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EXPERT ADVICE

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BUDGET DURING INFLATION
Build a strategy that protects against financial uncertainty

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A day in life of a successful U.K. franchisee

POWERBRANDS

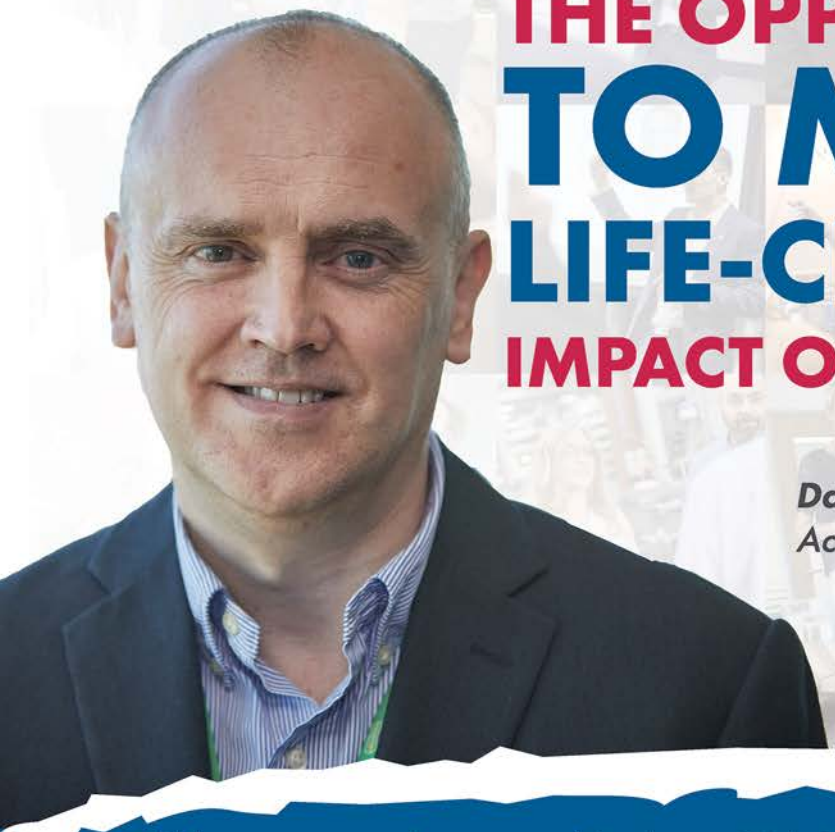
DELIVERY AND MOBILE BRANDS

THE BEST OPPORTUNITIES ON-THE-GO FOR DYNAMIC ENTREPRENEURS

PAGE 22 **FINDING YOUR FIT IN FRANCHISING**
The benefits of self-employment with fewer risks

PAGE 56 **SIX TOP LEGAL TIPS**
Protect against unforeseen challenges like the pros

PAGE 84 **FUNDING YOUR GROWTH**
Strategies for developing your future network



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David Newton
ActionCOACH Huntingdon & Biggleswade

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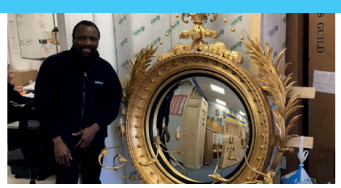
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FROM THE EDITOR



In this issue of *What Franchise*, we're showcasing just how wide the franchising community truly is. In an employment landscape that's increasingly trending younger in terms of in-demand talent, franchising provides a breath of fresh air that welcomes everybody – no matter their age or background.

That's why from page 16, we're taking a look at how franchising can be a creative and financial goldmine for the over-50s in the U.K.; a generation replete with experience, ideas, and tried-and-tested strategies. If you're in the latter half of life and think that you aren't cut out for the entrepreneurial dream, then think again.

Elsewhere in this issue, a growing segment is explored by regular contributor Linda Whitney: delivery and mobile franchises. The fact is that traditional brick-and-mortar operations which require customers to travel for services are becoming less and less appealing, and it's those businesses that can bring goods and services to the client's doorstep that will truly thrive. Think that this is a sector that could suit your needs? Make sure to check out this month's Powerbrands from page 34.

Even if you're familiar with franchising, we've got plenty of features and insight pieces that will surely update you on the latest trends and guidance from across the industry.



From page 22, Richard Pakey delves into the usefulness of a franchise consultant, while on page 42, Beth Whitmore advises on budgeting during these unprecedented times of inflation. And as always, you'll find a number of excellent investment opportunities throughout.

Kieran McLoone

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IN THE KNOW

Facts and figures from the world of franchising



NUMBER CRUNCHING

13 YEARS

IS HOW LONG IT HAS BEEN SINCE THE INTEREST RATE IN THE U.K. WAS AS HIGH AS IT CURRENTLY IS. BUSINESS OWNERS AND FIRST-TIME FRANCHISEES MAY STRUGGLE TO BUDGET DURING THESE CHALLENGING TIMES, WHICH IS WHY BETH WHITMORE HAS PROVIDED SEVEN INVALUABLE TIPS TO KEEP YOU AFLOAT, FROM PAGE 42.





QUOTE ME ON THAT

"While the terms might say that they're non-negotiable, it's vital that you're at least aware of your legal position before you take the plunge"

Emily Sadler, partner and franchising specialist at Paris Smith solicitors, on why franchisees need to have their legal head on when entering the franchise world (page 56).

TRENDING ONLINE: SHOP TILL YOU DROP

Following closely behind the industry mainstays like food and beverage this month have been retail concepts, which have proven to be popular among entrepreneurs looking for their next big opportunity.

Perhaps this is in light of the post-pandemic swing, with more and more people heading back out to the shops in-person to enjoy some retail therapy and shop to their heart's content. Or perhaps it's because this sector is continuing to embrace e-commerce, with an increasing number of brands taking their storefronts online in the virtual world.

Whatever the exact reason, retail is an enduring sector that we've seen heightened interest in here at What Franchise HQ. If you're interested in opening your own shop with the support of the segment's biggest names, then make sure to head over to what-franchise.com to view the hottest opportunities available today.

NEWS IN BRIEF

BURGER & SAUCE FRANCHISEE IS SET TO REACH NEW HEIGHTS

A Burger & Sauce franchisee, Subhan Munir, has signed a deal to open four more restaurants under the brand within the next two years. As he explains: "I trained as an airline pilot. Although I am fully qualified to fly passenger jets, the pandemic meant there was no work. Instead, I discovered the Burger & Sauce franchise and suddenly my career really took off!

"The Burger & Sauce's motto is 'Fresh, Fresh, Fresh!' Many other burger brands are either complicated or aren't as fresh as they claim. Burger & Sauce prides its offering on being as fresh as you can get. Food is only prepared when it is ordered and we have the simplest menu – three original burgers, plus, three homemade sauces along with a small variety of fries makes customer choice easy. This also reduces ordering times and makes the process really efficient.

"I bought my first franchised store in Birmingham in 2020. Pretty soon, we were flying! Within a year I had turned over £1.5m, and I have just agreed to open four more stores."

Anthony Round, franchise director of Burger & Sauce, says: "Subhan is already proving the sky's the limit with Burger & Sauce! Our goal as a franchise is to establish 300-plus stores across the U.K. and to become the household name for fresh burgers. Therefore, we are now recruiting new franchisees, aiming for double-digit store openings in locations across the nation by the end of 2022."



ÍSEY SKYR BAR LAUNCHES IN THE U.K.

A growing global brand, Ísey Skyr Bar, is the only concept on the market that pays homage to 1,100 years of Icelandic heritage. The convenient bar gives people the opportunity to sample the Icelandic healthy way of life by serving on-the-go healthy, tasty, and fast snacks that have no added sugar and are high in protein. The Michelin-chef-designed all-day menu uses Skyr to create a unique taste experience and provides smoothies, juices, bowls and coffee.

Ísey Skyr Bar was developed with the goal to bring originality to the quick-service restaurant (QSR) industry. The business is designed to provide franchisees with an operation that fits their needs and a scalable concept with flexibility in size and menu items, including a stand-alone bar, shop-in-shop pop-up shop, and portable and drive-through options.

"With more people aspiring to a healthier and active lifestyle, now is the perfect time to share the essence of the Ísey Skyr Bar and offer a nutritious, fast and delicious alternative," said managing director Sigríður Steinunn Jónsdóttir. "Our new concept appeals to the urban trendsetters and millennials who have been on the hunt for a protein-rich, fat-free and great-tasting answer to the countless unhealthy fast food options currently dominating the market.

"By expanding Ísey Skyr Bar into the U.K. market now, franchisees will have a unique chance to get in on the ground level of a premium, stylish and in-demand product with strong profit potential. Ísey Skyr Bar is an authentic brand – it's super convenient, super healthy and super tasty. We tick all three boxes!"





MARUGAME UDON APPOINTS NEW HEAD OF FRANCHISE FOR U.K. AND EUROPE

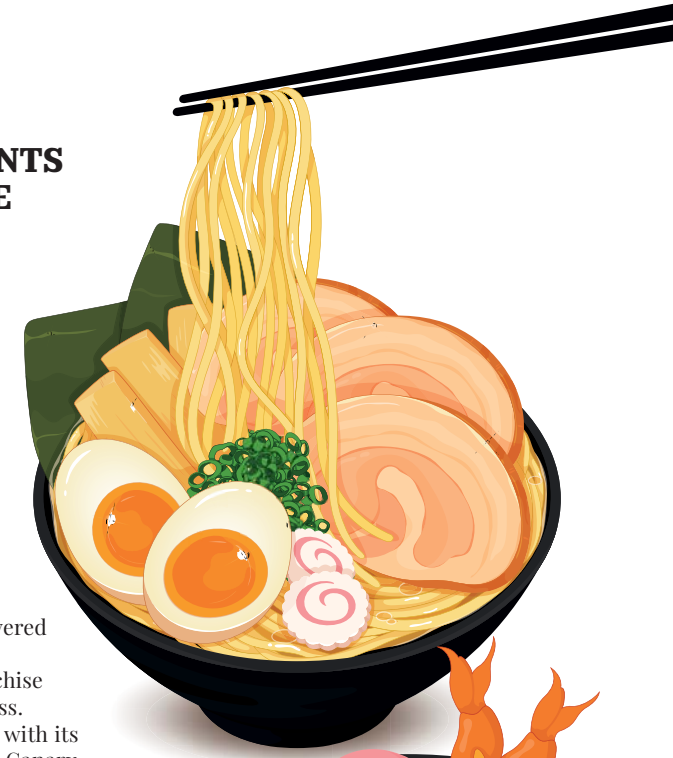
International udon noodles and tempura restaurant brand, Marugame Udon, has appointed Judd Williams to the newly created role, of head of franchise for U.K. and Europe.

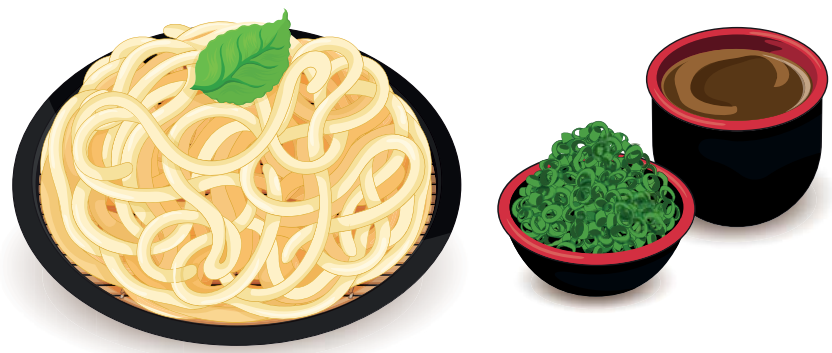
Judd said: "This is a really exciting role, with an iconic brand. I'm looking forward to working to help deliver our growth ambition to bring the Marugame Udon experience to more new customers through experienced franchise partners."

Judd, who has more than 20 years of global hospitality franchisor and franchisee experience, joins from Boparan Restaurant Group where, as international development director for the last four-and-a-half years, he delivered expansion through franchising across its multiple brands including Giraffe, Carluccio's and Slim Chickens. He has also previously held international franchise leadership roles in brands including Starbucks, Costa Coffee and Costa Express.

Marugame Udon made its U.K. and European debut in the capital last year with its flagship site off Liverpool Street, followed by successful openings in The O2, Canary Wharf and St Christopher's Place. In mid-June, the fast-growing brand opened its fifth restaurant in London at retail and leisure destination Brent Cross.

Keith Bird, CEO of Marugame Udon Europe said: "We're thrilled to welcome Judd into our growing team. We have exciting expansion plans and with his knowledge and experience he will be an integral part of us achieving this."







THE TRAVEL FRANCHISE DOUBLES STAFF AND EXPANDS

The Travel Franchise continues to grow at its "fastest pace ever". The company has more than doubled its staff in the last six months with more people yet to be recruited – all part of the extra £1m recruitment investment it announced earlier this year.

The Travel Franchise recorded a 200 per cent increase in new members joining in January 2022 compared to January 2020. In terms of franchise numbers, the company beats the likes of Burger King and Subway.

Paul Harrison, co-founder of Not Just Travel and The Travel Franchise, says: "We are growing at our fastest pace ever. Not even when we were building our business from scratch were we employing people as fast as we are now. More roles are to be announced shortly. An entirely new training team will soon be unveiled. It's an exciting time for our dynamic, growing brand and there are many more additional initiatives yet to be unveiled. We are attracting the best talent in the business and it shows."



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Why franchising is the safer investment

During times of economic uncertainty, joining a franchise offers many unique benefits and a massively reduced risk for budding business start-ups

WORDS BY SUZIE MCCAFFERTY



THE AUTHOR
Suzie McCafferty is CEO of franchise consultancy Platinum Wave

Summer holidays are often a catalyst for people realising they are no longer satisfied with being an employee, marching to the beat of someone else's drum. Of course, the tipping point of actually doing anything about it doesn't come until they truly believe they have what it takes to ditch the salary and take a chance.

Franchising could be the lower-risk route that saves you from resigning yourself to yet another year of career disappointment. According to Google search statistics, 65 per cent of adults in the U.K. want to start their own business. It's not great news for employers, if nearly two-thirds of their staff are thinking about leaving to do their own thing – but is it all hot air, or does anybody actually take the plunge?

Fast track to profit

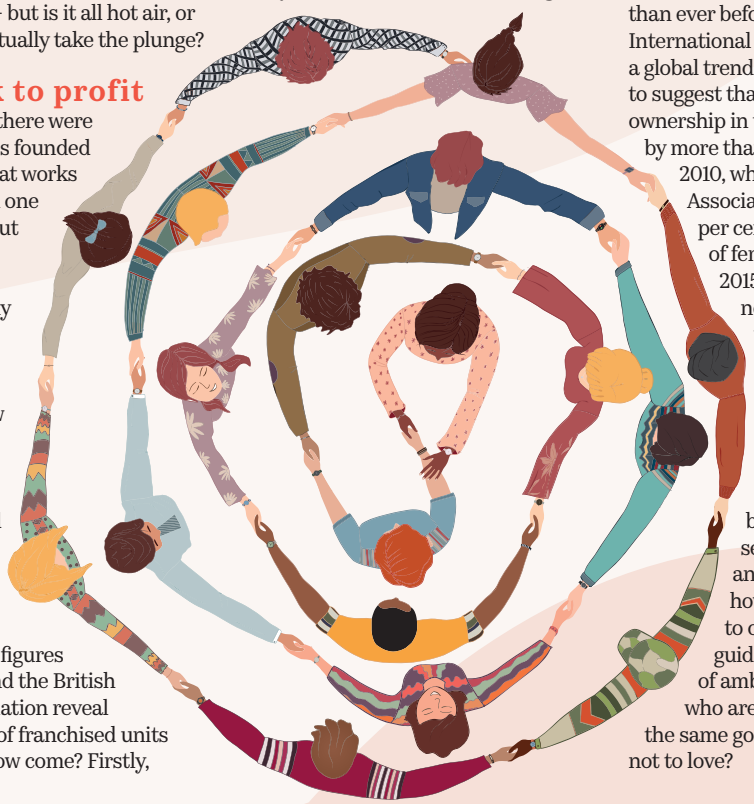
Well, incredibly, there were 665,495 start-ups founded in 2019/2020 (that works out at more than one a minute)! Without a crystal ball, we can't know for certain how many of these are still going. However, we do know that a majority of new businesses are gone within five years.

For franchised businesses, success rates tell a very different story. The most recent figures from NatWest and the British Franchise Association reveal that 93 per cent of franchised units are profitable. How come? Firstly, the business model has already been proven to be a success.

Secondly, the franchisor with the original business idea and proven business model provides training and support to ensure franchisees have the greatest possible chance of making the business work. They profit when you profit, so they're highly invested in your success. When the right franchisee finds the right franchisor, both parties can enjoy major success with hard work and dedication, and develop a long and fruitful franchise relationship.

Worth the investment?

Buying a franchise will mean parting with some of your income each month in royalties, so is it worth investing in this way? It all comes down to how much you value training, ongoing support, an existing brand, a proven business model, national marketing, increased speed to market, and being part of a network of like-minded individuals sharing best practices – all things that come with a good franchise that you won't get if you set up on your own. Are all these benefits worth the franchise fee and the ongoing monthly royalty payments? Only you can decide, but if the above report is right and 93 per cent of franchisees really do enjoy profitable businesses, it certainly sounds like it.



Gender appeal

Women are currently joining the franchise industry in greater numbers than ever before – and, according to the International Franchise Association, it's a global trend. In fact, there's 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.

Regardless of gender appeal, franchising has openness, mentoring, and collaboration embedded 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. They continue to offer support and guidance, creating a network of ambitious collaborators who are all working towards the same goals. Seriously, what's not to love?

Helping franchisees grow

A winning business model helps Molly Maid to set new records

On the weekend of March 14, 2020, Molly Maid franchisees from around the U.K. gathered in Bournemouth for their bi-annual national convention. While the event had been planned out for months, a new discussion item was hastily added to the agenda – COVID-19 and the potential impacts on a franchise owner's business. Kevin Hipkins, president and CEO, and a 30-year veteran of the industry, still has notes on those discussions, including a prediction for the future because of COVID. "We just thought in a global health pandemic more families would turn to brands they knew to keep their family safe, and more families would want their home professionally cleaned, which is why I wrote out that 'our business will boom'."

INFLATION-PROOF GROWTH

Fast forward to today and Hipkins' prediction has largely panned out. And, despite the storm clouds gathering around the country's economy, the cleaning industry is one that continues to show no signs of slowing down, with the company's franchisees continuing to set new records in all areas of business. "The new records we've hit are, first and foremost, down to the hard work and talents of our amazing franchisees," he says. "They've been relentless in not only dealing with the disruptions caused by COVID, but also in taking advantage of demand from new customers, which has been quite unlike anything I've seen in my 30 years in the cleaning industry. And this includes seeing Molly Maid grow and become a household name throughout Canada and the United States, too."

Hipkins also credits the company's leading and resilient franchised business model, which has proven to be largely inflation-proof. "We're fortunate that most of our costs are oriented around labour, which isn't really impacted by inflation." The company increased its prices in 2020 and again in 2021 to provide wage increases to their hundreds of cleaners, and when combined with a claim of being the 'Best Employer in the Home Cleaning Industry,' they're also experiencing record increases in interest for their cleaning jobs, too. This is all needed to meet the huge demand from new customers.



INDUSTRY RECOGNITION

It's not surprising then that the company celebrated a trio of awards in 2021 – another 5 Star Franchisee Satisfaction award, another top 15 ranking in the prestigious Elite Franchise 100 ranking (at position 13, Molly Maid is the highest-ranked domestic cleaning franchise), and a finalist in the BFA-HSBC Franchisor of the Year awards.

Hipkins is justifiably excited about all these accolades and what they say about the company's franchisee-focused culture, but he's even more excited about the future. "We've already seen some franchisees double their weekly turnover in the past year, and predict that, overall, we'll double in size over the next five years. Everything that we're doing now, from our social media feed to our partnership with Meta/Facebook to provide a platform to connect with franchisees and our marketing campaigns, is focused on one thing – helping franchisees take advantage of the great conditions to grow their business."

For more information about becoming a Molly Maid franchisee and to learn more about the company's leading business model, contact Aaron Watson, director of franchise development.

At a Glance
Molly Maid

Established: 1984

Number of franchised outlets: 94

Location of units: across the U.K., from Scotland to the south coast

Investment range: £18,975 (+ VAT) and £7,000 working capital (£10,000 of the £18,975 is allocated to marketing for the first 12-18 months)

Minimum required capital: at least 30 per cent of the total investment (£7,975). The remainder can be funded through a business loan

Contact: Aaron Watson, director of franchise development. 01628 583765. awatson@mollymaid.co.uk

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Sean Lewis
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FRANCHISING OVER 50

With accrued life experience, valuable business skills, and capital to invest, 'olderpreneurs' are forming the new generation of franchisees in the 2020s

WORDS BY LINDA WHITNEY



A franchise over 50: what's in it for you? The answer is plenty. Unlike many employers, franchisors largely welcome approaches from people in midlife, appreciating the life skills and business experience that mature people bring.

"Unlike many employers who focus mainly on recruiting young bucks who want to grow with the company, franchisors in most sectors welcome the maturity, wisdom and more settled outlook that people in midlife often possess," says Clive Smith, of Franchise Focus, a consultancy that offers franchisee recruitment among its services. "They're more likely to be unflappable, self-assured, and usually better financed."

Midlifers are not alone in the franchise world. Unlike the corporate sector, you won't feel like the office grandparent as over-50s are well represented in franchising. The British Franchise Association NatWest report on the U.K. franchising landscape in 2018 shows that the number of new franchisees aged over 50 rose from 14 per cent in 2015 to 19 per cent in 2018, and at that point 35 per cent of all franchisees were over 50 (though the average age of all franchisees is now 40, and is steadily coming down).

Nick Neill, managing director at estate agency franchise EweMove, welcomes any new franchisee who shows the right attitude and ambition to achieve success, regardless of their age. "We're delighted to have welcomed so many over 50s to the flock," he says.

"It doesn't matter if your franchise journey with us is your first job or your last – we don't think age should stand in the way of anyone wanting to achieve great things with a brand that equips you to reach your full potential. The diversity of people joining EweMove only strengthens us as a community, as everyone brings something unique to their own business and the network as a whole."

WHY DO YOU WANT TO SET UP A BUSINESS?

It could be that you have been made redundant (sadly, the over 50s are more likely to be made redundant than any other age group) or you may feel your career is going nowhere, and the solution is to set up a business of your own. A franchise makes that easier.

CAREER CHANGE

On the more positive side, you may now have the confidence to step into the sector you really want to work in. It's easier to change sectors with a franchise as most franchisors don't expect you to have any experience in their industry and provide the training you need. Nick says: "We see so many of the over-50s who join us find a new lease of life after leaving their old careers behind – the energy and ambition they bring to the flock is unmatched. As the old saying goes, it's better late than never, and it's certainly never too late to find your true calling!"

You may feel that you now have the business experience, skills and funds needed to work for yourself, but like many other mature people, also want a business that allows you to give something back to your community.

Amrit Dhaliwal, chief executive at home care franchise Walfinch, says: "Our network of over 26 franchisees includes people under 30 and over 60. We welcome prospective franchisees of any age provided they share our values of integrity, teamwork, excellence and fun, and they pass what I call the 'Mum Test'. When recruiting, we ask ourselves: 'Would I like this person looking after my mum?'"



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

"Unlike many employers who focus mainly on recruiting young bucks who want to grow with the company, franchisors in most sectors welcome the maturity, wisdom and more settled outlook that people in midlife often possess"



CHANGE OF LIFESTYLES

If you want to step off the career treadmill a franchise can be a way to a better work-life balance. Setting up a business is always going to mean working very hard for the first couple of years, but once you have got everything in place, including a team trained to run the business when you are away, you can step off the gas. You choose when to take your holidays and can fit the business around your life.

A FRANCHISE GETS YOU OFF TO A FASTER START

When it comes to setting up a business in middle age, you won't have the benefit of 40 years or so to develop it that you may have had if you'd started in your 20s. Getting started with a franchise is almost certainly faster than going it alone, because the franchisor will already have a tried-and-tested business model to follow.

As someone who is starting a bit later in life, you'll need to think about how long you want your business to last – and have a succession or exit strategy. Consider whether you want to still be running it in your 70s. Many won't fancy that, but there are franchisees who do – and even some who start franchises in their 70s.

Clive says: "Franchisors will want to know if a prospective franchisee's timeline for the business matches their own. Typically they will ask where an applicant wants to be by the end of the first franchise term. For many franchises, this is five to ten years."

"If you're prepared to put in the time and effort required to establish yourself in the new sector you're chasing, go for it! Being your own boss is so rewarding"

A FEW CAUTIONS

By the ages of 50 to 60, you may be well set up financially, your mortgage paid and the kids off your hands, but franchisors won't be looking for the kind of person who's looking for a slow coast down to retirement. "Prospective franchisees would be ill-advised to tell a franchisor that they've now made their money and want a small business to hand on to their kids," says Clive. "Someone who's already in a great financial position may not be driven to work so hard to make the franchise a success, and that impacts on the franchise as a whole, so those people may be less desirable."

Franchisors look for people who are hungry for business



Walfinch

BUSINESS SKILLS GET BETTER WITH AGE

Sarah Wickham became the Walfinch home care services franchisee for the Suffolk Coastal area two years ago, after over 25 years of experience in the care sector.

She says: "Even with that extensive experience, I chose to start my own business with a franchise because I was mature enough to understand that no one can be good at everything needed to run a successful home care business, and Walfinch provides extra support, both from head office and the other franchisees."

Sarah, who turned 50 recently, says: "I think when you get a bit more mature you get better at achieving a work-life balance. When I started the franchise, I went hell for leather to build up the business, but with a great registered manager and care team I can now fit it around my life and get more time to spend with my husband, Billy. I can even run it remotely when we take a bit of time out on our canal boat.

"I also get time for networking and working with local charities – things that feel less daunting as you get older and more confident speaking with a wider variety of people."

A better work-life balance hasn't stopped Sarah from developing her business. She now employs more than 50 carers, recently achieved a 'Good' rating from industry regulator the Care Quality Commission, and is working on launching her second Walfinch franchise – this time in Norwich.

She says: "Age and experience makes you better at running your life – and that includes running a successful franchise."



success – even if they are financially well-set already. This is where an emotional commitment to a business can be a valuable driver.

Clive says: "Many care sector franchisees, for instance, are driven by the urge to deliver high quality care – sometimes because they have bought care for loved ones, found it lacking and are determined to provide a better service themselves."



EweMove

TACKLING CAREER FATIGUE WITH A FRANCHISE

Like a lot of mature people with a long career behind them, Paul Chant felt like he needed a change, and a EweMove estate agency franchise supplied it.

Now managing director of EweMove Northampton North, Paul had previously enjoyed a successful career in the printing and packing industry. He says: "Like a lot of people after a 30-year career, I'd got tired of the industry I was working in. After a period of searching for something completely different and appealing to me, I found EweMove.

"I've always had an interest in real estate, and having lived in Northampton for 25 years I was inspired by the prospect of bringing a new and progressive brand to my community, while equally being given all the tools to become my own boss."

Paul had no prior experience in the sector, but says: "I joined EweMove because I knew that the support on offer would be key for the success of my start-up business."

EweMove franchisees can choose to work alone or build a team of estate agents. The business model relies on one agent seeing the home-moving journey from start to finish with a client, supporting the delivery of consistently high standards, selling houses faster than other estate agencies, and for more money.

After three years at the helm, Paul, who runs the business with his wife Jayne, says: "EweMove offered me the challenge and stimulation that I needed. The support from the EweMove team has been second to none, and they have helped me put my new skills and methods into practice, while combining them with the sales and customer service skills I developed in my previous career.

"If you're prepared to put in the time and effort required to establish yourself in the new sector you're chasing, go for it! Being your own boss is so rewarding. It takes some getting used to at first, but it's well worth it in the end."



"Prospective franchisees would be ill-advised to tell a franchisor that they've now made their money and want a small business to hand on to their kids"

Who are the over-50s?

In 2020, there were estimated to be over 4.6 million people aged between 50 and 54 in the United Kingdom, the most of any age group.

- If you're now 50, your average life expectancy is 84 if you're male and 87 if you're female, according to the ONS, so you have, on average, 30 or more years to go – more than enough time to fit in a new career as a franchisee and with some time to spare. (If you want the slightly worrisome pleasure of knowing your own average life expectancy, there's a calculator on the ONS website.)
- The number of workers over 65 has almost tripled, with nearly 900,000 more people over 65 in work. One in seven men and one in 12 women over 65 were still working in 2019.
- ONS redundancy rates show that the over 50s are the most likely age group to be made redundant.
- The number of unemployed people aged over 50 in the U.K. has increased by a third in the past year, according to an analysis of official figures.
- There were 371,000 unemployed older people in July to September 2020, a 33 per cent rise from the 280,000 unemployed over-50s during the same period in the previous year. The data, provided in the latest Labour Market Statistics issued by the Office for National Statistics and analysed by job site Rest Less, suggested this was the biggest percentage increase of all age groups, and significantly more than the national average increase of 24 per cent.
- Quoted in an article in the CIPD publication ***People Management***, Stuart Lewis, founder of jobsite Rest Less said the U.K. was facing a "less well-documented" long-term unemployment "disaster" among older workers.
- But while employers turn their backs, franchisors rush forward. Most small business employer owners and co-owners fall into the 35 to 44 (25 per cent), 45 to 54 (31 per cent) and 55 to 64 (26 per cent) age categories (startups.co.uk).

"Age and experience makes you better at running your life – and that includes running a successful franchise"



A second chance for all kinds of entrepreneur

Platinum Property Partners works with its franchisees to provide an unparalleled quality of life

October 22, 2009 was the day that changed L-Cpl Stephan van Niekerk's life. Three years into his military career and on a second tour of Afghanistan, Stephan stepped on an Improvised Explosive Device (IED). His injuries were serious.

Stephan lost both legs, as well as suffering a broken arm and losing or seriously damaging five fingers. "I spent the next five years at Headley Court in Surrey, the recovery centre for military personnel," says Stephan. "It was a bit of a roller coaster ride at the time. I'd also just married, so after I was injured, my wife and I really had to think about what we were going to do."

LIGHT ON THE HORIZON

While he was rehabilitating, Stephan got talking to a friend who shared his interest in property.

"He'd seen Platinum Property Partners at a show he'd attended," adds Stephan. "My first reaction was 'Why would you want to pay someone to tell you how to invest in property? You buy a house and renovate it – it's simple!'

"But I was intrigued enough to go along to a Platinum discovery day with him and that's when I realised where the real value of the franchise is."

The Platinum franchise model sees partners buy, renovate, and rent out the rooms in co-living residential properties – with Platinum's mentors and support team holding their hands through each stage, de-risking their investments.

"My wife and I had been through so much, so we wanted to make sure that what we did next was de-risked and that's exactly what joining Platinum does," adds Stephan. "Even at the discovery day, I learned so much. I'm the kind of person who if there's an expert in something, I'd much rather learn from them than try something and make a major, costly mistake."





Stephan joined Platinum in 2013 and quickly built up a portfolio of four shared living properties in Taunton, Somerset.

That portfolio has meant both Stephan and wife Sadie are able to spend more time with their four children, with the business fully supplementing their previous household income.

"Doing what we have done with Platinum has given me the ability to spend a lot more time at home, watching the kids grow up and being able to have a much bigger influence in their upbringing," adds Stephan."Being part of Platinum has given us so many options as a family – and certainly me as an individual.

"I do a lot of cycling now, mainly for charity events, but I also haven't closed the door on sport. I got on to the transition programme for wheelchair fencing and there's the possibility of doing something with skiing.

"We're also actually now at the stage where we're looking to grow the business again. So, my next target is to get to eight properties. It's a tried and tested model that works and the support from Platinum is huge, so I've got no doubt we'll get there."

At a Glance
Platinum Property Partners

Established: 2007

Number of franchised outlets: 200+ franchise partners, 700+ properties

Location of units: across England

Investment range: £175,000 - £700,000

Minimum required capital: £175,000

Contact: Lucy Donovan (info@platinumpropertypartners.net)

platinumpropertypartners.co.uk

Finding your fit in franchising

Why would you franchise when you could set up your own business? Richard Pakey outlines why it can provide all the benefits of self-employment, but with fewer hassles and risks

WORDS BY RICHARD PAKEY



THE AUTHOR
Richard Pakey is a franchising expert and managing director of the award-winning Lime Licensing Group (limelicensinggroup.co.uk). Email richard@limelicensinggroup.co.uk

So, you want to be in charge of your own future? Buying a franchise could be one way of achieving a desirable lifestyle, freedom and assets, without many of the associated risks attached to setting up your own business. Let's consider if and why you should buy a franchise, and some of the considerations you need to make before taking the plunge.

Know the basics

Put in the simplest terms, a franchise operates like this: You (the franchisee) are given the rights granted to operate and trade under a brand name (the franchisor) once you have paid their fee and undertaken the appropriate training as requested.

You may even trade under a similar name – which, by the way, does have a direct benefit to the franchisor – although you may have a legal business set-up in place, which protects both parties from purporting to be the other.

There are several commercial benefits to operating under the umbrella of a much larger business, and personal ones, too. For example, you might wish to run a business with people around you to help, support, and advise. This is often why people look into franchising as a business option – to be in business for themselves, but not by themselves.

Can you operate as you wish?

In short, not exactly. All franchisors will want a very high level of control of how the franchise is run. After all, you're paying in part for their knowledge and expertise, and they will have standards that they need to maintain.

You may see any restrictions as a disadvantage, but consider carefully why they're in place as they could benefit you too. Often, they're designed to protect the brand from renegade franchisees who may damage the franchisor and, in turn, your business too down the line.

"This is often why people look into franchising as a business option – to be in business for themselves, but not by themselves"

How could a franchise benefit you?

If you already know the type of franchise you want to buy, the first thing you'll do is check that the franchisor is already running successfully. An effective system will help you to build your own business much faster than if you started your own enterprise from scratch.

All credible franchisors know what works and what doesn't when it comes to their trade and will have the best marketing systems and other advantages in place. You'll get to benefit just by being part of a national entity (if they are a more mature franchisor).

Before you commit to buying any franchise, you should ask yourself whether you can run a business, including all these elements, on your own, and determine what personal value you put on having it all done for you. Having all this expertise covered, along with all its associated costs, may make paying for a franchise worthwhile, as opposed to starting out from scratch on your own.

In some developed countries, where franchising is even more popular than here in the U.K., the franchise industry is highly regulated. By contrast, there are no specific laws governing franchising in the U.K., which carries both advantages and disadvantages for those involved.

Be prepared to have a lengthy review of any documents that the franchisor sends to you, not least the all-important franchise agreement. They are often prepared quite logically for anyone to read and interpret, but if not there's plenty of assistance available from lawyers and

advisors who specialise in franchising.

What could possibly go wrong?

It's fair to say that franchising is not for everyone. Like any business, you must ensure that you have enough capital, not only to buy the franchise in the first place but to operate it with a healthy cash flow. You also need to have enough behind you to support the lifestyle you have become accustomed to while getting up and running. Failure to be well capitalised can be extremely damaging for you and the franchisor, and will be covered by a clause in any franchise agreement.

This isn't to suggest that all franchises are expensive to start and maintain. Far from it, in fact. There's even government support by way of loans to help you, meaning that you might not even need to find any of your own cash to get started.

Get an expert opinion

Look for franchise consultants to help you find and secure a franchise. Often charged with ensuring the right 'fit' for both parties, franchise consultants will be appointed and paid for by the franchisors you're looking into, and it will almost certainly cost you nothing to engage with them. They're a friendly bunch, which is a welcome trait that you'll likely find in most people operating in the franchise sector, too!

KNOW THE JARGON

If you're new to the world of franchising, it helps to know what people are going on about. Here is just some of the terminology related to franchising that you're likely to hear along the way:

Franchisor
The brand owner of the franchise

Franchised business
Franchised rather than company-owned operation

Franchisee
This will be you, if you take on one of the franchises that you're looking into. Franchisees are often split into the following:

Single unit owner operator franchisee
You if you're running, say, a single coffee shop

Multi-unit owner operator franchisee
Still you, but running a few sites simultaneously (with a team to support you)

Area developer franchisee
In the future, you might decide that you want more than a few stores, so this title means you have the rights to operate an entire city or region

Master franchisee
If the brand is U.K.-based, often the franchisor is the master franchisee. This term is mostly used for non U.K.-based brands, looking for someone to take the franchise to an entirely new country or territory

Investor franchisee
Some franchises are hands-off and operated from a head office for a simple return on investment.



A day in the life of a Getir franchisee

Hear directly from Jay, who has been instrumental in Getir's U.K. success

Meet Jay, a former Getir employee who made the leap to become a Getir franchisee. Jay gives us an insight into what it's really like to be a franchisee; where it all began, his secret to success and the challenges he overcame.

WHO IS GETIR?

You may have seen its branded purple and yellow vehicles, the amusing TV adverts, or perhaps know the brand as the official training partner for Spurs? Getir delivers groceries in minutes – for when you're down to your last drop of milk. Founded in 2015 in Istanbul, Turkey, and launched in the U.K. last year, Getir is now the U.K. market leader for ultrafast grocery delivery.*

TELL US ABOUT YOUR JOURNEY AT GETIR?

My journey at Getir began on the property team in May 2021. At the time we had a handful of U.K. stores and my role was to launch new sites in exciting new cities. I was in charge of sourcing, acquisition and negotiating the terms of our rental agreements. I took the lead in London, Bristol and Cardiff and as we grew it meant long nights and a lot of miles on the road. In the space of seven months, we opened 100 U.K. stores. Becoming a franchisee was a natural next step for me, and so my journey as a franchisee began.

I'm incredibly proud of the role I played in Getir's history in the U.K.

"Getir provides stores with incentives and promotions for great results. It has helped to keep my staff motivated and we've achieved an A+ store grading for the last four consecutive months"



WHY DID YOU DECIDE TO BECOME A FRANCHISEE?

Working for the company felt like one big family, striving together to achieve shared goals. I was quick to see Getir's growth potential. The culture was like no other and more importantly, I believed in Getir's mission from the very start: groceries in minutes, with technology at its heart – count me in! I have always been passionate about the brand and being a franchisee was a great way to extend my involvement.

I was convinced by Getir's sustainable proposition for the future with its presence soaring in the grocery industry. However, I also looked into other franchise platforms, such as Subway, Pizza Hut and Domino's Pizza, which allowed me to compare offerings and finalise my decision. Getir's unique proposition made it the right franchise opportunity for me. It was 'headache-free', where franchisees are given guaranteed revenue, operational support and world-class marketing.

I'm convinced the company will continue to get bigger and better.

HOW DID YOU GET SET UP AND RUNNING?

Initially, I had a call with the recruitment team, where I was invited to join a group presentation to learn more about how the Getir franchise works. Following this, I went back and spoke to my family, who were very supportive of the opportunity! Within a couple of weeks, I met with the operations team, who interviewed me on compatibility and whether we'd be the right fit for each other. I was also able to visit the store before making a decision.

The final meeting was an interview with Richard North, Getir's head of franchise; we spoke more about the opportunity and



discussed which store I'd be interested in purchasing. We also discussed costs, more about my experience, and funding – the entire process was effortless. Getir put me in touch with a high street bank who was able to help with funding, and supported me through the process.

WHAT DO YOU DO THAT HELPS YOU RUN EFFICIENTLY?

I run my store as a company by encouraging my managers to lead the daily briefings and daily tasks. My biggest priority is maintaining good relationships with my staff and building morale to better support my team. I also provide further support through training initiatives when needed. I keep an open-door policy which helps my franchise to run smoothly; my employees can speak and I will listen, and vice versa. I also take the lead in managing stock control, quality control and warehouse maintenance.

Aside from this, Getir provides stores with incentives and promotions for great results. It has helped to keep my staff motivated and we've achieved an A+ store grading for the last four consecutive months!

"There is a solid demand for ultrafast groceries in the U.K. and I'm confident that together we're doing something right"

Getir has created a welcoming space for communication. For example, last week we had a mechanical issue with our door and Getir's fast response meant it was fixed the very same day!

WHAT'S THE SECRET TO YOUR SUCCESS?

As a team, we work together and share the workload. For example, when store assistants are busy, I will jump in and help to pick and bag orders. It improves both our rating and speed of completing orders. I have complete confidence in my team; I'm able to leave the store knowing all tasks will be completed to high standards. This flexibility and reassurance mean I can continue to do the school runs!

I could not have achieved this without the support of the whole team at Getir, who have been exceptional from the very first day I started my franchise journey. Showing

THE OPPORTUNITY

Join the U.K.'s most-loved ultrafast grocery delivery app. Franchisees are responsible for the management of the day-to-day running of their business with Getir's support. The brand is expanding, inviting new franchise candidates to Getir's franchise opportunity. Investment opportunities range between £140,000 and £205,000, providing franchisees with everything they need to succeed. 50 per cent funding is available from high street banking partners.

Getir guarantees income during start up and growth. There's simply no better time to join this exciting journey, with locations available across the U.K. Contact Getir today to learn more about the franchise opportunity.



"I would happily do it all over again – in fact, I'm excited to expand and purchase my second Getir store"

up matters, but having the support is essential to my success.

HAS BEING A FRANCHISEE BEEN A REWARDING EXPERIENCE?

I would happily do it all over again – in fact, I'm excited to expand and purchase my second Getir store! At the end of each day, I return home knowing I've done well and can be proud of myself. Not every day is perfect, but the most important aspect is knowing I'm supported to overcome any issues which may arise.

WHAT IS THE HARDEST PART OF YOUR JOB?

Managing staff is the most rewarding aspect of the job, however, it can also be the hardest part of owning a franchise. I make sure my staff feel motivated so they can reach their full potential during every shift. There are also day-to-day challenges of owning a franchise, which happen with growth and the result of external market factors.

Communication provided by Getir is invaluable. I have a space to express my concerns and in return get feedback, with actions taken by the brand. Whatever you put in, you get it back in abundance.

I would 100 per cent recommend Getir's franchise opportunity. It's a tried-and-tested model in Turkey (and now the U.K.) where it has over 600 franchised locations. It is a disruptor in this new age of technology.

With Getir, you'll be given experience, complete professionalism and support. My advice for anyone interested in becoming a franchisee is to research the market, opportunity, and learn more about what you're looking for, as franchising can mean many different things.

We've seen big brands move from next-day delivery to one-hour deliveries. However, if you go onto the order system for these brands you can expect to wait up to two weeks for a time slot. There is a solid demand for ultrafast groceries in the U.K. and I'm confident that together we're doing something right.

My opinion? I've made many investments and this is the best one!

IF YOU HAD THE CHANCE, WOULD YOU BUY THE FRANCHISE AGAIN?

Yes!

*Based on rapid grocery app U.K. downloads from 1 January - 1 June, 2022

At a Glance
Getir

Established: 2015

Number of units: 600+

Location of units: Turkey, U.K., U.S., Netherlands, France, Germany, Spain, Portugal, and Italy

Investment range: £140,000 - £205,000

Contact: uk.franchise@getir.com

franchise-application.getir.com



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Mining for your own business success

After spending 20 years in the mining industry, business coach Tom Allchurch has the resources to power any business growth

Tom Allchurch grew his coal mining company to a staggering £80m turnover. However, despite these incredible accomplishments, Tom found business coaching was his true calling.

In October 2020, Tom decided to join ActionCOACH to unlock his full coaching potential. Since launching his franchise, Tom has been on a thrilling journey, stoking the flame of business growth throughout his ActionCOACH Stroud territory.

"Despite my vast career experience, I knew I had gaps to fill if I was going to be the best possible version of a business coach. This may come as a surprise to you, but in the coal industry, we didn't do a lot of social media marketing, for instance!"

EXTRACTING THE VALUE

"The 10 days of training on offer impressed me massively, as I knew I could take real value from time spent with expert coaches. By looking at the ActionCOACH franchise partner support structure, I realised the areas I needed help in would be covered and my strengths would be amplified.

"ActionCOACH University was such a thought-provoking experience – I believed I already knew a lot about business, but the initial training highlighted to me how much I had to learn. I realised how powerful the unique ActionCOACH mindset and 14 points of culture were going to be to me as a franchise partner. The training unlocked a motivation in me, essentially giving me the tools to boost my existing knowledge with the excellent ActionCOACH resources.

"I also really enjoyed training with other franchise partners. It meant there was a sense of family and community throughout, making the whole experience far more collaborative and enjoyable."



Tom Allchurch with his team (Left to right: Jody Allan, Tom Allchurch, Johanna Brand, Dominic Lester, and Linda Scerri)

PROSPECTING FOR A GREAT FUTURE

"Since I launched in October 2020, I have secured 20 clients – 11 one-to-one and nine group coaching clients. I feel completely in my element working with my local business community to help companies thrive. Helping to change people's lives by offering them insight into how to develop their businesses is exactly what I envisioned when joining ActionCOACH."

Now, Tom wants to reach even more businesses in the local area but also plans to spend more time with his family.

"I have every intention of building my firm to the stage where it can run without me if I choose to take time away with my family. My team supports me with business growth and administrative duties, which is laying the groundwork for this expansion. I've seen the many success stories in the network and, I know with ActionCOACH, I'm on the path to achieving the same results."

If you want to build a business with scalability and longevity, make a difference in your local community 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 rewards can be made

Then find out more by watching the overview video at actioncoach.co.uk/overview.

At a Glance
ActionCOACH

Year established: 1993 in Australia, 2001 in the U.K.

Number of franchised outlets: 200+ in the UK

Location of units: U.K.

Investment range: £69,000

Minimum required capital: £20,000

actioncoach.co.uk/franchise

How to insert high performance into your leadership

James Vincent shares some sage advice for aspiring business owners

James Vincent has been a key member of the UK support team at ActionCOACH since 2014, leading the way on high-performance coaching as their UK performance director. James lives and breathes his guiding purpose, which is simply to 'make good things happen'.

Having worked with Olympic athletes, senior executives and business owners, James calls upon a wealth of experience, amounting to almost two decades of high-performance coaching in both sport and business, to coach people to success after success. James has spent eight years in his role at the world's number one business coaching franchise.

In the 10 years prior to this, he was part of the National Coaching Team. Based out of the Carnegie high performance centre at Leeds Metropolitan University and the English Institute of Sport, he was responsible for programme design and coaching delivery at competitions worldwide, including TeamGB Badminton.

WHAT IS AN UNDERAPPRECIATED PART OF HIGH PERFORMANCE?

Looking back is a key part of high performance. You look back for two reasons and two reasons only. The obvious one, that everyone gets is to learn, and the not so obvious one is to simply build yourself up – to develop strength, belief, and confidence.

Yet bizarrely, you'll be astounded as to how many people look back to do the opposite...by beating themselves up – self-sabotage is the world's biggest pandemic. 'Oh no, I didn't make the sale, I feel terrible.' Who in their right mind would choose to feel terrible? No one. And if no one would, that tells you high performance is definitely about a strong mentality – your mind working properly to keep building yourself up.

HOW IMPORTANT IS MINDSET IN LEADERSHIP?

The reality is that someone is either tearing themselves down or building themselves up at any given point. Leadership requires that mentality to keep taking strength, belief, and confidence from whatever happens in order to build yourself up right now, in this moment.

> **"The reality is that someone is either tearing themselves down or building themselves up at any given point"**

Keep learning, keep implementing those learnings, and maintain your drive, and you'll curb self-sabotage to make way for high performance.

Of course, authenticity and a few other factors also come into high performance. This small trio philosophy has helped develop some incredible people, in either business or sport: Be yourself, set the standard and tell the truth.

WHY AS A LEADER SHOULD YOU BRING HIGH PERFORMANCE INTO A TEAM?

Well, it creates synergy. To synergise is the opposite to compromise. Compromise means we both lose and synergise means we both win. It means the total is greater than the individual parts and when you get down to it, the only real sustainable competitive advantage in business is teamwork.



James Vincent, U.K. performance director

Leaders help foster high performance in their team through consistency. There are so many ways to win. When it gets down to it, you must make a decision, then communicate the decision, make it bigger and increasingly visible.

Then remember to stay with it, and not get sidetracked by bright shiny objects – keep it tidy. Success likes simplicity, focus and follow-through. Success likes consistency.

Multi-unit franchise success

Entrepreneurs break a £1m turnover through multi-unit ownership

Despite the challenges of recent times, the U.K.'s leading logistics network is continuing to expand at pace – with two consecutive years of record-breaking 26 per cent revenue growth, while the typical gross margin for all locations is a no-less-impressive 65 per cent.

PACK & SEND is delighted to have seen an increase in the number of multi-unit franchisees in the business, shining a light on the benefits of owning multiple territories as the logistics network expands.

WINNING DUO

Take business partners Daniele Savi and Noureddine Koudy, who own and run PACK & SEND's Richmond Park and Elephant & Castle service centres in London. The pair wanted to run their own business but understood how becoming part of an established franchise would allow them to grow and develop rapidly, under the umbrella of an established franchise brand.

Daniele and Koudy had over 30 years of experience in logistics, gained with Royal Mail in London. The partners purchased their first service centre in December 2016 and became multi-unit franchise owners when they purchased the Richmond Park franchise on 1 March, 2021.

Success followed swiftly with the pair achieving a turnover of well over £1m last year across the two centres. As multi-unit franchisees, they reap the benefits from economies of scale and being able to centralise certain functions such as operations, vehicles and personnel.

GROWTH OPPORTUNITY

Daniele and Koudy are a great example of how multi-unit franchising with PACK & SEND can allow talented people to develop a large and profitable business delivering high-quality logistics services across the globe, a business which has huge scope for further growth.

For the entrepreneurially-minded, multi-unit ownership represents a fantastic opportunity to grow. Multi-unit franchisees can operate the same business model at multiple sites, carrying across their knowledge, business acumen and experience to bring their services or products to a new franchise territory.



"As multi-unit franchisees, they reap the benefits from economies of scale and being able to centralise certain functions such as operations, vehicles and personnel"

NO LIMITS!

PACK & SEND's trademark No Limits! approach and commitment to providing outstanding packing and shipping solutions for its customers are paying dividends for new and existing franchisees alike. In the last year, PACK & SEND service centres have achieved an average annual turnover of £360,000 and the top 25 per cent now exceed £550,000.

These excellent results are a testament to franchisees' dedication and expertise, but also to PACK & SEND's commitment to supporting their business growth, with teams working tirelessly to uphold the business's gold-standard services.

SUPPORT

Franchisees benefit from an excellent support package including a launch package to help them achieve rapid growth from the start, the power of a highly respected brand, a state-of-the-art pricing, job management and customer contact system, competitive supplier deals and ongoing national marketing support.

With the logistics sector growing rapidly, there has never been a better time to learn more about franchising and get on board with PACK & SEND's industry-leading opportunity.

At a Glance
PACK & SEND

Established: 2008
Number of franchised outlets: 20
Location of units: U.K.
Investment range: £120,000 - £135,000
Minimum required capital: £50,000
Contact: franchises@packsend.co.uk
packsend.co.uk/uk-franchise-opportunities

A winning franchise with the biggest opportunity

With Caremark's successful franchise formula, business owners can look forward to building a £1m turnover enterprise within three years in the booming home care sector

For the savvy professional searching for a new business venture, Caremark's exciting homecare franchise has plenty to offer. And for anyone thinking about investing in the care sector, you won't find a more rewarding investment, either financially or personally.

Caremark's U.K. network is booming with over 115 offices, and franchise owners coming from a wide range of backgrounds. However, they all have a common denominator, which is a passion for care and a desire to build a successful enterprise.

Franchising is a great way to jump into business if you're new to running your own show. It offers the opportunity to build a great business with none of the risks encountered as a solo start-up.

What's notable is the fact that Caremark's top 10 offices reached an average of £1,585,749 turnover in their third year. What's more, its entire network's sales growth increased by 20 per cent during 2020-21, which is impressive, especially when you hold that up against the last few years of economic uncertainty and upheaval.

SOUND BUSINESS SENSE

It all adds up to a sound business offering, available to the right individual (or individuals, if a partnership is preferred). Caremark welcomes business partnerships, as both parties can bring their unique talents to the operation.

Don't worry if you've no previous experience in the care industry, as training is given from the outset, ensuring that new franchisees feel confident and ready in time for their launch day.

BENEFITS OF A CAREMARK FRANCHISE

- A proven business model operating successfully in the private and local authority markets
- Lowest MSF in the industry of 4.5 per cent
- A strong support system, which is second to none
- A low risk and mid-range financial investment
- Exclusive territory in which to trade
- Full induction training covering the care sector, the Caremark model, running a business and all the necessary legislation



ESTABLISHED BRAND

Caremark has a great reputation for excellence in care, as well as for developing award-winning franchise owners, and it's the only leading homecare company that's wholly U.K.-owned and managed, with no large corporation to answer to. The franchisor is proud to be placed in the top 15 of Elite Franchise's top 100 franchises.

With 17 years under its belt, Caremark knows what works and what doesn't. The brand is an expert at what it does, and it will share everything you need to build your own fantastic business.

So, if you're wondering if now's the best time to invest in a Caremark franchise, it certainly is! The U.K.'s population is ageing and demand for high-quality care at home is outstripping supply. People want to stay at home where they feel safe and surrounded by family and friends.

Caremark is looking for caring, enterprising individuals to join the growing team of franchisees, so if that's you, the team would love to hear from you.

At a Glance Caremark

Established: 2005

Number of franchised outlets: 132

Location of units: U.K., India, Ireland and Malta

Investment range: Up to £115,000

Minimum required capital: £35,000

Contact: 01903 266 392, franchise@caremarklimited.co.uk
caremarkfranchises.com

POWERBRANDS

DELIVERY & MOBILE FRANCHISES GUIDE

DELIVERY AND MOBILE SERVICES WILL ALWAYS BE IN HIGH DEMAND, MAKING THIS GROWING SECTOR A SMART INVESTMENT FOR FRANCHISEES



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

OPPORTUNITIES ON THE GO

Owning a business on wheels is a fast route to profit in today's convenience-orientated market

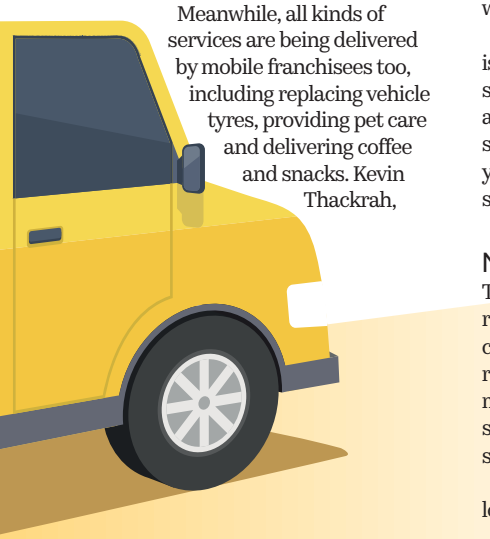
WORDS BY LINDA WHITNEY

Expecting a treat? Whether it's a coffee, a pizza or a parcel, it's never been more likely that it will arrive on wheels. Judging by demand, delivery is a great sector to get into – and there are a whole host of franchises that will allow you to do that, from mobile coffee vans to parcel delivery services.

THE GOOD NEWS: SOARING DEMAND

Internet sales now account for a massive 27.9 per cent of total U.K. retail sales (ONS 2022) and every one of these items needs to be delivered. Approximately 4.2 billion parcels were sent in the 2020/2021 fiscal year, an increase of over 1.3 billion parcels from the previous year, according to Statista. It's all good news for delivery service franchisees, who work from delivery hubs managing teams of drivers delivering to companies and consumers.

Meanwhile, all kinds of services are being delivered by mobile franchisees too, including replacing vehicle tyres, providing pet care and delivering coffee and snacks. Kevin Thackrah, director of petcare franchise PetPals says: "The flexibility of a mobile service is one of the USPs of the sector. With Petpals, being able to book a service for your pet without leaving home fits into the current consumer trend of instant and easy access to services. With the increased growth of pet ownership in the U.K., we're seeing unprecedented demand."



"The more time you spend outside of the van, actually delivering your services to your customers, the more successful you'll be"

IT'S NOT ALL ABOUT DRIVING

While the nature of mobile franchises offers the chance to get out and about into a variety of locations, it's important to understand that your vehicle is just a tool to get you to the place of work. You make money from the work, but the vehicle is a cost.

Kevin says: "A mobile franchise opportunity is definitely not all about driving. To be successful, you need to treat it as you would any other business. The more time you spend outside of the van, actually delivering your services to your customers, the more successful you'll be."

NO PREMISES NEEDED

Typically, mobile services franchises don't require you to work from premises, so they're cheaper to get started than businesses that require, say, retail space. Faster starts can mean a shorter time to profits, although in some cases you may need space to store stock.

Because you're not tied to one physical location you're not at the mercy of variations in footfall, instead sourcing customers from marketing sources, such as Facebook. Usually, franchisors will help you set up and use online marketing. Kevin points out: "With an opportunity like Petpals, your digital marketing approach – which is supported by head office – gives you access to an unlimited number of customers in your territory."

FUNDING YOUR VEHICLE

Vehicles used for mobile franchises can often be expensive, especially for franchises that provide services that require technology to be fitted into the van (such as dog washing facilities, mobile displays, or workshops). Most mobile franchisors provide you with the chance to buy or lease a vehicle, and can introduce you to leasing companies that spread the cost over a few years.

VAN VISIBILITY

Your vehicle is one of your biggest marketing assets. Clever branding on the van with details of how to get in touch with you can bring in sales, so smart franchisors make the most of this opportunity with eye-catching liveries. Your van is a mobile billboard, advertising your services even when it's parked.

TECHNOLOGY

Mobile franchisors typically supply you with customer booking and route planning software, so each day you know where you are going and the most efficient route to get



"Our electric van investment is paying off"

AMANDA AND STEVE, CAFE2U

Amanda Lawrence set her heart on a high street coffee shop when she accepted voluntary redundancy from NatWest Bank in 2020. However, when she and her husband, Steve, considered the level of competition and the risk of dropping footfall, they decided it was better to go mobile. In November 2020 Amanda invested in a Cafe2U mobile coffee van and café franchise, serving the Braintree area.

"The resale franchise included an eight-year-old diesel van equipped with a diesel generator to drive the café equipment," says Steve, who left his bank career to join Amanda in June 2021, "but in September 2021 we invested in a new all-electric van."

He says: "We love it, and so do our customers. One battery drives the van and the other powers the coffee machine, refrigerator and freezer, the heated oven and the lights. There's no noisy diesel generator and no fumes, and one overnight charge delivers more than enough power to get the van through our 45-mile round, delivering coffee and food to 25-30 local workplaces."

The couple, from Coggleshall, Essex, have also found the electric van saves money as well as the environment.

"It saves us about £350 a month in fuel costs compared to the old diesel van," says Steve. "Even at current electricity prices, charging both batteries nightly costs about £180 a month. There's also no road tax to pay, so that saves about £240 a year, and because the electric engine has no clutch, gearbox or exhaust, there's a lot less to go wrong, so it saves us hundreds of pounds on repairs and replacements."

The van livery highlights the fact that it's all-electric, which customers like, and Steve adds: "The cost savings mean we have not had to put up our prices to cover the increase in fuel costs."

there, saving on time and fuel. This is more important now than ever, with high fuel costs eating into profits. You may also get dedicated communications technology, including software and apps specific to the franchise.

GREEN TECHNOLOGY SAVES FUEL

Smart franchisors are already helping franchisees save money on fuel by moving to electric and alternative fuel vehicles.

Martyn Ward, chief executive at Cafe2U U.K., which has a network of franchisees across the country who run mobile coffee van and café services, mainly to workplaces and for events, says: "We've been changing over to new all-electric vans and they have revolutionised the business."

Cafe2U was ahead of the market. "We started thinking about this about three years ago, for sustainability reasons. Our vans were diesel-driven with diesel generators to power the café equipment inside, and initially, we started replacing the generators with lithium-ion (li-ion) rechargeable batteries.

"But when we looked for all-electric vans that were driven by li-ion batteries too, we



found we were almost ahead of the automotive market and had trouble finding mid-sized, all-electric vans. Finally, we got hold of some of the first available in the country. It's a good thing we bought quite a few because the waiting list for all kinds of electric vans is now huge."

The vans cost £60,000+VAT and Cafe2U offers franchisees a monthly leasing arrangement to pay for them. "They cost about £10,000 more than the old diesel vans, but the repayments are only about £150 more than they were for the diesels, and franchisees are saving much more than that due to the cost of fuel and servicing," says Martyn.

An overnight home charge allows the vans to cover about 140 miles a day (though franchisees typically do 30). "It's attracting franchisees and customers, because they are increasingly prioritising sustainability, and fuel prices are soaring."

Delivery franchises

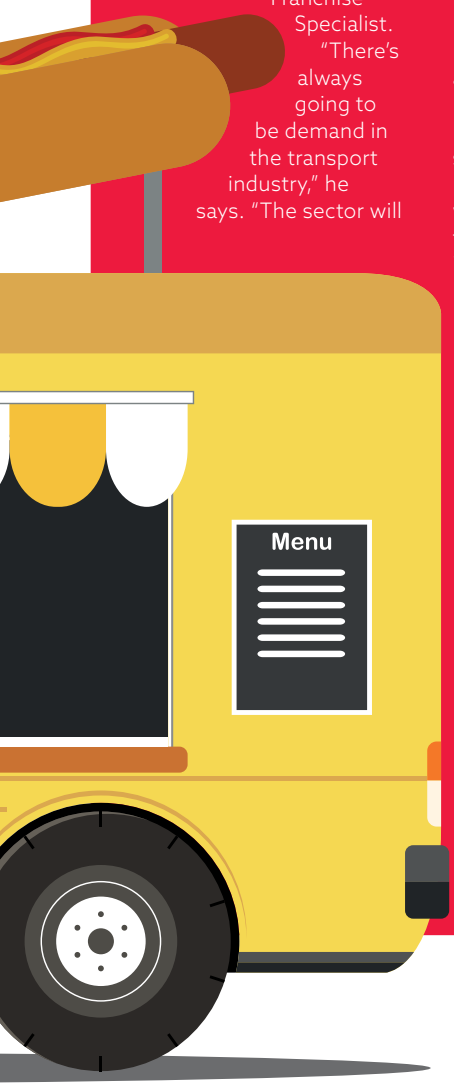
Fuel costs and shortages of truck drivers are putting pressure on parcel and goods delivery franchises – but long-term, demand will always be there, says Len Rainford, consultant at The Franchise Specialist.

"There's always going to be demand in the transport industry," he says. "The sector will survive because it's resilient. It's kept going through recessions and the pandemic, but profit margins have always been tight and competition means that it's hard to increase delivery charges. Now fuel cost increases mean that price rises are almost inevitable.

"Recruitment will also be difficult, but franchise support offices usually set prices per mile and help with recruitment where they can, so franchisees in the delivery sector may be better off than non-franchised businesses."

Many delivery franchises are about managing hubs, fleets and their drivers, so franchisees need management skills, resilience and a ruthless dedication to meeting deadlines. There are also some driver-only franchises recruiting individuals.

Len says: "If you're considering a delivery franchise, quiz the franchisor about how they're helping franchisees to deal with the current issues – but be aware that this is a sector that will survive long-term."





"I turned my love of animals into a mobile business"

SHARREN REDMOND, PETPALS

As a child Sharren Redmond told her family that she was going to "live on my own with ten dogs". Always a pet enthusiast, she volunteered at an animal shelter, but then went to a career in digital forensics and cyber security. When she was later made redundant, she decided she wanted to work from home around her young family, and use her managerial skills in a new career in the pet or sports sectors.

"I liked the idea of franchising. I knew how difficult starting your own business could be, so I could see the benefits of joining an established network," she says. After careful analysis, she chose the Petpals franchise. "The fact it has been helping franchisees achieve their goals for over 20 years was very appealing to me, and I felt I had all the tools to grow with Petpals."

She also liked the mobile aspect. "I knew I wanted a career and lifestyle change that encompassed my love of being outdoors, keeping fit and my passion for animals. It's a physical job, but very rewarding," she says.

Sharren now has a team of 12 staff and a fleet of vans outside her house. "In 2021, we went on 3,576 dog walks and visited cats 626 times in our area, Sefton, Merseyside. I know this is just the start for Petpals Sefton, and I am very excited to see what the rest of 2022 has in store.

"It is amazing to have built something so significant – but still one of my favourite things is to walk my dog, Lucy."

She advises: "Lean into the franchisee support. With a young family you need all the help you can get. It takes a lot of determination to start a mobile franchise business. It would be even more demanding if you didn't have the right people around you in your personal and business life."

"I'm better off financially now"

DEAN GILES, SNAP-ON TOOLS



Dean Giles was a car-mad kid who went on to become an apprentice with Vauxhall and had a 20-year career as a mechanic, working for the AA, Audi and Honda. But latterly he felt as if his career was not delivering the same excitement, and having a new baby, Poppy, was an additional push to change his career.

He's now in business for himself as the Snap-on Tools franchisee for Tunbridge Wells and Sevenoaks, Kent, visiting local garages to sell Snap-on tools from his mobile showroom.

"I'd always admired the Snap-on franchise investment opportunity from afar, having used their tools throughout my career," says Dean.

He considered opening his own automotive garage but says: "There's just so much competition I knew I wouldn't last five seconds. And, although I knew everything there was to know about the automotive trade, what did I really understand about running my own business – paying wages, keeping accounts and marketing? Truthfully – nothing."

The business is about a lot more than simply driving, and Snap-on trains franchisees in selling its tools. Dean did 10 days of classroom-style training, learning how to run a successful Snap-on franchise. Then, once on the road in his custom-built mobile store, he got a further five weeks of one-to-one training from his dedicated franchise developer. As part of a six-month intensive onboarding process, franchisees receive a further 31 days of on-van support from a sales developer and business manager.

Despite launching his franchise during the pandemic, Dean says: "In my first month my sales were impressive and the enquiries soon came flooding in. I'm already better off financially than I would have been if I'd stayed working as a mechanic."



"Smart franchisors are already helping franchisees save money on fuel by moving to electric and alternative fuel vehicles"

It's business as usual for OSCAR Pet Foods

The perfect companion for new pet owners

After two years of postponed and cancelled shows, OSCAR franchisees are out and about doing what they love most – meeting new customers and their pets!

From large country shows to small local events, such as dog shows, fetes, and farmers' markets, franchisees are enjoying the freedom to showcase a wide range of products and nutritional expertise.

With our signature Honest Label declaring every, single, ingredient by per cent to our free helpline offering outstanding pet care and behavioural advice, we are committed to helping customers choose good quality pet food.

Many new pet owners are uncertain of what to feed their pet, especially when facing a cost-of-living crisis, so social events give OSCAR nutritional advisors a platform to promote key features and benefits of feeding an OSCAR diet – including calculated feed rates which maximise pet welfare and help customers budget with confidence.

Shows are always a valuable form of advertising and an inspiring way to generate new customers – there are lots of pets out there just waiting for OSCAR.





Based in Preston, Lancashire and established since 1994, we are proud to be British and put pets at the heart of everything we do.

NIGEL & BERNI WOODALL, OSCAR PET FOODS KNUTSFORD

"We both love the customer interaction but adding pets into the equation enables us to expand on our genuine interest in the well-being of animals. Working as a team has helped us to divide our attention in different directions, ensuring that each customer is cared for personally.

"Our motto for expansion is 'be seen'! Getting out and about and being noticed is so important for customer development. Weekly visits to the park, local shows and regular monthly markets (where customers are waiting for us), are of great value to our business. Pub dog shows and pet parties have become social events that always bring in new customers."

With over 17 million U.K. households enjoying the benefits of owning a pet there has never been a better time to step into the pet industry.

At a Glance
OSCAR PET FOODS

Established: 1994
Number of franchised outlets: 80+
Location of units: Nationwide
Investment range: from £8,995 (plus VAT)
Minimum required capital: £8,995 (plus VAT)
Contact: Janet Walmsley, 0800 068 1106
oscar.co.uk

Location, location, digital location

Location Bank is helping franchisors and their franchisees with its best-in-breed digital platform, says James Hemsley, head of business development

WHAT KIND OF SERVICES DOES LOCATION BANK PROVIDE ITS FRANCHISE CLIENTS WITH?

JH: We assist multi location brands with the challenges in maintaining their digital store fronts and in turn leveraging them across multiple platforms, such as Google Business Profile (formerly GMB), Apple Maps Facebook, Waze, Here, TomTom, TripAdvisor, to name a handful. We also protect their reputation across these multitude of channels.

We do this through our four-tier data cleansing service and our five main product areas: our reputation management, boost, storevault, gauge, and store locator, which all work in conjunction to increase the digital presence and customer engagement of our clients.

We're the only platform to provide a four-tier data cleanse for our new client's data before publishing it. We find that multi-location brands have incorrect address, telephone, website data across a multitude of platforms.

This means they are losing customers who are searching online for their products and services. And these searches number in the many, many millions

WHAT DOES THE PROCESS LOOK LIKE WHEN LOCATION BANK FIRST PARTNERS WITH A NEW CLIENT?

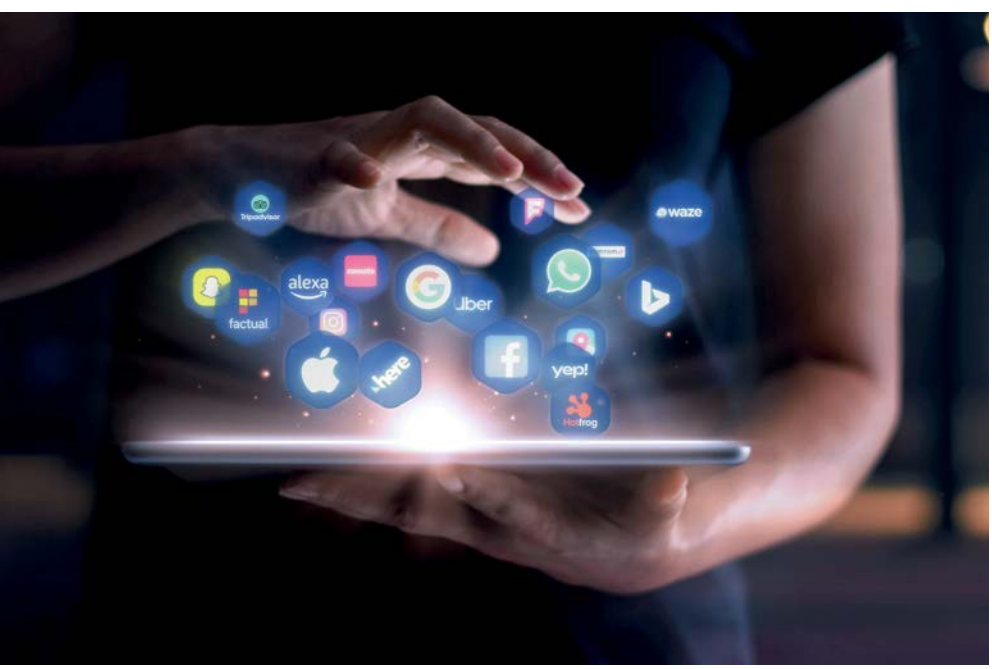
JH: All new client journeys start at Location Bank, with our extensive four-tier data cleanse.

We rigorously ensure your location data online matches location data offline, including but not limited to: name, address, telephone, website, and operating hours.

These days you need to win online to win offline as customers research online before choosing to either purchase offline or online. After our team has cleaned all the client's data, our best-of-breed local SEO solution helps the clients listing gain traction with the goal of having them at the top of organic search results, which achieve 75 per cent of all user clicks.

Location Bank creates a single point of truth that, when mirrored across the internet, creates brand credibility. This results in search engines pushing the client's listings up search results, where they will outrank competitor listings and gain the first-found advantage.

In addition, reputation management, bespoke keyword strategies, and backend optimisation further boosts the clients ranking as visibility increases month on month. Ultimately resulting in the client getting more views, more impressions and more clicks online, attracting more customers.



WHY IS CENTRALISING YOUR DIGITAL PRESENCE THROUGH A SINGLE PROVIDER SUCH AS LOCATION BANK SO IMPORTANT IN TODAY'S TECHNOLOGY-DRIVEN BUSINESS LANDSCAPE?

JH: 'Near Me' searches are exploding. People searching online for local services and products is now more prevalent than ever, with the most recent figures suggesting that 90 per cent of consumers read reviews before purchasing a product or service.

This consumer behaviour drastically increases the importance of maintaining your listings and managing your reputation. In a world where the reliance on digital platforms such as Google is only going one way and with huge leaps



"With Location Bank, a client can create one version of the digital truth across 98 per cent of the world's mapping platforms in one place"

forward in online retail across all sectors and the emergence of the Metaverse, digital integrity is vital.

This is also important when making changes to your online presence; changing operating hours during the pandemic, for example, can be very time consuming if you need to do so across 100 platforms rather than just one. With Location Bank, a client can create one version of the digital truth across 98 per cent of the world's mapping platforms in one place, saving precious time and creating consistency.

WHAT KIND OF DATA DOES LOCATION BANK PROVIDE ITS CLIENTS WITH TO HELP DRIVE THEIR FUTURE SUCCESS?

JH: Location Bank provides powerful reporting on online analytics, searches, views, actions, post-performance, ROI, reputation and keyword search and competitor rankings from a single dashboard.

This feature gives the client a 360-degree view of their online reputation and performance across all platforms, regions and locations. The client receives weekly or monthly reports delivered to their inbox; if needed, the client can log into Location Bank and generate reports from within the Gauge feature, providing instant insights into online location performance.

Additionally, our dashboard is conveniently available on a mobile app, allowing the client to use the platform's full functionality on the move.

WHAT COMMON MISTAKES DO YOU SEE BUSINESSES MAKING WHEN IT COMES TO THEIR ONLINE PRESENCE?

JH: There are three very common mistakes businesses make regarding their digital presence.

Firstly, neglecting their online presence and assuming their business reputation will take care of itself. Moreover, they disregard the importance of consistency and accuracy and how this impacts their search ranking. The vast majority of Google searches are conducted on mobile devices and Google looks to rank and displays businesses in your local proximity according to how relevant they are to your search and how active those listings are.

Secondly, not having an SEO-friendly store locator. The store locator is the first port of call for Google when looking for the most accurate location information. If the information is not in an easily digested or incorrect format, Google will downrank the listing. This is a very common mistake and is easily rectified. However, many businesses get put off using a fully integrated store locator solution due to the cost of implementation, which we have strived at Location Bank to debunk, with cost-effective options that we believe are affordable for all business sizes.

Last but not least, harvesting useful and actionable data from their digital engagements. This spans from total clicks, views, and impressions, but businesses operating in more service-orientated sectors should also be tracking customer sentiment, trends and engagement. Clients can track these metrics effortlessly through Location Bank's reputation management suite.

Reporting, as previously mentioned, can be generated in seconds and appear perfectly formatted and ready to share. We find that a lot of businesses fall into the trap of 'analysis paralysis' due to the enormous amount of data associated with running a business in the digital age. We believe we have developed a tool to scythe through the noise and deliver key information to business owners.

HOW IMPORTANT IS A FRANCHISE BRAND'S OWN WEBSITE PRESENCE, COMPARED TO ITS SOCIAL MEDIA PLATFORM PRESENCE?

JH: The answer is that both are equally important. The franchise brand's or client's website acts as a home base for all customer engagement, be that franchisee or customer. We have found that client websites play a significant part in boosting local SEO and visibility through features mentioned previously, such as an SEO-friendly store locator. Websites also provide a 'long format' version of the story you're trying to tell instead of the increasingly 'bitesize' version preferred by customers consuming social media content.

Through a broad range of products and features, we ensure accuracy and consistency across the board. For example, as part of the Location Bank platform, we offer an automated active online engagement feature that allows you to schedule and publish media posts (specials, promotions, upcoming events and more) to social media platforms.

At a Glance
Location Bank

Established: 2007
Contact: jamesh@location.expert
locationbank.co

How to budget better

Beth Whitmore, partner at Wellers, has sound financial advice for small businesses navigating rising costs and inflation

WORDS BY BETH WHITMORE



THE AUTHOR
Beth Whitmore is a partner at Wellers, one of the U.K.'s leading accountancy firms

The Bank of England has just revealed a new interest rate rise, meaning they are now at their highest level in 13 years. The increase, from 0.75 per cent to one per cent, hasn't been seen since the aftermath of the financial crisis in 2009 and is a response to rising inflation and the cost-of-living crisis gripping the U.K. Following Brexit, and amidst supply-chain challenges resulting from the pandemic and war in Ukraine, it's unsurprising that there's economic uncertainty. However, the extent to which living costs are rising could continue to cause problems for years to come.

> *"In the current business landscape, not knowing your profit and loss and its main drivers could be detrimental"*

While energy prices are in the news most often, the cost of materials and supply chains have been seriously disrupted too.

The news agenda has mainly focused its reporting on consumers, predicting that family incomes will be tighter than ever before. But these cost increases could pose an even greater problem for businesses. So much so, that the Federation of Small Business (FSB) is warning that inflation presents an existential threat to many.

Regarding energy prices, the energy price cap doesn't apply to business rates, meaning suppliers can charge whatever they like for their utilities. While big organisations with significant purchasing powers can negotiate lower prices, small businesses (of which there are 5.5 million in the U.K.) don't have the same influence.

This makes having a business budget the single most important thing a franchisee can have. So, here are a few things to consider when putting your budget together:

What is a business budget?

A business budget is a financial plan. It uses historical data to track income and expenditure, helping business owners understand what the future should look like. During the process, business owners can set revenue goals and get a clear understanding of what expenditure is likely to be. The process is essential for senior leadership teams to make decisions based on actual data rather than a hunch or feeling. The outcome of budgeting can inform a variety of things, such as investing in equipment, hiring staff, or moving premises. Equally, it can help better manage business debt, pay down loans, or secure finance.

How do you manage one?

Many businesses make the mistake of viewing budgets as the sole property of the finance department, but this can result in the rest of the business not falling into line. Instead, business budgets should be treated as the responsibility of finance, plus directors, department heads, office heads, and administrators. This ensures that the budgets help inform all spending decisions and continue to be updated throughout the year. Here are seven key areas to consider when creating an effective business budget. Once a budget exists, whether that's forecasting for one year, two, or even five, it's critical to use it. Letting it sit in a drawer is a waste of the effort that went into it. Revisiting the budget means business owners are constantly aware of over-or-under-spending, and can see and react to cost changes quickly.

1 Preparation

An accurate budget requires detail. Without it, the budget will become a guessing game with turnover and spending predictions a work of fiction. Analysing historical spending is essential to understanding resource requirements, turnover, and cash flow.

2 Sales and revenue projections

Historical sales data can inform revenue projections for the next business cycle. These projections can help set targets for salespeople, which can be broken down by day, week, or month to keep businesses on track.

3 Identifying types of costs

Every business will have costs. But costs present risk. So, it's wise to keep an eye on business costs so they don't spiral and outstrip revenue. This is especially important during times of high inflation, as we see now.

There are three types of costs – fixed, variable, and sunk. Knowing the different types is important, so directors understand what is and isn't within their control. It also highlights areas for negotiation with suppliers.

Fixed costs are regular payments at a consistent price. They include:

- Rent
- Insurance
- Equipment lease payments

Variable costs fluctuate depending on use and the market. They include:

- Raw materials
- Utilities
- Commissions

Sunk costs are infrequent, one-time sums of expenditure. For this reason, many sunk costs occur in the early phases of setting up a business, or when an organisation is preparing for the next stage of growth – for example, investing in new equipment.

4 Staff count planning

Wages and salaries are often an organisation's biggest monthly cost. It's therefore crucial to plan how many employees are needed to facilitate future operations, and when new staff will be required within the business cycle. This is a good chance to keep an eye on inefficiencies too. While a business may well need to invest in new people to meet sales and revenue targets, a department head could be pushing for more staff instead of addressing inefficiencies or productivity issues.

5 Analysing profit margins

Tracking income versus projections and expenditure against budget allows a business to predict profit margins. It's important to remember that a business doesn't need to make a profit to operate, so if the calculations are in the red, this isn't necessarily a cause for alarm. However, profit does indicate a healthy enterprise and is required to facilitate growth.

6 Trends and seasonal trading

Businesses with a heavy reliance on seasonal trading will need to plan for peaks and troughs in their trading cycle, especially when it comes to cash flow and headcount.

7 Profit and loss statement

A profit and loss statement works by subtracting total expenses from earnings and will determine if a business is in profit or not. A positive number indicates profit, negative indicates loss. These statistics are essential for feeding into future budgets.

In the current business landscape, not knowing your profit and loss and its main drivers could be detrimental. Your accountant can offer advice and expertise on how to best manage finances during high inflationary periods by looking at different scenarios and asking those really important questions. They can also help with access to potential grants that may apply to your business to relieve financial pressures, so be sure to lean on them.

Visit **wellersaccountants.co.uk** to find out more about business budgets.



Growth market

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



Of the What's On In franchise, managing director Dani Smith says: "It was simple, we know the U.K. online advertising market is worth £189m and we saw the market was wide open.

"We also wanted to make our franchise available to anyone and that's why we priced it at £798. The return on investment is amazing. We also offer an interest free finance package and payment over three-six months."

USER FRIENDLY

She goes on to explain: "I needed to make sure our web platform was user friendly for the advertisers and that we could offer any business a free sales web page. 82 per cent of U.K. businesses have no website, so we needed to address this with a free web page for every advertiser."

THREE FRANCHISE PACKAGES

What's On In offers three types of franchise:

- Single franchise postcode
- Master franchise, U.K. or globally
- Corporate franchise, Europe and globally.

FLEXIBLE OPPORTUNITY

A typical What's On In website not only offers a franchisee an excellent income from advertisers, but also allows them to place affiliates on their website, which pay franchisees up to 70 per cent commission. There are three income streams:

- Income for main businesses
- Income from tradesmen
- Income from affiliates.

A franchisee needs no technical knowledge, as all loading of adverts is carried out by the What's On In support team. Bookings are made online via the website and payment is made within three minutes direct to the franchisee's PayPal account, which means excellent cash flow.

OPTIONAL 50-50 SYSTEM

What's On In has an optional 50-50 system, whereby you have a commission only sales person building your postcode area for you, offering complete freedom, and is perfect for someone with an existing business or job who wants a 'hands-off franchise'.

This option obviously requires less commitment from the franchisee.

Potential monthly incomes are £5,000-£20,000, depending on commitment. Franchisees receive a fully exclusive postcode area. The exclusive online franchise members' area provides in-depth and comprehensive franchisee support and access to tips, advice and training tools.

LOW COST ENTRY

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

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

At a Glance
What's on in

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

Contact: Dani Smith
enquiries@woifranchise.com
07860 833822

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4 steps to scaling a business

What is the entrepreneurial scale-up system (ESUS) and how can it achieve seven-figure success? Kevin Brent explains how it can work for your business

WORDS BY KEVIN BRENT



THE AUTHOR
Kevin Brent is director of business support provider and franchise at BizSmart, and author of *The Entrepreneurial Scale-Up System*

Scaling a business isn't easy, and there isn't one simple tip or magic bullet that's suddenly going to deliver phenomenal success. The statistics reveal how difficult it is – half of all start-ups fail within five years, and two-thirds within 10. And, of all businesses, nearly 96 per cent are unable to scale beyond 10 employees.

One of the fundamental factors that separate those who successfully scale from those who don't is forward planning. Those who manage to plan properly don't simply drift into growth. They work to a proven system and follow clear strategies to scale and build value.

Having identified some of the key challenges around creating and building a seven-figure (and beyond) business, I created the Entrepreneurial Scale-Up System (ESUS), which has helped hundreds of companies scale.

Here are some of the key principles from the system to help you on your way to building a scalable, sustainable and valuable business.

1 Strategy

According to BizSmart's own research, 53 per cent of owner-managers admit that they don't have a clear strategy that works towards scalability and growth, but it's no surprise that so many businesses fail to put a solid strategy in place.

The word strategy itself conjures up images of spreadsheets, fancy diagrams, lengthy reports and presentations, and can often give us a headache just thinking about what it means. However, it doesn't have to be intimidating.

Strategy can be broken down simply into four key areas: leadership, values, vision and plan. For a winning strategy, you must ensure that both leadership and vision are strong within the business and that your team is aligned with and passionate about the company's overall mission.

Have a clear three-year plan in place and make sure that your business's values and purpose are embedded into all aspects of it. They should also determine the way you do things day to day, from recruitment and onboarding, to reviews and feedback.

2 People

However good your strategy is, you won't get far without a team. But while people can be the magic ingredient that makes a company great, they can conversely be the biggest headache.

To really work cohesively, team members need to have a sound understanding of themselves, as well as their peers. The starting point for this is often behavioural profiling, for which we use DISC assessments – behaviour self-assessment tools based on the 1928 DISC emotional and behavioural theory of psychologist, William Moulton Marston.

Getting everyone in your team to undertake DISC profiling is not only a great way to



help them understand each other's personalities, styles, differences, and priorities, but also to learn how other team members respond to challenges, influence others and respond to rules and procedures.

Not only that, DISC profiling can help you, the business owner, ensure that you have the right people in the right roles.

3 Execution

One of the key difficulties that both small and large businesses face is being good at executing their strategies. Whereas strategy is primarily focused at ensuring that we're doing the right things, execution is about how we deliver against those plans.

A valuable tool to consider as part of your business strategy execution is 90-day planning – a concept that helps to bridge the gap between 'why' and the day-to-day actions we need to take.

All businesses – large and small – can benefit enormously from doing this, but most businesses don't do it. 90-day planning works by taking an annual view of what you want to achieve and breaking it down into 90-day increments, making your goals much easier to plan, evaluate and achieve. It's a short enough period to see things reasonably clearly, but long enough to achieve something meaningful if you try.

As part of your 90-day planning, try to identify things that you should stop doing, things you should start doing, and things you should continue doing. Also, be sure to include a review of any emerging trends in your industry sector that might impact your business. For example, keep abridge of technology changes [e.g. the rapid move to online working, or the return to face-to-face], or an increasing lack of potential candidates due to the pandemic, that might shake up your market.



4 Cash

When it comes to managing a scaling business, there's little else more important than managing the cash in the business. You can get by with a decent strategy and some hard work – but not without cash.

Cash becomes even more critical as a business scales up, and ensuring we have enough to get us through transitions and weather storms is very important.

Following the COVID-19 pandemic, the benefits of having a large cash reserve are only too obvious and, ideally, we should be aiming to have at least six months of operating expenses in reserve.

While this might be a pipe dream for many of us, the principle still stands. So how do we manage to get to the point where we're able to hold some cash in reserve? Aiming for two months of operating expenses in cash in the bank is an excellent target.

It's a good idea to look at your cash daily or, at the very least weekly, particularly in times of change – for example when you're growing rapidly, or during times of crisis, such as the pandemic.

Ensure you have a set of financial key performance indicators (KPIs) and ratios that are reviewed monthly, and that at least one cash improvement initiative is undertaken quarterly and included in each 90-day planning session.

Moving Forward

While these principles from the ESUS methodology won't give you answers to every question that you'll face on your scale-up journey, they should provide you with a structure to overcome some of the challenges that you'll undoubtedly be presented with along the way.

By following these steps, you'll be well on track to building a more valuable business and achieving seven-figure success.

"Those who manage to plan properly don't simply drift into growth. They work with a proven system and follow clear strategies to scale and build value"

The franchise industry is still booming

Franchise My Business proves the franchise sector is resilient even during times of uncertainty, having helped more than 50 franchisors in the past two years to launch, recruit and grow



From property to podiatry and inventors to footballers, over 40 new businesses have chosen to partner with Franchise My Business, mainly through recommendation. Just some of Franchise My Business' partners include Chai Green, Chop & Wok, Club 300, RISE Fitness, Laser Clinics & Robothink UK.

HOW TO CHOOSE A FRANCHISE SPECIALIST

Although small businesses may be attracted to the possibilities of expansion through franchising, James Cotton, co-founder and franchise development director, advises it's imperative to investigate franchising potential with the full support of a proven specialist. "When done properly, franchising can take a small business to new heights, increasing income and providing a profitable exit," he explains. "However, franchisors must understand the risks from experts who understand the industry. There are reputational risks and huge costs involved if the groundwork is not set out properly."

ONGOING SUPPORT

Once the business is franchised, the real work starts with ongoing monitoring, support systems and attracting new franchisees to join the network. "Some franchisors struggle with recruitment, which is where Franchise My Business excels, offering a full-service solution," says James. "We help with all aspects of franchisee recruitment through our detailed industry knowledge and marketing capabilities, as well as our own unique franchise recruitment software. We work with each client on a bespoke basis, ensuring our work is completely tailored to their requirements."

Our business model is based on the reality of growing your franchise through franchisee recruitment and sales. Unlike most of the industry, we are not in the business of creating franchises for a fee. As a result, we believe we have the most genuine and franchisor-aligned business model in the UK.

WHAT TO ASK A FRANCHISE SPECIALIST

- **Experience –** it's not enough to have a business background. Has your consultant got a proven track record with franchising?
- **Research –** a franchise consultant should spend time with you to really understand your business, your market, your industry and your goals.
- **Proven results** – can your franchise consultant put you in touch with other clients who have been successful in selling franchises?

GET IN TOUCH

Our team of experienced franchise industry experts helps new and leading franchise brands through low fee or success fee-only services, creating win-win opportunities for businesses looking to scale with a truly collaborative partner.

If you would like to find out what the specific possibilities are for your business, book a free introductory appointment via the Franchise My Business website: franchisemybusiness.co.uk or email info@franchisemybusiness.co.uk

At a Glance Franchise My Business

Established: 2020

Consultancy Services

Contact: info@franchisemybusiness.co.uk

franchisemybusiness.co.uk

Just for the record: vinyl is back!

Revolution Records is redefining the music retail landscape

Owning a small business or launching a start-up has always had its challenges. But never has there been so many unpredictable highs and lows and constant changes.

The owners of Revolution Records, Luke Hannington and Brian Keay, have taken the business from a small shop in Stevenage Old Town to larger premises and have shown increased sales year on year, thanks to a return customer rate of over 30 per cent and a huge rise in online sales.

Brian explains: "We only sell used records that are in great condition and our regular shop customers don't even check the quality because they know we don't sell records with marks and scratches. We even clean all our used CD stock on a cleaning machine to ensure they play perfectly. This attention to detail is at the core of our success and something that we feel strongly about. We also sell new re-issues of what we describe as quality classic vinyl that continue to sell even decades after the original release."

RECORD LEVELS OF INTEREST

According to the British Phonographic Industry (BPI), more than five million vinyl albums have been bought in the U.K. over the past 12 months, up eight per cent on sales from the previous years and the 14th consecutive year of growth since 2007.

For small business owners, franchising is a way to expand more quickly and cost-effectively than opening further company outlets. By allowing franchisees the right to run their own business under your brand and systems, you can transform your own business and grow your brand.

In the U.K., there is an appreciation for franchising; being in business for yourself, but not by yourself, has resonated now more than ever. A perfect example of a business that didn't let the ups and downs over the last few years stop their growth was Revolution Records, which launched in 2016 and franchised in 2020 with the help of Franchise My Business.



The brand is a well-known and respected record retail shop and has already generated a huge amount of interest from potential franchisees with new franchisees recently signed up and working on a development plan.

OPTIMAL TIME TO JOIN

There has never been a better time to consider owning your own Revolution Records Franchise. Sales of vinyl records in the U.K. this year are the highest since the early '90s. Having proven the business model and ensured consistent and robust levels of supply and demand, Revolution Records is now seeking to share its success story and offer passionate vinyl collectors a lifestyle business where they can share their enthusiasm and talk all things vinyl, but also a simple, profitable model with limited staffing and running costs and a proven success story.

The brand will provide comprehensive training to guide you through every stage of owning a store. It will advise on what sells well and what doesn't. It will also help you find the perfect premises and advise on fit out. If you are interested and would like to find out further information, send an enquiry and Revolution Records will be in touch!

At a Glance
Revolution Records

Established: 2016
Number of franchised outlets: 4
Location of units: Selby, Stevenage, Royston, Penge
Investment range: £50,000
Minimum required capital: £25,000
Contact: hello@fransales.co.uk
revolution-records.co.uk/own-your-own-store/

Building a successful franchise

Get it right and transitioning to a franchise model could be the most efficient and effective way to grow your business, says Elizabeth Hughes from The Accountancy Partnership

WORDS BY ELIZABETH HUGHES



THE AUTHOR
Elizabeth Hughes is content editor at The Accountancy Partnership, which offers online accountancy services. Visit **theaccountancy.co.uk**

Business growth is a primary goal of any entrepreneur. Done correctly, expansion leads to increased market share, and profitability, establishing the business as a leading sector authority.

However, growing a business organically is an incredibly time-consuming process – costly both in terms of capital and labour – and challenges such as these often prevent entrepreneurs from securing the required resources to take their organisation to the next level. For these owners, transitioning their business into a franchise may be the best solution to achieve their growth goals.

Why franchise a business?

By franchising, entrepreneurs create the possibility of expanding their business to multiple new locations, while simultaneously acquiring a larger market share and greater dominance within their arena.

Likewise, international markets may take years to break into. However, franchising prevents business owners from being limited to domestic growth by working with a franchisee that holds in-depth knowledge of the local market. This allows business owners to reduce their dependence on domestic demand and generate new global revenue streams – an opportunity that may not be possible without transforming a business into a franchise first.

Between issues relating to cash flow and financial management, forward planning, and recruiting staff with the correct skillsets, business owners face several challenges when trying to grow their business. Given the current extent of competition, along with a global skills shortage, it's vital that business owners establish their company as a market leader within their industry before key competitors do.

Reduce the risk associated with expansion

Capital constraints are one of the most common barriers to expansion, but when turning an established business into a franchise these are significantly reduced.

With lending institutions increasing loan eligibility requirements, business owners are often forced to source additional forms of capital to fund their desired growth, which enhances their risk of entering debt. However, with a franchise model, franchisees are responsible for the associated costs relating to the business and its growth, and having a financial interest in making the operation a success often causes the performance of the franchise to increase drastically. As profitability is calculated on revenue rather than profits, business owners will experience clear increases in their profits once a stream of franchises is established.

Is the business suitable for franchising?

Although franchising creates a number of new possibilities for business owners, entrepreneurs must first ensure that their business is suited to the requirements of the franchise model.

Prospective franchisors must ask themselves whether there is a compelling reason why someone would want to purchase a pre-existing business rather than beginning a start-up themselves. Although setting up alone can be a daunting prospect, franchisees are limited by the regulations of the franchisor. As they will be unable to use their own brand name, have sole discretion regarding the direction of the business, or could be limited as to the location

"By franchising, entrepreneurs create the possibility of expanding their business to multiple new locations, while simultaneously acquiring a larger market share and greater dominance within their arena"

of the business, franchisees must be convinced that the structure will support their goals and offer greater returns and long-term success than if they were to set up alone.

Does the business model work?

To open a franchise, the business model must have successfully operated for a sustained period of time, usually for at least two years, and be able to demonstrate financial success and profitability. No potential franchisee will be willing to invest in a business model that can't demonstrate these factors.

Likewise, a crucial question relating to the original business model is whether it can be easily replicated. Owners must consider whether the business is easily transferable to other locations, and if it's possible to teach new staff members the essential skills for daily operations.

Franchisor responsibilities

Once entrepreneurs have decided that their business is suitable to become a franchise, they must assess their ongoing responsibilities as a franchisor.

- **Operations manual**

The franchisor must provide franchisees with an operations manual that clearly lists how the business should be operated. This must include guides for sales, marketing, and operations, as well as stating the parameters for decisions relating to these factors.

- **Financial model**

Business owners must consider the fees that they'll charge to new franchisees, as well as ongoing costs for management and associated operational fees. Potential franchisees must be thoroughly informed of these costs, along with cash flow and profit-and-loss forecasts, so they know what's expected of them throughout the first years of business.

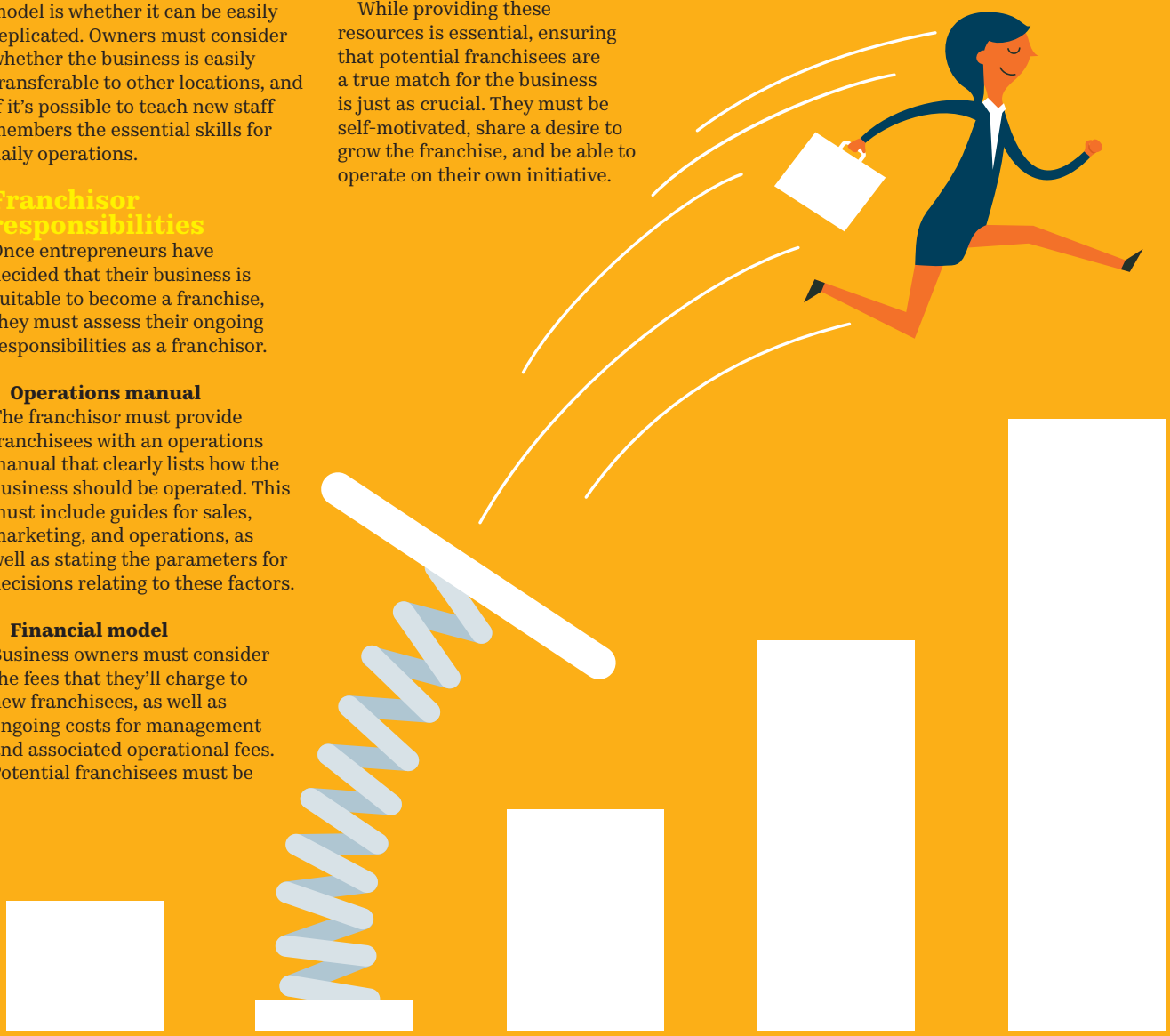
- **Support and training**

Although franchisors should outline their expectations for franchisees, they should also be prepared to equip new owners with the support and training to achieve these goals. Right from the beginning, franchisors should ensure comprehensive training and development are provided to give the best possible chance to make the franchise a success, as well as establish an ongoing support network.

While providing these resources is essential, ensuring that potential franchisees are a true match for the business is just as crucial. They must be self-motivated, share a desire to grow the franchise, and be able to operate on their own initiative.

Seek specialist support

In order to give a franchise the best chance of succeeding, entrepreneurs must get the setup right from the beginning. To do this, it's essential that prospective franchisors seek specialist advice about each step, from operations manuals to financial models, franchise agreements to intellectual property protection for branding. The more in-depth the setup process is, and the more support provided to franchisees, the greater the chance of developing a franchise that delivers on the long-term goals for both the business owner and franchisee.





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Counting the costs

Buying a franchise involves making an investment that covers many different areas. Novuna Business Finance breaks down the fees and what they mean

The cost of investing in a franchise is dependent on several factors, such as the nature and size of the business, as well as the territory you'll be operating in.

An initial outlay may be as high as £500,000 or as low as £5,000 and will, in most cases, include the following costs:

1 INITIAL FRANCHISE FEE

This is the basic one-time fee to 'buy in' to the franchise and usually accounts for five to 10 per cent of the total investment required. For franchisors, this is rarely a source of profit and will simply help to reimburse them for the time and cost spent developing the franchise, recruiting, and helping the franchisee find a suitable location in which to operate.

2 TRAINING FEES

Although typically included in the initial franchise fee, training fees can sometimes be levied as a separate cost.

3 PREMISES

In some instances, the franchisor may sublet the premises to you and there may be advance rent or premiums which need to be paid.

4 SHOPFITTING

There may be additional fees if the franchisor has contracted a third party to undertake the shopfitting.

5 VEHICLES AND EQUIPMENT

If vehicles and equipment are essential to the running of your business, there are likely to be additional costs to factor in. This could include outright purchases or an asset finance deal where an initial outlay is required followed by monthly payments.



"The majority of franchisees will need to obtain financial assistance for the initial investment. Work out how much you need to borrow and what financial services will best assist you"

6 INITIAL STOCK

Initial stock may need to be bought directly from the franchisor or an approved third party. In either case, you should receive guidance from your franchisor on exactly how much stock is required to hit the ground running.

7 WORKING CAPITAL

Setting aside working capital will be necessary to ensure basic costs can be paid (salaries, energy bills, taxes, or rent) while income is being generated.

8 MARKETING

Initial and ongoing promotional costs – such as advertising online, in print or on the radio – may be factored into the initial fee or itemised separately, depending on your franchise agreement.

The majority of franchisees will need to obtain financial assistance for the initial investment. Work out how much you need to borrow and what financial services will best assist you (for example, a small business loan, credit card or invoice finance solution might all be worth looking into). Also, it may be sensible to take out an overdraft to ensure you have enough working capital during your initial trading period.

Some financial questions to consider are:

- How much can you personally invest?
- What proportion of your personal resources can you put towards the total franchise cost? Ensure you carefully crunch the numbers and ascertain exactly how much you can afford to invest and how much you need to reserve for living costs on a month-to-month basis.
- How much will you need to borrow?

WHAT SECURITY CAN YOU OFFER ON ANY LOAN?

Ask yourself how long you will need to pay back the loan and consider that any outstanding debt will need to be settled by the end of the franchise term.

At a Glance
Novuna Business Finance

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Contact: franchising@novunabusinessfinance.co.uk

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Ex-military personnel could find their future in franchising

Jackson Fire & Security is creating opportunities for all kinds of entrepreneurs

When people leave the armed forces, they have to make decisions about what comes next for them. Franchising isn't an option that might immediately come to mind and yet it's an opportunity that has real potential for individuals with that background.

And we know from experience just how successful they can be in franchising, as Sam Gale, who runs our Cambridge franchise, was formerly in the Royal Electrical and Mechanical Engineers.

A BREADTH OF VALUABLE ABILITIES AND SKILLS

Ex-armed forces personnel have many of the traits and skills that are ideal in a franchisee, and they can draw on an extensive amount of experience to help them make a real success of their business.

A franchise owner needs to be driven, committed and hard-working and ex-military men and women are recognised for their incredible work ethic and ability to be resilient, determined and think clearly and calmly even if the pressure is on.

They're disciplined decision makers who can keep focused on the goal in hand – ideal in the franchise industry. Ex-armed forces are typically great team players too but are also capable of confident and motivating leadership.

AN IDEAL FIT WITH FRANCHISING

Obviously, all of these skills are important in business in general, so what makes franchises a particularly good fit for ex-service personnel? It comes down to the fact that franchises enable an individual to be their own boss but also get all of the support and guidance necessary to make their business a success.



"Taking on the Jackson Fire & Security Cambridge franchise felt like a really good match for the skills and experiences I had gained from my career"

Some service leavers might be concerned that they don't have enough commercial experience to be completely confident about setting up their own business from scratch. But a franchise offers the ideal balance of a business of their own within an already proven framework where all of the training and guidance are provided to get them up and running quickly. Plus, there's support and advice available on an ongoing basis after their franchise has launched.

ARE YOU LOOKING FOR A NEW CAREER THAT GIVES YOU A SENSE OF PURPOSE?

Our franchise is a great opportunity for those people who have already dedicated their career thus far to the protection of others. After all, our entire business is devoted to keeping people and property safe and secure from threats such as fire and criminals.

For those who entered the military motivated by a desire to protect, our franchise offers a natural fit as franchisee Sam Gale comments: "Taking on the Jackson Fire & Security Cambridge franchise felt like a really good match for the skills and experiences I had gained from my career in the Royal Electrical and Mechanical Engineers. I wanted to run a business that gave me a real sense of purpose and presented the opportunity to have a positive impact on others.

"When you've worked in the military, you know the importance of self-discipline, self-motivation and being adaptable which also really matters in the franchising sector. I enjoy the variety and challenge of what I'm doing now – if you're focused, flexible and determined, you can make a real success of it."

At a Glance Jackson Fire & Security

Established: 1991

Number of franchised outlets: 10

Location of units: North Wales, North West, Yorkshire, Teesside, Surrey & London

Investment range: £39,500 franchise fee and £30,000 working capital provision

Minimum required capital: £69,500

Contact: rachel.evans@jacksonfire.co.uk

jacksonfire.co.uk/franchise

6 legal tips for franchisees

Flexibility, family-friendly hours, and a market-ready brand all make franchising an attractive option – but always read the small print in the agreement properly, warns Emily Sadler

WORDS BY EMILY SADLER



THE AUTHOR
Emily Sadler is a partner and franchising specialist at Paris Smith solicitors, affiliate members of the British Franchise Association since 2014

With more people than ever now working from home, the traditional notion of the 9–5 has been turned on its head. From being able to walk the dog and do the school run, to spending less time commuting, changes to our working culture have led many of us to question what we're doing career-wise – as well as where, when, and how we're doing it.

Flexibility, family-friendly hours and a market-ready brand all make franchising an attractive option, but always read the small print. Both parties should sign a franchise agreement, which is a lengthy, legally-binding contract, typically lasting for five years.

"Look out for these potential issues and make sure you have a complete grasp of the contract and its implications before investing your time and your funds in a franchise"

Navigating and understanding the implications of the agreement can be pretty onerous and it's always weighed in favour of the franchisor. So before signing up, it's important to take advice from a BFA-affiliated solicitor, who will be used to seeing franchise agreements from across the industry. While the terms might say they're non-negotiable, it's vital that you're at least aware of your legal position if you take the plunge, and your solicitor will be able to point out anything in the contract which seems unusual.

Before signing, there are a few legal tips that prospective franchisees should be aware of. Look out for these potential issues and make sure you have a complete grasp of the contract and its implications before investing your time and your funds in a franchise.

1 Hidden costs

Check that the initial franchise fee and royalty payments correspond with what you have been told by the franchisor. Also, will you have to pay any other costs – for example, equipment and additional training – and will there be further expenses if you wish to renew at the end of the term?

Most ongoing royalty payments will be calculated as a percentage of turnover and not as a percentage of profit, and therefore you could still be required to make payments to the franchisor, even if your business is making a loss.

Finally, watch out for unexpected costs – for instance, if you choose to sell the franchise business you will often have to pay the franchisor a percentage of the sale price, particularly if they have introduced you to the purchaser.

2 Personal guarantee

Where the franchisee is a newly-formed limited company, the franchisor may require the individual behind the franchisee company to give a personal guarantee. You may be referred to as the "individual" or the "principal" and this means that you will be personally liable to the franchisor in the same way as the (company) franchisee.

If the franchisee company is in breach of any of its obligations under the agreement, you will be personally liable for the full extent of any losses suffered by the franchisor. In such circumstances, it's common for the franchisor not to have to take steps to enforce its rights against the company before pursuing you.

3 Restrictions on your business activities

Franchisees are often prevented from being involved in other business interests during the term of the franchise agreement. If you do have



other business interests, you will need to ensure that the franchisor gives consent in writing to you to continue to operate them.

Potential franchisees are often unaware of restrictions put in place post-termination, preventing them from being involved in a business that is the same or similar to the franchise business. Restrictions normally cover a specified geographical area and last for a set period of time – for example, one year post-termination. These could have a significant impact on your ability to carry on in your chosen industry following the termination of the agreement, so do make sure you read the contract thoroughly and understand the potential implications of these.

4 Early termination

There are often extensive termination provisions in the agreement in favour of the franchisor, enabling it to terminate early if the franchisee is in breach of the agreement. However, once the agreement is signed, the general position is that franchisees are unable to terminate until the end of the initial term (typically five years), even if the business is not working out for them.

A franchisee may be able to argue that there has been a misrepresentation by the franchisor in terms of what they have been sold, or that the franchisor is in breach of the agreement. However, such cases can be difficult to establish and are seldom clear-cut. Alternatively, the franchisee may be able to sell the franchise business, but this is likely to be difficult if the business is failing or has little goodwill.



5 Side letters

Franchise agreements usually include a clause that states that the document represents the whole agreement between the franchisor and franchisee. Franchisors are not usually keen to negotiate the terms of their standard franchise agreement and to make amendments, except where there's an obvious error (often this is no more than a clerical oversight).

Therefore, if you've been promised anything in addition which induced you to buy the franchise, it must be set out in writing and annexed to the agreement. Side letters should be properly drafted and checked by your solicitor to ensure they're legally enforceable and can be relied upon.

6 Other obligations

The obligations of the franchisee under the franchise agreement will be extensive and specific. This is in contrast to the obligations of the franchisor, which are often quite general and sometimes difficult to interpret. You must read each obligation in detail and ensure that, on a practical level, you are able to fully comply.

KNOW YOUR FRANCHISE AGREEMENT

What prospective franchisees should be checking

- **Ensure you're clear on the costs involved in buying and operating the franchise – both at the outset and during the term of the agreement. Do you understand all your non-financial obligations?**
- **Check whether you will have personal liability under the agreement and, if so, that you understand the repercussions.**
- **What restrictions are placed on you being involved with other business activities – both during and after the term?**
- **Be clear on how you can exit the agreement – noting that most franchise agreements do not permit an early termination for convenience by the franchisee.**
- **Record any additional, important terms in a side letter to the agreement.**
- **Have your agreement reviewed by a BFA affiliate solicitor – it will be time and money well spent.**

Empowering children with the power of rock!

School of Rock creates an inclusive, passionate environment in which anyone can be free to learn and grow from the power of musical education

Almost everybody loves music. Every culture around the world has its own unique musical traditions, and the U.S. is no different. Whether it was Wynonie Harris or Goree Carter who birthed the genre, it lives on to this day, and is now the School of Rock's medium of teaching and nurturing.

It's been a strong year so far for the brand, with School of Rock reaching a mammoth 307 schools since foundation, and growing its student count to over 55,000. As more people recognise the value School of Rock brings, its schools will fill up and soon students will have to join waiting lists! The brand serves students from the age of four years and up, and even grandparents can join a school to release their inner rockstar.

The award-winning School of Rock took home the honour of Best Children's Service and Education Franchise for the second year in a row and Regional Champion in the Americas category at the 2022 Global Franchise Awards. This is due to the brand's commitment to its students' well-being and development, as well as the success of its franchisees.

The brand is continually developing new locations and searching for new global partners as its offering becomes more prominent and it racks up the accolades.

ROUNDED DEVELOPMENT THROUGH PERFORMANCE-BASED MUSIC EDUCATION

School of Rock prepares its students for live shows, where they perform as part of a band in front of a crowd. The brand prepares its students by teaching them musical theory, instruments and performance through the context of



learning songs they love in a group environment.

It's during this process that students build musical proficiency as a part of their top-class musical education, but also other invaluable soft skills such as creativity, teamwork, discipline, commitment and much more. The brand also runs camps, workshops and even provides global touring opportunities!

The group learning model increases student retention as well as results. School of Rock has its own proprietary method books as well as its own app, that can be used by students and instructors alike. This allows students to practice at home, and parents to track their children's progress. It provides real-time feedback and thousands of songs that students can rehearse.

Traditional musical education providers tend to teach students separately, and rarely in groups where they must learn to collaborate and cooperate. The thousands of live shows the brand hosts every year are where many students really grow their problem-solving skills and confidence.

These techniques are grounded in a proven track record – they've been honed since the 90's. In fact, these techniques are so unique and specialised, that the brand was granted a U.S. patent for their curriculum, School of Rock Method, in January 2022.

SUPPORTING FRANCHISEES IS ESSENTIAL

School of Rock understands that its success is underpinned by the success of its franchisees, and therefore, makes every effort possible to facilitate that success.

From the very day the franchise agreement is signed, the brand's franchisee support team gets to work. The real estate team will







"The brand is continually developing new locations and searching for new global partners as its offering becomes more prominent as it racks up the accolades"

begin hunting for a suitable site as soon as possible, and every single internal team is available for the franchisee to call upon.

The brand doesn't simply leave its franchisees to it either; support is continuous. Upon opening, franchisees will be assigned project managers who can guide them through opening, keep everything on budget and keep lines of communication clear. On-site support will be available too, with both the business and musical education – School of Rock franchisees enjoy unparalleled support from the day they register their interest.

Franchisees will have access to a project management software, which they can use to track the opening of their schools. The operations and I.T. team will be on hand and communicate with new school owners during the opening process so things run as smoothly as possible.

Alongside the 24/7 helpdesk and continued support, franchisees can make use of the brand's proprietary systems to manage the school, as well as the grand celebration to mark the opening of the new location.

The brand is on the hunt for master franchise partners around the world, and most recently opened in Spain, Taiwan and Ireland. Master franchisees will be offered similar support upon signing, including training to develop support systems and strategies to support their own franchisees in their market.

JOIN A GROWING, GLOBAL FAMILY

Ever since Paul Green, the founder of School of Rock, first started 'jamming' with his students in '96, the method has been constantly improved and refined. Never-ending progression has created the award-winning brand today that is trusted by over 55,000 students worldwide in North America, South America, Europe, Africa and Asia with over 307 locations.

The brand doesn't ask that its franchisees can play Sweet Child o' Mine on the bass guitar, but it simply asks for a love of music, and a passion for education. The franchisee has the option of hiring a general manager to run a location instead of working as an owner-operator.

Enjoyment and love for music are universal, and therefore, The School of Rock methodology can translate well into any country and culture. From the U.S. to Japan and every country in between, there are potentially millions of would-be students who are just waiting to release their inner rock star. Join the School of Rock franchise family today and prepare to change your life!

At a Glance
School of Rock

Established: 1998

Number of locations: 307

Location of units: Australia, Brazil, Canada, Chile, Colombia, Ireland, Mexico, Paraguay, Peru, Philippines, Portugal, South Africa, Spain, Taiwan, U.S.

Investment range: $1.5m+ for master development, $322,000 – $521,000 for individual units

Minimum required capital: $1m for master franchisees, $125,000 in liquid assets and $350,000 in net worth (a single candidate or the sum of the assets of a group of investors) for single, domestic units

Contact: franchiseopportunities@schoolofrock.com

franchising.schoolofrock.com

Delivering consistency

Why writing suppliers into franchisee contracts pays off

WORDS BY JESS PRITCHARD



THE AUTHOR
Jess Pritchard is head of franchising at leading outsourced communications provider, Moneypenny. She works closely with franchisors and franchisees to improve customer experience, capture leads, and ensure consistent levels of high-quality communication. Visit **moneypenny.com**

For franchisors with a keen sense of brand, it's important that every new franchisee understands their responsibilities as well as their freedoms.

One way to ensure this is by writing suppliers and partners into franchisee contracts. This technique helps mitigate the challenges that can put a strain on relationships with franchisees and, importantly, get in the way of customer services and cost efficiencies. Crucially, this idea isn't about being overly prescriptive as it has value for both parties.

Writing suppliers into franchisees' contracts gives everyone peace of mind that outsourced partners have passed due diligence checks, understand the business as a whole, and can deliver their service to the highest standard.

Here are five benefits of writing key supplier relationships into franchisee contracts. For a franchisor focused on food service, these contracts might cover cleaning partners or wholesalers; for a business support franchise, this might be with a document and post-management company; while a franchise delivering early years activities or home tuition might have a contract that covers aspects of customer care, such as outbound calling, call answering or live chat.

1 Guarantee consistency for the franchisor

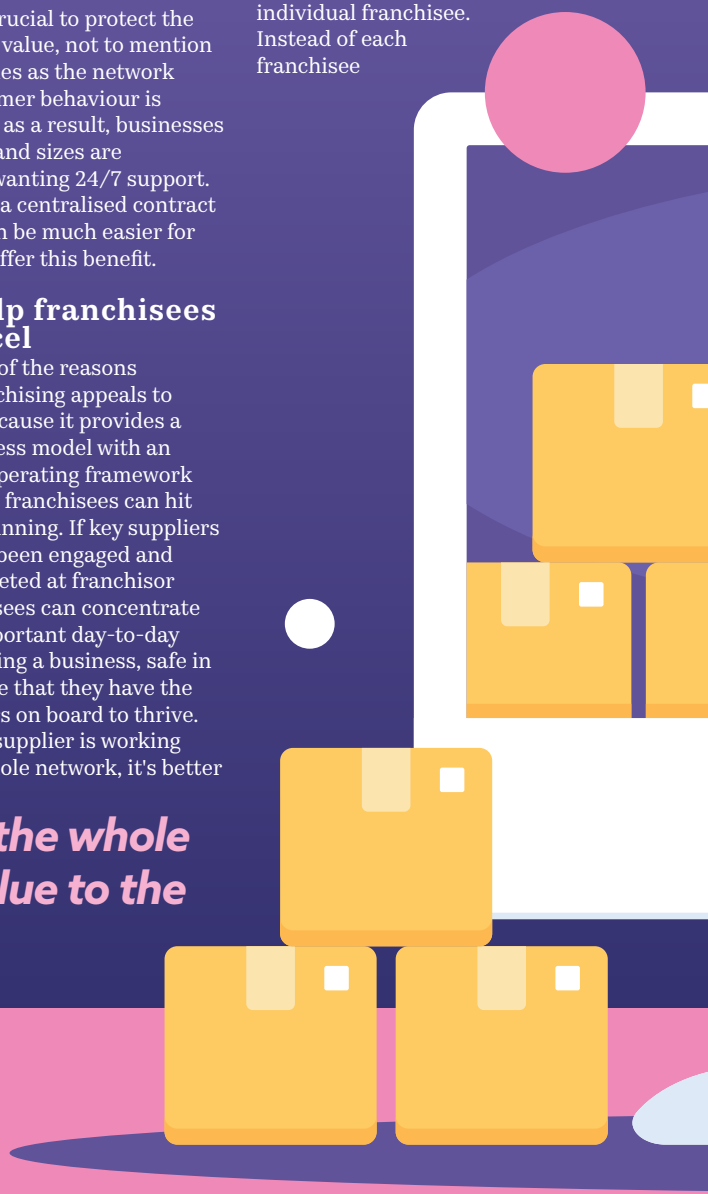
This is probably the biggest benefit to franchisors, as one supplier across a franchise network can help to ensure consistency of service, which means a more reliable experience for customers. All of this is crucial to protect the brand and its value, not to mention future revenues as the network grows. Consumer behaviour is changing and as a result, businesses of all shapes and sizes are increasingly wanting 24/7 support. When there's a centralised contract in place, it can be much easier for suppliers to offer this benefit.

2 Help franchisees excel

One of the reasons franchising appeals to so many is because it provides a proven business model with an established operating framework and brand, so franchisees can hit the ground running. If key suppliers have already been engaged and checks completed at franchisor level, franchisees can concentrate on the all-important day-to-day tasks of running a business, safe in the knowledge that they have the right suppliers on board to thrive. Plus, when a supplier is working across the whole network, it's better placed to add value to the franchisor and franchisees alike.

3 Save everyone time and money

Leveraging the purchasing power of the franchisor can help to reduce running costs for the network as a whole, as well as each individual franchisee. Instead of each franchisee



"When a supplier is working across the whole network, it's better placed to add value to the franchisor and franchisees alike"

spending time, energy, and money finding their own service provider and negotiating terms (or, as is often the case with call handling, recruiting a member of staff to answer the phone) the business stays nimble and with reduced overheads.

4 Convey what matters to the brand

When particular suppliers are written into franchisee contracts, it can help to convey the importance the franchisor places on certain aspects of the business or service delivery. It could be about cleanliness, accessibility, or customer care, for example. If it's written in the contract, it's much easier to maintain a set standard, as everyone knows the right supplier is in the frame.

"Leveraging the purchasing power of the franchisor can help to reduce running costs for the network"

5 Help with management reporting

This is an obvious point, but no less important. Having one supplier for a whole franchise network makes management reporting much easier. Often, it also means that the franchisor has greater transparency about what's happening in real time. In terms of call answering and live chat, this can be helpful in ensuring that all franchisees are being as responsive and accessible as required, identifying if further training or support is needed and even garnering network-wide customer insights from call and live transcripts, prompting service innovation.



There's never been a better time to join!

We Love Pets is pairing a love for animals with excellent pet care

Have you always wanted to work with animals? There has never been a better time to invest in a We Love Pets franchise.

The Pet Food Manufacturers' Association (PFMA) has released its annual pet population data, confirming that 3.2 million households in the U.K. have acquired a pet since the start of the pandemic.

We Love Pets is on a mission to bring love and expert care to every pet household. The company aims to promote wellbeing and safety for all pets, everywhere, and is building a community of like-minded business owners that are passionate about making a difference and setting the bar for pet care services.

CONSISTENT SUPPORT

What you get with We Love Pets is so much more than just a business in a box. We Love Pets' market-leading franchise package not only gives you everything you need to launch a successful pet care business straight away, but you're also becoming part of a national, innovative brand with a reputation for high standards and friendly, personal service.

When you invest in We Love Pets, the brand makes sure to continuously invest in you, too. That's why it provides an unrivalled support package when you join the family. It consistently runs workshops and events to help you move forward with your business, as it believes that education and community are the keys to success.

No matter if you've been with the franchise for one year or ten, you'll never face any challenge alone with a fantastic network. When you become your own boss with We Love Pets, you can organise a good work-life balance.

The brand will show you how to build your own team of passionate individuals so you can thrive and work to a schedule that suits you – something that you often can't achieve with the standard nine-to-five!

When you buy a We Love Pets franchise, your business will be set up and ready to go for your launch day. With pre-approved funding, immediate online presence, marketing, uniform, and leaflets, We Love Pets provides you with everything you need to hit the ground running, and feel supported every step of the way. With expert training and a nationally known brand, you will immediately feel like part of the family from the moment you join the company.



At a Glance
We Love Pets

Established: 2007

Number of franchised outlets: 160+

Location of units: U.K.

Investment range: £12,995 + VAT. Can assist with the initial investment as partnered with a funding scheme

Minimum required capital: 3 months

Contact: ryan@welovepets.email 07511452386

welovepets.care/franchise

More than a typical gym

New to the U.K., 30 Minute Hit provides an exciting express workout for women looking for connections and community as well as results

The 30 Minute Hit is definitely not your typical gym – nor is it a typical women's gym. And it's certainly not a typical kickboxing gym. Instead, 30 Minute Hit is a special place that inspires and empowers women through a unique community like nowhere else.

30 Minute Hit is a half-hour, women's only, express fitness programme, combining boxing, kickboxing, self-defence, and core conditioning to create one of the most rewarding workouts anywhere. In just 30 minutes, members punch, kick, sweat, learn, and burn their way to results they never thought possible.

MEET FRANCHISE OWNER, JODIE PECK

Originally from the U.K., Jodie served as an engineering officer in the Royal Airforce for 18 years. Today, she's the owner of two very successful 30 Minute Hit gyms in Halifax and Bedford, Nova Scotia.

"Keeping fit has always been a big passion of mine, but it was never something I considered would be part of a serious career or proper job for me. Someone told me about a vacancy to work in a local boxing gym as a trainer, and I just told myself to go for it and see what happens. That gym turned out to be 30 Minute Hit.

"In no time at all, it completely changed my perspective of what work can and should be – something you love and feel passionate about! When I realised that I could become a franchisee, I jumped at it.

"Franchising is such an easy stepping stone into business, rather than starting at ground zero and having to do every single thing yourself. You get that big boost right at the beginning with incredible training and support from the franchisor to open and run what's already a proven business model, even when it's in a brand-new location."



MAKING A POSITIVE DIFFERENCE

"For me, the best thing about my 30 Minute Hit is the privilege of making a positive difference in other people's lives every day, and sometimes I still can't believe that it's my business!

"The people you see in our gyms aren't the typical cutie gym bunnies – these are women who've just come off a 12-hour nursing shift and need to work out the stress. They are teachers and mums, and women who have been working all day in their home office and just need to get out and see people. They want to move their bodies, smile, laugh, and make connections. We make them feel incredible about themselves, just for coming in and doing 30 minutes of exercise. People don't realise how valuable this time is until they come and experience it – that's why I know women in the U.K. are going to love this!

"A successful franchise owner has to be a proper people person, everything else we can teach. I wasn't a business person in any way before this – now I own two locations with a team of trainers who help me run the day-to-day. I'm still massively hands-on, but I also run my house, look after two kids, and have time for other interests. This business works around everyone involved – the franchise owners, the trainers, and the members – that's the beauty of it!"

At a Glance
30 Minute Hit

Established: 2004

Number of franchised outlets: 90+

Location of units: Canada, U.S.A., U.K., Saudi Arabia

Investment range: £120,000

Minimum required capital: £40,000

Contact: Steve Lampshire, U.K. expansion manager
steve@platinumwave.co.uk

my30minutehit.com/#

Can you exit a franchise?

Is it possible to leave a franchise business before the contract expires? Solicitors Catherine Lloyd and Gabriela Alexandru explain the options in what can be a tricky situation

WORDS BY CATHERINE LLOYD AND GABRIELA ALEXANDRU



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For various reasons, people's circumstances change or their expectations of running a franchise are not met and they decide they want to exit the franchise early. The question often asked by franchisees is can this be done, and if so, what steps should they take?

Many U.K. franchise agreements are for a set period (often five years) and the agreement binds the franchisee for that period. Hindsight is always a wonderful thing, and in an ideal world the franchisee would have spoken to their solicitor before signing the agreement. They would have carried out the due diligence, read the contract on their client's behalf, explained the terms clearly, and also amended them with the agreement of the franchisor to ensure they were fair and representative of what both parties wanted.

There will hopefully be terms within the agreement covering various scenarios, so the franchisee should check their paperwork first to see if there's any scope for an early exit, and also if there are any costs associated with it. It isn't too late to take independent legal advice and therefore consulting a solicitor to understand the options should be the first course of action.

What the franchisee is not able to do is just cease trading, as this could lead to the franchisor making a claim against them for loss of revenue for the period of the agreement left to run. The franchisee should carry on running the business to the best of their ability (and in line with the franchise agreement they have signed) until they are able to make arrangements to formally exit the agreement.

One step that should not be discounted is trying to establish what has gone wrong and whether it's a situation that can be resolved. Is it not working because of something the franchisor has done, and are they in breach of the agreement? Would it be helpful to ask to have a meeting with the franchisor to discuss the issues and see if an agreement can be reached amicably? It's often the case that a little communication can go a long way to resolving a dispute.

> ***"It's far better to enter into a franchise agreement with your eyes wide open and fully knowledgeable about all your legal responsibilities. The best advice is not to enter into any legal agreement without taking independent legal advice beforehand"***

Legal breaches

Typically, franchise agreements are weighted to favour the franchisor and there may not be any express contractual rights for the franchisee to terminate the agreement due to the franchisor's failure or breach of contract. If such terms are included it might not matter if the franchisee has evidence of clear breaches by the franchisor, as the consequence of these breaches may not be termination.

Regardless of this, it's important for the franchisee to record evidence of any breaches which may occur throughout the duration of the agreement and be mindful of any time limits to challenge the franchisor. Depending on the way the agreement is written and the nature of the breaches, it may be possible to terminate the agreement at a later date should the breaches accumulate to the point where the franchisee wishes to exit the arrangement.

Misrepresentation

Another route to explore for the franchisee is whether they have a claim for misrepresentation. This is not an easy legal road to take but if, for example, the financial data/projections provided were incorrect or made recklessly, it's a clear possibility to consider. The misrepresentation must have been present before the agreement was signed, and would need to have induced the franchisee into signing the agreement.

It's likely that the franchise agreement will include a clause that limits the franchisor's liability for misrepresentation. It's worth noting that such clauses must pass a test for 'reasonableness' for them to be enforceable. This is a legal test with clear meaning and requirements, so it's recommended that a franchisee wishing to challenge the reasonableness of any such clause seeks legal advice before doing so.

The recent case of Ali vs Abbeyfield VE Ltd (2018) found against the franchisor (Vision Express) for a clause considered to be unreasonable, which excluded liability for pre-contractual statements, except where annexed in writing to the agreement or if a statement had been made fraudulently. Several factors went into the decision being made in favour of the franchisee, including the court finding that the franchisor was in a better bargaining position (the agreement had been presented as non-negotiable), the franchisee had not been advised to take independent legal advice and the clause was not brought clearly to the attention of the franchisee. Also, the clause could not practicably be complied with.

Sale or transfer

A final option could be to check if the franchise agreement has scope for the sale or transfer of ownership to a third party. This could be an acceptable route for both parties to take, allowing the franchisee to exit the business if a breakdown in the professional relationship is preventing the parties from reaching an acceptable solution.

For this to be successful, it's important to ensure that the franchisee has been compliant with all of the terms of the agreement for its duration, and they're able to provide evidence of this to the purchaser. It's likely that there'll be a fee obligation for both the exiting and incoming franchisee, which may include paying the legal costs for the franchisor. All such obligations will likely be set out in the agreement.

Clearly, it's far better to enter into a franchise agreement with your eyes wide open and fully knowledgeable about all your legal responsibilities. The best advice is not to enter into any legal agreement without taking independent legal advice beforehand.

"It's likely that the franchise agreement will include a clause that limits the franchisor's liability for misrepresentation"



Making connections

BforB provides a crucial service in helping small businesses grow and in return, its franchisees enjoy great returns. With SME launches on the rise, now is the perfect time to join its community

Business for Breakfast (BforB) is Britain's hardest-working business networking group, recognised internationally for creating successful networking meetings, events and training for referral marketing.

Established in the U.K. in 2001 as the first-ever British business networking franchise, it remains a leader and innovator in referral marketing. BforB's franchise membership continues to meet year on year to do better business centred around positivity, not pressure.

This blueprint and positive ethos to put the members' needs first, matched with an increasing global demand for its services, has created huge expansion opportunities for the BforB brand beyond the U.K. In the last 20 years, it's launched franchises and operated events across Europe, Asia, Africa and Australia. Franchisees facilitate professional membership clubs, bringing together local businesses so they can refer work to one another by building rapport and long-standing relationships that can last for years.

By supporting and advocating personal development for our members with its referral academy, franchisees grow and develop skills within the clubs to become self-sustaining and run by the membership.

With 65 per cent of the world's products and services being exchanged by referral or recommendation, these clubs create local supply chains that contribute to the local economy and drive success and affluence in the areas where the clubs meet.



HOW DOES BFORB WORK?

Consumers buy products and services based on trust – they need to know the value and like the supplier, as this road points to trust in the product. Hence why the most effective form of marketing is referral or recommendation.

This is the basis for BforB – its franchisees bring together members to create a safe, enjoyable environment to forge relationships that build this valuable trust. BforB stands out in the industry by constantly innovating to changes in the business environment, without sacrificing the warm, welcoming culture synonymous with more traditional business interaction.

As the world enters a new phase of business following the COVID-19 pandemic, there's been a shift in the U.K. economy. In September 2021, the ONS recorded an increase of 800,000 new businesses as people left employment because of redundancy, early retirement or furlough, and this continues to rise.

In order for new businesses to be successful, they have to immerse themselves in their local community to find suppliers, customers, and introducers. BforB franchisees create the perfect environment for members to do this, helping businesses of all ages, sectors and sizes grow, develop and succeed and ultimately impacting local and national economies by expediting this vital process.

THRIVING FRANCHISE MODEL

As the number of small to medium-sized businesses increase, there's a pressing need to create new business networks following the pandemic. More businesses have adapted to finding ways of working digitally and extended their supply chains at the same time as more people have launched into new marketplaces, leading to an increasing need to create new business networks to create and support valuable consistent supply chains.

"The BforB model succeeds because its franchisees deliver value to the membership, and in return BforB supports its franchisees to get that return on their investment and build a thriving business"





In a marketplace where new brands are constantly emerging (6.7 million recorded in the U.K. in September 2021), help is needed in accessing local communities in order to gain traction in the early stages of business. The stage is set for new BforB franchisees to attract members and build thriving businesses in a short space of time.

New BforB franchisees embark on a training programme wrapped in support, to accelerate them to achieving a membership of 150 businesses across five thriving clubs in the first 12 months, a perfectly achievable target for the dedicated and committed franchisee.

The return for a franchisee's investment of £15,000 + VAT is upwards of £95,000 in their first year, depending on their commitment to making the BforB blueprint of recruiting 150 members a reality. This is made possible by taking advantage of six packages of support in funding, marketing, finance, business growth and sales, stock and digital.

The BforB model succeeds because its franchisees deliver value to the membership, and in return BforB supports its franchisees to get that return on their investment and build a thriving business.

IS A BFORB FRANCHISE RIGHT FOR YOU?

In order to decide whether franchising may be the right model for you to invest in, you need to know the benefits as well as the pitfalls, along with answers to a myriad of other questions about how to get a return on your investment. To cut through the briar patch of questions, BforB is hosting a roadshow of events around the U.K., bringing together individuals interested in joining the opportunity in a safe, informative environment, to deliver advice and answer questions in a round table fashion on whether a BforB opportunity is right for you.

For a nominal fee of just £10 to show your interest (refunded on attendance), you can join in at Manchester at the Worsley Marriott Hotel & Country Club on the 17th June 2022, and a Virtual/Digital event on the 22nd July 2022. Coming soon after the summer holidays are events in Birmingham, London, Edinburgh and Northampton, with venues to be confirmed. Enquire with the team to find the most suitable date and location for you.

BforB is hungry to support small businesses in the U.K., and grow the economy by facilitating business relationships. The aim is to launch 20 new franchisees per year, a target allowing for aggressive growth while still delivering the level of support a new franchisee needs to exceed their targets in their first year and enjoy a healthy return on their investment.

The franchise is looking for ambitious individuals, driven by impact, to join its ever-growing community of successful professionals on the journey to become the world's most respected networking facilitator. This target will be achieved by the driving values behind BforB – its innovative, responsible, reliable approach, and by holding true to the expectations of its membership.

At a Glance
BforB

Established: 2001

Location of units: U.K. and global

Investment range: £15,000 + VAT

Minimum required capital: £25,000

Contact: franchise@bforb.co.uk or enquiries@bforb.co.uk, or call 0330 118 8980

A truly successful business model

As one of the U.K.'s most established franchises, Agency Express offers a safe and profitable return on investment for its owner-operator franchisees



Agency Express is the U.K.'s largest provider of professional estate agency board services, and has been the industry's market leader since 1998. With 117 franchisees operating successfully across England, Wales, Scotland, and Northern Ireland, Agency Express services and maintains over 60 per cent of all U.K. estate agency boards.

As one of the U.K.'s longest-established franchises, a three-time bfa HSBC Franchisor of the Year award winner, and the recipient of nine estate agency 'Supplier of the Year' awards, Agency Express offers a truly successful business model.

The van-based 'For Sale' board management franchise is owner-operated, benefiting from low start-up costs, low overheads, and high returns. Franchisees also gain from one of the most comprehensive franchise packages available in the U.K., which includes everything you need to get your business up and running. From top-of-the-range tools and technology to a comprehensive five-day training programme and three-day business launch, everything is carefully planned to maximise success.

With Agency Express, franchisees are also assured of receiving exceptional ongoing support. Each franchisee is guided through every aspect of running their business, be it manual or administerial. They have access to accounts and operational support, to ongoing marketing and sales backup, giving them all the knowledge and confidence needed to become successful business owners.

Agency Express franchisee, Brian Skinner, shares his thoughts on being an Agency Express business owner. "Every day is different and presents an assortment of opportunities. Most of the day-to-day challenges are covered in the training, so I haven't experienced anything that I'm unprepared for. The biggest thrill comes from opening and nurturing new business. The buzz from this is difficult to beat.

"Within the first six months of trading I developed enough additional business to take on a second van and driver, and in 2022 I expanded into a second territory. The opportunities are there if you want them, and the ongoing support from head office is outstanding.

"Being a manual franchise, it can be hard work, but I reap all the benefits. I wish I'd discovered Agency Express 10 years ago. The business model works and it's easy to operate. All you need to do is apply yourself, and success will follow."

"The biggest thrill comes from opening and nurturing new business. The buzz from this is difficult to beat"

If you're considering franchising and would like the reassurance of a proven business model, then the Agency Express van-based opportunity could be a perfect match for you. With Agency Express, no previous experience or qualifications are required, just self-motivation and a willingness to succeed.

At a Glance
Agency Express

Year established: 1998
Number of franchised outlets: 117
Location of units: U.K.-wide
Investment range: £21,500
Minimum required capital: £12,500
Contact: Ben Brookes
agencyexpress.co.uk

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Bucking beauty business trends

Global power is bringing huge local benefits for Laser Clinics UK's franchisees

Laser Clinics UK franchisees have been enjoying the company's global brand power in both the prices they're paying and the pricing they're able to offer to customers, bucking the trends being felt by businesses in the current financial climate.

There are clear advantages that you'd expect from going into business with a global leader in its sector – brand awareness and customer loyalty, unrivalled systems and infrastructure to help you to run your business, and support teams that can help you through every challenge along the way.

There are other, less obvious, benefits of belonging to global organisation, too, but these are no less important – especially with high inflation and rising prices.

FRANCHISEE IMPACT

"We've got global supplier agreements for our business, fixing the cost on much of the equipment we use in our clinics," explains Laser Clinics UK managing director, Jonathan Gardner.

"So, when price increases were brought in by suppliers, we were able to avoid them thanks to the global contracts we have in place.

"This keeps costs down for our U.K. franchisees, which is especially important for new starters working with our teams to get their clinic set up and ready to launch. It's a really significant advantage and makes a big difference to the profitability of the clinic."

Of course, no business is immune to the pressures of inflation, and Jonathan accepts that clinic build costs have risen.

But the brand's buying power benefits extend way beyond the equipment and into other variable costs for franchisees too. I.T. systems, advertising, and print costs are just three areas where the scale of the Laser Clincs operation brings favourable pricing for every franchisee.

COMPETITIVE ADVANTAGE

The brand's global footprint is helping franchisees to do more than simply manage their costs effectively. It's helping franchisees to dominate their local markets, too.





While competitors are cutting back, Laser Clinics is pushing forwards, with summer promotions and regular campaigns that address the cost-of-living crisis experienced by customers.

This strategy is ensuring the customer base grows constantly, and it's also leading to brand loyalty with consumers who still want to look and feel their best even when finances are tight.

Jonathan says: "We're all used to seeing the price of everything rising lately, but Laser Clinics is bucking the trend. We're a leader on price and innovation, and that's proving to be a huge competitive advantage for our franchisees.

"While other aesthetics brands are pushing prices up, we've added to our promotional campaigns. We want to help people look and feel their best, and our pricing is differentiating franchisees from their local competition – we're adding over 200 new customers per clinic per month on average.

"And those customers are staying loyal, providing ongoing revenue for our franchisees."

Laser Clinics operates a unique 50-50 franchise model, where the brand and the franchisee share the costs of opening a clinic equally, and share the ongoing profits on the same basis. It recently celebrated the opening of its 200th clinic worldwide, and is also the domestic market leader with the 50th U.K. clinic set to open this autumn.

It's clear that the combination of global power and local ownership is a winning formula for both franchisee and Laser Clinics alike.

At a Glance
Laser Clinics UK

Established: 2008

Number of franchised outlets: 200+

Location of units: U.K., Australia, New Zealand, Singapore, Canada

Investment range: £220,000-£240,000

Minimum required capital: £120,000

Contact: Jenny Bartlett j.bartlett@laserclinics.co.uk

laserclinics.co.uk/franchise-opportunities

Room on the board

It's important for franchisees to understand their legal responsibilities and restrictions, especially in relation to appointing new directors, advise Sarah Astley and Gabriela Alexandru

WORDS BY SARAH ASTLEY AND GABRIELA ALEXANDRU



Sarah Astley



Gabriela Alexandru

THE AUTHOR

Sarah Astley and Gabriela Alexandru are associates at Gullands Solicitors. Contact them at s.astley@gullands.com or g.alexandru@gullands.com, visit **gullands.com** or call 01622 689700

It's common for entrepreneurs setting up limited liability companies to opt to join a franchise in order to operate their business, not least because franchisees have a distinct advantage granted by the existing experience and goodwill of the franchisor.

A franchise arrangement limits the risks of setting up a new business, often by giving the franchisee assistance and training alongside the rights to use the franchisor's name and products, as well as the advantage of gaining access to a pre-existing market without the initial effort needed to establish a new brand in the eyes of the consumer base.

Legal restrictions

What directors can't minimise, however, are their legal duties to the franchisor company and its shareholders, as set out in the Companies Act 2006. These include promoting the success of the company, acting within the powers of the company, exercising independent judgement, exercising reasonable skill, care, and diligence, declaring interests in any proposed or existing transactions, not accepting benefits from third parties (i.e. lavish entertaining) and avoiding conflicts of interest.

What is often less than clear is whether it's possible to appoint a new director to a franchise business, and if so, what circumstances would allow it?

Be aware of liability

Most franchise agreements require a personal guarantee from all the directors of the franchisee business. This means that the directors are personally liable if the franchisee company fails to uphold all the terms of the franchise agreement, including any payment of money when it is due to the franchisor. Among other considerations, such an arrangement stops the directors from putting the franchisee company into administration in order to avoid their financial liabilities to the franchisor.

It's also common for the franchise agreement to have a clause that requires the directors of the franchisee company to remain directors at all times. This, however, will cause difficulties if a director is incapacitated in any way (for example through poor health or even death), or if they're removed as a company director because they have breached their duties set out in the Companies Act 2006.

Most often, the franchise agreement will allow the franchisor to end the agreement where a company director(s) is convicted of a criminal offence or if they have behaved in a way that could damage the reputation of the franchisor's business.



"There are clear consequences for contractual breaches by directors in all businesses, but potentially increased personal risk for the directors of franchisee businesses, given the added layer of obligations which inevitably come with entering into a franchise agreement"

Check the terms of contract

Because of the possible impact on their business, as well as on themselves in a personal capacity, it's important that the owners of a franchisee business ensure the inclusion in the franchise agreement of clear terms dealing with what would happen if they were unable to carry on as a company director. This can cover them either individually or collectively, and allow for the appointment of a new director/s, who would need to take over personal liability when joining the business.

Other measures should include providing training and guidance to all directors of the franchisee business to ensure they understand their legal duties and responsibilities and keeping records of the training given. Recording such steps not only ensures that vital training isn't overlooked, but could also provide proof that the company as a whole did everything it could in the event of any allegation by the franchisor that directors' duties have been breached.

Regular board meetings, which are correctly minuted and always carried out in accordance with the company's articles of association, will also be vital, as they record the decision process and outcomes, especially where an individual director may have objected to a specific course of action approved by the majority of directors.

Directors should always make sure that they're aware of the day-to-day business operations and decision-making required of them individually. Independent legal advice should always be sought when the situation requires it, especially in relation to duties or concerns touching the Companies Act 2006. An example of such an issue could be concerns around wrongful trading if the business (whether the franchisee business or another business) is experiencing financial difficulties, or whether a situation they're in may give rise to a conflict of interest, preventing them from participating in the decision-making process.

What if things go wrong?

If a director is found to have breached their duties as set out in the Companies Act 2006, the consequences can vary from being disqualified from acting as a company director for up to 15 years to personal criminal liability. An example of the latter would be prosecution under the Insolvency Act 1986 if a director is believed to have taken part in fraud in the anticipation of a business being wound up, or if they have made false representations to their creditors.

There are clear consequences for contractual breaches by directors in all businesses, but potentially increased personal risk for the directors of franchisee businesses, given the added layer of obligations which inevitably come with entering into a franchise agreement. It's therefore important to make sure you have access to the right professional advice and support to help you make informed decisions.



Providing clients with a "fourth emergency service"

Dyno Rod's franchisees are delivering invaluable assistance nationwide

For almost 60 years, Dyno Rod has been providing its customers with a level of service otherwise unheard of within the domestic drainage market. In fact, long-time franchisee David Screen, who manages Runitem Ltd. alongside his father, Jim Screen, considers his operation "the fourth emergency service, with 24/7, 365-days-a-year levels of service."

But what does the average day-in-the-life look like for the duo, and why were they recognised as Dyno Rod's franchisee of the year? *What Franchise* spoke with the accomplished operators to learn more.

WHAT DOES YOUR DAY-TO-DAY LOOK LIKE AS A DYNO ROD FRANCHISEE?

DS: I arrive at the office at 06:30 to prepare for the day ahead, go through the jobs from the previous day, and collate any information from engineers where further works or quotations have been requested – as well as any out-of-hours activities that need attention.

"Providing solutions to problems for our customers has always been the driver, and the most rewarding element of the business"



My main focus first thing is to make sure the repair teams have all they need in terms of their day ahead, paperwork, quotations, and RAMS in place to make sure they know what they are doing.

Graeme, our operations manager, arrives for 07:00 and he deals with the engineers phoning in and dispatching jobs to get the day started. Following Graeme's arrival, I am able to get on and answer emails, and deal with any messages, sort any health and safety observations and near miss information from the engineers, and investigate any that need further attention.

Another member of staff arrives a 08:00, who is briefed by Graeme of any despatching issues and explains where everyone is so she can release him from that process and he can then concentrate on reporting on his activities the previous day and follow-up on quotations.

Operationally, a single call can change the planning for the whole day. I like to think as a team, we base our reputation on recognising and then converting these opportunities, forging strong relationships, delivering excellent customer service, and encouraging repeat business.

WHAT LED YOU TO INITIALLY PARTNER WITH DYNO ROD AS A FRANCHISEE?

JS: Initially, a friend who worked in the job centre called me and to told me about an opportunity with a new company that claimed to have revolutionised the drainage industry with the first 24/7, 356-days emergency drain clearing service.

In May 1969, I was the first to be interviewed and got the job; working for a franchise started by the man who was the Pan Am navigator for pilot Jim Zockoll, founder of the DynoRod franchise.

After 17 years' service, in 1986 they sold their franchise back to Dyno and I was



employed by Dyno along with all of the staff I took from the previous franchise. During that time as a company-owned location, I was able to motivate the experienced staff I had, and train new members of the team. Our operation was recognised by Jim Zockoll as outstanding.

At that time, Dyno Rod was in the process of selling all five of the company-owned franchise sites, and increasing the number to smaller operations.

I was given the opportunity to purchase the North East as a whole in August 1987, which was the inception of Runitem Ltd.

WHAT KIND OF SUPPORT HAVE YOU BEEN PROVIDED AS A DYNO ROD FRANCHISEE?

DS: There have been many changes over the last five to 10 years, especially in management within Dyno; however, recent changes have seen an improvement in the understanding of the challenges we face on a day-to-day basis. There seems to be more of a desire for us all to succeed. Key accounts in particular appear to be better managed, more productive, and at more realistic rates.

WHAT DO YOU FIND REWARDING ABOUT BEING A DYNO ROD FRANCHISEE?

DS: Providing solutions to problems for our customers has always been the driver, and the most rewarding element of the business. This is fundamental to the reputation we have created and is practiced from the first call to the completion of the task, however large or small.

"Our KPI's, NPS and Trust Pilot scores all confirm our customers believe we are providing them excellent performance"

An individual clearing a simple blockage for a domestic customer, to a team completing major structural repair or refurbishment for a large commercial client provides us with the opportunity to demonstrate the high standards we encourage from our staff and provides us all with a real sense of satisfaction.

The rewards are varied; being successful in business brings its own rewards, both personal and as a team, but having the ability to manage the business without the restraints of what can be achieved or what the focus of the business needs to be make it such a rewarding place to work.

WHY DO YOU THINK RUNITEM LTD. WAS RECOGNISED AS DYNO ROD'S FRANCHISEE OF THE YEAR?

DS: Being recognised as the top franchisee in a group of franchisees where the standards are so high is a great achievement. It's one we are extremely proud of, and it's not taken for granted. There has been a huge amount of hard work put in to making the business successful, especially on the back of two of the most challenging years of operations for us all.

I believe consistency is the main reason we were awarded this prize. The management team of Jim, Gill and I have set the standards we aim to achieve across the whole business, operationally and financially.

Our KPI's, NPS and Trust Pilot scores all confirm our customers believe we are providing them excellent performance. We know this down to the whole team performing to an exceptionally high standard on a consistent basis.

We pride ourselves on having a fantastic team here at Runitem. They are our biggest asset. Most are long serving with a number of staff being with us for over 20 years.

Dyno Rod's franchise opportunities are resales. If you have ambition and think you could make for an excellent franchisee, get in touch with the brand's franchising team.

At a Glance
Dyno Rod

Year established: 1963

Number of franchised outlets: 40+

Location of units: Full U.K. coverage

Investment range: Only resales – £300,000 to £1.5m

Minimum required capital: £150,000

dyno.com/franchise-opportunities

Train to win

Chris Wooton on why exceptional training is a vital element of franchise success

WORDS BY CHRIS WOOTOON



THE AUTHOR
Chris Wootton is the owner, MD, and a long-standing franchisee of Poppies, with over two decades of experience in both the cleaning and franchise industries

The age-old belief that practice makes perfect, while true to some extent, only tells half the story. What is more accurate, in fact, is that practice makes permanent. Regardless of your industry, occupation, or the seniority of your position, it should always be a key aspect of what you do.

This notion of practice making permanent highlights the need for exceptional training in franchising, as without it, there's a risk that franchisees will not be able to deliver on a franchisor's expectations.

Ongoing training nurtures team development

One of the biggest mistakes a franchisor can make is to forget about training once a franchisee has been onboarded. Ongoing training is proven to be one of the best ways to ensure franchisee success, but it has to be well thought through and prioritised on a continual basis.

Nurture the development of your franchisees, prevent standards from slipping over time, and ensure they're up to date on any changes occurring in your industry of operation – no matter how big or small.

Strong foundations

Studies have shown that retention rates rise between 30-50 per cent for companies with strong learning cultures*. An emphasis on development and learning is an important element of what makes the franchise industry so strong. By showing prospective franchisees, employees, and those in head office that you're invested as much in their development as they are, you'll have less staff turnover, ultimately solidifying your brand's culture and mission.

Remember, keeping things fresh with new faces and processes is the best way to stay current, but it's having a strong foundation of franchisees that truly determines the success of a franchise.

Retain consistency

It's imperative for franchises to educate franchisees on all aspects of the brand, from its culture and mission, to its application and service. Whether the franchise has been operational for one year or 100, embedding consistency by conveying important messages from day one helps customers and your network understand what the business truly stands for.

Poppies establishes a network-wide consistency by providing in-depth training tailored towards the personalities and needs of the franchise partners joining, which is something all brands should consider. By offering launch support, regular ongoing training, and diversity of lessons, both practical and classroom-based, the brand maintains its consistency all over the U.K.

Edden Jones of Poppies York highlights the importance of established businesses using their experience to provide franchisees with exceptional systems for ongoing training. "Having the backing of the franchise is a huge advantage. I only launched in January, but I wouldn't be



this far ahead if I was on my own.

"A big reason why I chose to join the Poppies franchise was the longevity of its business. It's been going 40 years plus, and that stood out to me. This isn't a fly-by-night company. Some of my colleagues have been doing this for 25 to 30 years, so if I encounter a problem, they have the experience to advise the best way forward."

Streamlined recruitment

The first thing prospects see from a franchise is the quality of the training on offer. A staggering 70 per cent of employees would be somewhat likely to leave their current job to work for an organisation known for investing in employee development and learning*.

Franchising is certainly an industry that demands commitment, and the best way to show that as a franchisor is to demonstrate that all operations in your business, including the training process, are attractive to ambitious and motivated people. This equally eases your recruitment process as a franchisor, as a high-quality training programme will attract higher-quality prospective franchisees.

Simon West, franchisee of Poppies Chesterfield and Mansfield, highlights the importance of a training programme that provides all the necessary resources that entrepreneurs seek to make their franchise a success. "I was aware that as a franchisee I would receive training and support, but the reality of what I experienced went beyond what I'd ever imagined," explains Simon. "The programme was comprehensive and gave me all the tools I needed to get started. It was extremely beneficial to shadow other franchisees and see how everything worked in practice. I was 100 per cent positive that I'd made the right decision."

New challenges

Now more than ever, employees are looking for new challenges that will stimulate them and help them progress in their careers after a long period of being kept on hold. In fact, 34 per cent of employees leaving their jobs are doing so because they're actively seeking more career development opportunities*.



The most successful franchisees are constantly keeping track of potential new marketing and revenue streams. And as such, franchisors should regularly offer opportunities for franchisees to take on new challenges and learn about what more they can do to reap the benefits of a business that sits firmly in the modern world.

"It's important to promise high-quality training, but what really sets your franchise apart is delivering an experience above and beyond what's expected"

Rigorous and detailed training

You might wonder if there are unnecessary elements to a franchisee training programme, but leave no stone unturned! Addressing finer details helps franchisees and employees gain a feel for the bigger picture of the overall operations of the franchise.

Ensuring your network has the resources and understanding required to ensure the smooth running of a diversity of situations and operations is a great way of showing customers the quality of the brand and its employees. Understanding some of the finer details may never be required in trading, but for franchisees, having that additional knowledge is incredibly valuable towards providing a consistent, high-quality service.

It's important to promise high-quality training, but what really sets your franchise apart is delivering an experience above and beyond what's expected. Preparing a comprehensive and inspiring programme will give your franchisees the tools required to not only operate autonomously but also to deliver a service that they believe in. Letting your new franchisees see what their training looks like in action ensures consistency is maintained and helps your network to see that they've made the right decision in joining your brand.

**Lorman, 2021, 39 Statistics that Prove the Value of Employee Training*

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The Helen O'Grady Drama Academy is helping young generations to create a better future

Turn your passion for the arts into a career

Helen O'Grady Drama Academy is transforming the lives of its dedicated franchisees

Research has shown children who partake in creative programmes such as drama are more likely to achieve academically and have a constructive educational experience. The evidence also suggests the lack of 'soft skills' (the type of skills gained from extra-curricular activities such as team working) within the labour market. Soft skills are the most important skills that a person should develop and as adults, we are responsible for equipping younger generations for their future.

SELF-DEVELOPMENT THROUGH DRAMA

In 1979, Helen O'Grady started after school drama classes for children in Perth Australia, aimed at providing a self-development through drama.

The programme aimed to teach children:

- Enthusiasm, energy and a positive approach to life
- Ongoing confidence
- Self-esteem
- Skill in verbal communication
- Effective social interaction.

Since then, Helen O'Grady has become the largest drama organisation of its kind, with over 100,000 students attending classes each week. The ethos 'Development through Drama' has helped students develop their confidence, creativity and self-esteem.

For more than 40 years, the international network of academies offers afterschool and weekend drama classes for children in over 30 countries, with 150 franchisees worldwide.

FRANCHISEE SUPPORT

The proven Academy franchise model includes training, support and materials to enable franchisees to deliver classes and market their business. With the combination of online and face-to-face coaching as well as the principal induction training, franchisees are set up to succeed from the start.

"Being self-employed, you could very well feel isolated and on your own. This is not the case for Helen O Grady; everyone is so supportive and willing to help each other out. Being able to come together at seminars to share our ideas, knowledge, and experience is invaluable," said Steph Budski-Fleming, a Swansea franchisee for over five years.

"The training and support that you get are outstanding! I have not had an easy couple of years during my time at Helen



"Helen O'Grady has become the largest drama organisation of its kind, with over 100,000 students attending classes each week"



O'Grady Academy, but head office is so supportive and will do all they can to help you. As cheesy as it sounds, we are one big family!"

Franchisees are supported in selecting their studio location and setting up their business. The Academy franchise is operated from home, with each studio within the franchisee's territory.

Franchisees benefit from having all their curriculum and lesson plans provided by head office each term. Advertising and marketing programmes have been devised with many years of experience and operates under the guidance and support of Helen O'Grady marketing team, so franchises can make the most of their marketing spend.

HELEN O'GRADY DRAMA ACADEMY FRANCHISE MODEL

The Academy franchise model includes one hour of after school or weekend drama activities each week across three terms per year running with the school calendar. Classes are run across three age groups from four to 18, with one expert teacher leading each class. Parents and guardians can provide their children with combined life skills and drama education in a nurturing and fun class environment.

Helen O'Grady franchisees have high earning potential, achieving up to 40 per cent margins and the opportunity to grow and expand their business to benefit from a high resale value.

The unique drama programme enables franchisees great work-life balance and fulfilment through enriching children's lives.

"After working as a teacher for Helen O'Grady Drama Academy for eight years, being able to then become a franchisee of the area I had been teaching in, was a fantastic opportunity. Running the franchise gives you a real sense of ownership of your area and for me, it has allowed me to connect with parents and students on a deeper level," said Steph.

"Certainly, at the end of year at summer productions, presenting the shows and seeing all of your hard work come together is incredibly rewarding! I take pride in running my Academy and wouldn't hesitate to recommend it to anyone thinking about it!"

Helen O'Grady is always on the lookout for individuals with a passion for working with young people and a love of performing arts. If you, like Steph, are looking for a rewarding career, please visit helenogrady.co.uk to find out more.

At a Glance
Helen O'Grady Drama Academy

Established: 1979
Number of franchised outlets: 150
Location of units: Worldwide
Investment range: £7,995 plus VAT
Minimum required capital: £4,500
Contact: 08456 037 220, ho@helenogrady.co.uk
helenogrady.co.uk/franchise-opportunities



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HELEN O'GRADY DRAMA ACADEMY

A return to events

The British Franchise Association's flagship keynote event returned in June, providing the franchise community with a gateway to international expansion

After a three-year hiatus due to the pandemic, June saw the return of the bfa's popular flagship event, Superbrand, which certainly came back with a bang!

Sponsored this year by Barclays, Superbrand brought together the franchising community in order to help brands wanting to take their business to the next level. The event proved to be perfect for established U.K. franchisors looking to expand overseas, as well as international brands wishing to enter the U.K. market.

This year, Superbrand put a focus on education and learning and, during a day packed with information and insights, enabled attendees to tailor sessions to ensure they made the most of what the agenda had to offer. There were also plenty of opportunities for networking, making new connections, and sharing best practices.

The day began with a welcome from the bfa's CEO, Pip Wilkins. From here, the agenda turned to looking at a post-pandemic world with keynote speaker, Kate Ancketill, CEO and founder of GDR Creative Intelligence. A successful business and retail futurist, Kate took the audience through the metaverse, buyer behaviour trends, and how the latest generation of customers are viewing brands. It was a thought-provoking session and one which sparked plenty of lively conversations among the audience.

The morning's subsequent line-up of speakers offered advice and guidance in areas such as building a substantial U.K. network, what makes the U.K. market appealing, and practical steps for overseas expansion. A panel of lawyers, expertly led by John Pratt, gave the agenda a truly international edge with representation both on stage and via video call, allowing the audience to find out about important legal considerations for anyone wishing to take their brand global.

"Superbrand brought together the franchising community in order to help brands wanting to take their business to the next level"

The second half of the conference provided a platform for the Superbrand Showcase, where franchisors could share insights and experiences in a different way. Supported by *Global Franchise*, PartnerWise and Platinum Wave, the showcase was the first event of its kind run by the bfa. An afternoon of informal networking welcomed both those with existing portfolios looking to grow further, as well as entrepreneurs looking to start their franchise journey.

Superbrand is just one of the bfa's flagship events run each year, and there's plenty more to come in 2022. Empowering Women in Business (EWIB), sponsored by HSBC, makes a return on 22 September in Reading. Launched over a decade ago, EWIB has evolved to become an important event for women in franchising and the wider business community, bringing together an abundance of knowledge and experience. This year's agenda features exceptional speakers from the world of franchising and beyond, all with inspiring stories to share.

The bfa's Annual Conference will round up the year on 24-25 November in Birmingham, incorporating the bfa HSBC British Franchise Awards, which celebrate the very best in the industry and recognise the dedication, innovation, and devotion of franchisors and franchisees alike.

Details of all upcoming events can be found at thebfa.org



Financing your new franchise

Getting set up in business doesn't have to weigh heavily on your personal finances, as banks make it straightforward for franchisees to borrow, says financial expert Colum Smith

WORDS BY COLUM SMITH



THE AUTHOR
Colum Smith is head of vision at Taylor Rose MW

Did you know there's a range of funding available for your franchise, ranging from secured fixed rate and variable rate start-up loans, to short-term assets finance and leasing? It pays to shop around for the best loan and interest rate to suit your personal and business situation.

Look for a lender that has experience in dealing with the franchise market. Most high street banks have specialist franchise teams or departments – and as they already lend to other franchises, they can often provide valuable insight into your financial projections.

The good news is that right now lenders are keen to lend to franchise businesses because the models are generally tried, tested and successful. If your application stacks up and if it's presented correctly, the money is often there for you to achieve your business ambitions. Lending is all about measuring risk, and rightly or wrongly franchises are seen as less risky than other types of business.

Banks have learned that it's often safer to lend to franchisees of well-structured, ethical franchise systems. The track record of the franchisor is therefore hugely important to a bank when assessing whether to lend finance. Franchise opportunities with a good reputation and track record will be ranked more favourably.

It's worth noting that while potential franchisees often want to stay with their personal bankers, when looking for finance to purchase a franchise it can often be better to speak to banks with specialist franchise units. Of the high street banks, HSBC, Lloyds Bank, RBS and NatWest are all franchise finance lenders.

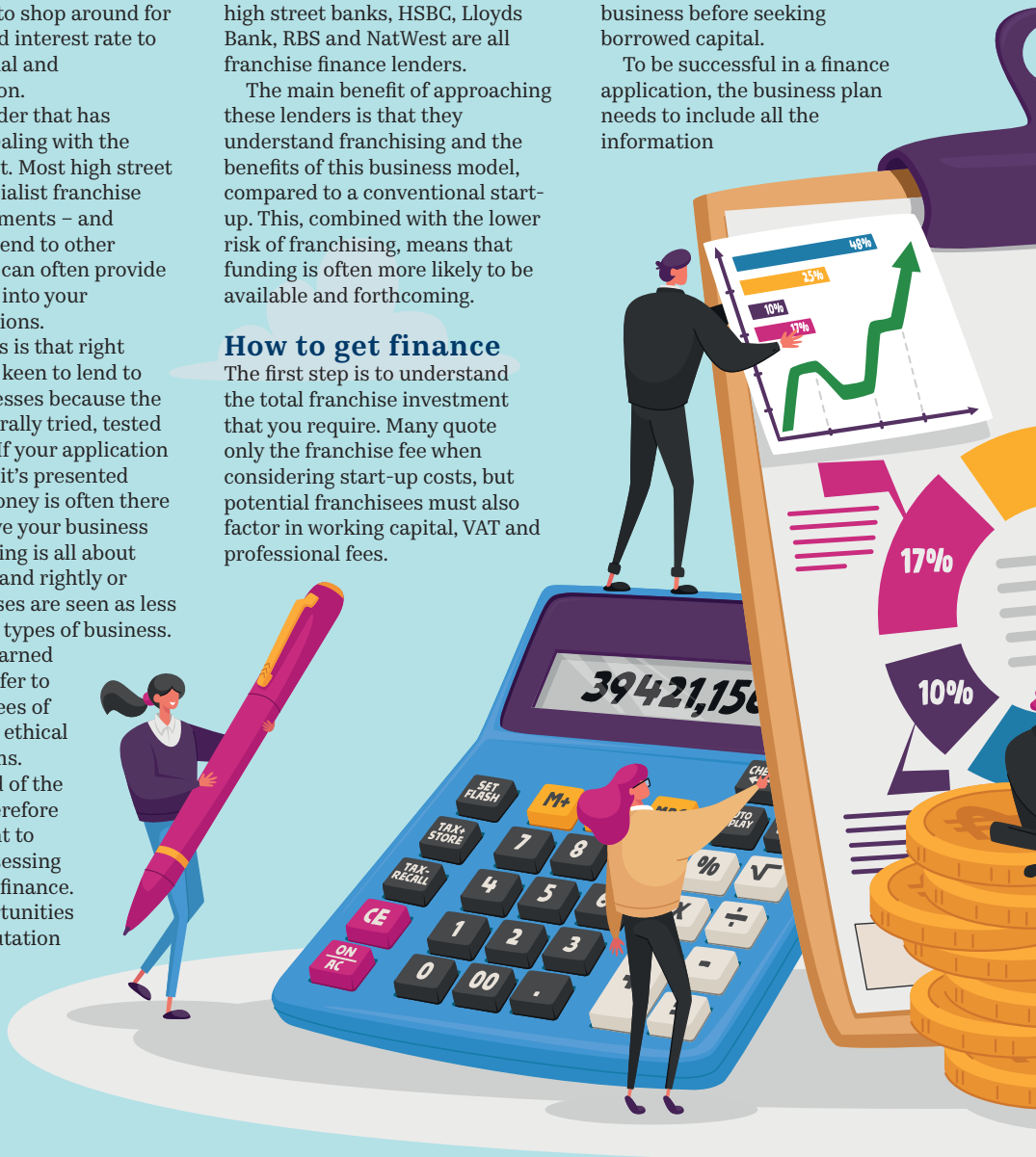
The main benefit of approaching these lenders is that they understand franchising and the benefits of this business model, compared to a conventional start-up. This, combined with the lower risk of franchising, means that funding is often more likely to be available and forthcoming.

How to get finance

The first step is to understand the total franchise investment that you require. Many quote only the franchise fee when considering start-up costs, but potential franchisees must also factor in working capital, VAT and professional fees.

It's also important to think about your maximum personal commitment, as banks will usually only lend between 50-70 per cent of the total start-up costs. Identify the total amount you need to successfully start your franchise business before seeking borrowed capital.

To be successful in a finance application, the business plan needs to include all the information



required by a lender. It should start with an executive summary, which gives a concise overview of the business opportunity and its funding requirement. It needs to identify the owners of the business and provide their personal information, such as name, address, dates of birth and copies of their resumes.

Any lender will perform a credit search on the business owners and will need all this information to be able to do this. You will also need to set out your personal assets (e.g. your house, investments, savings) and liabilities (mortgages, loans, credit cards).

The lender will want to see your household expenditure and what income you need to cover this, ensuring that you can afford to pay your bills while you're growing your new franchise business. If your income will be coming from the new business, make sure that you include it within the financial projections.



"Right now, lenders are keen to lend to franchise businesses because the models are generally tried, tested and successful"

You will need to show the total investment required for the franchise, detailing how much of the investment is coming from you, and how much finance you're asking for from the lender. You will also need to provide detailed financial forecasts. You should include monthly profit and loss projections, a cash flow forecast, and a forecast balance sheet. The profit and loss projections will show the trading activity for the business – the sales, costs, and profit you expect to make. The cash flow forecast will set out the incoming investment from you and any borrowed finance; the set-up costs going out; the money coming in and out through the trading activity, and VAT.

Range of borrowing options

Many banks offer flexible borrowing to suit your circumstances and you can also look for finance from other sources. These include business overdrafts, which are often easy to arrange, where you pay interest only on what you use and which is calculated on a daily basis.

You could also look into a small business loan, which will allow you to borrow between £1,000 and £25,000. Repayments and interest rates are fixed for the life of the loan, with terms ranging between 12 months and 10 years.

You could also consider applying for a flexible business loan. This is suitable for limited companies borrowing over £10,000, or sole trader and partnership businesses borrowing over £25,001. You can also repay this over a period of 12 months to 15 years (10 years for fixed rates). Look into an enterprise finance guarantee, a source of borrowing to help you expand or diversify your business, or increase your working capital. Many come with a government guarantee, which secures loans, covering 75 per cent of each qualifying loan.

Another option is to take out a commercial mortgage. You may be able to buy, extend or develop business premises, and you can tailor your commercial mortgage to your needs. Many can be designed specifically for commercial owner-occupation.

You might want to think about utilising a business credit card. You can save time and money by separating personal and business spending and improve cash flow with up to 56 days interest-free credit. Many now have special offers and discounts from leading retailers. You can easily view your card transactions online using business internet banking, and also buy your goods and services securely online.

Finally look at the government-backed Start-Up Loans Company, which offers unsecured personal loans up to £25,000 to small franchise businesses that have viable business plans.

The most important piece of advice, however, is to look well into the future when going through this process. The franchise may work well as a business currently, but you also need to think about long-term challenges. What threats are there from competitors, potential new regulations, or rising costs, such as fuel prices, that might erode your profit margins? Will you be able to sustain your net income figure in years to come?

In fact, for any business to 'stand still' financially, it always needs to be growing and taking on new customers in order to make up for changes in the market. For example, old reliable customers may go elsewhere, or change their business model so they no longer require your services. For this reason, it's essential to consider the degree of untapped potential in any franchise.

How to inspire excellence

Seeking a high-performance culture? Set expectations rather than manage performance, says Paula Leach

WORDS BY PAULA LEACH



THE AUTHOR

Paula Leach has over 25 years' experience in HR, most notably as chief people officer at The Home Office and global chief people officer at FDM Group. She now runs her own business, Vantage Points Consulting, and is the author of *Vantage Points: how to create a culture where employees thrive*

As leaders, we're in pursuit of high performance. If the key role of a leader is to inspire others to work with us to move something from A to B, the differentiator is that we do so optimally.

High performance makes our jobs as leaders so much easier, doesn't it? When we have high-performing individuals and groups, there's greater self-starting, problem-solving, efficiency and collaboration. It enables us as leaders to rise above the day-to-day direction of activity and creates space for future thinking, anticipation, and strategy building.

The thinking for many years among the leadership community has been that to create high performance, you need to manage performance. My proposition is that managing performance is a misnomer in terms of creating a high-performing culture. In human systems where we have such amazing resources within our people, we have to start far earlier upstream. In the absence of upstream leadership, potential high-performing individuals and teams can be limited in their potential and indeed often require 'performance management' due to a mismatch in expectation, rather than capability.

You could argue that 'managing performance' is based on the setting of objectives and therefore expectation is clear – however, in many instances, either the objectives are not fully considered as a shared activity between manager and employee or as a team, or they don't represent sufficient clarity, such that the interpretation of their delivery is not fully understood. What starts as a conversation that may seem in alignment can diverge over time to create different experiences of what success, expectation, and delivery look like. Indeed, often setting objectives only attend to the tasks, rather than any realistic discussion of the holistic aspects required to perform.

With a greater focus upstream, leaders can almost eliminate the need for difficult and often divisive performance management conversations. Seeking clarity and an honest exchange is the key. This is also not a process, but a way of being as a leader, which is continuous and proactive rather than reactive.

There are three key steps to building this into your leadership practice:

1 Foundational shared agenda

The foundation for expectation setting is an assumption and belief that everyone, regardless of level or experience, is equally committed to the same shared endeavour. This requires assumptions being made explicit, rather than each other presuming that where we're going, why and what we are working on together is the same. Being explicit about this foundational aspect of working together is essential.

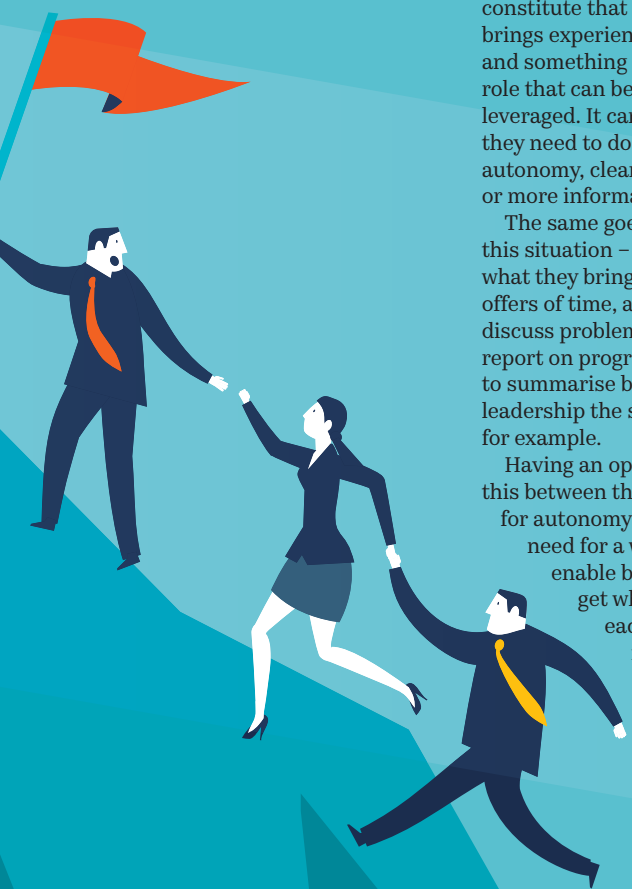
2 Shared understanding of the work that needs to be done

Once direction and purpose are clear, sharing the work that needs to get done and how is crucial. Again, this involves having an explicit discussion about what needs to happen for this individual or team to reach that outcome – not a vague or overcomplicated

"When we have high-performing individuals and groups, there's greater self-starting, problem-solving, efficiency and collaboration. It enables us to rise above the day-to-day direction of activity and creates space for future thinking, anticipation, and strategy building"

list of objectives, but a clear and realistic description of the what and the how.

At this point a clear differentiator and a game-changer in these conversations is exchange. By this, I mean not just one person (the manager) stating what needs to get done, but a process of seeking to understand, summarising what the other has said, and repeating back for shared understanding. This ensures that while we might use different language, we're actually talking about the same thing. It also ensures that we don't over-simplify or generalise what we mean, but we are deeply explicit with each other.



3 Discussion about what each person brings and needs

The third critical step of expectation setting attends to a clear discussion about needs. This is a step very often not explicitly discussed when talking about objectives. It's an exchange between a leader and individual or group to outline 'what it will take' to do the work that needs to get done.

For example, a simple way of conducting this exchange is to look at the work and share very openly and realistically, 'what I bring' and 'what I need'. This may constitute that an individual brings experience, enthusiasm, and something from a past job role that can be optimised and leveraged. It can be that what they need to do this effectively is autonomy, clear decision-making, or more information.

The same goes for the leader in this situation – clearly explaining what they bring might involve offers of time, an open door to discuss problems, and a weekly report on progress in order to summarise back to their leadership the status of a project, for example.

Having an open discussion like this between the individual's need for autonomy and the leader's need for a weekly report can enable both to find a way to get what they need from each other, without misinterpretation or a difficult conversation. From the individual's perspective, this might be: 'my manager wants constant updates; they don't trust me'. And from the manager's point of view, it might be: 'this person isn't providing the updates I need without me constantly asking for them and their attitude is difficult'. These misunderstandings are the origins of performance management conversations, which can be pre-empted by absolute clarity between two people who have a shared agenda if they exchange well when setting expectations.

Growth mindset

Expectations and exchanges need to be a constant feature of the leadership relationship with their teams. If this process of exchange follows these three steps, there's no need for formal performance management discussions, other than in extremely rare situations where there is a definite mismatch between an individual and the position they're employed to fulfil.

If there are regular discussions, where everyone is course-correcting as they go with a focus on absolute clarity and seeking to understand and be understood, then a build-up of a lack of understanding and a mismatch of expectations won't occur.

From a time-management perspective, this is an example of a pre-emptive focus on energy. Creating clarity through expectations and a genuine exchange result in an ability for everyone to ensure that conditions are optimised for high performance for everyone, and there's a clear and shared understanding of what that looks like.

All human beings are wired to be defensive when criticised, so focusing on setting expectations together should enable a virtuous positive cycle, which is both self-reinforcing and self-correcting. It's the cornerstone for any leader with a growth mindset and an interest in positive, high-performing cultures.

Ask The EXPERTS

Our panel of industry specialists answer your franchise questions



Q IS OPENING A FRANCHISE A GOOD FINANCIAL INVESTMENT?

JOHN PRATT WRITES:

It is simply not possible to refer to taking a franchise as an "investment", whether good or bad. All that franchisors can do is to provide a tried-and-tested system and to confirm that if franchisees strictly follow the system that they will be profitable. The question is how profitable?

Whilst franchisors provide the system, of course, how well a franchisee's business performs will depend on the extent to which a franchisee complies with the franchisor's system, how good he or she is at business, and how much time and effort a franchisee is prepared to put in to their franchise business.

Generally, very few franchisees of established and well-known systems fail, although a tiny minority do – unlike the very high failure rate in non-franchised businesses. Starting your own business is inherently risky. Franchising substantially reduces that risk and that is as much as can be said.

As in the case with any business owner, the aim is to make a trading profit during the term of the franchise agreement and also to be able to sell the franchised business at a profit when the time comes for a franchisee to move on. Unprofitable businesses are hard to sell and obviously the more profitable it is the higher the payment that a franchisee would receive from a purchaser.



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

Q CAN FRANCHISING MAKE YOU RICH?

LOUISE HARRIS WRITES:

Richness or wealth is relative. We always want more, I guess. So, what is rich?

If you're earning the typical middle manager salary (as of May 2022) of £47,000 in a job, and a franchise business model indicates the possibility of £100,000 profit at the end of year two, you might feel rich – you've doubled your earnings. And you might be doing something that you love, in which case there is another type of enrichment to add to the money benefit.

The franchisor needs to be able to show potential earnings and return on investment when you're looking at the model. If you're not good with figures (and actually, even if you are) having a trusted advisor look over these figures is a great idea.

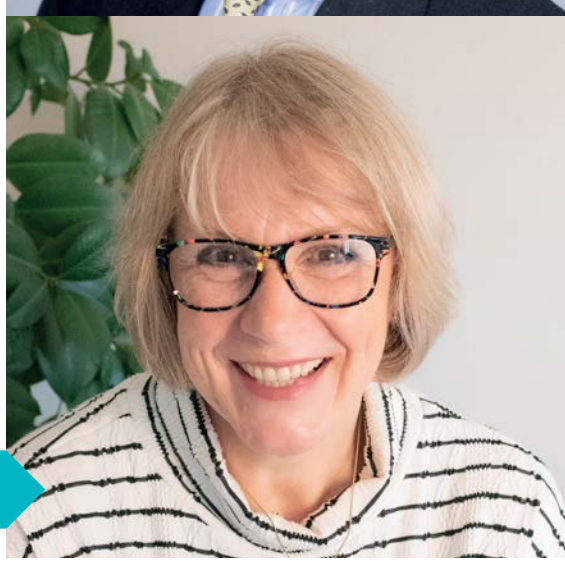
There are franchise models that promise fabulous returns – and some even guarantee those returns for a fixed period. Some show very conservative figures and you should not be put off if the returns are lower.

What is important is whether you can afford to buy in and live during the start-up phase when you're driving income. What if you earned nothing? And then, how hard would you need to work – what volumes would you need to drive – to make the big money, whatever that is. It may be that the big money only really happens if you have more than one territory, you move to a second term in the franchise, you need to invest far more than planned in marketing – get under the skin of the figures if you want to be sure. And if no-one will share, don't progress the discussion.

It's easy to forecast big money. The killer question is "how many of your franchisees are actually making this money?"

Make sure that your version of rich is achievable in that franchise. They also know your weaknesses and can identify where the challenges might lie for you.

Franchising can be hugely rewarding when you find the right match!



LOUISE HARRIS has been in franchising since 2006 and has been both franchisee and franchisor. She runs Franchise Projects, completing critical tasks for franchised businesses.

Q IS A FRANCHISOR LIABLE FOR THE ACTIONS OF ALL OF ITS FRANCHISEES?

SHELLEY NADLER WRITES:

A concern that businesses may have when deciding to franchise their business, is the potential risk of liability over the actions of the franchisee. This is a type of secondary liability where, although the franchisor has not done anything wrong themselves, they will be liable for the wrongdoings of the franchisee as the primary wrongdoer, otherwise known as vicarious liability.

The elements that must be satisfied in order to fulfil a vicarious liability claim are as follows:

1) The relationship between the franchisor and franchisee is one that gives rise to vicarious liability; and

2) The wrongful conduct is so closely connected with the acts that the franchisee was authorised to do, it may fairly and properly be regarded as done by the franchisor themselves.

The main issue with a franchise relationship is whether this is one that gives rise to this type of liability; however, generally, the courts have been reluctant to imply franchisors have this sort of liability to their franchisees. The courts have previously compared a franchise relationship to that of lessor and lessee or a vendor and purchaser, both of which are relationships far removed from those which generate vicarious liability.

There could be a risk that franchisors are liable for the acts of their franchisees if the franchisees are seen as employees. Franchising is based on a relationship of two separate business entities that are legally and commercially independent and this is reflected in the terms of the franchise agreement. In a genuine franchisor-franchisee relationship, franchisees should not be treated by the courts as employees. Franchisors should ensure however that they do not exercise such an excessive degree of control over their franchisees that they are seen as "quasi employees".



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

Q ARE FRANCHISE FEES AND OTHER COSTS NEGOTIABLE?

ALAN WILKINSON WRITES:

There are two elements to consider here. First is the franchise fee itself, and second are the associated set-up costs. Sometimes these are combined to form a 'turn-key package' and sometimes they are kept separate.

The franchise fee itself is designed to cover all of the franchisors costs in finding, recruiting, training and supporting a franchisee through their launch period. It also buys the franchisee the rights to operate under the franchisors brand, and to use its intellectual property and know-how. This fee should therefore be consistent and fixed for all franchisees.

The next element to consider is the set-up costs of the operation. I will use some examples to illustrate how this may work.

For a business with relatively low set-up costs, such as a work-from-home business, any additional costs may be minimal, such as a laptop, printer, filing cabinet, and perhaps a software package or two. If a franchisee already has a home office set up, then these costs could be negligible.

For a van-based business, costs could include the purchase of, or deposit on the lease for a van, decals, equipment, and stock. The franchisor may include all or part of this within the franchise fee as a turn-key package, or this may be an additional cost to the franchisee.

My third example is a restaurant or cafe, where the set-up costs of kitchen fit out, equipment, or front of house will vary considerably depending on the premises. These costs would not be included in the franchise fee.

So, to summarise, franchise fees should not be negotiable, but additional set-up costs can vary. A franchisee should always produce a detailed business plan and ensure that thy understand all of the set-up costs and indeed ongoing costs and profit projections.



ALAN WILKINSON is head of franchise development at The Franchising Centre and has been in franchising for over 25 years.

Got a question about franchising? Email **kieran.mcloone@aceville.co.uk** or check out the 'Ask' section at **what-franchise.com**

"A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be."

– Rosalynn Carter

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