulting to success and establishing itself as a firm leader within the homecare and franchise sectors," said Amy Mitchinson, marketing co-ordinator.

**KATI BUCKLAND**  
*Franchise Owner,  
Chem-Dry*



Kati plays a crucial role in Chem-Dry's mission to keep homes and offices clean and sanitised, and as the owner of a Chem-Dry location in New Mexico, as well as the chairperson of the brand's Franchise Advisory Council, she's deeply immersed in the service industry at large.

"She is a champion of local franchisee success and a broad advocate of driving best practices across our network of 2,000 U.S.A. and Canadian locations," says Edward Quinlan, president of Chem-Dry. "She is a remarkable mother and grandmother, and a year ago, her husband was diagnosed with a terminal illness and she has managed to balance work and home life."

**SHANNON WILBURN**  
*CEO & Co-Founder,  
Just Between Friends*



For Shannon, co-founder and CEO of the Just Between Friends franchise, business has always been about giving back to those less fortunate, and supporting female entrepreneurs. That's why her consignment sale brand has given more than \$28m in cash and in-kind donations to local charities, and why her network of dedicated partners is comprised of 97 per cent women.

"I could cry thinking about how richly my life has been blessed by hearing story after story of how families' lives have been changed through our franchisees," says Wilburn, who has a goal to raise the brand's charitable donations to \$100m by 2030.

**HEIDI MORRISSEY**  
*President,  
Kitchen Tune-Up*



As the president of home remodeling franchise Kitchen Tune-Up, Heidi works seven days a week to further the brand's impact and spread awareness of its bespoke services. Her hands-on approach to the business has led Heidi to know every franchisee by name, and when she's not working day-and-night for the brand, she teaches Pilates and is a certified MELT instructor.

"Heidi's mission is to make Kitchen Tune-Up a household name in her father's lifetime. Franchisees know they can always call her for coaching, training, and inspiration," says Morgan Schafer, executive assistant at Kitchen Tune-Up.



**MARY KENNEDY THOMPSON**  
*COO, Neighborly*

Mary may now sit as the chief operating officer for home services franchisor Neighborly, but she's had a storied career that has included the roles of executive vice president of Neighborly, the president of plumbing franchise Mr. Rooter, and even eight years in the U.S. Marine Corps as a logistics officer.

Today, alongside her responsibilities as the driving force behind Neighborly, Thompson continues to advocate for the importance of women in franchising through numerous podcast appearances. Her passion even saw Thompson receive the IFA's Bonny Levine Award, the organisation's most prestigious award for women.

**MELANIE BERGERON**  
*Chair, TWO MEN  
AND A TRUCK*



Melanie's career with TWO MEN AND A TRUCK started in 1989, when she was awarded the brand's first franchise location in Atlanta, Georgia. Since then, she's gone on to hold the position of president, COO, CEO, and now chair, leading the removals franchise into the future.

That future's a benevolent one, it seems, as Bergeron was instrumental in the success of the brand's 2019 Movers for Moms charity drive in 44 U.S. states, that saw 383,000 items be delivered to local shelters.

**JULIA CHOUDHURY**  
*Corporate Development Director,  
Franchise Brands*

Julia spends much of her time advocating for and elevating fellow women within Franchise Brands. She heads up the Future Leaders program, which has been designed to provide the next generation of franchise executives with an understanding of both the industry and themselves, to expand their capabilities.

Currently, the Future Leaders program has taken on 12 women across the Franchise Brands network of over 450 franchisees across seven brands, including concepts like Willow Pumps, ChipsAway, and Barking Mad.



# Breaking the Glass Ceiling

Although these women have climbed the proverbial ladder under the paradigm of a male-dominated world, they have now wiped the slate clean and started over by setting new rules based on the needs and preferences of both genders. Here are 10 powerhouse women who have been promoted or started a high-rank position over the last year



**JANET HAYES**  
*Chief Executive Officer,  
Crate and Barrel Holdings*

Appointed to CEO of specialty retailer Crate and Barrel Holdings in August of this year, Janet came off the back of lengthy tenures with some of the most iconic brands in the retail space. She's worked with the likes of Nike, GAP, and Macy's, and her accomplished career has taken her all over the world, working in markets like the Middle East, Korea, Australia, and Europe.

At the time of her appointment, Sergio Bucher, chairman of the board, had this to say: "Janet not only comes with a great understanding of the U.S. customer in the home category with deep product knowledge and a passion for the shopping experience, but she is also a thoughtful and inspiring leader."



**AMANDA CLARK**  
*Chief Development Officer,  
Papa John's*

It's not every day that you join a leading franchise brand just at the precipice of a global pandemic, but that's exactly what Amanda did when she came to Papa John's as CDO back in February of this year. Coming off the back of an impressive career at brands like Taco Bell, where she managed 7,000 restaurants, she didn't seem phased by the monumental challenges ahead.

Rightly so, because over the past few months alone, Clark's leadership was responsible for bringing five million new customers on board, and in July 2020, Papa John's shares hit an all-time high.



**JACKIE LOBDELL**  
*Vice President of  
Franchise Development,  
Slim Chickens*

When Jackie first joined Slim Chickens in 2018, her goal was to accelerate the growth of the 'better chicken' brand – something she had plenty of experience with already, having worked as the director of franchise development for FOCUS Brands, where she grew the McCallister's Deli concept to over 400 units.

Her expertise was evident: by the time Lobdell was promoted to the role of vice president of franchise development for Slim Chickens back in July of this year, she'd already grown the brand's development pipeline by more than 40 per cent. This exponential development puts Slim Chickens well towards its goal of opening 600 locations over the next 10 years.

Earlier this year, Cindy was promoted to executive vice president, supply chain services at Domino's Pizza; one of the world's largest and most recognisable franchise brands. She'd been with the organisation for five years, and before that, worked in a variety of positions

over 15 years at PepsiCo USA.



**CINDY HEADEN**  
*Executive Vice President,  
Supply Chain Services,  
Domino's Pizza*

"During her time with Domino's, Cindy and her team have been able to secure substantial cost savings to our system by negotiating new contract terms with many of our suppliers and vendors," said Ritch Allison, CEO. "More importantly, she has led the drive to stabilise pricing from our suppliers, ensuring our cost structure is predictable, while simultaneously ensuring an uninterrupted supply of our key food products."

## KRISTEN PECHACEK

*Chief Growth Officer,  
MassageLuXe*



When Kristen was appointed chief growth officer for MassageLuXe back in July 2020, she was given a very clear goal: expand the massage franchise's presence from 68 units, to over 250. It was a good thing, then, that she came to the role with plenty of franchise experience; having worked as the digital marketing director for Self Esteem Brands, the parent

company of Anytime Fitness.

"Kristen is a visible player in the franchise game," says Mark Otter, CEO of MassageLuXe. "She has had success in growing franchise sales, but also understands the importance of helping current franchisees to build their business."

## ADRIENNE BERKES

*Chief Marketing Officer,  
Pieology*



In August 2020, Pieology tapped Adrienne Berkes for the role of its chief marketing officer. She is also no stranger to the QSR industry, joining Pieology after more than 17 years at Yum! Brands, the parent company of KFC, Pizza Hut, and Taco Bell.

During her latest stint at Taco Bell, she helped launch its first digital-only dark kitchen, the Taco Bell Delivery programme, adding \$100m in revenue, as well as authored the brand's restaurant-level digital transformation.

In her new role, Berkes will oversee Pieology's expansion within the U.S. as well as overseas. "Adrienne is an accomplished marketing strategist with strong QSR retail experience and a passion to build brands," said Gregg Imamoto, Pieology's CEO. "It goes without saying that Adrienne will bring deep domain expertise to our team."



## LISA MLINAR MERRY

*Chief Operating Officer,  
Junk King*

"Lisa [Merry] has been a force since she joined the Junk King team last year," says Michael Andreacchi, founder and CEO of Junk King. "Her past experience has really elevated us as a brand."

As the COO of Junk King, Merry has helped guide the brand as it navigates through the COVID-19 crisis, both pivoting its safety guidelines for franchisees and monitoring consumer behaviour. Building out the management team to offer additional support to its franchise community, she also helped achieve exceptional results during this unprecedented time.

"Lisa has doubled our staff since she joined Junk King and her contagious energy is the momentum that continues to drive us," adds Andreacchi.

## ALISON MCELROY

*International President and  
Chief Legal Officer of Lift Brands*

Alison McElroy took over the reins as international president, and CLO of Lift Brands in August 2020, leading the strategy, development, and expansion of the brand's international division while continuing to lead its global legal and HR functions.

The international division includes

Snap Fitness locations in 20-plus countries, as well as its minority investment

in 9Round's master development operations in Europe, Australia, New Zealand, and Mexico.

In recent months, Snap Fitness announced its expansion into Japan with master franchise partner, Global Fitness Japan, while also opening its 100th location in Europe in 2020.



## AMANDA HALL

*Chief Operating Officer, Clean Juice*

Amanda Hall came to Clean Juice as the COO in August 2020, off the back of her role at Burn Boot Camp as SVP of franchise operations.

During her four and a half years with the fitness franchise, Hall grew the brand from 16 units to celebrating its 250th gym opening. In that time she also led the way in pivoting the "in gym" experience to virtual. Hall also launched a national retail strategy at Burn Boot Camp that doubled the growth of the retail department and increased same-store sales by 54 per cent in 2019.

## HELEN MOORE

*Chief Executive  
Officer,  
Oporto*



In her three years as general manager of convenience development at Caltex, Helen Moore not only helped plan, develop, and launch retail format, The Foodary, but was also instrumental in the brand's retail innovation pipeline, which included partnerships with Uber Eats, Deliveroo, Parcel Point and Drop Box.

Bringing with her a wealth of diverse experience and a customer-centric approach, Moore took over as CEO of Oporto at the onset of the pandemic.

# Educators & inspirers

From advocating for ethical franchising to sharing expertise on sustainable growth, these are the people to turn to for advice

## FAIZUN KAMAL

*Franchise consultant, speaker, and best-selling author*



Despite an unprecedented global pandemic, Faizun says 2020 has been “an amazing year, living my calling every day as a franchise consultant.”

In May, she was invited to join the prestigious Forbes Coaches Council – the network of leading coaches from around the world.

On September 1, Faizun’s best-selling book, *The Right Franchise for You: Escape the 9 to 5, Generate Wealth & Live Life on Your Terms*, came out in paperback in bookstores nationwide. It’s also available as a Kindle and audiobook on Amazon.

Gathering a momentum of its own, the book has been used by thousands of clients to find the right franchise.

## CHRISTY WILSON DELK

*Speaker, writer, and educator*



## PHI VAN NGUYEN

*Chairwoman, Vietnam Angel Network*

In the past 12 months, Phi has successfully invested in and digitally transformed four franchise start-ups, launched the first-ever human-AI collaborated book in Vietnam and Asia, and initiated a UN-endorsed community project to help reskill and upskill the general public in IR 4.0.

She has been chairwoman of the Vietnam Angel Network for two years, which is a national organisation that aims to build a thriving and accessible angel investment ecosystem in Vietnam.

Phi’s international experience in partner recruitment and selection and retail and franchise development and management is highly regarded.

## KATALIN MANDEL

*CEO, Hungarian Franchise Association*



The CEO of the Hungarian Franchise Association for more than 10 years, Katalin is a leading figure in the region’s franchise sector.

During the last 15 years she’s organised multiple franchise expos and co-authored several books, the latest of which, *Franchising in V4 Countries*, was released this summer and provides an analysis of the Central and Eastern European market.

In addition, she created an online platform for franchisees and franchisors to meet despite the coronavirus crisis.

Matthias H. Lehner, founder and CEO of Bodystreet, says: “Katalin has made Hungary a real franchise country. She’s actively involved in European franchise activities and a great role model for ‘Fair Play Franchising’.”

As a business professor at Rollins College in Winter Park, Florida and having owned a franchise in the education and children’s sector for 15 years, Christy has the business acumen to inspire franchise owners and help them achieve their potential.

After 17 years in corporate sales and distribution, she sold her house and cashed in her retirement plan

so she could put a down payment on a Kids ‘R’ Kids Learning Academies franchise, growing it into one of the largest franchises in the sector.

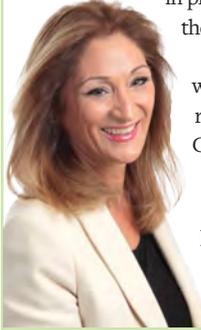
Her book, *Adventures in Franchise Ownership*, outlines her ‘four pillars’ approach to strengthen, protect and grow a business and includes advice from over a dozen top performing franchisees.

## FARRAH ROSE, Head of International Development, The Franchising Centre

This year, Farrah won *Global Franchise's* Contribution To International Franchising Award in recognition of her 38-year career in promoting and advising over 400 companies on their international franchise growth strategy.

She also managed to switch client work and workshop seminars online, while maintaining regular contact with all of The Franchising Centre's 75 worldwide associates.

Laura Harvey-Smith, a consultant at The Franchising Centre, says: "Farrah is a true professional with a depth of experience and understanding of international franchising that you would be hard pushed to beat."



## PIP WILKINS CEO, British Franchise Association

Pip has been instrumental in leading the change to modernise and restructure the bfa to be everyone's trusted partner in franchising, including franchisors, franchisees and professional advisers.

This year, the association has introduced free membership for franchisees of its members and recently launched two new categories of membership for franchisors, to ensure the bfa is accessible to franchisors starting out and those operating lifestyle franchise opportunities.

Shirley Hughes, executive recruitment consultant at The Franchising Centre, says: "As CEO of the bfa, Pip is well known throughout the world of franchising for her knowledge and professionalism."



## MARY ALDRED CEO, Franchise Council of Australia

Under Mary's leadership, the FCA has been dedicated to working for and on behalf of members during Australia's franchising inquiry and is pleased a number of the FCA's recommendations have been taken on board as part of the process.

Throughout the COVID-19

pandemic, the FCA has been unwavering in its efforts to keep members informed and has been engaging with governments on issues that have direct impacts on franchising, including business restrictions and commercial leasing arrangements.

The re-engagement of the FCA's membership, particularly through education and training offerings and direct engagement with franchisees, has been significant and the strong membership renewal rate is a testament to the value the FCA provides.



## SHERRY MCNEIL President and CEO, Canadian Franchise Association

Sherry was bitten by the franchise development bug while working for Little Caesars of Canada. Her passion for franchising is now fuelling her desire to strengthen the framework of the industry in her role at the CFA.

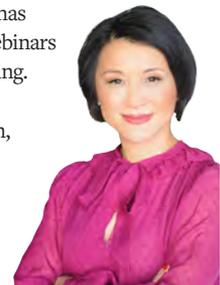
Kenny Chan, vice president, content & marketing at the CFA, says: "Sherry has led the Canadian franchise community through the COVID-19 crisis by delivering essential advocacy and education and franchise support programmes. She's an industry veteran with over 20 years' franchise experience, working with both franchisors and franchisees in a variety of categories."

## AMY CHENG Partner, Cheng Cohen

In February 2020 Amy received the Bonnie Levine Award from the International Franchise Association. This accolade recognises women who are role models for all, because of their business and professional accomplishments within franchising and contributions to society.

Amy is also a member of the IFA's board of directors, and has spoken at numerous webinars on the topic of franchising.

Fredric Cohen, partner at Cheng Cohen, says: "Amy is the go-to legal counsel in franchising. Hands down. Period. No more words needed."



## MARCIA CHATELAIN Author of *Franchise: The Golden Arches in Black America*



A scholar and speaker who teaches courses in African American life and culture at Georgetown University, Washington, DC, Marcia is a leading public voice on the history of race, education and food culture.

Her latest book, *Franchise: The Golden Arches in Black America*, uncovers how fast food became one of the greatest generators of black wealth in America. Taking us from the first McDonald's drive-in in San Bernardino in the 1940s to civil rights protests at franchises in the American South in the 1960s and the McDonald's in Ferguson in 2014, Marcia describes how the fight for racial justice is intertwined with the fate of black businesses.

# Ones to Watch

Millennials are highly educated and tech-savvy, and will soon dominate the franchise sector. Meet the next generation of female trailblazers already making their mark on the industry



**KYLA DUFRESNE**  
*Founder and Chief Executive Officer, Foxy Box Wax Bars*

Kyla Dufresne is all about empowering women to “celebrate their uniqueness”. And that’s why in 2012, she set up Canadian beauty brand Foxy Box Wax Bars.

Given the nature of her business, she admits that navigating through the past few months has been turbulent. However, Dufresne has still managed to rack up quite a list of achievements – from being shortlisted for the Best Business and Woman of the Year awards by Small Business BC, to giving back to the community whilst drumming up business, including launching online training, a virtual store, and laser hair removal – not to mention awarding her first franchisee on the mainland in Port Coquitlam, BC in June, as well as gearing up for two new franchisees this fall.

**DIANA ROSARIO**  
*Founder and Chief Executive Officer, What’s Your FLAN?*



The old adage, ‘never give up’, has never rung truer than for the founder of the internationally successful confectionery brand What’s your FLAN?

Putting a twist on the popular flan dessert, Diana Rosario confesses to having gone through 14 business failures before striking gold in 2016 with What’s Your FLAN?

Rosario explains: “I was not ready to give up. My failures became my motivation and strength to keep me going.” And it is a good thing she did, winning runners-up in both the 2019 NextGen in Franchising global competition, and the 2018 NextGen in Franchise Leaders in the Philippines.

Apart from opening 145 locations in the Philippines, What’s Your FLAN? has recently gone global with master franchises in Alberta, Canada, and Dubai.



**GABRIELLA FERRARA**  
*Vice President of Regional Sales, Franchise, Scorpion*

Gabriella Ferrara joined PwC at 22 and now, in the past 12 months, launched PwC FranSuite, a digital platform with a suite of solutions to support franchises operate, promote and grow their businesses, developing a million-dollar pipeline. During her time at PwC, the former head of business development assisted the biggest franchise brands with their digital marketing and workforce orchestration efforts.

Recently joining Scorpion’s franchise team as its vice president of regional sales this October, the franchising thought leader was also featured in the Global Franchise Millennial Powerlist 2020.

**JENNIFER TURLIUK**  
*Chief Executive Officer, MakerKids*



You name it, Jennifer Turliuk has done it – technology, strategy, marketing, business development, and writing. Working her way through the ranks at MakerKids, starting as makerspace coordinator in 2013 to CEO in 2015, Turliuk has always had a passion for technology right from coding her first website at the age of 12.

Pioneering the first makerspace concept for children around the world, offering STEM programmes for kids, Turliuk has grown MakerKids’ revenue by 52 per cent, while securing clients such as Intel, Google, and Twitter, as well as pivoting the business to virtual during the COVID-19 pandemic.

After winning the IFA’s 2017 NextGen in Franchising Global Competition, MakerKids was also named the co-winner of the NextGen in Franchising Global’s 2020 All Stars that were selected amongst winners of the past five years.

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**JONAH SISON-RAMOS**  
*Chief Executive Officer, SkinPotions*

Jonah Sison-Ramos has bad acne to thank for her fast-growing and hugely popular Filipina beauty brand SkinPotions. On her journey to acne-free skin, together with her sister Aileen, Sison-Ramos launched the brand in 2013 and by 2015, it had made its way to the U.S., Italy, Japan, Abu Dhabi, Taiwan, and Australia. To further get boots



on the ground, the brand was franchised in 2017. “When she wants something for the company to happen, she really puts her whole heart to turn dreams into reality. In a span of two years in the franchising industry, our branches have expanded from three up to 21 stores nationwide in the Philippines,” says Ann Lachica, franchise support and development manager. Carrying a range of organic, cruelty-free skincare and makeup products, SkinPotions is much loved by men and women alike; especially millennials.

**BROOKE GAGLIANO**  
*Founder and Chief Executive Officer, Frutta Bowls*



The Frutta Bowls dream, the brainchild of Brooke Gagliano, started as a local idea with two locations in Freehold, NJ in 2016. With family taking that leap of faith with her, Brooke made her dream of creating a healthy and delicious restaurant a reality. Due to popular demand, in less than a year of opening, she began franchising the concept in early 2017. Now, the multimillion-dollar açai bowl franchise is a nationwide concept, with stores in 14 states across the U.S.

IMAGE: FRUTTA BOWLS



**SOMIA FARID SILBER**  
*Vice President of eCommerce, Edible Brands*

Edible’s eCommerce channel was in a double-digit decline in 2019. Cue Somia Farid’s leadership and the brand not only started 2020 on the up but since increased its online revenue to reach record-setting sales, even during the pandemic. Edible’s strong eCommerce platform had its best sales months in company history, up 38 per cent YOY in April, increasing to 55 per cent YOY for May; not to mention setting an all-time high Mother’s Day record with more than 700,000 orders fulfilled. Cheikh Mboup, president and COO of Edible says: “Not only is she successfully managing Edible’s largest sector, but Somia also understands the value of franchising and has a strong dedication to ensuring that every franchisee is successful. I’m very fortunate to be able to work with her.”

**VIVIEN VARGA**  
*Franchise Owner and Chief Executive Officer, Stilianos Baby Swimming*



In 2007, Varga saw a gap in the Hungarian baby swimming market and decided to open a baby pool complex created specifically for children. “We dreamed of a hygienic, exclusive yet child-friendly environment,” she says. “We were also among the first in Hungary to provide UV-disinfected pools.”

Now, 13 years on, Stilianos Baby Swimming is still at the top of its game, winning the Hungarian Franchise Association’s Innovation Franchise of the Year 2019 award. “We obtained this with an application and with our new method that helps in the early detection of developmental differences in children.”



Teaching has always been Timea Vas’s passion. And after years of training and amassing experience in the field, she decided to set up the Don’t Panic English (DPE) school in Hungary in 2014. Here, classes are conducted only in English, without the use of an intermediary language, thus, encouraging students to learn English faster. “Thanks to our revolutionary concept, despite the global crisis, DPE has managed to increase its revenue by 20x and has opened its 11th unit,” says the founder and CEO. “In the meantime, it’s become the fastest-growing language school franchise in Hungary.”

**TIMEA VAS**  
*Founder and Chief Executive Officer, Don’t Panic English School*

**RUTH AGBAJI**  
*Founder and Chief Executive Officer, Code Wiz*



Ruth Agbaji proudly proclaims to be the nerd-in-chief of Code Wiz, a franchise offering computer coding, game programming, and robotics classes to children. The founder and CEO used her software engineering skills and entrepreneurial streak to set up Code Wiz. “I can tell you from personal experience that learning to code is one of the best decisions I made. I am especially passionate about getting girls coding,” she says.

# Support & Mentorship

These women are not just at the top of their game but strive to make sure they can enable and empower as many to build a successful career within franchising, especially in these unprecedented times of COVID-19



**CATHERINE MONSON**  
*Chief Executive Officer and President, FASTSIGNS and Chair, International Franchise Association*

Catherine Monson has a long-standing relationship with franchising. To put it in perspective, when she was appointed CEO of FASTSIGNS International in 2009, she brought with her 30 years of franchising and management experience. A recipient of the IFA's Bonny LeVine Award, the 2020 Global Franchise Award for Best Signage & Communications Franchise, and the Global Franchise Award Supreme Champion 2019, she is known for her mentoring leadership style. Monson was also named the IFA chair earlier this year at the IFA Annual Convention. She said: "I love franchising and I look forward to serving the franchising community through my appointment and doing my part to protect, promote and enhance franchising."

## CAROLINA WINTERLIV

*Deputy Chief Executive Officer, Card Group and Vice Chair, Swedish Franchise Association*

Carolina Winterliv started her career for Card Group International AB as a product and marketing assistant in 2002. She worked her way up to the role of deputy CEO that same year and is also the vice chair of the Swedish Franchise Association and serves as a board member of the European Franchise Federation. During the last couple of years, Winterliv and her team have focused on ensuring the Card Group places environmental issues at the forefront; achieving the Forest Stewardship Council certification, and even making sure all the paper used in its greeting cards and envelopes are sourced from well-managed

forests that have been credibly certified. "Carolina is born into the franchise industry. Together with her father and sister, they have managed and developed the Card Group business into a global player with franchisees in over 45 countries," says Johan Martinsson, CEO of the Swedish Franchise Association.



**EMILY PRICE**  
*Chief Operating Officer, British Franchise Association*

Long-serving British Franchise Association employee and regular expert contributor to *What Franchise*, Emily Price, was appointed to chief operating officer of the bfa in 2018 and has since made the role her own. Specifically, on the topic of COVID-19, she effectively led a reduced team to deliver high-quality support to the franchising industry and has been serving as director and ambassador for the Franchise Trust, supporting people into franchising. Price has been on the judging panel of the British Franchising Awards in 2019 and 2020, whilst managing to design and launch the first-ever accreditation programme for ethical international expansion (UK developer).

## HELEN DORON

*CEO, Helen Doron Educational Group*



As a linguistic scientist, Helen Doron had her eureka moment 30 years ago when watching her daughter learn the violin. Developing her own methodology, the Helen Doron method, she used music to teach English to children ages three months to 19 years. Now, the 2020 winner of the Global Franchise Mentorship award has over 1,100 learning centres in 38 countries and has especially embraced technology during the COVID-19 pandemic to ensure learning continued online through Helendoron@home solution. "Helen Doron has enabled thousands of women and men to train the next generation of adults, not just by teaching English but by teaching the values to make our world a better place," says Raffaele Forgione, manager, Italy and Spain.

**JANIA BAILEY**

*Chief Executive Officer and President, FranNet*



With more than 30 years of experience in the banking and franchise industries, Jania works closely with the IFA, even serving on its Executive Board of Directors for six years, and is currently chair of the IFA Membership Committee.

In 2019, Bailey was the recipient of the IFA's Bonnie LeVine Award for her contributions to the growth of the business, and activities that promote the professional advancement of women. "In late 2019, we launched a peer group programme in our company called 'Challenge Teams'. These teams have done a tremendous job of bringing best practices to the surface and helping each other overcome obstacles," says Bailey.

**JULIE WAGSTAFF**

*Co-Founder, ActionCOACH UK*



"She does the work of 20 people," Ian Christelow, ActionCOACH UK co-founder, describes his co-owner. As well as winning the Master Licencee of the Year award at the ActionCOACH Global Awards, Wagstaff has played a major role in supporting franchisees and their clients throughout COVID-19, whilst continuing to recruit new franchisees.

"Julie cares for every single franchisee and team member," says ActionCOACH UK marketing manager Laura Thorburn. "She continues to give back to the community, founding the Business Excellence Forums and has managed to grow the event from a couple of hundred people to over 1,200 in 2019."

**MITALI CHOPRA**

*Managing Director and Principal Business Coach, ActionCOACH London*



GE, Microsoft and GoDaddy are just some of the brands Mitali Chopra has worked at in leadership roles. Since 2017, she has brought her 18 years of experience to key roles at ActionCOACH London.

"Mitali is an inspirational coach, working hard at making her clients as successful as they can be. She has enjoyed huge success through her clients, achieving the UK Coach of the Year for Best Client

Results and has also recently presented at the EMEA conference earlier this year," says Yvonne Webb, director of Fast Sheep and certified ActionCOACH.

She is also part of ActionCOACH's ongoing Coaching for a Cause programme, a global pro bono coaching scheme aimed at non-profit organisations.



**MEG ROBERTS**

*Chief Executive Officer and President, The Lash Lounge and Operating Partner, Franworth*

Meg Roberts has led her team to help franchise owners leverage the franchise system's membership model. Despite COVID-19 causing salons to temporarily close, franchise owners increased membership sales by nearly 50 per cent in 2020.

"Serving on the IFA's Board of Directors, under her leadership, The Lash Lounge has enhanced all aspects of the franchise's operational support," says Shelley Blaszk, director of communications. "During COVID-19, Meg elevated communication and targeted support to achieve the highest franchisee satisfaction in the brand's history."

**VERA VALASIS**

*Franchise Specialist and Former Executive Director, Franchise Association of South Africa*

Vera Valasis served as the first female executive director of the Franchise Association of South Africa (FASA), and has lobbied government on the role that franchising can play in furthering entrepreneurship and job creation. Her experience as both a franchisee and franchisor gives her insight into understanding franchising in all its complexities.



IMAGE: FASA

**VICKI MITMAN**

*Consultant Solicitor, NMW Legal*

Given that her background includes being a director of an international franchise and a franchise lawyer, Vicki Mitman's advice is often regarded as commercial and realistic.

"Vicki's advice is from direct experience, knowledge, and understanding of franchisee behaviour and thinking, backed by extensive knowledge of the law around franchising," Louise Harris, head of strategic partnerships at easyStorage says. "She is committed to ethical franchising and shares her wealth of knowledge, with an uncommonly common sense attitude. A 'must-have' in your team."



# Rockstar franchisees

Females who take centre stage due to supreme performances in their respective businesses during a period of unprecedented change



**LIZ NABLE**  
*Director, Xtend Barre Northern Beaches*

Building on her awards success in 2019, when she was named NSW Franchise Woman of the Year and Australian Franchise Woman of the Year, Liz opened her fourth Xtend Barre studio location on Sydney's Northern Beaches recently. She helped turn the entire franchise network from a bricks-and-mortar business into an online one in less than 24 hours, after it was given 12 hours' notice to close by the Australian government following the coronavirus outbreak. Liz negotiated with landlords while dealing with new legislation and government assistance in order to keep her four studios afloat for months before they were able to reopen. At the same time, she wrote for various media outlets about Xtend Barre's journey, what she learnt from the experience and the way forward post pandemic.

## KATE WALKER

*Multi-Unit Franchisee, McDonald's*



The winner of the 2019 Scottish Business Woman of the Year Award, Kate brings a female perspective to the leadership of McDonald's UK. When developing new products, promotions and practices, her focus is on nutrition, people practices and sustainability. She always considers every decision through the eyes of the customer, drawing on her own experiences as a mum and her previous life in market research.

As well as being the owner-operator of seven McDonald's restaurants in and around Glasgow, for six years Kate has been a director of the brand's marketing cooperative - president for the past two - which plans and approves the marketing funds gathered by all 1,400 McDonald's restaurants is the UK.



**SMITA JATIA**  
*Managing Director, Hardcastle Restaurants*

McDonald's master franchisee in West and South India, Smita's aim is to have 400-500 restaurants established by 2022. She was one of four Indian entrepreneurs featured in *Forbes Asia's* Power Businesswoman List in 2019, where she was described as being part of a group of "accomplished woman who are playing a significant role in shaping Asia's business landscape in the next few decades." Quick to react during the coronavirus crisis, Smita's franchise network introduced the 'On The Go' delivery service, which allowed customers to have their orders delivered to their cars without having to set foot in a McDonald's restaurant.

**CARRIE NIEMAN**  
*Co-Owner, PuroClean North Metro Atlanta*

A high achieving franchisee with a 100 per cent debt-free business, Carrie's franchise location has increased 18 per cent in both sales and number of claims completed this year, all while maintaining her entire crew and even adding four new employees to support increased demand. Her franchise was able to accept every claim that came in and help three other PuroClean locations with their claims while other locations had

quarantined employees. Steve White, president and COO of PuroClean, says: "Carrie is an exemplary PuroClean franchise owner. Thanks to her relentless customer service and servant leadership, Carrie's franchise has landed within the top 10 per cent across our national network for eight of the past 10 years."



**ZEYNEP UYGUN**

*Manager Director and Master Franchisee, Snap Fitness Turkey*



In the past year, Zeynep opened the second Snap Fitness Turkey location. During the COVID-19 crisis, she built customer loyalty and emotional commitment to the brand by contacting every member, asking how they were and encouraging them to use Snap Fitness' free FitnessOnDemand workout video library.

She also launched the Snap Fitness MOVE Challenge app,

which gave members a way to stay active while bricks-and-mortar gyms were closed.

Laurel Peabody, global senior marketing strategist at Lift Brands, says: "She's assisted in bringing Snap Fitness to Turkey and has successfully opened two Snap Fitness clubs there. Snap Fitness Turkey wouldn't be what it is today without the support of Zeynep."

**TAMRA KENNEDY**

*Multi-unit Operator, Taco John's*



Tamra earned her franchising stripes while working as a secretary for a franchisee of Burger King and Taco John's. While she only earned \$4.05 during her time in the role, she learnt a lot, especially when it came to working with numbers and data.

17 years of learning - not to mention working night shifts in order to gain experience working in the operations side of the job - has paid dividends, with Tamra going on to build a portfolio comprising nine Taco John's locations.

Since then, she has gone on to build a Taco John's empire, primarily in rural areas across Minnesota and Iowa.

**ILDIKÓ LAVOETHA**

*Master Franchisee, High-Care*



**AMY POPAT**

*Franchisee, Right at Home*

Previously an optometrist, Amy decided to invest in her own at-home care franchise with her accountant husband Kev while at a franchise exhibition, with the pair's main incentive being to start their own business which was in an unfamiliar industry in order to offer them some variety.

It's fair to say that they haven't looked back since. They've now grown their Right at Home Solent branch into a million-pound-turnover business, scooping a prestigious Franchisee of the Year 2019 at the British Franchise Association awards along the way.

"Being able to help our clients remain at home, safely, while adding a huge amount of value to their lives is the most rewarding job in the world," the pair has stated.

President of the Hungarian Franchise Association (HFA) for several years, Ildikó currently serves as the vice president. She has been the master franchisee of the High-Care brand for 27 years and has developed the largest beauty salon franchise network in the whole of Hungary.

"Ildikó a key figure in the Hungarian franchise society," explains Katalin Mandel, CEO of the Hungarian Franchise Association. "Her work is essential to the functioning of the association."



According to the HFA, 20 per cent of all franchise companies in the country are members of the association.

**CARABETH MOORE**

*Franchisee, Pizza Inn and Pie Five Pizza*

CaraBeth Moore owns and operates three Pizza Inn locations in New Mexico and Pie Five Pizza in Lubbock, Texas, along with her husband Michael.



The team was named Pizza Inn's franchisee of the year for innovative thought leadership and for the creation of a SmartCar delivery program, increasing sales by 24 per cent.

CaraBeth is known for being a very active owner, involved in daily operations, as well as heading up social media and local store marketing.

**BEATRICE CORRADINI**

*Franchisee, Mail Boxes Etc.*

Beatrice Corradini runs five Mail Boxes Etc. centers in Italy, managing a team of around 40 people, many of whom are women. Before owning her own businesses, Beatrice worked in the transportation and logistics sector, but the pull of being an entrepreneur and business owner proved too strong, and she eventually invested in her own Mail Boxes Etc. franchise.

"Beatrice is a great entrepreneur with natural

leadership, and she has an extraordinary ability to motivate staff - she is a born leader," explains Barbara Maccarrone from Mail Boxes Etc. "She transmits a great passion to everyone."



# Suppliers

Successful franchising requires a lot more than just franchisors and franchisees. These are the experts working behind-the-scenes, handling marketing, consulting, and everything else that helps brands to grow

## KAY AINSLEY

*Managing Director, MSA Worldwide*



As the managing director of MSA Worldwide and a prolific speaker at numerous franchise events and expos, Kay is one of the most recognisable faces in the industry. Her prominence is matched only by her expertise, having not only worked in advisory roles within the franchise industry, but also as the director of international development for Domino's Pizza International.

Recently, Kay was also part of the judging committee for the Global Franchise Awards 2020, on which she took part in recognising some of the best and brightest brands advocating for the future of franchising.

## SHERRI FISHMAN

*President, Fishman PR*



When Sherri first founded Fishman PR back in 1991 with her husband and co-founder Brad Fishman, the pair may not have known quite how much of an impact their franchise-dedicated public relations business would have. Now almost three decades later, Sherri has worked with some of the biggest brands and shows no sign of slowing. "Sherri is a well-respected leader in franchising who mentors others and likes to help other women succeed," says Debra Vilchis, COO at Fishman PR.

## NICOLA BROADHURST

*Head of Franchising, Retail, and Hospitality, Stevens & Bolton*



Nicola specialises in franchising and assisting businesses to scale up and expand through commercial exploitation and intellectual property; recently working with brands like Papa John's, Vape Store, and T.M. Lewin on international agreements and franchise documentation. She is also Steven & Bolton's

designated representative for the British Franchise Association, so she has a rich understanding of how to bring international brands into the U.K. market. She was also on the judging panel of the Global Franchise Awards 2020, using her expertise to recognise some of the industry's frontrunners.

## SALLY FACINELLI

*Advisor, Consumer Fusion*



Over a decade ago, in 2009, Sally penned an article for the IFA titled: *What the heck is social media?* While this might seem comically outdated nowadays, it signified exactly what kind of entrepreneur Facinelli has always been: eager to be on the cutting-edge of new technology, and ready to utilise that knowledge to assist whichever organisation she's working with.

In 2020, 10 years later and more than 20 into her dynamic career, Sally is an advisor for Consumer Fusion and debuted its franchise brand repetition management software at the IFA in February – coming full circle.

## ANGELA COTÉ

*Founder, Angela Coté Inc.*

As a franchise growth catalyst, Angela is very familiar with what it means to be a successful international brand. With her prolific business advisory firm, Angela Coté Inc.,

she has helped countless businesses reach new franchisees and expand their networks in sustainable, ethical ways.

Just this year, Coté launched her proprietary Play Bigger Performance Groups, which allow franchisors to come together and share experiences, overcome challenges, and celebrate wins alongside one another. These have already attracted some of franchising's most recognisable brands, promoting collaboration and networking throughout the industry as a whole.



## THERESE THILGEN

*CEO & Co-Founder,  
Franchise Update Media*

Therese Thilgen is the co-founder and CEO of Franchise Update Media (FUM), one of the industry's most prolific franchise media brands and host of some of the largest annual franchise events; attracting thousands of potential franchisees, and brands showcasing their opportunities.

Working alongside Thilgen's team, franchise brands are able to not only reach an attractive number of leads



through numerous published and digital offerings, but they can also attend events like the Multi-Unit Franchising Conference (MUFC), which is frequently attended by multi-unit franchisees in the food, hospitality, retail, and service sectors.

## SHERRI SEIBER

*COO & Co-Owner,  
FranFund*

As the COO and co-owner of FranFund, Sherri spends her days working with franchises to design all-in-one funding plans to help grow their networks, and through her experience and expertise, FranFund has developed a network of lenders that has allowed FranFund to have a loan approval rate of 99 per cent.

"Sherri's role within franchising extends far beyond her COO duties at FranFund," says Jenny Childs, vice president and senior franchise consultant for The You Network. "She is gifted at connecting people and collaborating with franchise consultants, franchisors, and other supplier groups to achieve a common goal. Sherri is an advocate for female leaders and is often sought out for mentorship and advice."



## JOYCE MAZERO

*Co-Chair, Polsinelli*

Using her honed skills in franchising and distribution, Joyce Mazero co-chairs the Global Franchise and Supply Chain Practice at Polsinelli, an international law firm. She's renowned as a trusted counselor and advisor to numerous franchise brands, and has negotiated many transactions on behalf of some of the industry's biggest names.

"Joyce has assisted numerous brands of all sizes and various industries in their structure and development and is recognised as one of the very top leaders in franchise law," says Len MacPhee, co-chair of Polsinelli's Global Franchise and Supply Network practice.

## SHEILA FISCHER

*Vice President, MFV Expositions*

As the vice president of MFV Expositions, Sheila is involved with organising and running some of the franchise industry's biggest annual events, including the likes of Franchise Expo West, and the International Franchise Expo (IFE).

Working alongside the talented team at MFV for over 15 years, Sheila is always looking for fresh, innovative ways to spice up the year's biggest events. Case in point: the International Franchise Online Expo that took place in May 2020, due to social distancing restrictions caused by COVID-19.



## SUZIE MCCAFFERTY

*CEO, Platinum Wave*



As the CEO of franchise consultancy Platinum Wave, Suzie is continuously releasing blogs, articles, social media updates, and even podcast episodes to heighten and promote the model of franchising. For her efforts, she was even awarded at the 2019 Business Women Scotland Awards for being an inspiration to fellow female entrepreneurs.

"Over a 20-year career, Suzie has gone from fledgling franchisor learning the ropes, to an international franchisor, speaker, media contributor, non-executive director, podcaster, mentor, bfa forum chair, and CEO of one of the most in-demand franchise consultancy's in the U.K. Given her journey, it's no surprise that so many women in franchising cite Suzie as an inspiration and role model," says Andy McCarroll, head of marketing for Platinum Wave.

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# One of the hottest lifestyle franchises this year

Pandemic-proof, lots of fun, very profitable and rewarding in every way, The Seasons Art Class is a perfect part-time business, where you can work from home and generate a full-time income



## WHAT IS THE SEASONS ART CLASS?

Many artists and creatively-minded people will testify to the fact that when it comes to starting an art-orientated business, there's no simple approach. However, The Seasons Art Class flips this notion on its head. Founded in Arundel in the U.K. in 2009 by Genevieve Woodford, the company's carefully-designed curriculum and high-quality lessons quickly gathered momentum. "We built nine branches of



our own over a two-year period," explains Gen. "From there we started franchising and we now have over 150 branches."

## HIGH DEMAND

Now, over 6,000 students attend The Seasons Art Class lessons every single week, and it's easy to see why the brand has so many people looking to pick up their paint brushes. The Seasons Art Class has a fabulous business model, where you can work one day a week and you don't need any art experience as qualified tutors run the courses; your role is as the course coordinator.

Each season comprises a 14-lesson curriculum focused on four mediums including drawing, oil pastels, watercolours and acrylics. Each season the curriculum is completely refreshed, allowing students ranging from beginners to experts to engage with a completely unique set of lessons each time around. Once that season's curriculum comes to an end there is an exhibition at each Seasons branch where students can showcase their creations; this event perfectly encapsulates the artistic energy and social buzz that the students, franchisees and tutors adore about the brand.

## NO EXPERIENCE NECESSARY

"The students are amazing and you make lots of friends while running this business," says Gen. "Many students tell us that it's their favourite day of the week, and that's the same for our franchisees, too. It's so much fun – if you've got a creative streak and you're a people



## At a Glance THE SEASONS ART CLASS

PERFECT PART-TIME BUSINESS

**Established:**  
2009

**Number of franchised outlets:**  
150 and growing fast

**Location of units:**  
U.K., Europe, New Zealand, Canada, U.S.A

**Investment range:**  
£17,995 (100% government financed subject to status). This business pays for itself

**International opportunities**  
International Area Developer opportunities; two showcase branches and local development rights

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person while at the same time wanting to make an executive level income, then you couldn't find a better business to be in!"

## UNRIVALLED SUPPORT

The Seasons Art Class's unwavering appeal comes from its robust structure and established systems. With Seasons, business owners only need to operate their business for one day a week – which consists of three-hour-long morning and afternoon classes. It makes for the perfect part-time business that many people – women especially, who make up 80 per cent of the franchise network – can operate to provide an extra income stream. Franchisees can then take on an extra day a week if they wish, or even reinvest in another territory, too.

## MANAGE FROM HOME; ONE DAY AT VENUE

The franchise's unrivalled support structure allows business owners to concentrate on making the classes themselves a fantastic experience for students to have a good time and develop their art skills. "We supply business owners with everything they need," says Gen. "We have an extensive database of skilled tutors across the country, so we find a tutor for you, we locate the ideal venue for you, we coordinate all of the marketing, which is refreshed every season, and we even take the bookings for you. We have a huge support team."

## 100% COVID-PROOF BUSINESS

The fact that venues are rented out on a per-lesson basis means that the business

has no overheads, aside from paying for tutors, meaning that this truly agile brand was well-prepared to pivot to virtual classes when the COVID lockdown measures were introduced.

### LOYAL, AMAZING, ADULT STUDENTS

While The Seasons Art Class gained its gold-standard reputation in the art world, through its thorough approach and water-tight systems, the meticulous methods behind the compiling of its curriculums for each season are perhaps its greatest works of art. A dedicated team of artists and staff work on each new curriculum for over three months, fine-tuning every aspect to ensure that



the lessons are completely fresh and keep students returning for more. "The brand is well-recognised and the classes are always sold out," says Gen. "The beauty is that you don't need hundreds of students every month; there's only 40 people needed for every three-month curriculum, and they're mainly returning students who love our classes."

### INTERNATIONAL OPPORTUNITIES

The brand's status as a certified European Art School has attracted international interest, too, with the franchise opening branches in countries like Germany and New Zealand, and locations in Toronto, Canada and Florida, U.S.A. "We're open to discussions on an international level with people about becoming Area Developers in selected countries," explains Gen. "U.S.A. is the main place we're targeting next as we're getting so many enquiries from there for our courses and franchise." **Please contact us for details through our website [perfectparttimebusiness.com/uk](http://perfectparttimebusiness.com/uk).**

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# Forecast the future

Hitachi Capital Franchise Finance explains the importance of creating an effective cash flow forecast for your business

**A** good cash flow forecast is a valuable tool. But how do you plan ahead if you're just starting out or a new business owner? And how do you create a cash flow forecast that's useful?

Here, we'll explain how to create a cash flow forecast that could help take the pressure off your small business in the short term and make it easier to grow in the long term.

## WHY DO YOU NEED TO CREATE A CASH FLOW FORECAST?

Understanding your future cash position helps you to make better decisions about funding and how to grow your business responsibly. It's essential information if you're hoping to expand your franchise operation to multiple sites, buy more stock or take on extra staff.

A good cash flow forecast helps you to understand if you've got enough money coming in to cover all your overheads and pay staff and suppliers. If you don't have enough cash coming in, you can't pay your bills on time. This affects your credit ratings and, ultimately, could lead to the end of your business.

## WHY IS A CASH FLOW FORECAST SO CRITICAL?

Everyone's in a different situation. However, every business is dependent on the activity of its creditors and debtors and it's important to maintain a healthy balance between the two.

If you get paid late by a customer, you have to settle an invoice earlier than you expected or the business owner doesn't plan properly and takes too much money out of it, your business may become



**At a Glance**  
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**"You'll need to reconcile what's coming in and going out regularly"**

financially vulnerable.

Low cash levels means extra pressure for you to deal with. It takes away some of your freedom to make choices about how the business grows or runs.

The answer to this problem is to project your cash flow and try to predict any action that's needed to prevent that from happening. This is called cash flow forecasting and this is the simplest way to set up a 13-week cash flow forecast:

## HOW TO SET UP THE SIMPLEST CASH FLOW FORECAST

You'll need to reconcile what's coming in and going out regularly. Generally, if you're seeking funding, cash flow forecasts are produced over 12 months.

However, many small business owners find it's beneficial to update their cash flow on a weekly basis over a 13-week period. 13 weeks is just over a quarter of a season in calendar terms. It's also the usual length of time used by accountants, investors and lenders to assess if a business has a positive outlook for its cash flow.

You may be surprised by how far forward you can project your income, particularly if you've already started issuing invoices. But you'll also see very quickly how useful a cash flow forecast is for monitoring who you're expecting to make payments and what the impact might be if those payments are delayed.

Try it for yourself - manage your business the right way.



# Professional skin treatment at an affordable price

SkinHQ is encouraging people to invest in themselves and is looking for entrepreneurs to make that goal a reality

**S**kinHQ is one of the UK's leading skin clinic chains, specialising in laser hair and skin treatments using cutting edge technology, and winner of The Stevies International Business Awards Company of the Year 2020. SkinHQ delivers professional skin treatments at an affordable price - because it believes everyone deserves to look and feel incredible.

With the beauty industry set to boom further, the root of the brand's vision lies in helping people feel their

**"Creating an accessible franchise programme has been a huge part of helping to turn this dream into a reality"**

best through the art of self-care.

SkinHQ is constantly looking for new ways to make skincare treatments accessible to all, removing the stigmas attached to the beauty industry. It focuses on being inclusive, not just through marketing campaigns, but right to its core. SkinHQ offers a unique gym-style membership plan to clients, which provides a regular recurring revenue for the clinic.

## WHY INVEST IN BEAUTY AND AESTHETICS?

The aesthetics market is one of the most successful and exciting industries in the world. SkinHQ wants to encourage people to invest in themselves, take care of their skin and look and feel amazing.

SkinHQ currently has over 40,000 registered clients across clinics in Manchester, Liverpool, Birmingham, London and Bradford and it's continuing to expand. In the first six months since launching its franchise proposition, the concept has secured nine new locations already, including Belfast, Dublin and Glasgow.

To help you become a successful clinic, SkinHQ will be on hand to provide full training and support, including marketing, advertising and social media. The UK call centre supports the local locations, but SkinHQ will set up call centres in each of the master franchise locations to support all the clinics in the territory.

By the time a franchise is open, SkinHQ vows to have it bustling with bookings already, so the franchisee will hit the ground running.



## At a Glance SkinHQ

**Established:**  
2017

**Number of franchised units:** 9

**Location of units:** Manchester, Birmingham, Bradford, Liverpool, Eton, London - Camden, London - Lewisham, Scotland - Glasgow, Derby, Ireland - Newry, Ireland - Dublin

**Investment range:** £500,000-£2.5 million (master). £75,000-£150,000 (single unit)

**Minimum required capital:** £500,000 (master). £75,000 (single unit)

**Contact:** franchise@skinhq.co.uk  
skinhq.co.uk

## ONGOING SUPPORT NETWORK

SkinHQ prides itself on its commitment to continuous support in running your franchise and the network of support ensures you're not alone.

Whether you're an investor, existing business owner, first-time entrepreneur or a health and beauty professional wanting to start your own business, SkinHQ can consider partnering with you.

Other key features of the SkinHQ franchise package include:

- Dedicated online franchise manual.
- Regular shop visits to discuss business development.
- Website development and management.
- Social media management.
- National marketing and PR.
- Group franchise owner meetings - your chance to meet with the team.
- Business coaching and mentoring scheme to help keep you on track.
- Continued product development and innovation.
- A busy clinic from the day you launch.

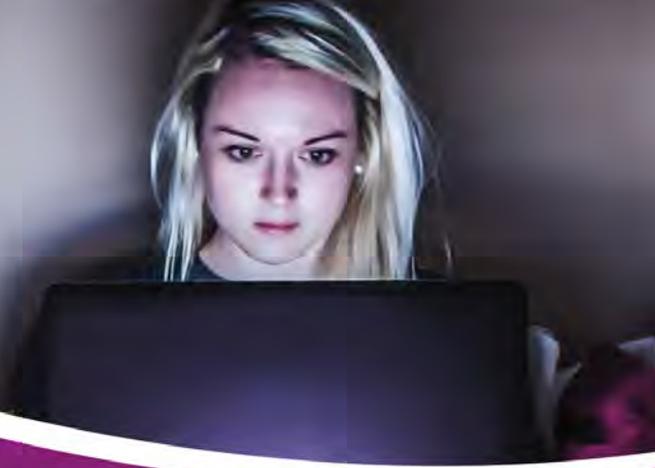
## AN AWARD WINNING FOUNDER

Haroon Danis, founder of SkinHQ, says: "I'm passionate about helping people. I believe that everyone should be given an equal opportunity when it comes to building a bright and sustainable future.

"Creating an accessible franchise programme has been a huge part of helping to turn this dream into a reality."



# Guiding your journey through franchising



PLATINUM WAVE  
FRANCHISING

Suzie McCafferty and the award winning team at Platinum Wave help entrepreneurs to properly franchise their business and train and support their franchisee networks to safeguard long term success.

There is no 'one size fits all' method to building a franchise, it takes time, investment and collaboration - but we will help you find the right strategy for your brand and support you all the way.

We also offer bespoke training and mentoring for both franchisors and franchisees to promote best practice and help keep pushing the business to the next level.

So whether you want to roll your brand out across the UK, or even further afield, with the right approach the sky is the limit with franchising.



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# Showing its true colours

CEO Martyn Ward reflects on how Cafe2U has navigated its way through unprecedented times

**I** remember having a conversation with the event planner managing our 2018 conference:

“You need to start planning your 2020 conference soon, as dates are already selling out,” he said.

He was alluding to the fact that 2020 would be the year when many companies were planning to make a big splash about their plans for the next decade. ‘2020 vision’ was surely going to become an early contender for most overused phrase of the decade.

We took heed of his advice and in February this year held our annual conference, where we did exactly that. Our conference was indeed focused around our 2020 vision, as well as unveiling our refreshed branding,

**"I've been humbled by the grit and determination of our franchisees"**

electric technology in our mobile coffee shops and a new mobile app.

## THE WORLD CHANGED

Nobody could have predicted what would transpire shortly after. An entirely new way of life was set to unfold and previously unheard of phrases were about to become the norm.

People would clap for the NHS every Thursday evening. Joe Wicks would inspire millions to exercise every morning. The list could go on. However, it's safe to say that the happenings over the last five months were not in anyone's plans - business or otherwise.

On March 23, when Boris Johnson announced an initial three-week lockdown, it was clear the world was about to change, potentially forever.

This was going to be the time when people and organisations showed their true colours and where a sense of community had not been so important since the Second World War. The irony



## At a Glance CAFE2U

**Established:**  
2004

**Number of franchised outlets:** 90-plus

**Location of units:** nationwide

**Investment range:** as low as £15,000  
(subject to status)

**Minimum required capital:** £10,000  
(subject to status)

**Contact:** Teresa Fowler  
cafe2u.co.uk

of the 75th VE Day anniversary celebrations taking place during lockdown was not lost on me.

## COMMUNITY SPIRIT

The franchise community, specifically, has been nothing short of brilliant. Franchisors shared best practice on regular Zoom calls, the British Franchise Association hosted weekly web meetings with industry experts and the team at Coconut Creatives held Franchise Fest online. Simply amazing.

‘Focus and Clarity have never been more important’ was the leading line in our group newsletter on March 24. This sentiment has played a tremendous part in our ability to navigate our way through these unprecedented times and has enabled us to get through the pandemic.

There has been a strong focus on the well-being of our franchise partners as we formulated our plan to relaunch the business as well as exploring - and piloting - a major new profit centre for our existing franchisees.

There will be more on this in the coming months, but never has the benefit of a mobile business been more prevalent.

The nature of our business presented us with unique opportunities throughout lockdown - my personal highlight being the fact we were able to deliver more than 15,000 free cups of coffee to NHS front-line workers.

I've been humbled by the grit and determination of our franchisees - always looking for ways to pivot their businesses and help in their communities. We're so lucky to have a franchise network full of truly amazing people and are delighted to see a number of them breaking records for sales since starting back.



# Start a new chapter

With the Raring2go! publishing franchise, you can build a sustainable home-based business



## At a Glance Raring2go!

**Established:**  
2006

**Number of franchised outlets:** 40

**Location of units:** UK-wide

**Investment range:** £7,000-£16,000

**Minimum required capital:** £1,750

**Contact:** franchise@raring2go.co.uk  
getraring2go.co.uk

**A**re you looking for your next challenge? Ready to take on the world and build a business from home? Tired of the daily commute? Yearning to profit from your talent and abilities? Then Raring2go! could be the business opportunity for you.

Raring2go! is an established, proven and immensely popular magazine/website franchise. For businesses looking to position themselves in front of a targeted audience of local families, Raring2go! delivers.

### COLOURFUL AND VIBRANT

Franchisees produce four colourful A5 magazines annually and manage a

## "The Raring2go! network of franchisees is made up entirely of talented women"

vibrant and engaging website. Content across both magazines and website comprises a blend of locally relevant editorial features, paid for advertising, competitions, vouchers, a what's on guide and reviews.

The content is curated for families, which is why Raring2go! is regarded as 'the go-to guide for you and your child'. It's a rich and compelling resource for families with primary school-age children across the UK; the ultimate guide on how they can spend quality time together.

### FEMALE FRANCHISEES

The Raring2go! network of franchisees is made up entirely of talented women. Women who left a variety of professional backgrounds to start a new chapter in life as a Raring2go! franchisee.

Some chose Raring2go! because it offers a positive work-life balance. Others because it's a flexible model and good money can be earned while working from home. Others because it just felt right.

Being part of a collaborative and supportive network appeals to every Raring2go! franchisee. They work independently, but love sharing ideas, supporting one another when the chips are down and celebrating successes.

Spearheaded by a franchisee council, the ongoing strategy and direction of the business is a highly collaborative affair too. The adage of franchising that 'you are in business

for yourself, but not by yourself' has never been truer.

Raring2go! offers each franchisee a thorough induction training programme covering all aspects of the business. And the company has made a significant investment in back-end systems. The bespoke management system helps a franchisee hit the ground running from day one.

Experience in publishing is not required and many Raring2go! franchisees had no previous experience in marketing and sales. However, the ability to build rapport with potential customers and close business are qualities that stand every franchisee in good stead.

### LEADING BRAND

The Raring2go! branding, reputation and marketing collateral positions it as a leading brand in its sector. The company is now recruiting franchisees for the final 25 territories across the UK.

If this sounds like a business you would like to be a part of, it's a sign you should talk to Raring2go! Its comprehensive information pack fills in much of the jigsaw.

It's brimming with information, interviews with franchisees and the nitty-gritty detail of what's on offer, including three start-up packages and how Raring2go! looked after its franchisees during the pandemic.



# A way of giving back

Franchising with Extra Help is about more than implementing a tried and tested business model

**E**xtra Help is a franchise network that operates in a rapidly growing, recession resilient market.

The company provides home help and domestic services to many different types of people, including the elderly, new parents and working professionals.

Founded by Claire Robinson in 2010, Extra Help is proud to be celebrating its 10th birthday this year and has 33 franchisees across the UK to date, seven of whom were recruited during the recent national lockdown.

Extra Help is a business that thrives in times of crisis and its franchisees were able to continue working during

**"Extra Help is proud to be celebrating its 10th birthday this year"**

lockdown, providing essential services to elderly and vulnerable clients, many of whom were shielding.

The company attracts many potential franchisees who were originally looking for a cleaning opportunity. Realising that cleaning is not necessarily recession proof, they choose Extra Help because of the flexibility and variety of the services it provides.

Franchising with Extra Help is about more than implementing a tried and tested business model; it's a way of 'giving back'.

Franchisees are encouraged to establish their own reputations and build relationships within their local communities, helping the elderly to live independently and providing help and support to anyone else who needs it.



## At a Glance EXTRA HELP

**Established:**  
2010

**Number of franchised outlets:** 33

**Location of units:** UK

**Investment range:** £10,000 (plus VAT)

**Contact:** info@extra-help.co.uk  
extra-help.co.uk

## STRAIGHTFORWARD BUSINESS MODEL

The unique business model is simple and easy to follow. Clients are charged a flat fee per hour, plus a management fee, and home helpers are self-employed, thereby organising their own tax, national insurance and pensions.

As Extra Help is a management franchise, your job is simply to find clients and recruit responsible, caring and honest home helpers to meet their requirements.

One of the company's franchisees is bringing in over £5,000 per month and some are approaching the VAT threshold which, because home helpers are all self-employed, is solely based on their own earnings.

Extra Help's ongoing service fees are modest and fixed, regardless of your income. You can realistically recoup your original investment within the first year, meaning that, upon completion of your first year in business, you could be well on your way to generating serious profits, while growing a rewarding lifestyle business you'll genuinely love.

## FRANCHISE PACKAGE

Extra Help franchisees receive a package that is packed full of benefits to get you up and running immediately, including your own exclusive territory; operations manual; comprehensive training; ongoing support; access to the franchisee Facebook group; telephone number, email address and web page; a customised database management system; and social media advice.

Extra Help franchisees are passionate about helping people and encouraged to support and communicate with each other through social media and regular meet-ups.

# Ambitious expansion plans

Miss Millie's has multi-unit franchise opportunities available across the UK

**M**iss Millie's has been in the quick service chicken restaurant business for decades.

Serving affordable, premium takeaway food to customers across the south west and Wales since 1988, the company was set up by Harry Latham, who introduced KFC to the UK, and his business partner Ray Allen.

As Harry and his family were good friends with KFC founder Colonel Sanders, he decided to name the new venture after the Colonel's daughter, Mildred.

## NEW CHAPTER

Miss Millie's saw new owners in 2019 and the company is now headed up by Carl Traill, ex-Burger King Director of Operations UK. Carl is now embarking on an ambitious expansion plan by offering franchises to suitable candidates interested in investing in a multi-site opportunity.

Stores can be set up in city centre or suburban locations, shopping centres, food courts,

airports and holiday parks. Ideal site size is between 1,000 and 2,500 square feet. Assistance with site selection and fit-out is provided by the franchisor. Multi-unit franchisees benefit from economies and enjoy improved incentives.

Franchisees get five weeks' training in all aspects of the business, including effective supply chain management, HR and business development.

They also receive ongoing support, quarterly business reviews, access to Miss Millie's IP Food safety and health and safety courses and benefit from the regular advertising and promotional activity organised by the franchisor, plus its extensive new product development programme, ensuring the brand's food offering remains in demand in a competitive marketplace.

It costs in the region of £175,000-£450,000 to set up a full-sized Miss Millie's store (the franchise fee is £25,000). Ongoing charges include a management fee of 7.5 per cent of turnover and a 2.5 per cent of turnover contribution to the Miss Millie's marketing fund.

**"There's a real affinity for Miss Millie's amongst the customer base"**



## At a Glance MISS MILLIE'S

**Established:**  
1988

**Number of franchised outlets:** 9

**Location of units:** south west and Wales

**Investment range:** £175,000-£450,000

**Minimum required capital:** £150,000

**Contact:** franchise@missmillies.co.uk  
missmillies.co.uk

## CUSTOMER EXPERIENCE

Miss Millie's uses only Grade A farm assured chickens from suppliers that meet the highest welfare standards.

Customers can order their food via the company's ordering app, which not only cuts queues and simplifies ordering, but offers a significant upselling opportunity, helping to maximise franchisees' return on investment.

Miss Millie's outlets also feature fully integrated digital self service kiosks, further enhancing the customer experience.

## STEADY INCOME STREAM

Franchisee Sarah Wilson says: "As a second generation franchisee, my family have worked alongside Miss Millie's for over 30 years.

"The business model is a great opportunity for individuals and businesses alike, providing a steady income stream from a well recognised and long established brand.

"There's a real affinity for Miss Millie's amongst the customer base and the involvement in local community causes and sustainability is especially important to me.

"When I purchased the business, Miss Millie's provided a great deal of support - someone would always be there if I needed some advice.

"I'm very much looking forward to seeing the exciting new reimagining of the brand over the coming months."



# Promote good health and well-being

Want to get into the fitness industry? Lift Brands has two proven opportunities that are worth considering



**L**ift Brands owns a number of fast growing fitness franchises that offer leading-edge technology and services that foster good health and well-being. Among its stable is Snap Fitness and 9Round Kickboxing.

**"The brand provides an established, results driven business model"**

## SNAP FITNESS

Snap Fitness is experiencing explosive growth across the globe and now is the time to bring Snap Fitness gyms to your country or market.

Snap Fitness is the world's most rewarding 24/7 fitness concept, whose purpose is to create happy and healthy lifestyles for its members. Its leading-edge fitness technology, diverse workout options, personal training and group fitness and supportive fitness

community around the globe offer members the opportunity to see real results.

The Snap Fitness franchise is the top choice for entrepreneurs looking to become master franchisees and offer their communities a high quality workout experience with a global reciprocal network.

Named within Entrepreneur magazine's Franchise 500 for 15 years running, Snap Fitness provides an established, results driven business model that's easy to own, easy to manage and easy to market.

## 9ROUND KICKBOXING

9Round Kickboxing is knocking out the competition across the globe and now is the time to bring 9Round Kickboxing to your country or market.

9Round offers a kickboxing themed fitness programme that incorporates functional, interval, cardiovascular and circuit training regimens. Its daily workouts provide a wide variety of exercises that prevent member burnout



## At a Glance SNAP FITNESS

**Established:**  
2003

**Number of franchised outlets:**  
2,000 open or in development

**Location of units:**  
global

**Investment range:**  
from £450,000 (based on a 5,000 sq ft unit)

**Minimum required capital:**  
£200,000

**Contact:**  
Masterfranchising@liftbrands.com  
snapfitness.com



## At a Glance 9ROUND KICKBOXING

**Established:**  
2008

**Number of franchised outlets:**  
750 open or in development

**Location of units:**  
global

**Investment range:**  
from £150,000 (based on a 1,100 sq ft unit)

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

**Contact:**  
Masterfranchising@liftbrands.com  
franchise.9round.co.uk

and increases member retention compared to other boutique fitness gyms.

9Round Kickboxing is the top choice for entrepreneurs looking to become master franchisees and offers communities a high quality kickboxing experience with a global network.

The brand provides an established, results driven business model, with world class support, that's easy to own, easy to manage and easy to market.

Lift Brands is a 9Round Master Developer and minority partner in 9Round global with founders Shannon and Heather Hudson.

# Family friendly franchising

Marie Peters ditched her office job in favour of a Get Ahead VA franchise



Marie Peters

**F**or many women, balancing the demands of work and family life is never easy. But as Marie Peters, a franchisee with award winning virtual agency Get Ahead VA, has found, flexible franchising can provide a great solution to that elusive work-life balance.

Marie joined Get Ahead VA at the start of 2020 to run the West Surrey franchise. After many years of commuting to London, she was looking forward to working closer to her hometown of Farnborough.

## WELL PLACED

With over 15 years' experience in digital media planning,

business operations and project management roles, Marie was well placed to run her own virtual team, delivering marketing and business services to small and medium-sized enterprises in Surrey. Little did she know a global pandemic was about to hit.

Marie explains: "The ironic thing is, I quit my job at the start of the year so that I could spend more time with my kids. If you had told me then that I would end up spending 24/7 at home with them for six months I'd have laughed.

"But actually, I feel so lucky to have decided to move into franchising when I did. Both in the short term of this crisis and the longer-term as things get back to normal, I know I've made the right decision."

## FLEXIBLE WORKING

Working for herself allows Marie to take control of her work commitments.

"I can work when and how it suits me," she says. "But being part of a franchise means I have so much support and I'm never alone.

"Ever since lockdown, our founder and director Rebecca Newenham has been fantastic. Having her and the other franchisees there as support has been vital; from casual chats and supportive WhatsApp messages to bouncing around ideas about how we can best support our clients. Rebecca even helped me deliver my first virtual expo.



## At a Glance Get Ahead VA

**Established:**  
2017

**Number of franchised outlets:** 7

**Location of units:** Leeds, South Yorkshire, East Midlands, Berkshire & North Hampshire, West Surrey, Suffolk & Essex, East Midlands

**Investment range:** £8,000

**Minimum required capital:** £0

**Contact:** 01483 332220 or rebecca@getaheadva.com

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

"Everyone bringing their own perspective to the group has meant we have been able to stay positive and help each other.

"At times it's been tough having the children at home. I've certainly had to get creative with our schedule, working in the mornings and evenings and scheduling some movie afternoons so I get a bit of time to focus on the world.

"But I don't know how I managed the commute to London to sit in the same office for nine hours every day for so long now."

## RIGHT DECISION

Marie says she's still glad she took the decision to work for herself.

"The reasons why I decided to take the leap and go for it are more important now than ever," she says.

"I've long been an advocate for flexible working and believe the 9-5 is outdated. By moving into franchising with Get Ahead VA, I've finally found the family friendly, flexible work solution I was looking for."



Rebecca Newenham

"I feel so lucky to have decided to move into franchising when I did"



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# Q&A

## Anoop Sekhon left her 9-5 to become a Bluebird Care franchisee



supporting us from the franchise support centre, how can your business not work?

### What first got you interested in franchising?

My interest was sparked by a few friends who were in the same position as me - bored at work in a 9-5 that felt like a dead end, wondering if this is what life was about and being in a position of not being able to change an organisation that was in desperate need of change.

The concept of franchising was something I fell into. I didn't really have any idea what it was about or what support would be offered at the initial stage.

The reason why the Bluebird Care franchise model worked for me was because it was clear I would not always need to know all the answers because the network appeared to work so closely with each other.

With their quality managers, marketing support managers and business development managers

### How did you get started and what help and support did you get?

Getting started was an interesting step, as it was almost like your hand was being held.

The franchisor invited me along for an interview to see if I could uphold the values of the brand and after that the support was ongoing.

I received support to raise capital, speaking to banks, constructing a business plan, registering with our regulator and even when interviewing people for the team.

### What is your working life like now?

The Bluebird Care model is set so you're not working in your business, but on your business, which is key for the business to thrive and prosper.

I would not say I have a working life on my journey with Bluebird Care, I would say I have a life that I live. I have a good social, exercising, working and family balance that I have created with the support of my Bluebird Care team.

I have a great team who I trust to uphold the values of the business and I'm on hand to ensure any guidance can be provided as and when the team need it.

The only thing I struggle to do is stay away from my work phone for long periods of time. The weirdest thing about that is the team is so great it hardly rings!



### At a Glance BLUEBIRD CARE

**Established:**  
2004

**Number of franchised outlets:** 206

**Location of units:** UK and Ireland

**Investment range:** £100,000-£115,000

**Minimum required capital:** £34,500

**Contact:** Victoria Brown, Franchise Development Manager. 07912 771149

[bluebirdcarefranchise.co.uk](http://bluebirdcarefranchise.co.uk)

"I have a great team who I trust to uphold the values of the business"

### What do you love most about your job?

I can make each day fun and be as creative as I want to be. The biggest thing I love about my job is working with a team who are inspired and love being at work.

### What's next for you?

To continue to grow and expand with the Bluebird Care network, to build on businesses that I already have and hopefully continue to expand to other territories.

I'm looking forward to more staff joining my team and making a positive difference in their life, so they can make a positive difference to the lives of people we look after.

### Be a part of the story

With more people than ever seeking an alternative to traditional care homes, there has never been a better time to start a home care franchise.

With a network of over 200 franchisees across the UK and Northern Ireland, many achieving six-figure turnovers and expanding through purchasing multiple territories, Bluebird Care's multi-revenue management model enables franchisees to diversify their service offerings through a brand that is recognised for outstanding care.



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# Leaders in the field of franchise legal advice

Wherever you are on your franchise journey, Owen White can ensure you reach your destination, says head of franchising Jane Masih



Jane Masih

It's quite common for franchisors to make reference to a franchisee's ownership as a 'journey'.

The same analogy can be applied to the legal advice a franchisee will require throughout their time of franchise business ownership.

At the outset, the cost of instructing an experienced franchise lawyer to review the franchise agreement may seem an unnecessary expense by a prospective franchisee, because they've been told the franchisor will not

**"We take time to explain the nature of the relationship between franchisor and franchisee"**

amend or negotiate on the terms of the agreement. But it's an essential part of ensuring the franchise ownership journey sets off on the right road.

## FIXED FEE REVIEW SERVICE

Our franchise team review numerous franchise agreements each year through our fixed fee review service.

Prospective franchisees regularly express surprise at the comprehensive nature of the report and advice they receive from an experienced franchise lawyer. The report provides an explanation written in plain English of the principal contractual terms contained in the proposed franchise agreement.

We take time to explain the nature of the relationship between franchisor and franchisee, including why the franchisor often seeks a personal financial guarantee from the individual owner of the franchisee company and requires that individual to accept restrictions on involvement in competing business activities, both during and after the term of the agreement.

It often comes as a surprise to the prospective franchisee that the agreement is for a fixed duration and they are unlikely to have a contractual right to hand in their notice if the business proves to be not what they anticipated.

We suggest questions a prospective franchisee should ask their franchisor before the agreement is signed and we answer any specific questions the prospective franchisee may have about terms within it.



**At a Glance  
Owen White  
Solicitors**

Contact: Jane Masih.  
Jane.masih@owenwhite.com  
owenwhite.com

The benefit of the review is to ensure the prospective franchisee takes their first steps into business ownership with a good knowledge of the legal relationship that will be created once the ink is dry on the agreement.

## RESOLVING DISPUTES

If all goes to plan, very often the franchisee will not require the assistance of our franchise dispute resolution team.

Sadly, disputes do arise between the parties. We act for both franchisors and franchisees for many of the leading franchise brands in the UK and are recognised as leaders in the field of franchise legal advice.

Disputes are testing, not just financially but emotionally, for all parties involved. We believe our role is to offer practical advice to ensure our clients have a realistic view of the chances of settling the dispute successfully.

For our franchisor clients, we take time to ensure the franchise agreements we draft for their franchise networks protect their business systems and help to avoid expensive court cases wherever possible.

## FRANCHISE SALES

As each client's franchise journey comes to an end, we can act in the sale of their franchise business.

This is a rewarding part of the team's work, as whether the client is a franchisee selling a single territory franchise or a franchisor selling a substantial national or even international network, our clients will have worked hard to realise the goal they set themselves at the beginning of their franchise journey.

Wherever you are on your franchise journey, Owen White's team of experienced and knowledgeable franchise specialists are ready to provide the legal advice to ensure you reach your destination.

# A journey of discovery

How a broken down car led to opportunities for women in the kitchen business

**R**osalyn Hastings was given a car for her 17th birthday. She explains: "Everything was fine until it started making horrendous screeching noises and then seized up. No one had told me that you had to put oil in as well as fuel."

Her parents refused to buy her another one, so Rosalyn abandoned her job at a building society and took another one as a trainee kitchen designer - just to get the company car.

## LIFE CHANGING

"That blown-up car changed my whole life," she says. "I fell in love with the world of kitchen design and sales."

Rosalyn's new career delivered experience in design, sales and showroom management, as well as expertise in franchising up to director level.

Now as UK expansion manager for the Schmidt Kitchens and Interior Solutions franchise, she uses her experience to source and develop new

franchisees to meet Schmidt's plans to open 10 to 15 new UK outlets a year.

## ADDRESSING THE BALANCE

Strangely, although it's women who spend most time in the kitchen, the kitchen sales business has historically been largely the preserve of men.

"Things are much more balanced today, but I remember turning up to measure for a new kitchen and the customers saying they expected a man," Rosalyn says. "I think it's because kitchen design includes measurement and technical details and there's a sales element - both of which were once seen as male specialities. I'm living proof that they're not."

Schmidt's network of franchisees includes three female sole franchisees - including one who combines her business with bringing up children - and other women who are co-franchisees.

"We welcome women as franchisees," Rosalyn says. "Some female customers seem to feel more comfortable buying from a woman, provided she has the



## At a Glance Schmidt

**Established:**  
1959

**Number of franchised outlets:** 26

**Location of units:** Retail parks and high streets

**Investment range:** £350,000

**Minimum required capital:** £80,000

**Contact:** expansion.uk@Groupe.Schmidt  
schmidtfranchise.co.uk

**"Some female customers seem to feel more comfortable buying from a woman"**

necessary technical expertise - and our franchisee training provides that.

"Women in the kitchen design market also seem to be more comfortable sharing their practical experience of using kitchen layouts, which often helps build a relationship with female customers."

Some customers react differently to men and women, which is why Schmidt encourages a mix of staff in all its showrooms.

## SHARING EXPERIENCES

One of the attractions of setting up a kitchen and interior solutions business with the Schmidt franchise is the ability to talk to a network of other franchisees.

"Women particularly seem to like sharing experiences of what works well for them," Rosalyn says. "They are open to listening and want to learn from each other, so they appreciate the chance to access the advice of other franchisees, which benefits them and the franchise as a whole."

Her message to women wanting to start a business is: "If you want to talk with another woman who has extensive experience in the kitchen franchise sector, I'm here and we also have female franchisees you can speak to. Come and talk to us!"

# Why women suit franchising

Lisa Stead of Shuttercraft explains why she believes women have an excellent aptitude for building successful franchises



**A**s an experienced franchisor, formally a director of a highly successful property franchise and now responsible for the management of an award winning shutter franchise, I believe women have the ideal mindset for delivering excellence, particularly in a franchise market.

I've always believed a team of strong, capable women have the ability to get the job done and deliver results that far exceed expectations.

From my own team of degree educated marketers and highly qualified franchise professionals to the females who are involved in running our franchises, women have the right frame of mind to understand the benefits a franchise structure can provide and know how to make the most of it.

## "Women have the right frame of mind to understand the benefits a franchise structure can provide"

They know franchising is an excellent way to start a business and appreciate the security of a tried and tested system to help them achieve their objectives.

### CHALLENGING AND REWARDING

I thrive in the challenging and rewarding environment created when women establish and develop a new business. Seeing someone achieve a good work-life balance and free up time to reach personal goals - all while establishing a great future for them and their family - is exceptionally fulfilling.

I've seen women at the start of a franchise journey, who didn't believe they could run their own business, turn into successful franchisees. In my last role, this was evidenced by the fact that within the top 10 performing franchises, seven of them were run by women.

At Shuttercraft, we have many women who start off in a supporting role to their partner when joining the franchise. However, they quickly realise that they can, and do, run the business and have the foresight to set immediate and long-term goals for growth, which they then work extremely hard to achieve.

The community within the franchise world is exceptionally supportive and contributes to a great sense of job satisfaction, which I've not experienced in other sectors,



### At a Glance Shuttercraft

Established:  
2012

Number of franchised outlets: 29

Location of units: nationwide

Investment range: £25,000-£60,000

Minimum required capital: £25,000

Contact: Lisa Stead

[shuttercraft-franchise.co.uk/contact-us](http://shuttercraft-franchise.co.uk/contact-us)

and I think women are more inclined to be in-tune with the benefits of a network and the sharing of knowledge and experiences.

### THE APPEAL OF SHUTTERCRAFT

When I consider our own Shuttercraft model, I think this appeals to women for many reasons, but in particular because of the fact the product is so stylish and adds value and sophistication to a client's home.

As a management franchise, it can be set up to fit around other commitments and you get excellent customer interaction and satisfaction - the products sell themselves, making running your own business a pleasure.

Personally, I'm looking forward to developing the Shuttercraft franchise brand and working with my team to develop product lines, enhancing our training and support and growing the network to levels we didn't think were possible 12 months ago.

My advice to any woman who's considering buying a franchise is to ask yourself one simple question: does a franchise model give me the best chance of success?

The answer is that it most definitely does and with the support you'll receive along the way, alongside your own ability and dedication, your chance of success is high.

# Inspired by Africa

With its origins in the Midlands, the Afrikana restaurant chain wants you to join its familia

**A**fricana began its journey in 2018, with a vision to bring an exciting hospitality experience to the scene and in the last two years the business has flourished.

Not only did the company establish a restaurant with a wholesome, delectable menu, but a beautiful brand and family too.

## MULTIPLE FRANCHISEES

Afrikana is an African inspired concept serving an array of food with an African twist that originated in Aldridge, a small town in the Midlands. In 2019, it opened three more stores and by the end of the year Afrikana was on everyone's radar, which resulted in multiple franchisees across the UK and internationally.

2020 was a challenging year for many businesses. Afrikana experienced such unprecedented and uncertain times, but through it all the company stood by its team, every employee, every franchisee and every customer.

The Afrikana 'familia' continued to grow each day and with this so did the foundations of the company. This allowed it to tackle any misconceptions and stereotypes that came Afrikana's way.

## NEW DIRECTION

It can be daunting starting a new business, especially in times of such ambiguity. Afrikana understands the risk involved, nevertheless it wants you to step forward in its direction.

The company says it intends to fight the career stereotypes and inequalities women face at a senior level and have a diverse range of staff members within the workplace. Afrikana wants your help to eradicate these once and for all.

Afrikana provides every franchisee with the support and guidance that's required - from the moment you become part of the familia, through the pivotal milestone of opening the doors, to the development of the opportunities in front of you.



## At a Glance Afrikana

**Established:**  
2018

**Number of franchised outlets:**  
8

**Investment range:** £150,000-£350,000  
(plus VAT)

**Minimum required capital:**  
£150,000 (plus VAT)

**Contact:** [franchise@afrikanakitchen.com](mailto:franchise@afrikanakitchen.com)  
[afrikanakitchen.com](http://afrikanakitchen.com)

**"A close relationship with all its franchisees is what makes the company's model so successful and rewarding"**

## REWARDING RELATIONSHIP

According to Afrikana, a close relationship with all its franchisees is what makes the company's model so successful and rewarding.

Its morals ensure all staff members are judged solely on their capabilities and treated as individuals, leaving no room for any discrimination, may it be age, gender or race.

As a big believer in giving back to those who deserve it, Afrikana offers staff incentives, work benefits and significant growth opportunities.

These are the reasons Afrikana believes franchising with the company is a step in the right direction. You as an entrepreneur - a potential business tycoon - will have the opportunity to build your own empire of successful individuals, guided and directed by Afrikana to ensure you become the best you can be.

We are all on a journey, but if we have the right team and people around us, no matter the turbulence, the flight will always have a smooth landing. Take a leap of faith, step in to Afrikana and join the familia.

# I'm building something for myself

Right at Home has propelled Jenny Madghachian's business to stand-out quality

**J**enny Madghachian knew from early in her career that she wanted to run her own business one day - and the former nurse was also determined that whatever she did should make a difference.

Now as proud owner of the homecare franchise Right at Home in Borehamwood and Watford since 2018, Jenny says franchising was exactly what she had been looking for.

## USEFUL OPTION

"I just hadn't realised it was an option," she explains. "I wanted to make money for myself, but I was determined that it would be something really useful and something I could be proud of doing.

"It wasn't until I started doing some research that I realised it

**"There's no way I would have done this without being part of a franchise"**

was possible to run a care business through franchising and that some of the brands involved seemed to be of exceptional calibre.

"The more I researched, the more I came to like the concept of franchising too. You invest your own money, work hard, build your own business from the ground up and get to profit financially from your success."

## IMPRESSIVE PEOPLE

With British Franchise Association Franchisee of the Year Amy Patel-Popat among those demonstrating what can be achieved with a Right at Home franchise, Jenny recognised an alignment with her own values.

But it was clear that Right at Home's franchise territories weren't so much for sale; rather, they were awarded on a very exclusive basis.

"Rather than be intimidated by this approach, I looked at it from the perspective that if I were to get through I'd be joining a group of seriously capable and impressive people - and that was the kind of network I wanted," Jenny says.

Two and a half years in, Jenny's business is turning over more than half a million pounds and she is building a back office team to take it to the next level.

"At times in the first year I was putting in 14-hour days, leaving the



## At a Glance Right at Home

**Established:**  
2010

**Number of franchised outlets:** 65

**Location of units:** England, Wales and Scotland

**Investment range:** Up to £130,000, including working capital

**Minimum required capital:** £40,000

**Contact:** Kate Dilworth, 07825 047344, [franchising@rightathomeuk.com](mailto:franchising@rightathomeuk.com)

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

office at 8pm to meet with a prospective client at 8.30pm," Jenny says.

"It was exhausting yes, but it didn't ever feel difficult or daunting because I loved every bit of it - the thrill, at long last, of building something for myself."

## VALUE FOR MONEY

Jenny is open about the role her franchise has played in her success: "There's no way I would have done this without being part of a franchise. No matter how hard I worked at it, I couldn't have a business that performs like mine, to the standards we've achieved, without being part of Right at Home.

"Obviously as a franchisee, you do pay to be part of that network, but when I think about what comes from that investment, I have to say it's excellent value for money."

Lucy Campbell, Right at Home UK's chief operating officer, says: "Jenny exemplifies the values we look for in a franchise owner.

"She cares deeply about her clients and her team and recognises that the stand-out quality of her services will drive the growth of her business."

Right at Home is the UK's most highly recommended homecare provider, with a group score of 9.8/10 on [homecare.co.uk](http://homecare.co.uk) and a record eight years of Five Star Franchisee Satisfaction status.



# PASSIONATE ABOUT WOMEN IN FRANCHISING?

## Why not join our community of ambassadors?

As a not for profit organisation run entirely by volunteers, we rely on our ambassador members for support and to carry out our mission to educate, inspire and empower more women into franchising.

Are you passionate about encouraging more women into franchising?  
Could you be our next member?

## What do I get as an ambassador?

### GROWTH AND SUPPORT

- ✓ Exclusive member offers
- ✓ Advice & guidance
- ✓ Mentoring
- ✓ Discounted exhibition space
- ✓ Educational content to encourage more women into your franchise

### MARKETING AND PR

- ✓ Website profile page
- ✓ Speaking opportunities
- ✓ PR opportunities
- ✓ Member logo
- ✓ News & case study promotion
- ✓ Volunteering opportunities
- ✓ Member certificate
- ✓ Member lapel badge

### EWiF COMMUNITY

- ✓ Network with like-minded people at free Regional Meetings
- ✓ Join EWiF's online community, Franchisor Mastermind
- ✓ Annual Conference and Awards Ceremony

MEMBERSHIP  
WORTH OVER £1000  
IN BENEFITS AND  
DISCOUNTS.

**Find out more about becoming an EWiF ambassador today!**

Visit [ewif.org/becoming-an-ewif-ambassador](http://ewif.org/becoming-an-ewif-ambassador)

Together we EDUCATE | INSPIRE | EMPOWER women into franchising

 [ewif\\_uk](https://twitter.com/ewif_uk) |  [ewif.uk](https://www.facebook.com/ewif.uk) |  [ewif.uk](https://www.instagram.com/ewif.uk) |  [ewif.org](http://ewif.org)

# Supporting female entrepreneurs

FranFund creates personalised funding solutions for small business owners in the United States

**A**fter 20 years at a large corporation, Christina Lincicum left her role as director of human resources to become a business owner and began her search for a brand that would spark her passion for building teams.

After a thorough investigation, Christine bought an Ecomaidas franchise, providing cleaning services in Orange County, California.

She explains: "Once I found the brand, I had no hesitation about the business. I now have more flexibility and personal fulfillment. I love building a team and growing a culture that I'm proud of and where people love to work."

## OBTAINING FINANCE

Many women like Christina have partnered with FranFund to obtain funding for their business and have

successfully transitioned from corporate to entrepreneur life.

If you're considering becoming a new business owner, you have likely learned about the enormous opportunity the franchise industry presents. Multiple franchise brands represent nearly all market segments.

With a franchise business, you're buying a proven model. There is a common phrase in the industry: with franchise ownership, you are in business for yourself, but not by yourself.

Franchisors tend to offer their brand to people who meet specific criteria. Many brands evaluate their most successful owners and attempt to replicate that type of person to ensure their franchisees are successful. Franchise owners must be willing to follow the franchisor's proven system.



At a Glance  
**FranFund**

Established:  
2006

Contact: [info@franfund.com](mailto:info@franfund.com)  
[franfund.com](http://franfund.com)

**"At FranFund, women hold a majority of the company's leadership positions"**

## FEMALE LEADERS

The franchise industry provides opportunities for people with myriad interests and skill sets. In the past few years, there has been increased interest from female entrepreneurs. Business ownership is often a solution to gender pay gaps and biased hiring that may exist in the private sector.

There is a great deal of overlap between successful franchise business owners' traits and typical characteristics of female leaders. These include a relationship oriented nature, high adaptability, superior communication skills and a propensity for multitasking.

Women lead many of the largest franchise brands. At FranFund, women hold a majority of the company's leadership positions and many have advanced internally. The company is proud to have built an inclusive business where anyone has the opportunity to be successful.

## ACHIEVE YOUR DREAM

FranFund works with small business owners in the United States to create a personalised funding solution for each individual situation. It's proud to have worked with thousands of clients across the country to provide funding solutions that allow them to achieve their dream of business ownership.

Due to banking laws and restrictions, FranFund operations are limited to the US. The company says it will continue to support and promote female entrepreneurs into the future.



# Rewriting the rules

While women are still enduring workplace discrimination, franchising is here to bridge the gap

**T**he impact of COVID-19 has been challenging for all of us, from furlough to redundancies and a knock to job security. However, research shows women have lost out more than most.

Many women have been forced to cut their working hours, perhaps to home school their children or because their sectors were one of those that closed during the pandemic.

## THE BOTTOM LINE FOR WOMEN

It seems lockdown was hardest felt by women. Statistics show they lost out more when it came to money and work hours. According to research from national UK law firm Shoosmiths:

- Women were more likely to work in those sectors that had to completely shut down, like hospitality (23 per cent of women

versus 16 per cent of men).

- 75 per cent of furloughed male workers had their wages topped up beyond the 80 per cent government cap under the Coronavirus Job Retention Scheme, compared with just 65 per cent of female workers.
- Prior to the COVID-19 pandemic, mothers worked an average of 6.3 hours each weekday. This was reduced to 4.9 hours during the pandemic.

This difference between each gender's experiences of the pandemic

**"Despite the doom and gloom of the last six months, women in franchising have been prospering"**



## At a Glance Encouraging Women into Franchising

For more information visit [ewif.org](http://ewif.org)

To catch up with the EWIF Inspires conversations visit the EWIF UK YouTube channel.

is proof the gender pay gap remains.

Statistics like these are only the tip of the iceberg. They don't show the continuing impact on not only female-led households' financial situations, but on their mental health too, with the increased stress of being in such a position.

## A RAY OF LIGHT

However, despite the doom and gloom of the last six months women in franchising have been prospering, as they've had the support to advance their businesses.

And every fortnight Helen Mansfield, managing director of Encouraging Women into Franchising has had the privilege of hearing the stories of women in franchising.

EWIF Inspires conversations take place fortnightly on the organisation's Facebook page. The new series opened with franchisor Anne-Marie Martin from children's dance franchise diddidade.

She says: "I cannot speak highly enough of my franchisees during this difficult time. They came together to not only support each other, but to find ways to carry on running their classes."

During the crisis, Anne-Marie learned how to utilise platforms like TikTok to keep classes going and the spirit of diddidade alive.

Other guests included Right at Home franchisee Julie Houston, We Love Pets franchisee Tracey Alexander and InXpress franchisees Debbie Simpkins and Sally Wright.

All have learned how to ace the lockdown work-life balance and each EWIF guest spoke of rewriting the rules for the future of their businesses.

So in a time when women are still being discriminated against in the workplace, franchising is here to bridge the gap, even during a global pandemic.

# From redundancy to multi-millionaire

Julie Wagstaff was in danger of losing everything before she found an abundance of success, fulfilment and recognition with ActionCOACH



Julie's UK team has won ActionCOACH team of the year out of 80 countries an incredible 12 consecutive years!

**J**ulie Wagstaff had to experience two redundancies and the threat of losing her house before she took control of her future. But when she chose to take action, her life started on the path to an abundance of success, fulfilment and recognition.

Originally trained as a food scientist, Julie moved into technical sales in the dairy industry after her first redundancy in the food industry. When the second round of redundancy hit in 2005, she became disillusioned with working in the sector and toyed with the idea of becoming her own boss. But meanwhile she put her CV on a job site.

Julie explains: "I received a call out of the blue from a business coaching firm called ActionCOACH. They'd found my CV online and, honestly, I wondered if it was a con as it sounded too good to be true.

"If I could become my own boss and help other business owners, I thought it could be my perfect fit. I love learning and developing

myself and this was a large part of the franchise model.

"I borrowed some money from my Dad, added that to my savings and at 28 years old became my own boss. It was a year where I took several leaps of faith in quick succession.

"Having signed the franchise agreement, I took another leap - onto a flight to Las Vegas for initial training at ActionCOACH University. At this point, I still wasn't quite sure if anyone would meet me when I got off that plane!

"It was a shock to the system when we landed. ActionCOACH was very real and the training experience was also very intense. I was the only female and by far the youngest in the group of 21 new franchise partners from around the world.

"During those 10 days, I learned a lot about myself, but with a lot of more experienced businessmen in the mix I did start to doubt my abilities and it led



## At a Glance ACTIONCOACH

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

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

**Location of units:**  
UK-wide

**Investment range:**  
£69,000

**Minimum required capital:**  
£20,000

**Contact:**  
01284 701 648

**actioncoach.co.uk**

If you would like to know more about the ActionCOACH opportunity 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](https://actioncoach.co.uk/overview)

to me developing some limiting beliefs about myself."

## THE RISKS OF NOT TAKING ACTION

Julie came back to the UK to launch her business, but did not follow the system ActionCOACH had recommended; something she reflects on with perfect clarity.

"I would book into networking breakfast meetings and then stay in bed," Julie admits. "I thought no one was going to listen to a young woman with no business experience, so I didn't really try.

"I was about three weeks from broke when I thought I would lose my house and was terrified at the thought of telling my Dad I'd lost all the money he'd lent me. That's when I decided to get my act together.

"It was January 2006 and I reached out to one of the top Action Coaches in the UK to ask for help. He showed me how to work the phones to generate interest in my services, which was the primary source of new business back then.

"In my first month I secured one client, in month two I secured another two clients, then four clients in month three, then nine clients in the fourth month after having decided to take massive action!

“By May 2006, my lead-to-client conversion rate had hit 87 per cent - an ActionCOACH UK record. Incidentally, my record of nine new clients in one month has only just been matched during summer 2020 by Action Coaches Ian Harford and Matt Bull - a fantastic result and testament to the support we’re able to give to our local communities over the pandemic.”

Julie first met Ian Christelow at the October 2006 UK franchise conference. She knew he was a master licensee for three ActionCOACH regions and they ended up talking about purchasing the London region as a 50-50 partnership.

“Three days later, I sent him the plan,” Julie says. “By the December, Ian and I had agreed to a million-pound investment to develop ActionCOACH in the London region.

“Two years later we bought another region and continued that approach every couple of years, acquiring master regions as they became available or as our offers were accepted.”

## RECOGNITION OF ACTION

“As I once lived and breathed being an Action Coach, this has helped us shape the business. We’ve implemented additional support for any areas I felt were challenging as a franchise partner.

“The recognition for this support has been incredible - 12 years of winning

ActionCOACH’s Global Team of the Year based on average income of coaches in each country and net growth of the coaching team. To stay at the top of 80 countries around the world is amazing.

“We’re also one of just 4 franchises to receive a 5-Star Franchisee Satisfaction rating 8 times by the independent WorkBuzz survey, winning Best B2B Franchise for the last two years. Prior to that, ActionCOACH also achieved three consecutive wins for the UK’s Best Mid-Priced Franchise at the Best Franchise Awards.

“Of course, I love the recognition, but the biggest reward for me is to see the difference our coaches are making in their communities.

“The challenges of 2020 have been felt by every business owner in the UK and I’m proud to see how our Action Coaches have come together to freely offer support and guidance to thousands of businesses across Britain.

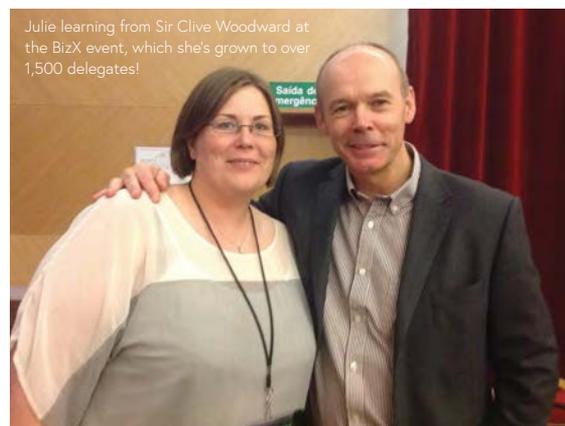
“That’s resulted in a multitude of personal bests for our coaches, including new business, client retention and monthly income records, even for those who have had ActionCOACH businesses for over a decade.

“And while ActionCOACH UK has a record number of clients, we welcomed eight new franchise partners and eight new employee business coaches on training in October.

## “The biggest reward for me is to see the difference our coaches are making in their communities”

“I stepped up to Managing Director in January 2020 to drive the business forward, knowing we’d soon need to concentrate almost entirely on supporting our team of franchise partners rather than recruiting them.

“When the pandemic hit the UK, I initially thought our plans would be scuppered, but when you take action the results follow. I couldn’t be prouder of how the team has taken massive action and made a difference to so many people’s lives, including mine.”



# Don't dream it, do it

Franchise Resales' friendly team can assist you if you want to become a franchisee

**A**re you a woman who dreams of owning a business that enjoys all the fabulous benefits associated with top brands?

Maybe you have secretly toyed with investing in a franchise and are now serious about taking the plunge. If the only things standing between you and fulfilling your ambition are not knowing where to start and a long list of important questions - relax!

Franchise Resales' friendly team includes six women. Together they have years of experience and plenty of answers. What's more, they're only a phone call away.

## WEALTH OF OPPORTUNITIES

Director Julie Taylor is passionate about the franchise sector and the wealth of opportunities it offers aspirational individuals eager to grow a successful business backed by a great brand.

She says: "Going into business with a proven brand behind you is a great first step. There's such an amazing choice, depending on an individual's interest and budget.

"However, at Franchise Resales we don't just sell businesses, we offer plenty of support to buyers and sellers in our complete end-to-end process."

## FIRST PORT OF CALL

Listing and relationship manager Clare Fordyce is the first port of call for current franchisees ready to sell their business and relishes the chance to deal with the latest opportunities coming onto the market.

She says: "I enjoy talking to our clients and getting a real insight into the business being sold.

"The process also involves a conversation with the franchisor and the challenge of agreeing a marketing



**"We offer plenty of support to buyers and sellers in our complete end-to-end process"**

price. Another interesting part of my job involves getting out and about - albeit virtually at the moment - and talking to networking groups about our work."

Account manager Patricia Hayward aims to be friendly and helpful. When Keith Halsall, the company lead manager, tells her a potential buyer is interested in one of the businesses Franchise Resales offers, she calls them for a chat to find out more about their interest, budget and plans for the future. Patricia says: "If they want to take things further, we need them to fill in a prospective franchisee profile form, which provides information for the franchisor, selling franchisee and the prospective buyer's bank.

"There is such a wide range of franchises on offer, from those dealing with blocked drains to selling cookies, and it's really enjoyable helping each buyer every step of the way."

## COLLABORATIVE APPROACH

Marketing manager Teri Wright, who's also a partner in digital marketing business I Want Fish & Chips, has



At a Glance  
**FRANCHISE  
RESALES**

Tel: 01522 246811

Email: [info@franchiseresales.co.uk](mailto:info@franchiseresales.co.uk)

[franchiseresales.co.uk](http://franchiseresales.co.uk)

worked with Franchise Resales for five years. The busy mum of two loves her role, irrespective of whether she's working in the office or remotely from home.

Teri says: "I work closely with our account managers, using social media channels extensively to market businesses for sale. I also liaise with the magazines we deal with and writing the firm's blog."

Office manager Emma Ozenbrook, partner of Franchise Resales director Michael Bohan, deals with admin, policies and procedures, as well as HR matters. It's full on, but she loves being part of a family run business that's going from strength to strength.

Another key player is accounts manager Angela Foreman, who is an asset when it comes to keeping the firm's accounts in order and preparing those year-end figures.

Angela is a team player and enjoys working with her colleagues. In her spare time, she loves socialising - a challenge in the current climate! The mum of James (18) adds she would be quite happy if he followed her into the world of Franchise Resales.

# WOMEN IN BUSINESS EXPO

VIRTUAL

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KEYNOTE SPEAKER

BARONESS KARREN  
BRADY CBE



KEYNOTE SPEAKER

JUNE  
SARPONG OBE



KEYNOTE SPEAKER

FARRAH  
STORR



KEYNOTE SPEAKER

RUBY  
WAX OBE



KEYNOTE SPEAKER

JAYNE-ANNE  
GADHIA



KEYNOTE SPEAKER

PERMINDER  
MANN

60 SEMINARS > OVER 50 EXHIBITORS ACROSS 5 HALLS > ROUNDTABLES > NETWORKING LOUNGE

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# Looking to make a real difference?

Join the UK's most successful business coaching firm and lead your own winning team.

“ I launched my ActionCOACH business in August 2016 and, within eight weeks, had signed up five one-to-one coaching clients. I followed the marketing advice in my training and my first client came from ActionCOACH's exclusive client generation centre. The work I do is life-changing for all of the 22 clients I work with today. ActionCOACH gives me a great work-life balance and gives me the chance to spend quality time with my family which I didn't have in my corporate career. ”

**Mitali Chopra** - ActionCOACH Franchise Partner since 2016

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- ✓ Works from home
- ✓ Recession proof model
- ✓ More learning and development than you can imagine
- ✓ Winner of the UK's Best B2B Franchise Award sponsored by Lloyds Bank
- ✓ The 1st to achieve 5-Star Franchisee Satisfaction status seven times

\*Less than 165 out of the 230 territories are available - all territories expected to be awarded by the end of 2021



Watch our overview video to find out more:

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Call the UK Team on  
on 01284 701 648

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