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FIRST-TIME FRANCHISEE?

50 TRAINING PLANS TO SPARK SUCCESS



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MOVIE MONEY

HOW PARAMOUNT MADE GDK SALES SOAR

DRUE CHRISMAN

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The next big thing
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Meet the South Asian trailblazers

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Taking the leap

I'm writing this at the tail end of 2024 – the out of office emails are beginning to build, and the annual industry predictions for franchising in 2025 are arriving in my inbox. (You guessed it, they include the increased usage of AI, national insurance increases, and the rise of sustainability.) None of these topics come as a surprise, they're already trends that are happening and are an easy guess. However, the reality of business is that it can be incredibly unpredictable.

You'll no doubt have thought about this if you're among the wave of people deciding if 2025 is your year to become a business owner. The truth is risks are unavoidable, but they're often better faced as a collective, which is why a franchise can be so appealing. In this issue, we've created a bumper list of 50 brands with franchise opportunities who are offering end-to-end support to their networks (page 15). We've also aimed to outline what you really need to know about royalties so you can sign your first franchise agreement with confidence (page 26).

If you're further ahead in your journey, we've not forgotten you. We've also looked at what you can do to give your business a new year revenue boost (page 35).

But perhaps one of my favourite features from this issue can be found on page 54 where we've interviewed franchisees with South Asian heritage about their success. The community has been an intrinsic part of franchising for decades and has propelled many brands to new heights, although still seem to be unacknowledged in some facets of the industry. We want that to change.

Speaking of change, we've also looked at those trying to do something different in F&B – by introducing virtual brands (page 44). These delivery-only food brands allow existing QSR businesses to create more revenue streams by operating out of their established kitchens.

Staying on the topic of food, German Doner Kebab's master franchisee, Ed Duah, has given us the low-down on how he clinched *that* collaboration with Adam Deacon's 'Sumotherhood' (2023) – a move that put the brand's menu items on the big screen (page 30).

But beyond this, of course, we've got plenty of the latest franchise opportunities for you to consider on pages 50 and 67.

Here's to your success,

Molly Raycraft

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NEXT ISSUE ON SALE:

7 April 2025

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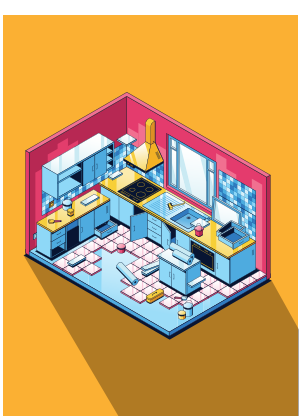
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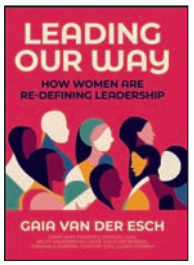
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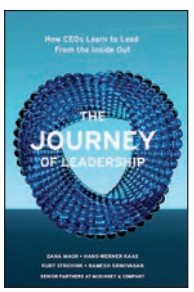
By MOLLY RAYCRAFT



Leading Our Way

Gaia van der Esch

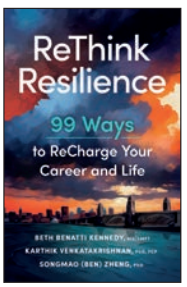
Leadership can be difficult, especially when you're tackling global challenges. Meet seven female leaders who have redefined what it means to be a leader to create contemporary approaches suitable for the modern world. Author Gaia van der Esch has documented the stories and lessons of leaders including Christiana Figueres, Gitanjali Rao, Becky Sauerbrunn, Diane von Furstenberg, Tawakkol Karman, Comfort Ero, and Gloria Steinman – all of whom have brought about social or political change. This book comes with significant credentials, van der Esch, is an experienced policy and G7 advisor as well as managing director at 3ZERO.



The Journey of Leadership

McKinsey & Company

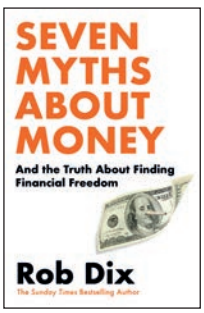
Gain a glimpse behind the veil of McKinsey & Company with its step-by-step approach to transforming leaders. The world-renowned consultancy has been behind some of the most successful business and leadership transformations and this is the first time it has detailed its approach to achieving this. Learn from never-heard-before reflections from Ed Bastian, CEO at Delta Air Lines, Makoto Uchida, CEO at Nissan Motor Corporation, Mark Fields, former CEO at Ford Motor Company, Reeta Roy, CEO at Masterclass Foundation, and Stéphane Bancel, CEO at Moderna. You'll learn how to assess and appraise your own leadership approach as well as how to develop actionable ways in which to reinvigorate both your business and yourself.



ReThink Resilience: 99 Ways to Recharge Your Career and Life

Beth Benatti Kennedy, Karthik Venkatakrishnan, and Songmao (Ben) Zeng

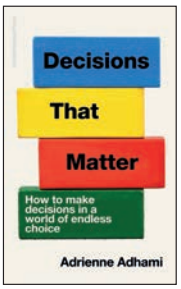
Level up your resilience, support career fulfilment, and beat burn out with ReThink Resilience. The book centres around co-author Kennedy's Benatti Resiliency Model which encompasses five key themes: wellbeing, self-awareness, brand, connection, and innovation. You'll learn how real-life leaders are applying this model in practice to make a real difference to their career. You'll also be tasked with 99 bite-sized booster activities and motivations which you can easily integrate into your personal and professional life to create greater resilience.



Seven Myths About Money

Rob Dix

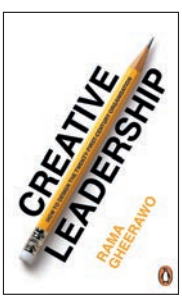
How good is your knowledge surrounding money management? Even if you're well-versed, the chances are you've believed at least one misleading 'pearl of wisdom' in your life. Paul Dix, presenter of Britain's most-downloaded investment podcast, The Property Podcast, and Sunday Times bestselling author, aims to set things in order by clarifying some of the most widely-bandied money myths about, setting you on the path to financial freedom. Get ready to discover why cutting down on spending isn't the key to making more money, why compound interest doesn't mean your savings will only grow in value, and why you're not necessarily a fool for trying to 'beat the market' by picking stocks. Seven Myths About Money sketches out a radically new route to financial freedom, one that doesn't lean on outdated opinions.



Decisions That Matter

Adrienne Adhami

Decision-making can feel overwhelming, especially when the average person makes 35,000 choices a day amid a world full of distractions. Needless to say, it's easy to get decision fatigue. In Decisions That Matter, How to Make Decisions in a World of Endless Choice, Adrienne Adhami, podcaster of Power Hour and experienced business advisor, delves into how we can better navigate making big and small decisions with confidence. You'll gain access to implementable strategies and frameworks as well as get insights from leading companies such as Microsoft, Spotify, and Range Rover. Prepare to operate with a newfound clarity and conviction.

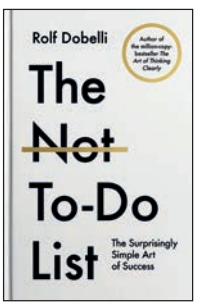


Creative Leadership

Rama Gheerawo

The traditional top-down leadership approach doesn't work anymore, according to Rama Gheerawo,

director of the Helen Hamlyn Centre for Design at the Royal College of Art. Instead, successful modern leadership needs to be flexible and creative. One place to find these characteristics is in the creative and design sector, which relies on creativity, clarity, and empathy. Drawing on Gheerawo's experiences leading 100 design projects with government, business, and the third sector, you'll understand how to incorporate insights into your approach and set out a blueprint for engagement, regardless of whether you're a small enterprise or a large multi-national.



The Not To-Do List

Rolf Dobelli and Isabel Adey

So many business books focus on the leading entrepreneurs of the world and what you should do to replicate your success – but Rolf Dobelli taken a different tack. In fact, he flips this approach on its head in his latest title, The Not To-Do List, translated by Isabel Adey. Dobelli presents the 52 most important habits to avoid if you want to live a successful, happy life. The habits are gleaned from Dobelli's years spent accumulating stories from people of all walks of life, in all areas of life.



Speaking of Startups

Eloise Skinner for Startups.co.uk

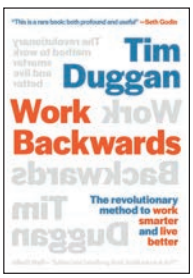
Hear from the entrepreneurs who have been there and done that when it comes to launching a business. Join Eloise Skinner, on behalf of Startups.co.uk, for this new podcast as she speaks to business owners such as Anna Richey and Allas Ouvarova (Two Chicks), Ariana Alexander-Sefre (SPOKE), and Jason Feifer (Entrepreneur Magazine).



How to get out of your own way

Alex Goldie

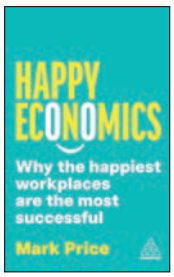
Are you self-sabotaging your own progress? Is your confidence holding you back? If so, Alex Goldie's debut book 'How to Get Out of Your Own Way' could be put to good use. Here, you'll find 10 key steps to help you stop getting in the way of your own progress, including how to design your own timeline, grow from failure, pull out the weeds that keep creeping back, build self-esteem, and be your most authentic self. During the pandemic, Goldie began posting videos online to help people improve their mental health and confidence, which has led to a strong online community of people intent on overcoming the obstacles they feel are getting in the way of achieving success.



Work Backwards

Tim Duggan

Are you feeling disengaged with work and unsure of your future career path? Tim Duggan, author of Cult Status and Killer Thinking, and co-founder of several digital media ventures, has put together a guide to help you question your thinking habits in order to create a more fulfilling life. In Work Backwards, Duggan argues how and why reversing your attitude about work can have an oversized impact on your life, as well as explaining how to easily reset your work-life balance, especially if you're struggling with the unique pressures of remote, hybrid or flexible working. You'll not only learn the theories behind Duggan's recommendations but also get clear guidance on how to implement his best-practice advice.



Happy Economics

Mark Price

Employee happiness has a huge impact on productivity, and when a toxic culture develops business growth can majorly slow. It's following this drop in mood that culture change programmes often fail to touch the sides in making a real difference. We're often told that having happy employees is the key to creating high-performance teams, but many companies are unsure of what this means and how to do it. So how can managers better measure employee happiness, and cultivate it authentically? Lord Mark Price, former Minister of State for Trade and Investment, MD at Waitrose and deputy chair of the John Lewis Partnership, and now founder of workplace happiness platform WorkL delves into the link between commerciality and happiness, while providing a roadmap for leaders to define, measure and create happiness within their own organisations. In doing so, the author clearly demonstrates why employee happiness is a hugely underrated opportunity for businesses and how workplace contentment leads to highly successful companies that flourish financially, using real-world examples of organisations who have got it right.

EVENTS, TOOLS & COURSES

The British & International Franchise Exhibition

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Is franchising getting harder?

The franchise industry is growing, but has rising competition and economic conditions created additional hurdles for franchisees? Dan Archer, UK CEO of Visiting Angels, explains the reality



I want to make sure that this doesn't sound like an old(er) guy rant and equally don't want to come across as someone resisting change like a rioting Luddite mill worker. So, for context, in my 26 years in franchising, there's been a lot of change. When I accidently joined a franchise company as marketing and PR manager in the late 90's it was an accident; there were few websites and researching the company was almost impossible.

When I was placing adverts for Signs Express to attract prospective franchisees, we were placing print adverts in the national newspapers like the *Daily Mail* and *Daily Express*. Information packs would then be posted out - printed franchise prospectuses - and they would post back a handwritten application form.

So that's clearly nothing like the world that we live in today. For a brand in 2024, web marketing through directory listing, own brand pay per click ads, search engine optimisation, and retargeting is fundamentally important. As is a strong digital presence on Facebook, LinkedIn, and YouTube.

In addition to the "new" channels for communication that didn't exist in the nineties, we still have magazines in both physical and now digital form.

The market for franchise exhibitions also still demands a proportion of the franchisor's promotional budget. In my first years in franchising, we had one or two exhibitions available to us and bizarrely in the context of a changing marketing landscape, despite the decline of other physical media, we now have at least three franchise exhibitions.

So the search for the good quality prospective franchisees which all franchisors need has never been harder in my view. Today, a brand has to spend more in more places to spread the net as wide as possible to ensure that fantastic franchisees find the opportunity.

From a franchisee's side it's also considerably tougher. Choice in where people search for the opportunity which best matches their needs, wants, and transferrable business skills has never been greater. A franchisee could do what they perceive to be lots of research and still miss the opportunity which suits them best. It has never been easier to find out information about franchise businesses but because there is so much infomation available there is also lots of noise or static making the search tougher.

Dan Archer

Dan is the UK CEO of home care franchise, Visiting Angels, which currently has more than 800 franchised locations across five countries. His career spans across the franchising industry, having worked with many recognisable names such as X-Press Legal Services Group, Home Instead, The BFA, NIC Services Group, and Rev PR.

We should also consider whether the increase in the numbers of brands seeking franchisees has been matched by the number of prospective franchisees entering the market. There are almost twice as many franchisors in the market today compared to my early years in franchising. I am not sure that the number of people considering franchising as a route into self-employment has also increased in the same way.

So, I think franchising is different for both franchisors and franchisees. The BFA, as professional advisors, could make it easier for those who are considering starting any business to make franchising at least part of their consideration.

I was pleased to hear that the BFA is looking again at the promotion of franchising in 2025. Let's be clear I do not expect the BFA to be solely responsible for promoting self-employment through franchising for me. We all have a role to play in extoling the benefits of franchising over stand alone small business.

I just feel that if the association organised and directed the efforts of its members it could be more efficient.

With political head wind, a challenging economy, and sector specific obstacles in many areas of business. Franchising should give all businesses a real advantage. Business has always been tough and franchising has always helped.

"We should consider whether the increase in the numbers of brands seeking franchisees has been matched by the number of prospective franchisees entering the market."

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100 TOP 100 FRANCHISES IN THE UK

2018 2020 2021 2022 2023 5 STAR FRANCHISEE SATISFACTION

Drue Chrisman

The former NFL Cincinnati Bengal Tiger shares his business philosophy since opening a Pink Zebra Moving franchise location



Most people would say the amount of money they were able to generate for themselves is success, but success, in my opinion, is the life that you are able to provide for others that work with you.

Having pressure is a privilege. What I mean by that is I have been very blessed in my life to have the resources to achieve the highest peak in athletics. (Note to reader: Drue was a professional NFL player, previously a punter for the Bengal Tigers.) If I simply just coasted by for the rest of my life and didn't try to add any value to society I would consider my life unfulfilling. So yes, there is pressure because you need that in your life to drive greatness out of someone. Nobody achieves anything in their comfort zone.

I look forward to failure. The most successful people in the world have also failed more than anyone else. Every failure is one step closer to achieving something great, as long as you don't quit.

We have completed some large jobs, received some wonderful reviews, and been one of the fasted growing franchises in the whole network. Nothing compares to seeing one of my guys achieve his dream of being accepted into nursing school after working long hours here and then going home and studying at night for months. When my guys take the lessons and work ethic they gain here to apply it to the rest of their lives, there is nothing more rewarding.

Treat others how you want to be treated. I got into this to make money but the only way to do that is to create a culture that not only cares about each other but also the client. If you think of yourself to be above your workers or clients you just create a recipe for disaster.

Finding the right guys is the biggest challenge. Emphasis on the word "right". I could just hire every Joe Schmo who walks through the door but then I would have no control over the product I put out into the field. Once you get a good crop of guys they weed out the bad apples and attract more like them.

Hustle. This is a very competitive industry and if you curl up in a ball at the first rejection you stand no chance. The guy who works longer and harder than the other guy always wins.

No idea what's next in my entrepreneurial journey. 10 toes down and excited for where that takes me next. I know I'll give it my all though.

"Most people would say the amount of money they were able to generate for themselves is success, but success, in my opinion, is the life that you are able to provide for others"

QUICK-FIRE QUESTIONS

Coffee or tea?
Neither, Sparkling Ice

Morning person or night owl?
Both

Music or silence?
Silence

Texting or calling?
Calling

What's your favourite business book?
The Dream Manager by Matthew Kelly

SIX IDEAS.

Yousif Aslam

Look after people and they'll look after you: how to create an award-winning brand

Heavenly Desserts is a UK-based global restaurant franchise delivering an unrivalled dining experience and the very finest in premium desserts. Having successfully launched into Canada in 2022, Yousif and his team are applying the same winning formula to new territories with a controlled expansion strategy. Master franchise agreements are in place for markets including Pakistan, India, and Germany, and the brand is also seeking franchise partners to achieve its goal of opening 20 restaurants per year across the UK and Europe.

1 VISION AND STRATEGY

In 2008, my co-founders and I were exiting our F&B business and looking for the next idea. We were just coming out of recession; social media hadn't yet taken off, and the QSR landscape looked very different to today.

Consumers typically ate all three courses in one establishment, but we identified that dessert menus were often uninspired. Heavenly Desserts came from a market gap to create joyful experiences in experiential full-service restaurant settings with desserts taking center stage – but in the early days we had to drive demand by reinforcing the message at every opportunity.

Expanding Heavenly Desserts into North America, Europe and Asia involves a similar strategy. The UK's dessert culture has taken off, but that's down to us reinforcing the message at every opportunity. Our success hinges on partners who will do the same.

2 PEOPLE AND TEAMS

People are the most powerful part of any organisation. Here at Heavenly Desserts, we allow people autonomy within their roles, empowering them to make decisions within a framework of our clearly defined mission. This approach enables individuals to develop within their roles and allows for their progression, which ultimately helps us move forward as a business.

When recruiting, it's important to hire people with the right skills and experience, but it's also vital to look for people who already have the right attitude that align with your own business values. You need people to fit into your existing culture and framework in order for a team to really take off and achieve great things.

3 ADAPTABILITY AND INNOVATION

The F&B landscape is forever changing and the key to successful brand building and leadership is the ability and willingness to be adaptable and innovative within your space.

We've always been innovative in our systems and processes, adopting new technology and adapting our menu offerings to meet emerging trends. We were the first dessert restaurant brand to offer a range of exciting gluten-free and vegan options on the menu back in 2017, and the first to use delivery platforms – a huge advantage when Covid struck unexpectedly as we already had the partnerships in place for home deliveries during lockdown.

Data is king. You must constantly review and interpret your data to ensure you're reaching the right customers. When our data revealed a demographic shift in favour of Gen Z, we pivoted our social media marketing strategy away from Facebook and X (then Twitter) to focus on Instagram and TikTok, a move that later paid off.

4 BUILDING RELATIONSHIPS AND TRUST

Setting a strong example in leadership – acting according to your values – is key to building trusting relationships in the workspace. This results in a healthy culture which spreads throughout the entire organisation, including your customer-facing teams. From here, you create consumer trust, which is the basis of long-standing relationships.

Thankfully, gone are the days where poor communication is the norm, and where leaders get away with motivating their workforce by fear and micromanaging their every move. Cultivating a healthy culture requires empowerment, clear communication, and trust that goes two ways, and this is encouraged with every interaction at Heavenly Desserts, from senior leadership through to HQ, to franchisees and their teams.





5 AUTHENTICITY AND VALUES

We build our core values into our training and drive them with every interaction, at every level, where they ultimately trickle down to our customers. Our values – respect, collaboration, pride, and ambition – are the foundation of everything we do and ingrained in our culture, ensuring a supportive environment where all team members can thrive. Our values guide our organisational goals and are key to our success in this competitive sector.

6 RESILIENCE

As an expanding F&B brand in a competitive industry, we're forever facing new challenges - and it's the same for any business. A culture of resilience within the organisation is necessary if you're to survive the knocks that will inevitably come your way, and this example is set by the top down. You, as a leader, are responsible for creating a culture of resilience for others to follow.

All leaders must be naturally resilient to some degree, but you can also prepare for future challenges by training yourself to be resilient daily. You do this by purposefully generating situations that call for personal resilience - in other words, regularly pushing yourself out of your comfort zone. For me personally, I do this by working out 5-6 times per week in the gym with intensity workouts.

You can't foster resilience without discipline, the most important quality needed when nurturing the ability to function well under pressure. Without self-discipline, you won't get up early for a hard gym session or push yourself harder on a run which is already making you feel uncomfortable, but it's regular practice that gets you ready for whatever life and business throws at you, and discipline lies at the heart of it.

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Franchising



Carol Stewart-Gill
Founder & Chairman

What Franchise

50 brands with next-level training

The support programmes setting franchisees up for ultimate success

Hotpod Yoga
INVESTMENT: £57,500+

The yoga franchise provides one week immersion training as an introduction to the brand, before you embark on an eight-week launch training programme. You will be able to work towards the 200-hour Yoga Alliance certified teacher training qualification, which will be further complemented by workshops and short courses.

GlasWeld Systems
INVESTMENT:

The windshield repair franchise onboards franchisees via a one-week training programme as well as providing ongoing mentoring from a senior technician and manager. The team also supports franchisees with operations, including invoicing and making weekly payments.

My Property Pros
INVESTMENT: £24,995

The franchise's wraparound training includes a mix of virtual and classroom learning with experts, as well as help navigating the Government Gateway and using the brand's AI powered IT system, Gloria. After launch you can attend more training sessions with the senior commercial team in London.

35%

FRANCHISEES ACTIVELY INTEGRATE DE&I PRACTICES INTO THEIR BUSINESS

Wok to Walk
INVESTMENT: £256,000

Initial training at the international QSR franchise includes time at the brand's Wokademy in Barcelona. Support covers each phase of your business' lifespan (pre-opening, opening, launch, and consolidation) and includes video tutorials, manuals and action plans supported by operational experts.

Guardian Angel Carers
INVESTMENT: £120,000

Training at the care franchise is bespoke using a blend of head office courses, onsite training, and online learning. All franchisees have access to My Learning Cloud and an annual conference. There's also a three-day training course for carers, and soon, a managers' training programme.

Conexus Tuition
INVESTMENT: £8,000+

Support at the tutoring franchise includes pre-sign preparation, allocated peer mentors, fortnightly group mentoring calls, and one-to-ones with the CEO and COO. as well as 17 on-demand training sessions. Tailored support for neurodivergent franchisees is also included.



fit20 UK

"Our training programme empowers franchisees, even without fitness or business experience, to build a successful, profitable studio with support"
– Niri Patel, master franchisee, fit20

INVESTMENT: £50,000

The fitness franchise offers training designed to set franchisees up for success. Through the fit20 Academy, franchisees and their trainers gain full certification in the brand's science-backed, slow-motion strength training method. Business training ensures optimised workflows, strong member retention, and profitability. Marketing is a core focus, providing a tailored launch campaign alongside guidance in social media, PR, and local outreach for maximum visibility and lead generation. fit20 provides ongoing support through quarterly reviews, masterclasses, and one-to-one coaching sessions, empowering franchisees to build thriving studios.

Didi Rugby
INVESTMENT: £2,500+

Initial induction training provides franchisees with everything they need to make their business a success, incorporating mentoring and hands-on training. You will also benefit from monthly reviews, regular skill development workshops, and an invitation to the annual conference to share best practice.

Explorer Travel Franchise by Hays Travel
INVESTMENT: £5,995+

New franchisees to the travel agency join a five-day virtual induction course covering operations, marketing, and business advice. From here, you'll have access to a dedicated business development coach as well as additional training modules.



LoveScience
INVESTMENT: £6,500

The children's franchise conducts an initial two days of training, followed by staggered learning sessions through the launch period as franchisees get to grips with operations. This is further supported by an online hub of training resources as well as peer support from across the franchisee network.

Bloom Baby Classes
INVESTMENT: £6,999+

The children's franchise includes Makaton in its induction training, which combines both online and in-person sessions. You'll also have access to a qualified mental health-trained franchise support manager, 1-2-1 mentoring with head office and opportunities for refresher training.

School of Rock
INVESTMENT: £793,900

The international music school rolled out a new learning management system in 2023 to complement its intranet and business intelligence platform - all aimed at maximising franchisee revenue. Induction training is provided by a dedicated team, and includes ongoing weekly interactions.

Domestic Angels
INVESTMENT: £10,000

Business training is considered a mainstay at this cleaning franchise, with franchisees supplied with 90 days of business coaching. Monday meetings with head office enable franchisees to share progress and seek guidance, further supported by online masterclasses and a WhatsApp group for ongoing peer support.

66%

OF FRANCHISEES ARE EMPLOYED PRIOR TO INVESTING

93% of franchisees are talking about **long term business plans** *with their franchisor*

61%

FRANCHISEES START THEIR FRANCHISED BUSINESS FROM SCRATCH

NO EXPERIENCE NECESSARY
Many franchises that offer comprehensive support programmes decide previous experience is not required when vetting potential franchisees. This is because their support systems are set up to guide first-time franchisess through the entire process.

ONLINE TRAINING
Digital resources and training videos are common among franchise brands - often they're provided in tandem with in-person teaching but not always.

Ableworld
INVESTMENT: £140,000

New franchisees participate in a 56 day on-site training programme covering products, in-store operations, and sales techniques. Other highlights include a six month waiver of the management service fee, mystery shopper valuations, online training resources, and the support of an allocated regional manager.

Sides by The Sidemen
INVESTMENT: £350,000

The QSR franchise supports franchisees with end-to-end training including online daily training via bento bot. However, the real draw is marketing support, which includes mainstream sports sponsorship, coverage in a Netflix documentary, and grand openings for all new locations.

Barking Mad
INVESTMENT: £9,995+

Training continues beyond the initial induction period, with strong support for professional qualifications. The dog franchise has put 8 franchisees through an QFQUAL L3 qualification to become animal licencing inspectors, with more working towards this. There is also a post-induction online training platform, supported by events.

Rise
INVESTMENT: £17,500

There's a big emphasis on setting franchisees up from day one at the elderly service franchise. Nine days of induction training is followed by another two-day training session post in Cardiff after 90 days, with ongoing weekly support calls, monthly team training, online learning, and quarterly franchisee meetings.

73%

OF FRANCHISEES VALUE THE SUPPORT THEY RECEIVE

85% of franchisees have at least **monthly contact** *with their franchisor as a means of support*

64%

OF FRANCHISEES SAY 'REDUCED RISK' IS A KEY BENEFIT OF FRANCHISING

EXIT SUPPORT
While a lot of training focuses on setting up your business, it's also important to consider whether your chosen brand offers support when the time comes to leave your business. This step is always a big change and one you will need reassurance with,

RENEWING
Some brands opt to provide additional training upon renewal. This enables franchisees to refresh their brand expertise as well as gain advanced skills to build their businesses further.



Rosemary Bookkeeping
INVESTMENT: £18,370+

Training at the bookkeeping franchise is segmented into an initial training academy. This includes support in strategic launch, ongoing development, specialised marketing and growth, and compliance and technical, plying franchisees with the firm knowledge needed to operate successfully.

Tutor Doctor
INVESTMENT: £38,000

The education franchise factors offboarding into its initial training, ensuring franchisees have everything they need to form a strong resale and exit strategy. When joining, you'll participate in 90 hours of pre-training e-learning courses before enrolling in a two week launch programme followed by on-going business coaching.

Seniors Helping Seniors
INVESTMENT: £30,000

The care franchise provides a five-day, one-on-one training programme for new franchisees, which is followed by further support including monthly catch ups, quarterly in-person reviews, and access to a leadership coach. You'll also be invited to the franchise's annual convention to share best practice with peers, as well as access to 24/7 support.

ChipsAway
INVESTMENT: £29,995+

Franchisees are inducted via a four-week training course at the brand's IMI-accredited training centre in the Midlands. You'll then receive further training in the field, as well as another week-long course for tackling complex repairs. The franchise also offers qualifications such as the Level 2 City and Guilds Awards in Hybrid Electric Vehicle Operation and Maintenance.

Fat Phill's
INVESTMENT: £200,000

The international burger franchise provides a 23-day training programme at a certified training location, which is further supported with online training and a franchisee intranet called Flow™. You'll be allocated a field support team who will help you set up and run operations during the initial months and beyond.

82%

FRANCHISEES ARE CURRENTLY SATISFIED WITH THEIR FRANCHISORS, WITH 60% SAYING THEIR EXPECTATION HAS BEEN MET

Monkey Puzzle Day Nurseries
INVESTMENT: POA

Franchisees at the nursery franchise are enrolled in essential training covering first aid, fire marshal, child protection, Ofsted applications and accounting – all of which meet Ofsted and HSE requirements. You'll also receive guidance on everything necessary to operate a lucrative business. These sessions are provided both virtually and face-to-face.

Home Instead
INVESTMENT: £120,000+

The home-based care franchise runs initial in-person training at its national office in Cheshire, before further training at set periods during the franchisee's first six months. You'll be allocated a business development consultant who will partner with you while your business grows, and comprehensive training is provided for your employees. Specialised resale advice is also available.

Renue Systems
INVESTMENT: £140,000

The cleaning franchise sets franchisees up with a pipeline, by building a database of potential hotel customers in their chosen territory and arranging meetings on the franchisee's behalf as a means to creating revenue from the get-go. Beyond initial onboarding, trainers are available 24/7 and additional on-site training is provided as needed.



Jackson Fire & Security

"Our goal is to empower franchisees with the tools and expertise needed to confidently enter the fire and security industry, and build a successful, compliant and sustainable business"

– Natalie Ilangakoonge, franchise sales manager, Jackson Fire & Security

INVESTMENT: £80,000

As a franchise offering essential safety services, hands-on training is a key part of the induction process. This ensures franchisees are fully equipped to deliver fire alarm and security system installation, maintenance, and compliance with UK fire safety regulations, along with adhering to health and safety protocols. Franchisees also benefit from mentoring by professionals within the network, helping them build a strong customer base, maximise revenue opportunities, effectively market their business, and improve operational efficiency. Additionally, a central support team provides ongoing assistance and guidance to help franchisees navigate challenges and sustain their growth.

Sylvian Care
INVESTMENT: £126,000

The care franchise has recently redesigned its training package to provide five days of new owner training before embarking on a six-month support process. This covers onboarding and initial support, systems and software training, the Sylvian Academy, mentoring, advanced training, regulatory compliance and CQC support.

Tumble Tots
INVESTMENT: £19,777

The children's entertainment franchise divides its support into three strands: business, technical, and marketing. Franchisees are given 70+ hours of training including a leader's course, face-to-face visits, and online support meetings. Once established you'll have annual reviews in all three strands on top of regular check-ins.

12%

OF FRANCHISEES DISCUSS DOWNSIZING WITH THEIR FRANCHISOR

74% of franchisees speak about **local marketing and advertising** *with their franchisor*

45%

OF FRANCHISEES SAY THE SUPPORT THEY RECEIVE IS 'EXCELLENT'

LASER SKIN
INVESTMENT: £130,000

The franchise, which provides injectables, laser, cosmetic surgery and more, ensures all technical training is NHS-led, with franchisees able to gain L4 Laser Hair Removal qualifications as part of their agreement. The brand will also provide pre-launch training covering business practicalities as well as ongoing practical training.

FASTSIGNS
INVESTMENT: £36,000

The four-week training programme includes hands-on experience at a UK FASTSIGNS centre, two weeks of business operations training at the brand's US headquarters in Dallas, and training at your chosen site. Franchisees are further supported by mentorship from established franchisees and business consultants.

REVIEWS AND AUDITING
Often an allocated business developer from head office will be on hand to check in with your business and outline any areas that you could work on improving. Sometimes these will be in-person visits as well as weekly or monthly one-to-one calls.

FRANCHISEE NETWORKS
Brands are usually keen to create a community of franchisees (often residing in a Whatsapp group) who can exchange peer-to-peer advice.

Yolé
INVESTMENT: £150,000

The frozen yoghurt franchise's Yolé SKILLS app gamifies learning beyond the brand's initial in-person induction, enabling users flexibility in fitting updates and training around their schedules. Users access interactive learning and scenario-based training and can also monitor progress and claim incentives.

Puddle Ducks
INVESTMENT: £24,444+

Franchisees of the swim school are enrolled in a programme including safeguarding and life-saving qualifications. There are nine days of pool-side classroom learning, followed by 350 hours of on-the-job training and e-learning. Franchisees must also teach 25 classes before leading their first lesson. Full business guidance is provided.



Aspray Limited
INVESTMENT: £50,000+

The property claims management franchise offers a two-week induction at head office to cover everything you need to know about its services and running the business from launch to exit. It also partners with wellbeing support group ANDYSMANCLUB, providing franchisees with access to a wellbeing champion.

Our HR People
INVESTMENT: £13,000

Senior HR specialists who franchise with the brand will undertake a three-month training programme covering how to run the business and grow a thriving client base. This launch training is further supported by director level mentoring and a resource library of up-to-date documentation and training courses.



Basking Babies UK
INVESTMENT: £8,495

Franchisees complete an initial training block, followed by six months of mentorship, a dedicated franchisee support manager, and regular reviews and monthly training. A recent addition is access to Stacy Cann's Franchisee Bootcamp, with Tim Morris coaching sessions awarded to high achievers.

Merry Maids
INVESTMENT: £49,950+

The cleaning franchise consolidates its end-to-end training within a system called Forward to Fundamentals. This covers an initial training academy, hands-on training with various operational experts, personalised guidance, including one-to-ones with Vikki Donnachie, and full support in using the brand's tech suite.

28% of franchisees say they talk on a ***daily basis*** *with the franchisor of the brand*

93%

OF FRANCHISEES DISCUSS EXPANSION WITH THEIR FRANCHISORS

Little Dreams Consulting
INVESTMENT: £8,000+

The sleep consultant franchise runs a three day in-person introduction, followed by 12 months of further training and mentoring. In addition to business operations support, you can access sector-specific experts such as sleep expert Professor Michael Gradisar and a lactation consultant.

Poppies Cleaning Service
INVESTMENT: £7,999+

The cleaning franchise onboards franchisees via a flexible remote training course, before kicking off tailored one-to-one classroom training at head office. You can then shadow an established franchisee for at least a week. Training continues with one-to-one mentoring provided weekly.

Baked-in training and support is seen to be a key benefit of the franchising model. End-to-end guidance often aims to enable franchisees to hit the ground running



22

The Travel Franchise

INVESTMENT: £2,995

Franchisees of the travel agency are enrolled in the NJT Academy which provides an initial five-day induction, followed by a six week 'learn while you earn' training programme and weekly seminars from key trade suppliers. There are also opportunities to specialise in niches such as cruises, and every Elite franchisee gets two free mentorship overseas retreats (short and long haul) which come with workshops aimed at enhancing business skills as well as the chance to explore resorts first-hand. You'll also be allocated a business development manager for one-to-one mentoring, given access to a support desk, and access to a business management system to ensure your business runs smoothly.

"98% of our franchisees are new to travel, so it makes sense that we invest millions in training and support"

Paul Harrison, cofounder of The Travel Franchise

Right at Home UK

INVESTMENT: £130,000

Winner of the Princess Training Award 2023, the care franchise provides an essential onboarding 10-day training session, followed by specialised care training. You will be allocated a RightStart specialist who will mentor you for 12-18 months, followed by a regional mentor to assist you in scaling.

Visiting Angels

INVESTMENT: £29,995+

New franchisees of the care franchise will be flown to the brand's worldwide headquarters in Philadelphia, USA, for four days of training, before heading back to the UK for another week of training – covering all business operations. Beyond this point, you'll have access to e-learning, live webinars, and one-to-one sessions.

Dyno-Rod

INVESTMENT: £100,000+

The plumbing franchise has an extension support structure, which includes specialist in-house technology and a centralised sales team to drive revenue to franchisee's individual territories. The induction period is 12 months, providing training sessions, mentorship, and progress reviews.

Walfinch

INVESTMENT: £110,000

The senior team delivers coaching to franchisees and working towards qualifications, such as NVQs, are championed. The brand also provides a buddy system, online workshops, and an annual conference, as well as customised software to measure KPIs and help prevent small issues growing.

Speedy Freight

INVESTMENT: POA

Franchisees of the courier brand are enrolled into The Speedy Freight Academy, which uses a blended learning approach, as well as providing opportunities to shadow other branches. Franchisee support is bespoke according to a personal development plan.

The industry now contributes £19.1 billion to the UK economy, according to the BFA's British Franchise Journal

Rhythm Time
INVESTMENT: £13,680+VAT

Training at the music school franchise is tailored to individual skillsets and includes hands-on classes, one-to-one guidance, and online support. The goal is to provide all the know-how needed to ace operations, lesson plans, admin, marketing and financials. All franchisees receive mentoring and business coaching.

The Business Success Company
INVESTMENT: £10,000+

All new franchisees to the business coaching franchise take a CPD-accredited Business Strategists course. Once accredited, you'll be given an onboarding call, further online training material, weekly support calls to resolve any issues encountered, and one-to-ones with the franchisor.

Beyond launch training, many brands are offering in-house mentoring, access to external business coaches, quarterly seminars and masterclasses, as well as invites to annual conferences

Green Cleen
INVESTMENT: POA

The wheelie bin cleaning franchise provides six days of training to prepare franchisees for their launch. This covers using the brand's database effectively, marketing in your chosen territory, vehicle training, business training to ensure smooth operations, and follow-ups.

Pieminister
INVESTMENT: £120,000

The food franchise is pre-approved by HSBC to increase speed of funding. Head office staff help with your restaurant launch including site acquisition, shop fit, recruiting your pie crew, organising a soft opening for your friends and family, PR for local press and influencers, and ongoing marketing support.

The support that comes with a franchise is the **top rated benefit** *for franchisees*

24%

OF FRANCHISEES SAY THE SUPPORT THEY RECEIVE IS 'GOOD'

The Bike Fitters
INVESTMENT: £15,000

New franchisees must undertake a qualification (as well as business training) in the franchise's TBF Fit System, which begins with online anatomy and physiology modules, before progressing to a hands-on three-week training block. The franchise is currently exploring partnerships with universities and sports organisations to enhance specialised training.

Snowflake Gelato
INVESTMENT: POA

The gelato franchise has a three-step plan to franchising which ensures you have a full understanding of the brand and how the products are created at the production lab with head chef, Paolo. Step one involves a five-day onboarding programme, step two is online training, and step three is assessment.



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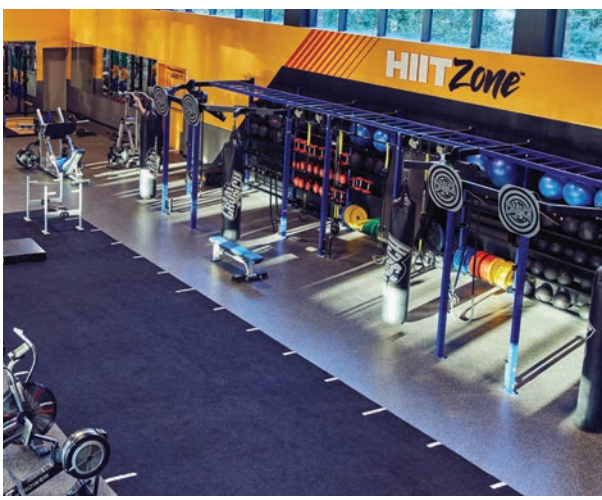
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Antoine BARAT
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FRANCHISE AGREEMENT

HOW DO ROYALTIES WORK FOR FRANCHISEES?

They're a common feature in franchise agreements, but what do they mean? Emily Sadler, senior commercial solicitor at Harper James explains

When we talk about investing in a franchise, the focus is often on the upfront investment cost. This is usually the lump sum that you pay upon signing your franchise agreement with your chosen brand, and essentially secures your business. However, there are fees beyond this – and one such cost is the royalty fee.

"Generally, it's referring to an ongoing payment, which will commonly, although not always, be a percentage of what the business turns over. So, it's a percentage of your gross revenue," explains Emily Sadler, senior commercial solicitor at Harper James. She says it's important that franchisees understand that the royalty fee is not a percentage of your profit, but of your gross income. This means that even if you make a loss, you'll still need to pay the royalty percentage on whatever money came into the business within the month.

The percentage payable each month will likely vary depending on which franchise brand you choose to invest in – so be mindful to consider this when looking over your franchise agreement, prior to signing. "Commonly in the UK, there's a lot of commercial variances, but you might be looking at a royalty of between 5%-10% of revenue," says Emily.

There are also cases where the royalty fee is not a percentage. For example, some low-cost franchise brands, particularly part-time operations or those in sectors such as children's services, will alternatively ask for a fixed monthly fee.

Elsewhere, the agreement will have both a fixed fee and a percentage – and you'll be required to pay whichever is the highest amount for the month. "So, there's a sort of baseline minimum fixed fee or 5% - whichever is higher will be payable typically every month of the five-year term," says Emily.

Why does a franchisor charge royalties?

The ongoing fees, including royalties, charged by franchisors are often what are used to provide continuing support to franchisees as they continue developing their business. This is why you should always ask for help from your franchisor if you need it – you have paid for it.

"Generally speaking, the royalties, will be attributable to management services, ongoing development, ongoing training, ongoing support, ongoing marketing, and business development," says Emily.

Sometimes fees for this support can be segmented into a management service fee, a marketing fee, and an IT fee. So, if you can't find a specific royalty fee listed on your franchise agreement, it may well be that it's operating under a slightly different name. "Sometimes it's called a management service fee. It essentially means the same thing. It's a percentage that is attributable to spend," says Emily.

For the franchisor, the ongoing royalty fee is also a continuous revenue stream to help them continue building the brand's network. While that might seem nothing more than a cost to the franchisee, there is the advantage that the franchisor is incentivised to help you continue building your business' revenue.

"If it's a percentage of revenue, then that's in the interest of both parties because the franchisee will benefit from larger gross revenue, and then the franchisor will equally take a proportionately larger amount of royalty."

Check your payment clause

While royalties are a very small part of the franchise agreement, it's important you're clued up on what is required from you, especially when it comes to paying. "You want to be really clear with any payment clause that you understand what's due, and that it's clearly expressed," confirms Emily. "How often do you have to pay it? When do you have to pay it? Is it something that you have to report on to the franchise?"

In a typical franchise agreement, it will outline a set date where you will be required to inform your franchisor of your income and consequential royalty fee. Make sure you're also certain of how the payment procedure works. For example, are you invoiced? Or is there a direct debit which will come out from your business account automatically? While memorising these processes is probably not the most riveting aspect of business ownership, it's incredibly important because there could be costly repercussions if you're late in paying your royalties.

"Generally, a franchisor will have quite strong rights as aligned with the rest of the contract to recover that debt and charge interest," says Emily. "It may be that it becomes a breach of contract that could justify termination, for example."

Another breach of contract is if you were to underrepresent your income figures in order to pay a smaller royalty fee to your franchisor – needless to say, an action that





"Commonly in the UK, there's a lot of commercial variances, but you might be looking at a royalty of between 5% - 10% of revenue"

- Emily Sadler, senior commercial solicitor at Harper James

would completely dissipate trust within your working relationship.

"Normally, a franchisor would have a right to audit those figures, to be able to look at revenue figures that you're reporting, and make sure that you're not under reporting to be able to escape some royalties that might be payable," says Emily. "There's got to be transparency."

Can you negotiate your royalty fee with your franchisor?

The royalty fee will usually be a fixed percentage applied to every franchisee within your chosen brand's network. However, there may be some room for negotiation – although this is a rarity, particularly when it comes to dealing with established brands.

"I don't imagine you've got much bargaining room with McDonald's or someone like that," says Emily. "A very large franchise or a brand that's been doing this for many years will be reluctant to have people on different percentages because they want to keep consistency across their network."

Yet, with some smaller franchise brands there may be room for negotiation, particularly if they're still establishing their network or are still finalising their franchise package. Many brands across the board also provide a fee holiday for royalties for the first six months, which aims to give franchisees the breathing space to launch their business and generate initial revenue before beginning to pay ongoing fees.

"I think it's taking into account the fact that you're not going to be completely hitting the ground running on day one," says Emily. "You've got the established brand, you're in a much better position than a new business that doesn't have that security and support, but you're still going to need a period of growth. So it's really an incentive for franchisees to sign up because you're not going to have to worry about that ongoing fee for a period of time."

What should franchisees look out for in their agreement?

It's always best practice to have your franchise agreement reviewed by a franchise lawyer. However, there are some things you can also look out for before signing your agreement with your chosen franchise brand. One of these considerations is the legal phrase: 'Time of payment shall be of the essence'.

"If you see that in a payment clause, I would really push back," says Emily. "What it means is that if franchisees are even a day late missing their payment, however slight the discrepancy, it would give the franchisor the right to terminate because it's considered a breach of a condition of the contract."

If some sudden IT break down or family crisis emerges and delays your payment to the franchisor by 24 hours, you would essentially be making yourself and your business legally vulnerable.

"Now most franchisors wouldn't use that because it's not really in their interest to just go terminating franchise agreements because you're two days late paying," says Emily. "But they could use it as an excuse if for whatever reason the franchise wasn't working out."

It's also key to look out for what the penalties are should your new business venture unexpectedly go south. "There may be additional charges if you're late, such as an additional admin fee," says Emily. "For example, every time they write to you to say you're late in paying, they may charge you £100 admin fee. Sometimes fees are quite high."

Worrying about the legal aspects

It's normal to feel daunted about the prospect of entering into a legal agreement with a brand, especially if you're a first-time franchisee. However, many franchise models take lack of experience into consideration when walking you through the investment process by providing step-by-step support.

While you'll likely receive a hands-on approach from your franchisor, it's crucial you also reach out to a franchise lawyer who can give independent advice and act in your best interests alone. They'll be able to verify whether the franchise agreement you're receiving is reasonable and well drafted.

"It needs to be clear and well drafted because sometimes they're not. Occasionally there's a mismatch between legal writing and the clauses. Sometimes the percentage might be in a schedule, so it's got to be clear," confirms Emily.

It's also important to remember that royalty fees are quite commonplace within franchise agreements these days. If you're worried about how manageable they are, try to talk to established franchisees about how they manage payments and what impact it has on their business. Also, make sure to use the support that royalties help fund - you're entitled to it.

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Bossing the box office

Behind the scenes of how German Doner Kebab's cultural collaboration with Paramount Pictures' *Sumotherhood* came to be



In 2023, director Adam Deacon returned to cinemas with his latest film *Sumotherhood* – the sequel to the 2011 cult classic Anuvahood. Ed Sheeran, Jeremy Corbyn, Jammer, Lethal B, and Jennifer Saunders were all big names included in the film, and among them was German Doner Kebab. The brand curated a special GDK Boss Box which featured on screen as part of a collaboration with behemoth Paramount Pictures, which also brought about a huge campaign encompassing tailored packaging, a red carpet appearance, and a social media competition. Here, Ed Duah, master franchisee of GDK UK explains how they pulled off the collab that sent sales skyrocketing.

01

Showing support

"I'm friends with Adam Deacon and Jazzie [Zonzolo]. I've watched all their films growing up. I've always been a fan of their work and seen how they propel the culture forward and bring humour," explains Ed. For him, an important part of Adam's work is challenging pre-conceived narratives of the locations he's depicting – areas that they all grew up in. "When I sat with the guys and they came to me about this opportunity in 2022, I made it very clear what my idea was as a CEO and obviously as a black man. I wanted to make sure that depiction of what we were doing was something was not going to be stereotypical but also thought-provoking."

02

Branding overlap

GDK has an established history of supporting art and culture in the UK. It's a goal that Ed is passionate about and has so far resulted in various partnerships with Wireless Festival, Fast and Furious, and the Kebab festival. It was evidence that the collaboration with *Sumotherhood* was an obvious choice for Paramount Pictures, GDK, and Adam Deacon who told Ed the collaboration felt 'just right'. "There was a natural correlation," confirms Ed. "The fans that would eat GDK, for example, are the same fans that would pay their good money to go and watch the movie. So GDK helps *Sumotherhood*, and *Sumotherhood* helps GDK."

03

Major role

Ed had always been interested in films and wanted the collaboration between GDK and Paramount Pictures to grant him a hands-on role – something many leaders sidestep during campaigns. "When I got into this position, I always said to myself, what am I going to do that's going to be different from every other CEO, co-founder, or business owner? I just always wanted to be authentic to myself, authentic to what I believe in, and authentic to what the culture is," he says. As a result, Ed had access to insider information such as the storyline, the cast, the script, as well as took trips to the studios in East London.



"We took a brand that was a much loved brand and made it a part of the culture"

Ed Duah, master franchisee of GDK UK

04

Trust and confidence

Getting everyone on board with the campaign was the most challenging part of the process, but a clear indication to Ed that he was achieving his goal of doing something trailblazing. "I think that was the hard part, making sure that people believed in it enough to follow me and also understand that we were going to be the first, and we had to be brave," he says. "Once we overcame that, the team could see it playing out in front of them, with how it was growing, people interacting with it, it becoming a social media thing – it was trending." Ed felt that if everyone was able to trust the process, they had a good opportunity to leave a mark.

About the brands

German Doner Kebab is an international franchise, originating from Berlin. It was brought to the UK by Hero Brands and its country-wide expansion is currently led by master franchisee Ed Duah. GDK currently has 146 locations across the UK and has built a solid customer base serving up meal items such as doner boxes, doner burgers, doner quesadillas, doner paninis, and doner spring rolls. All items are halal and there are vegetarian options available too, which has massively widened the brand's appeal across different demographics.

05

The Boss Box

"The most impactful part of the campaign for us was having the Boss Box branded and having the GDK Boss Box in *Sumotherhood*," says Ed. He'd managed to convince the CEO to agree to a Boss Box cameo which saw the franchise sell around of 8,000-10,000 boxes per day during the cinema run. "From a marketing perspective, it was just a no brainer for us," he says. The box also became much more than just packaging, with cast members keeping a box as a memento, while also being regarded as a collector's item online "These kinds of things are just invaluable and for [Adam and Jazzie] to have it in their house as a piece of art is crazy to me."

06

Reflections

Sumotherhood was one of the UK's biggest films in 2023, and this success was something that was truly realised when Ed and the GDK team stepped on the red carpet for the film's premier in Leicester Square. "Seeing this happen from an idea that we discussed to it being a finished product, where it became the fourth biggest British film of last year is an achievement in itself," he says. "Also from the brand's perspective it landed impeccably because when we built GDK, the brand was essentially for the culture. We elevated the brand, we took a brand that was a much-loved brand elsewhere and made it part of the British culture," concludes Ed.

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THE BRITISH FRANCHISE AWARDS...

...the winners

Franchisees and franchisors won big at the British Franchise Association and HSBC's annual industry awards, hosted at the end of 2024



01

Franchisors of the year

Multiple British franchisors were recognised at the awards for their efforts in progressing the industry. There were winners according to the BFA's different membership categories, with care franchise, Right at Home, winning UK Franchisor of the Year for Established Brand, and Dyno-Rod highly commended in the same category. Meanwhile, children's tutoring franchise Mathnasium won the accolade in the Expanding category, as it continues to grow across the UK. Fellow children-focused franchise, The Creation Station, headed up by Sarah Cressall OBE won in the Lifestyle category.

02

Paving the way

Franchisors were also awarded for their efforts in more specific categories. Signs Express won the Business Transformation award, meanwhile Tutor Doctor took home the Franchisor Trailblazer accolade. Swimming school franchise, Puddle Ducks, was recognised with the Leadership and Culture award, while care franchise, Home Instead, won the Brand Awareness award.

03

Building big

Many franchisees aspire to create a business empire, expanding upon their first single location to multiple territories. It's growth that often requires strategic thinking and the right financials. This year HSBC UK sponsored two awards in this category. Best in Class Multi-Unit Multi-Brand award went to Acky Khan from Gastronomy Foods, which has spearheaded KFC's UK growth. The Best-in-Class Multi-Unit Single Brand award went to CJ Micallef from ServiceMaster Clean.

04

Franchisees

Individual franchisees picked up awards for excelling in various aspects of their businesses. Ally Phillips, franchisee at Pink Spaghetti at Wirral, Ellesmere Port & Runcorn won the Lifestyle Franchisee award. Meanwhile Nathan and Adam Holmes, from Revive! Cambridge won the Franchisee Trailblazer award, with Helen Wilson from Fun Fest in Cheshire, Cheadle and Stockport highly commended. Lottie Jones, franchisee of Onside Coaching in East Warwickshire took home the Next Generation award, and Aspray Glasgow's Joe McGuigan won the Business Builder award.

05

Fan favourites

Jon Radford, franchisee at Football Fun Factory in Exeter was the biggest winner of the night. He received the Community Focus award as well as the People's Choice award, which is selected by public vote. Football Fun Factory was founded in 2017 by James Cutting and Jonny Martin, having previously worked together at a professional football club. The duo aims to put the fun back into children's football and so far their approach has propelled the brand across the UK via franchising, with ambitions to expand further.

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THE 11% CLUB

89% of franchise units are profitable, according to the BFA. But what can you do if you're not among those?

In November 2024, the British Franchise Association (BFA) published its National Franchise Survey – the first since 2018. Now, while statistics on business in the UK are easily accessible, those specifically related to franchising are a lot harder to find. As a result, the BFA's research, conducted by BDRC, was one of the first real indicators of how the industry has fared since the credit crunch, Brexit, Covid-19, and many prime ministers.

It found most franchise units (89%) in the UK are still profitable. But while news is positive, it actually reveals an 8% decline from the 93% of franchisees who were showing profit in 2018. Among them, transport and vehicle companies as well as retail businesses had taken the biggest hit, these sectors declining in size by 34% and 25% respectively.

Of course, there are many factors that we can speculate may have contributed to that decrease. The repercussions of Brexit and the pandemic have arguably created a more turbulent environment for franchisees to navigate (challenges that are cited regularly when we interview entrepreneurs). Elsewhere, the cost-of-living crisis may be encouraging franchisees to cut their losses sooner rather than wait around to turn a profit.

Alternatively, franchising is becoming a popular route to business ownership in the UK. There are now 1,009 systems (an 8% increase since 2018) supporting 50,421 franchise units (a 4% increase since 2018), according to the BFA. With a larger headcount comes an increased probability that there will be some businesses that will fail – although these are clearly still a minority. It's also notable that the industry is still an unregulated one with no government body in place, so industry growth also increases the probability of rogue franchisors. So, there's not necessarily a need to feel alarmist over these figures, especially if you're doing your due diligence before investing any money.

In fact, having witnessed their brand's durability in difficult times, many franchisors are feeling optimistic about their network's future success. Some 87% expect improvement in their company's condition, and 53% expect better general economic conditions. Meanwhile, businesses in personal services have already grown by 53% over the past six years, while hotel and catering businesses have grown by 34%.

As a result, franchising's contribution to the UK economy is encouraging, currently at £19.1 billion, which works out to be an average £400,000 turnover per franchise unit.

Many franchisees find that diversifying their revenue streams can help stabilise their business and boost profitability. For example, offering online sales, expanding into new markets, or introductory complementary services...

- Anita Rasheva, business advisor at Melbourne Business Advisors LLC



So, if you're not one already, how can your business become one of these six figure businesses? And how can you supercharge your success for 2025 if your currents financials aren't looking so great? We asked consultants what strategies you can take.

Take a deep breath... get into the numbers

If you're to really tame the beast, you need to know exactly what it looks like and what its current weaknesses are. For a business owner, this means doing a thorough audit of where you stand financially, and what your current issues are. "The first step is to evaluate your fundamentals," confirms Rick Elmore, CEO at Simply Noted. "Dive deep into your financials and operations to pinpoint inefficiencies or areas where you're losing money."

While rifling through the numbers is a daunting task in itself, it might be something that you've been putting off due to its emotional impact. Business ownership often instils an emotional connection to success and addressing failure can also mean addressing feelings of self-worth. However, if you're to change that, you must have visibility.

"What a failing business must do in order to turn things around is start by overcoming their fear or ignorance of their numbers (financial and other key performance indicators)," says Anita Rasheva, author and business advisor at Melbourne Business Advisors, LLC.

You'll need to look over current expenses, operational costs, supply chains, utilities, and labour costs. Are there any unnecessary expenses? Could you consolidate supply chains to buy in bulk from one supplier? Are there any rates or contracts you can renegotiate? Are there any free tech tools that can automate some of your tasks so you can spend time elsewhere? And most importantly, what



internal issues are contributing to you not making money?

"Start with the root of unprofitability," says Arvind Rongala, CEO at Edstellar. "Are high operating expenses, low sales, or a bad location holding you back? Use franchise data benchmarks to see what is missing, then make the required improvements. So, for example, a coffee franchise could see the rent increasing faster than the number of sales and change leases or product lines."

After auditing you'll likely find some changes that need to be made, but make sure you also weigh up the potential impact this could have on customer service before implementing. You don't want to cut back on staff, only to find that your business has nose-dived due to lack of customer service from overworked baristas.

Create a game plan

Once you're aware of what your shortfalls are, don't be afraid to raise them to your franchisor. "If business is failing, the first thing you need to do is talk to your franchisor. Ask for help... that's part of what you're paying for," says Joel Libava, aka 'The Franchise King' at Franchise Selection Specialists Inc, who recommends pushing for specific deliverable solutions as opposed to mere niceties and moral support.

"Don't be shy," he says. "Ask for personal one-to-one help. That includes having support personnel visit you in person, at your place of business."

Joel also recommends asking the franchisor to further promote your individual business by providing a personalised marketing plan for 2025 – you most likely pay a marketing fee after all.

You may also find it useful to see support and advice from those beyond the franchisor – external perspectives can be good. Consider well-reviewed business coaches and seminars or workshops (there are often free or low-cost ones available), as well as other franchisees within your brand's network.

"Every franchise organisation has franchisees who are more or less profitable. The best resources for the unprofitable franchisees are either their business coach from the franchisor or other franchisees who are running at higher profitability," explains Ram Raghavan, founder and CEO at Youth Enrichment Brands. "In almost every case, at least another franchisee in the same system has overcome similar issues."

Once you've received guidance, seen examples of franchisee success, and are aware of what additional support you can get from the franchisor, you can begin building a solid plan for the year ahead. This should outline your goals, the steps you're going to take to achieve this, and how you're going to measure success.

"Set SMART goals for 2025: specific, measurable, achievable, relevant, and time-bound," says Rick. "Whether it's increasing customer retention by 10% or cutting operational costs by 15%, having a clear roadmap will help you stay accountable. Remember the key is persistence. With the right adjustments, you can turn your franchise into a thriving success story."

Explore untapped revenue

Having multiple revenue streams can help bolster a business when one area isn't performing as well as you'd like. If you're considering investing in a franchise, look for brands which provide multiple ways to make money. If you're already operating your business, consider if there are any tweaks or additional services you can offer to capitalise on untapped areas. It's not uncommon for franchisees to discover a revenue stream, which is later rolled out across the entire company.

"Many franchisees find that diversifying their revenue streams can help stabilise their business and boost profitability," says Anita. "For example, offering online sales, expanding into new markets, or introducing complementary services can bring in additional income. Many businesses have successfully launched delivery or subscription services to cater to changing consumer habits."

While offering complementary products may seem counterproductive if you're trying to salvage your business from making financial losses, it can actually be a key way to introduce

FUTURE FINANCIALS

Franchises are feeling positive about franchising's trajectory

89%
The majority of franchise units are currently profitable in the United Kingdom

87%
Franchisors expect to see an improvement in their company's condition in the near future

53%
Franchisors expect to operate in better general economic conditions than those that have been experienced recently

4%
There has been an increase in the number of franchise units in the UK since 2018, now standing at 50,421 franchise units

* British Franchise Association

customers to new services including big-ticket items and seasonal products, and build the necessary repeat clientele to encourage an ongoing income.

"Look for opportunities to include new offerings that would add value to your customers. This can boost sales," confirms Ram. "Even a highly successful company like McDonald's launched a digital "McValue" platform that provides tailored deals, enhancing customer value perception."

It can be worthwhile to also bring your staff into your upsell plans – they may have spotted gaps in your offering while working on the ground. Plus, they will likely need training in how they can increase average transaction values appropriately while interacting with customers.

In addition, if you're a service provider such as a childcare brand, keep a look out for opportunities to bid on public contracts. Winning one of these can create a stable and chunky portion of ongoing revenue alongside your individual customers.

It can also be useful to evaluate your existing pricing structure – something you'll likely need to discuss with your franchisor. "Franchisees should assess whether their pricing structure is competitive and aligns with market demand. If necessary, consider adjusting prices to reflect the value you're providing," says Anita.

Think about the customer

Boosting business revenue to new heights is not just about the numbers. Customer experience and brand awareness also play a vital role. It could be worth reaching out clients to understand their feedback and if there's anything you can lean into in the new year to attract more customers. This can be supported by loyalty schemes as well as personalised marketing.

"Incentivise repeat business through loyalty programmes. Research has shown that a 5% increase in customer retention can increase profits up to 75%," says Ram Raghavan, CEO and founder of Kaya Wellbeing Index.

To personalise your outreach, you'll likely need to use analytics to understand your customer needs and where they are in the buyer journey. "Use that insight to personalise your customer journey," says Ram. "Effective customer personalisation will increase the bond between you and the customer."

Although personalised communication can appear resource intensive, Ram says there are plenty of automated technologies that can assist businesses with this as little or no cost. "Introduction of AI-driven technology reduces labour costs by streamlining inventory and customer service-related tasks, for example," he explains. "Yum Brands, the parent company behind Taco Bell and KFC, uses AI to offer personalised marketing, resulting in stronger consumer engagement and lower customer churn."

Instil good habits

Seize the opportunity to irradicate any habits that might hinder your progress towards creating a six-figure business. For example, make sure you frequently review your financial statements including profit and loss reports, balance sheets and cash flow statements. You'll be able to spot trends to capitalise on and identify areas where strategy may be needed by having a clear purview over your business' development.

"Create a weekly recurring 30-minute meeting in your calendar to review your financial reports," recommends Anita. "This builds a disciplined approach to cultivating a deep awareness and understanding of your performance and can motivate you to make better decisions in the future."

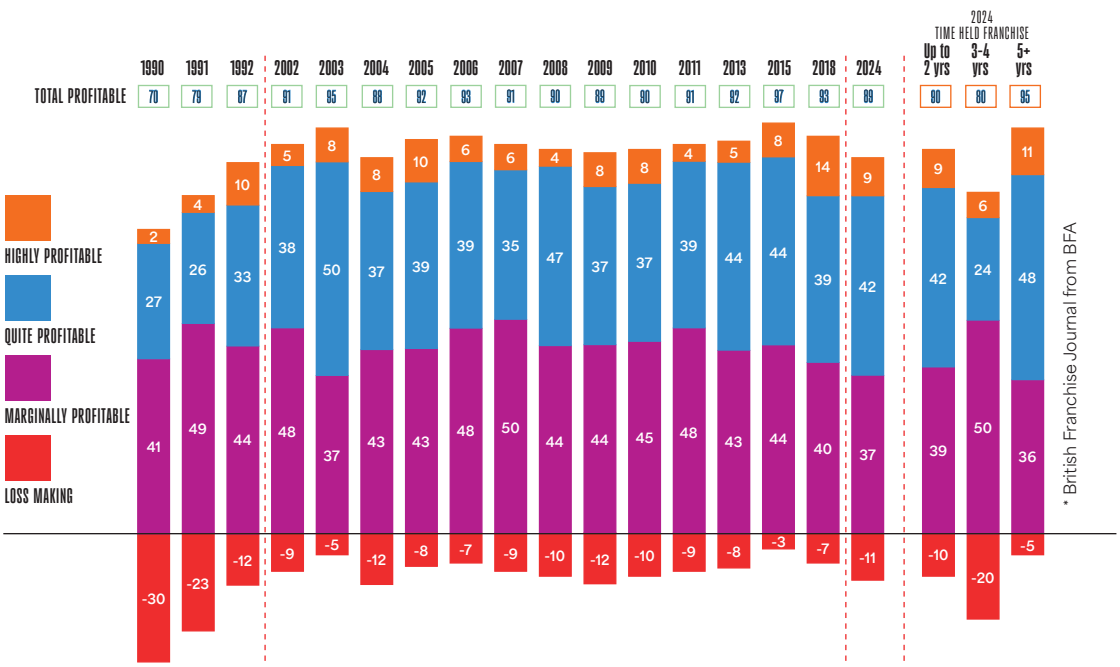
Remember things change

Facing financial difficulties can be really worrying. However, it's important to remember that commercial trends can change quickly and so can the health of your business. Having a strong plan is a great foundation to reaching financial success and including adaptability within that plan will really help you on your way. You can do this by creating flexible budgets, building an emergency fund, and researching government grants and tax reliefs that can assist in hard times.

"The business environment is always changing, and franchisees must be prepared to adapt to new trends, consumer behaviours, or market conditions," confirms Anita. "Whether it's adjusting your product line, embracing new technology, or shifting marketing strategies, flexibility and agility are key to staying competitive."

THE PROFITABILITY LANDSCAPE IN UK FRANCHISING

The British Franchise Association uncovered a slight dip in profitability in comparison to the landscape during 2000s - 2010s. However, if we compare at a macro level there is a general upward trajectory.



90%

PROFITABLE AFTER TWO YEARS

19%

INCREASE IN PROFITABILITY IN COMPARISON TO THE 1990 LANDSCAPE

95%

PROFITABLE AFTER FIVE YEARS

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How will the 2025 recycling reforms affect businesses?



Changes to the way we're required to dispose of waste will carry greater cost and time implications for businesses if we don't plan, explains Carla Brian

2025 will be a year of change for businesses regarding how they dispose of waste. Some upcoming changes include Simpler Recycling, the updated Plastic Packaging Tax, Landfill Taxes, and packaging Extended Producer Responsibility. These all require businesses to take more steps to participate in the UK's circular economy objectives.

Simpler Recycling is the new legislation mandating businesses to separate their recycling and food from general waste. It ensures the standardisation of material collections across England, regardless of location. Businesses must separate general waste, food, glass, metal, plastic (non-film), and paper and cardboard.

Businesses can prepare by assessing their waste; this will give an understanding of what your business disposes of daily and help you determine the size of bins you need for each material. Collaborating with your waste management provider will help you tailor a cost-effective solution for your business needs. Educating employees and clearly labelling bin containers will also help to streamline the process.

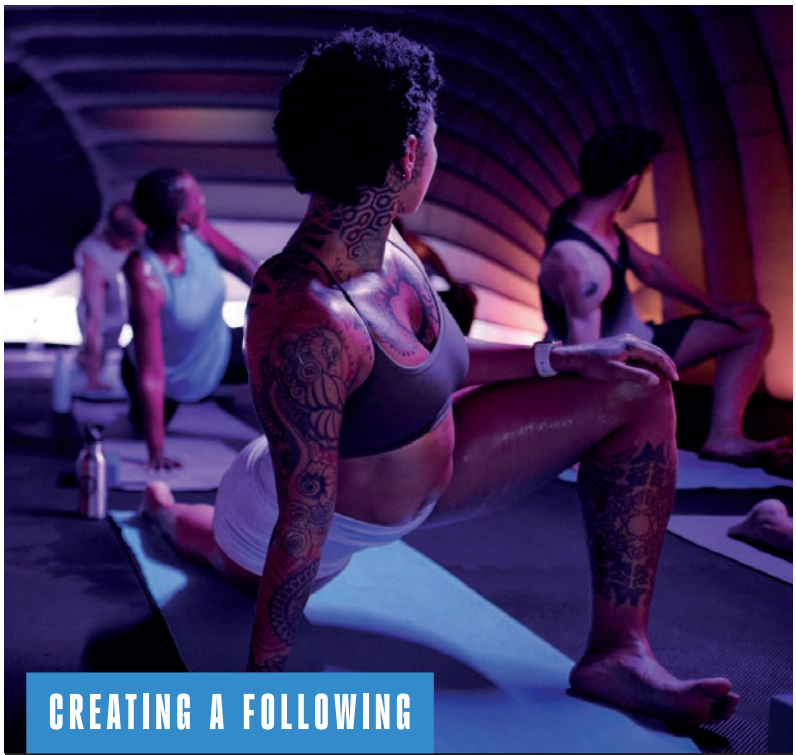
The Plastic Packaging Tax will increase by up to 3% (£223.69) at the end of March 2025 for businesses that produce or import plastic packaging components with less than 30% recycled materials.

Like the Plastic Packaging Tax, packaging Extended Producer Responsibility (EPR) affects organisations that produce or import packaging. This reform places the responsibility for end-of-life packaging management on the producers instead of local governments or consumers. Businesses impacted by EPR must pay a fee for each material they produce or import. As of September 2024, the highest fee is for plastic, costing up to £610 per tonne.

> "It's crucial that businesses speak to their supply chains to optimise materials they're purchasing"

It's crucial that business owners speak to their supply chain to get a better view of the materials they're purchasing and where optimisation can be done. Look to see where you can reduce packaging to save money. For all of these upcoming measures, businesses should start preparing now, if possible, to make the transition as smooth as possible.

Carla Brian, Head of Partnerships, Biffa



CREATING A FOLLOWING

HOW DO FITNESS CLASS FRANCHISES RETAIN CUSTOMERS?

Leisure businesses of all sorts rely, to some degree, on retention. The more routine or habit-focussed your business activity is, the more retention is a key to success.

For a boutique wellbeing or fitness business, there should be two key focuses. The first is community and building an environment that people are comfortable in, drawn back to and, ultimately, come to rely on. Smaller, boutique studios providing quality personal service will always be better set up to deliver this than big gyms.

The second is smart use of data, technology and strong communication. Alongside having a great environment, it's key that you understand your customers and their journeys and are well-equipped to communicate with them at the right moment to optimise their experience. This enhances relationships and drives commercial upside.

Franchise businesses are uniquely well placed to deliver this as they benefit from tried-and-tested best practice across multiple markets, but best practice that should be routinely updated and honed across the business. Franchisees have the benefit of being owners of their own businesses ensuring they give their studios and their customers the love, care and attention they need to build a great experience and community. And on the other side, any good franchise system should absolutely have best-in-class technology in their ecosystem for franchisees to take advantage and drive optimal commercial performance.

Max Henderson, co-founder and CEO of Hotpod Yoga

"Smaller, boutique studios with real quality personal service will always be better set to deliver this than big gyms"



"What are the current labour issues affecting the car wash industry?

There are tens of thousands of victims of forced labour in the UK. It's the most common form of modern slavery. The hand car wash sector is at high risk because it is often a cash business with high worker turnover, and it has been targeted in the past by traffickers and those looking to cut costs by exploiting workers. The previous Government's Labour Market Enforcement director said there was "endemic non-compliance" with regulations protecting workers at car washes.

Traffickers use manipulation, force, fraud, and coercion to control and exploit their victims. This can involve violence, or more subtle forms of psychological or financial coercion and control.

Signs to look out for include workers who seem fearful, who avoid eye contact or look to others to speak for them. Look for large groups picked up or dropped off at the same time (especially if they are transported back to a single place of accommodation). Exploited workers usually receive low or no pay and have strange working hours. They may have untreated injuries, poor health, or show signs of trauma.

Hope for Justice is a charity helping the victims of this crime. Our business-focused division, Slave-Free Alliance, helps reputable car washes to protect themselves against illicit recruitment agents and those who may try to place exploited workers at your business. Search Slave-Free Alliance to see how we can help.

Adam Hewitt, Hope for Justice & Slave-Free Alliance

When is the right time for a franchise rebrand?

Rebranding is a powerful way to align your identity with your vision and build on strengths to position your organisation for future success. For a franchise, the right time to rebrand often comes when your current branding no longer reflects who you are or where you're heading.

For example, following an exceptional period of growth and with ambitious franchise plans on the horizon, we recently recognised the need to clarify our proposition and create a brand that stood for more than just our practical offering. Our previous identity had served us well, but it was time to evolve into something that better reflected our values, vision, and growing community.

A rebrand is the right choice when your business is expanding, your audience is diversifying, or you want to stand for something bigger.

Tristan Mackay, franchise director, The Foxes Club



CURIOUS QUESTION

CAN I BUY A UK FRANCHISE IF I LIVE ABROAD?

Assuming that you also want to operate the business where you live, then there are a couple of options. Firstly, you could acquire the master franchise for your country for a system that operates in the UK, but which wants to expand overseas.

Alternatively, you could simply open a franchised outlet where you live and thereby have a direct relationship with the UK franchisor. The caveat in all of this is that you must be confident that the franchisor is properly prepared to operate on an international basis and that it has devoted sufficient resources to such expansion, particularly for supporting franchisees.

Brian Duckett, former chairman, The Franchising Centre



WHAT'S AN AREA DEVELOPMENT FRANCHISE?

As with many terms in franchising, the term 'area development agreement' doesn't have a precise legal meaning and is used to describe a number of relationships. Broadly, these relationships fall into two categories. The first is where a franchisor wants to expand, usually into a new country, but does not want to appoint a master franchisee who would effectively be the franchisor in that country. Instead, the franchisor wants to make use of existing contacts to assist in recruiting and quite possibly 'looking after' franchisees. This type of relationship is called an area development agreement. The second approach describes the relationship between a franchisee who is granted a franchise but, in addition, is given an option to open additional franchise outlets. These types of arrangement are quite common in the UK and envisage that a prospective franchisee will not be satisfied with simply being a single territory franchisee, but would want to operate a number of territories. The right to expand into additional territories would be subject to conditions such as satisfactory performance in relation to the first and subsequent territories opened by that franchisee.

John Pratt, senior partner, Hamilton Pratt

FOOD AND BEVERAGE

WOULD YOU LIKE A VIRTUAL BRAND WITH THAT?

While bricks and mortar QSRs may be the main course, franchisees are adopting back-end delivery-only brands as a lucrative side dish. Now, with more F&B partners offering virtual brand packages than ever before, it's never been easier for franchisees to turn empty kitchen space into an additional revenue stream

"Last week we broke the record for taking just over £9,000. You can't go wrong." says Umar Kanagaratnam. He's a franchisee of Dixy Fried Chicken in Leyton, London, but he's not talking about his success with the franchise. Instead, he's talking about the additional sales he's made by hosting virtual brands in the kitchen of his shop – an extra revenue stream which has the full support of Dixy Fried Chicken.

Customers walking into the store have the exact same experience as any other Dixy Fried Chicken store. But little do they know, the kitchen is also preparing food for Bao + Bowls, Wingology, and Eugreeka – three halal brands all available as part of a franchise package available from DISH'D. The brands operate exclusively through delivery services and online aggregators, preserving Dixy Fried Chicken's bricks and mortar offering.

The virtual brands concept is certainly reminiscent of dark (or ghost) kitchens, which massively took off during the pandemic when delivery was the only option. However, since normality has returned to the food and beverage industry, many franchisees who originally opted for the cheaper dark kitchen franchise model have since shut down or moved to a bricks and mortar. During our research for this feature, many said high marketing costs to make their brand visible ended up being a huge trade-off for the attractive low-cost investment. For them, operating in the dark simply wasn't sustainable long term. So how are virtual brands any different?

"We are not hampered by the expensive and time-consuming process of setting up new ghost kitchens, as the host kitchens we work with are already fully equipped, staffed, and operational," explains Sam Martin, CEO and co-founder of Peckwater Brands, home to virtual brands: Seoul Chikin, Flip the Bird, Wings & Tings, Papi Taco, Fiesta Mexico, Rebel Rito, Pizza by Giorgio, Ruya & Isik, Late Night Pizza, Burger District, Hangry Burger, Pastalicious, Taste & Soul, and Umami Tiger.

The key is that virtual kitchens piggyback off an existing successful business. It means that the issues presented with ghost kitchens, such as the lump sum to launch and staffing costs, can be circumvented, while issues like brand awareness aren't such a make-or-break deal.

"Our partners typically operate between one and three of our virtual food brands from their kitchens depending on their capacity and capability," says Sam. "We select food brands that are optimised for the individual host kitchen: it is important to be aligned in terms of the necessary equipment and core ingredients so that adjusting to the new menu takes as little training and extra materials as possible."

A necessary add-on

Dixy Fried Chicken franchisee, Umar, has been in the F&B game for quite some time – joining Domino's at the age of 16. Now he's invested in servicing virtual brands, he can't imagine running the operations of any future food business without this being a part of it. "I'm going to open more stores, and I'm going to implement this wherever I go," he confirms, having already recommended DISH'D to his friends in the industry.

"My friend, who is also a franchisee, calls me every week

THE PLAYERS

DISH'D
In 2023, Mohamed Poonawala and Mohammed Rahman launched DISH'd, which offers halal virtual brands, including Eugreeka, Bao + Bun, and Wingology.

GROWTH KITCHEN
Born from Máté Kun, Tom Gatz and Laurence Holmes-Smith's mission to bring more food options to underserved areas, Growth Kitchen currently offers The Athenian, Coqfighter, Beer + Burger to host kitchens across the UK.

PECKWATER BRANDS
In 2019, Sam Martin and Leo Bradshaw launched Peckwater Brands to help food operators fully capitalise on the F&B boom by providing more brands. Now, the business works with more than 600 food operators, providing brands such as Seoul Chicken, Flip the Bird, Papi Taco, Burger District, Pastalicious, Rebel Rito and more.



Souvlaki from The Athenian, Growth Kitchen

“My friend, who is also a franchisee, calls me every week saying thank you. He wasn’t doing well. He had a bricks and mortar. He wasn’t having footfall. Now, he’s doing £7,500-£8,000 a week). It’s got low investment, and if you have a bricks and mortar already, it’s a no-brainer”

- Umar Kanagaratnam, franchisee at Dixy Fried Chicken and DISH’D

saying thank you. He wasn’t doing well. He had a bricks and mortar. He wasn’t having footfall. Now he’s doing £7,500-£8,000 a week,” says Umar.

For Umar, the question was more about what reason could there possibly be not to invest? “It’s low investment as you have a bricks and mortar already, which makes it a no brainer,” he says. “DISH’D know what machinery fast food chains use in their shops, so they’ve used the same machinery and built the menu around it.”

Another ideal overlap is that Bao + Bowls, Wingology, and Eugreeka are all halal, which is important as it prevents contaminating the Umar’s Dixy Fried Chicken food – also halal. “DISH’D have obviously seen a gap in the market, and they know who to target,” explains Umar, who says Eugreeka is the most popular of the three.

“Within a one-mile radius, there’s 15 chicken shops. That’s including big brands like McDonald’s and KFC – even Popeyes has just come into action. But no one’s got Greek food in halal kitchens,” he says.

However, the real pull has been DISH’D’s slick operations. The three-brand model is designed to slot in with very little disruption following a four-day in-person training. The brand has dedicated a lot of time to creating modern efficiency and as a result Umar has discovered ways that he can also incorporate this approach into Dixy Fried Chicken. “They’ve changed my Dixy brand setup that I’ve had for eight years. So instead of taking a minute to get a customer’s


La Lupe, Peckwater Brands


Wingology, DISH’D


K Town, Peckwater Brands



Bao + Bun, DISH'D

order, it's now been pushed to 20 seconds," he says.

Dishes such as gyros, rice bowls, and chicken wings take little time to prepare on account of stock being delivered in individual pre-prepared and weighed tubs. It means every dish gets the exact portion of ingredients, preventing overuse and surplus stock.

"We just need to open the tub and cook it. It takes two to three minutes maximum to pack and send the delivery. So, food costs are great," says Umar.

The stock can be ordered online and can be delivered up to five times a week to service Umar's 20-hour operating store.

However, Umar has found even more efficiencies by finding some cross-over between the Dixy Fried Chicken menu and the virtual brand menus, which has consolidated some supply chains for all four brands – helped by the fact that all are halal.

"I use the same chips as Dixie's. We use the same drinks. We also use the brown bags from Dixie's," he says.

The cross-over that the DISH'D business model allows has enabled the practical aspects of running a virtual brand to not be problematic for Umar. However, lack of customer contact means there's a concentrated consumer focus on food quality and delivery times, which has required additional thought.

"With a virtual brand, we need to understand that the first or last customer should get the same quality service until the end of your service," explains Umar. "Customers judge you by the look of the food, the taste, and your service – and you get the review directly through Uber delivery. So, you've got to work a little harder."

He's tried to import elements of his face-to-face customer service at Dixy Fried Chicken into the DISH'D experience despite lack of customer contact, by writing personalised notes to place in each order. "For example, 'Dear Amy, thank you for ordering with us today. Here's a free oregano fries. Please leave us a review," explains Umar.

Doing this integrates into Umar's existing business philosophy which is to always put the customer first. It's an approach that has been successful throughout his career in F&B franchising, and one he feels confident that will also prop up the virtual brands he's since brought on board.

The beauty of having his bricks and mortar Dixy store is that Umar has already been able to witness first-hand the adaptations in consumer habits, and how this has made room for virtual brands. "If any customer walks into my shop, I don't see a bank card. I see a phone with Apple Pay. Some people just tap an Apple Watch," he says. "It's moved to a stage where everything is electronic. So, we have to see where the market is."

The move to digital food servicing has been supported by a quick and easy user experience from aggregators, which means consumers can now order or access deals at one click of a button in a matter of seconds. Virtual brands allow Umar to capitalise on this, having seen a 30%-40% growth in online deliveries since the pandemic. "Yes, customers are still walking in, but I've seen massive growth on the delivery side," he says.

Reflecting on his progress with the virtual brands so far, Umar feels it has been a necessary investment which has brought about quick ROI and crucially adapted his business to the future. "You quickly hit the sales. What DISH'D promise, happens," he says, warning others who invest to be ready to hit the ground running. "You've got to be ready to make money and to have a busy kitchen," he says. "I'm in contact with one franchisee and he's hit his target in three months."

The inner workings

Virtual brands are typically licensed to franchisees as a package – sometimes you can select which brands are included and sometimes they come as standard. If you wanted to access this, you wouldn't typically go to the brand directly, but instead go via a virtual brand partner which essentially acts as a type of master franchisee.

DELIVERY MARKET

MARKET GROWTH
The fast food and take-away industry had a market size of £22 billion in 2023 in the UK. This was predicted to increase by £400 million in 2024, according to Statista.

MULTIPLE LOCATIONS
The number of QSR restaurants (with kitchens that could lend themselves to hosting virtual brands) has increased nearly every year since 2013 - albeit a slight dip during the pandemic. In 2024, there was estimated to be around 48,000 fast food restaurants across the country.

FIRM FAVOURITES
In 2023, 50% of British consumers said pizza was their favourite take-away. Meanwhile 48% chose Chinese cuisine. Just Eat is the most popular food delivery platform with 2.4 million downloads per year, while Deliveroo is closely behind with 2.3 million downloads annually.


Katsumi, Peckwater Brands


Locked N Loaded, Peckwater Brands

"Peckwater acts as a partner to existing commercial food preparation sites, including restaurants, cafes, bars, hotels, pubs and more," explains Sam. "We allow businesses with the surplus capacity to increase revenues to offer secondary menus through our virtual food brands. Through delivery aggregators, businesses can increase order volumes and generate additional revenue by accessing wider customer segments. Our support with marketing, customer analysis, and point of sale (POS) integration allows these businesses to become more profitable while still fulfilling their existing obligations."

For franchisors, using these virtual brand partners means they're able to increase their franchise's presence across the country with less investment and fewer management obligations than what would be required to create a ghost kitchen franchise model agreement. This is particularly useful for targeting areas of the country where launching a store location just wouldn't be feasible or demand is not high enough to warrant it.

The Athenian is one of the brands that has taken this method of expansion. Since last year it has used Growth Kitchen (also home to virtual brands Coqfighter and Beer + Burger) to set up in established host kitchens across the country, particularly pubs.

"Growth Kitchen is more adapted to the current market and where things are at the moment," explains Tim Vasilakis, founder and CEO of The Athenian. "It's easier to roll out, lower risk for everyone involved, and it's very quick."

The brand has ambitious growth plans, hoping to conquer European and US markets in the future – and by enabling The Athenian to be a virtual brand via Growth Kitchens, Tim has been able to plant interest in new locations.

A challenge, like with any multi-location business, is ensuring what the brand stands for and the quality of food delivered is not diluted. Growth Kitchen has aimed to do this by rolling out a data-centric pilot programme for all new host kitchens, which has been supported by what Tim describes as good communication.

"The pilot is usually a fixed time frame and then it depends on how the pilot went, whether it was successful. For example, has the host managed everything properly?" explains Tim, who explains the key to success here is to ensure the brand has high review

"We allow businesses with the surplus capacity to increase revenues by offering secondary menus through out virtual food brands. Via delivery aggregators, businesses can increase order volumes and generate additional revenue by accessing wider customer segments"

- Sam Martin, CEO and co-founder of Peckwater Brands



Dough Masters, Peckwater Brands

scores on food delivery apps.

"When we operate, customer satisfaction is the goal," he confirms. "That's been very clear from the beginning. It might be a franchise but we're not going to reduce standards as a result. So, if the host kitchen doesn't deliver on that then they'll be taken offline after the pilot period."

This ruling of standards is particularly important as the brand currently has a heavy delivery focus, which is part of the reason Tim opted to partner with Growth Kitchens. "The team are very hands on, and they are kind of the best out there at the moment, he says. "That makes a big difference in comparison to my experience with similar companies and how much they care about standards and the brand."

Retaining quality helps the host kitchen franchisees to differentiate themselves in what can be a busy online space. QSR is popular online, but of course, that means there's lots of brands wanting a slice of the pie – and Growth Kitchens is working with host kitchens to ensure The Athenian is top choice – particularly among customers who may only order once a month.

"Delivery is generally quite a high luxury for the vast majority of the population and people can only treat themselves occasionally, especially now with the cost-of-living crisis," explains Tim. Although delivery aggregators take a commission for online orders, The Athenian has made the decision to ensure that both in-store and delivery customers are charged the same amount for products – a move that aims to build trust and loyalty.

By ensuring that online user experience is an integral part of the brand, it hopes to best position host kitchens to capitalise on its menu, with Growth Kitchens operational support.

"It's very much tailored for online delivery, and we made the brand so the online experience was very good," confirms Tim.

FRANCHISE

DISH'D, Growth Kitchens, and Peckwater Brands all have opportunities for franchisees looking to add virtual brands to their existing stores.

More F&B opportunities available:

www.what-franchise.com



PAUL ADAMS

MANAGING DIRECTOR
BASILICO

"It was too niche to be a standalone brand so we launched it as a virtual brand in our stores and are now rolling it out across other pizzarias"
Basilico designed a high protein pizza product aimed at customers who are focused on high protein diets but want a cheat day treat. The brand decided to take a different approach with the launch, collaborating with other pizza businesses to operate their brands out of each other's kitchens - essential operating as a virtual brand.

"It's a really popular niche product with phenomenally loyal customers - average rating on Deliveroo is 4.8 or 4.9, and 80% repeat customers"
The approach has been highly successful in increasing Basilico's area coverage, and the brand is now looking to develop this further as part of its franchise model.

"It's a really useful extra few thousand pounds a week sales and the best bit is that there is no cannibalisation of existing sales. The customers for this just wouldn't buy a pizza at all if this wasn't available."
Basilico has different product types in comparison to the pizzarias it collaborates with which means there's little overlap and limited competition between the two.

FRANCHISING STARTS HERE

Aspiring to own a business? Introducing the franchise brands currently looking for franchisees across the UK



❶ ZEROREZ: VAN-BASED

Zerorez has been operating successfully in the US since 2001, and it now hopes to expand its reach further across the UK via franchising. The business, which offers carpet and multi-surface cleaning, can be launched with just a single cleaning van within a chosen territory. The franchise's business model has been designed to scale simply, which means once a client base and revenue stream has been established, franchisees can hire staff and buy more vans to create a multi-territory business. The franchise team will also assist with an exit strategy. Zerorez's total investment is £145,000 with funding support available to candidates.



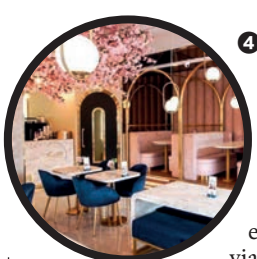
❷ CHIPSTA: TURN-KEY SOLUTION

Burger and fries-focused Chipsta has announced its franchise offering - currently available across the UK for a total investment figure of £170,000. Expected profit for a location is estimated to be £120,000 per annum. Chipsta's business model is a full turn-key option, which means the head office team work closely with franchisees to find a property and manage the fit-out process. It also supports in recruiting a team and training them prior to the grand opening - which is also organised by the franchise. It means franchisees can operate fully from day one.



❸ THE FAT PIZZA: TECH-FOCUSED

Having set up in some cities in the UK, The Fat Pizza is looking to expand further across the country. It is currently offering two business models: one for franchisees who'd like to open a new location (total investment: £70,000), and one for existing takeaway locations who would like to convert to The Fat Pizza brand. Existing F&B experience is not necessary as the franchise provides training. Orders are handled by a central call team to enable stores to keep costs down. This is part of the brand's tech-focused approach which includes automated systems and data collection for smooth operations from the get-go.



❹ TREATZ DESSERTS CITY CENTRAL

Treatz Desserts is looking to expand its brand via franchising in Manchester, Liverpool, Bristol, Leeds, the East Midlands, and East London. Franchisees should be business-minded, but do not need to have prior experience in F&B as training will be provided, including health and safety and food safety certifications. Total investment is £175,000 with funding support available. Treatz Desserts estimates franchisees can earn approximately £150,000 per annum, with sales based on £15,000 per week. Multi-unit opportunities are available.



❺ CARD GROUP: UK FOCUS

Muscle Works is now concentrated on building its presence across the UK via franchising and is looking to secure franchisees in prime locations across the country, including surburban areas. Total investment sits at £200,000 with fees for multi-unit opportunities negotiable. A Muscle Works franchise is expected to make £1,450,000 in revenue after year two. The brand targets the premium fitness market, and caters to bodybuilders, including Mr. Olympia competitors, as well as general fitness enthusiasts. Franchise agreements are currently 10 years, with renewal.



❻ NUMI SCAN: NICHE

Baby scan clinic, Numi Scan, has franchise opportunities across the country for franchisees looking to tap into the growing private ultra-sound industry. Total investment is £55,000, with an ROI and an estimated £240,000 in yearly sales anticipated after two years of operating. The brand is looking for potential franchisees who are interested in the sonography sector, but previous experience and qualifications are not needed as you will employ sonographers to carry out the brand's services - all of whom are HCPC-registered professionals.

The UK franchise industry is not short of retail and work from home investment opportunities right now



❼ CANOPY CHILDREN'S NURSERIES: MULTI-UNIT

Child-focused nursery franchise, Canopy Children's Nurseries, has opportunities available across the UK, including multi-unit operations. Total investment is £249,999+VAT, with franchisees required to have 50% of this figure. Expected revenue is estimated to be £100,000+ after two years of operating. Locations aim to have a capacity of 60 children, with an emphasis on providing outdoor spaces and contact with nature where the venue allows. The franchise will also support you in acquiring the Ofsted licence and credentials needed to open, with no prior experience required.



❽ SMARTPA: REMOTE

SmartPA has multiple opportunities in the UK and overseas. These all aim for franchisees to be able to work remotely as well as on a flexible basis - as the business support solutions offered by the brand are all conducted online. Total investment is currently £15,000, with revenue expected to reach £84,000-£120,000 by year two. The franchise brand already has more than 200 franchisees operating internationally and claims to have a success rate of 98% among its network. Prior experience in this sector is not required.



❾PLATINUM PROPERTY PARTNERS: WORK FROM HOME

Property investment franchise, Platinum Property Partners, has various franchise terms available to candidates in the UK. These include six-year, ten year, and 15 year partnerships - all of which will affect the initial investment figure. Minimum investment is £300,000 with total investment given upon enquiry. Expected revenue is is anticipated to be £50,000- £150,000, depending on your property investments. Franchisees do not need to have prior experience, and will be able to operate from home.

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Why is the KBB franchise sector having a moment?



JOHN HEAD
Kitchen Makeovers

The kitchen, bathroom, and bedrooms (KBB) industry is experiencing an influx of big names delving into franchising and existing networks expanding further. Jon Head, franchise development manager at Kitchen Makeovers, sheds light on the growing popularity of this big ticket sector

1 / What is propelling franchising in the KBB sector?

Currently, there is a sustained increase in home renovations driven by factors like work-from-home setups, growing housing markets and consumer interest in improving living spaces. This demand for home improvements supports the need for KBB services, making franchising an attractive growth strategy. Overall, the use of advanced design software, online visualisation tools and improved manufacturing technology has made KBB franchising more appealing. Franchise networks can provide franchisees with access to innovative tools that help them offer better design services and customer experiences, driving the sector's growth.

2 / What's the sales cycle like?

The high cost of kitchen and bathroom renovations lengthens the sales cycle due to the more deliberate, cautious decision-making process by consumers, the necessity of securing financing, a need for trust-building, and the complexity of custom design and installation logistics.

3 / What are the biggest challenges right now?

The KBB sector relies heavily on materials like cabinetry, countertops, and appliances. Global supply chain issues continue to cause delays in product availability and price unpredictability. Franchisees should aim to diversify their suppliers to avoid being overly reliant on one or two key providers, ensuring alternative sources if disruptions occur. With the increased demand for customisation, franchisees are also facing more complex projects. Clients expect high levels of personalisation, which can stretch resources and expertise. Managing client expectations is crucial, especially with larger, more intricate renovations – set clear expectations early in the process and provide detailed project timelines and cost breakdowns. Effective communication throughout the project is essential to managing client expectations and specialising in specific niches within the KBB sector will help franchisees focus on what they do best and reduce the complexity of catering to a wide variety of customer needs.

4 / What market trends are we likely to see?

The home renovations industry is seeing a huge increase in demand for a cost-effective and sustainable alternative to a traditionally pricey and lengthy process. There's a place for showrooms and retail spaces for most industries – it's just how some people prefer to shop. But nowadays you can't get away with not having an online presence too.

5 / What are the common misconceptions?

Many assume that as long as you have good taste or a knack for design, you can run a KBB business. In reality, design is just one part of the equation. Successful KBB businesses require strong project management skills to coordinate suppliers, contractors and timelines. Delays, supply chain disruptions and on-site issues can significantly impact project timelines and customer satisfaction. Another common misconception is that once the business is up and running, word-of-mouth will drive enough customers. However, in such a competitive sector, consistent and strategic marketing is required to maintain a steady stream of projects. KBB businesses must actively engage with their local markets, build an online presence and manage customer relationships. It's also a misconception that the most time-intensive part of the business is the actual design and build process. In fact, fielding questions and revising plans takes up a significant amount of time and effort, particularly for high-cost, customised projects where clients can hold strong opinions and high expectations.

"HANDING OUT MY BUSINESS CARDS MAKES ME FEEL PROUD"



It was the feeling of handing out her business cards that reassured Nirmal Thakkar that entrepreneurship was truly for her. Having grown up in India and settled in the UK, she is one of the many entrepreneurs within the South Asian community who has helped to propel franchising's growth across the UK. In fact, South Asian entrepreneurs in this country are estimated to contribute more than £25 billion annually to the UK economy via their businesses (some of which are franchises), according to the Economy Policy Group. Here, we meet some of the powerhouse franchisees behind the brands.

By | **MOLLY RAYCRAFT**

"I knew I had the enterprise, skill, and could work hard - it didn't matter which industry. All I wanted was a business with unlimited potential"





NIRMAL THAKKAR
Franchisee of Rosemary Bookkeeping, Stevenage



"I've always had something in me where I've wanted to own my own business and do something for myself because I knew I could achieve it," says Nirmal Thakkar, franchisee of Rosemary Bookkeeping's Stevenage location.

Nirmal came to the UK from India in 2002, gaining an MBA from Hertfordshire University – which confirmed her interest in entrepreneurialism. However, it wasn't until she had her second child years later that she realised it was right time to consider business ownership, seeking the flexibility it provides to enable her to spend time with her young family while earning.

"My husband is a chartered accountant himself, and my family is full of chartered accountants," says Nirmal. "I was looking at all these different things that I could do from home, and the Rosemary franchise was brought to my attention by one of my friends."

She decided to invest in Rosemary Bookkeeping, which predominantly services small- and medium-sized businesses. The franchise is part of the ServiceMaster Company umbrella – which also houses franchise brands such as Merry Maids, TruGreen, ServiceMaster Restore, and ServiceMaster Clean.

"The best thing about franchising is the support that you get in the background. They do the marketing for you, they have people for you, and they have the management behind you," explains Nirmal.

She's now been operating the business for two years and has built up a substantial client base with the support of the franchise. However, Nirmal says that despite this support, it's critical to devote time to getting your name out there – a key difference to the Indian market, which can often be more community-based from the off.

"There is definitely a difference in India. Anybody and everybody can start a business. You don't have to go out networking your business, people would automatically trust you because you're part of the community," she explains.

"Here in the UK, you have to network, you have to go out and market yourself. In this country, I've seen nothing happen without sales and marketing. I've seen people who know everything about bookkeeping and accountancy, but struggle because they're not able to talk to people."

Networking is something Nirmal knew she had to devote time to right from the start, taking a bold approach. "For my very first customer, I just walked into this bathroom store and said I just wanted to introduce myself as one of the local bookkeepers. He was the happiest guy I've ever seen on that day," she says. The owner was in the market for a new bookkeeper but hadn't had the time to find anybody up to that point. Nirmal's confidence paid off and confirmed this was the method she needed to take as she established her business (even dressing as an airhostess when pitching at one networking event). She also hands leaflets out in the high street and directly emails potential customers as opposed to focusing on press releases, which has proven fruitful.

Nirmal has been careful to ensure that this initial one-to-one experience is not diluted once clients are onboarded – believing that her personal approach has been crucial to her success so far.

"When one of the clients was due and their accountant hadn't done the VAT, I was with my family at the fair, but I still I texted him at 6pm in the evening to make sure they submitted for him. I would not leave my clients alone if they don't know what they're doing. I'll always support them with their journey."

Now having established a firm footing in Stevenage's bookkeeping market, Nirmal wants to grow the business. "If you are the kind of person who wants to go out and build your own business, do it," she says. The one thing you always must remember is the hard work still has to come from you."

"Any franchise you own will give you practical support needed to succeed, but the hard work still has to come from you"

- Nirmal Thakkah



Nirmal has now operated her Rosemary Bookkeeping business for more than two years, building up a strong customer base.

She hopes she can continue scaling, and is looking to employ a fellow working mother who is looking for part-time flexible hours.



SIVA KUGATHAS
Master franchisee of ServiceMaster Clean AAA, UK

Siva Kugathas has had a successful run over the past several years – hanging in ServiceMaster Clean AAA's head office are numerous industry accolades. He's won at the British Franchise Awards five times, including the People's Choice Award – which is chosen via public vote. More recently, he's on a high from winning the European Franchising Awards – an acknowledgement of his efforts from an international level.

However, he's keen to stress that these awards have resulted from the achievements of his staff members, not just him – it's a sense of collectiveness that he carries throughout his business approach. "I have a theory: happy staff equals happy customers, happy customers equal happy business owner. So, it's key to look after your staff as they will look after your customers," he says.

Siva bought Servicemaster Clean AAA as a resale, building upon the franchise's existing foundations to reduce staff turnover and expand the brand across the entire country. There are now 708 staff members spanning from Scotland all the way down England's south coast – an accomplishment that suggests Siva was always meant to be a franchise entrepreneur. However, this wasn't always on the cards, arriving in the UK as a refugee from Sri Lanka as a teen with no support.

"I came to the UK as a refugee, I went to school, I did my A-Levels, and I went to uni, but I started working because I was on my own. I had no support and no family here," he explains. "I was a cook at KFC, then became a supervisor, then assistant manager, manager, restaurant manager for UK and Ireland, then national project manager and area manager."

It was while in his role overseeing KFC and Pizza Hut's franchise operations, that Siva decided it was time to look for something that provided more flexibility to look after his children. Having seen the benefits of franchising first hand, he decided that opening his own business was the best option to achieving this.

"I knew I had the enterprise skill and could work hard, and it didn't matter in which industry. All I wanted was a business with unlimited potential," says Siva. "I thought a resale was better because I didn't need to start from the bare minimum. I could have a base of a £50,000 annual turnover."

He decided to buy a Servicemaster Clean AAA resale, which raised challenges he'd not encountered in the food industry, particularly surrounding sales.

"I was very confident about the operation but I'd never sold anything. At KFC and Pizza Hut customers come to you, you don't go to them," says Siva. "But now, to grow the business, I had to go to the customer and sell them something. When I purchased the business, there was no money, so I couldn't have a salesperson. I was on my own."

Operating solo, Siva's objective was to double the business in 18 months, which he achieved in a much shorter period than expected – helped by the fact that he began to find sales 'infectious'.

"The motivator was knowing that I was going to go and win somebody today - and winning is a habit, isn't it?"



"I thought a resale was better because I didn't need to start from the bare minimum. I could have a base of a £50,000 annual turnover"

- Siva Kugathas

Despite experience in F&B, Siva decided to enter a new industry. The contracts in cleaning were higher value, as opposed to the price of individual menu items. Plus, investment rates in cleaning brands were lower.

In fact, the original difficulty of conducting sales changed into the challenge of letting go of the responsibility once the business had reached a point where it was ready to take on sales staff. However, Siva realised delegation was a necessary step to scaling the business he was looking to achieve, and fast forward to today, the business signs on average 20-25 new contracts each month.

Siva has also worked hard to bring down staff turnover, which is typically high in the cleaning industry. "The tough part is getting the people and keeping them motivated," confirms Siva. "Staff turnover in our industry can be over 240% and, in some areas, it can be more than 400%. Over the past three years, our average is just shy of 70%."

He attributes taking a people-focused approach as the reason behind improving retention rates beyond that of the wider industry. "I'm a big believer in people," he says.

This philosophy has also been applied to the wider local community with many charitable initiatives in place across a range of projects and causes. Now Siva has created a business that has truly reached national success, he hopes to ensure giving back to the community remains a component of his approach moving forward. "Now I'm successful, it's my turn to give back," he says. "I was a refugee. This country accommodated me. I'm grateful."



TANVI ROY

Franchisee of Cake Box, Croydon, Tooting, and Tolworth

Tanvi Roy is one of Cake Box's most established franchisees having opened three locations over the past 11 years. Now she has ambitions to open an other two locations over the next 12 months, and 10 stores by 2028.

However, despite her goals to scale, franchising was never originally on the cards for the London-based franchisee. "I was born into an Indian family where they had two core principles," she says. "One that was always drilled into me was I had to be successful, academically or professionally. And secondly, to be successful as a family person. So they wanted me to take up a role where I was able to work and provide for myself, but also be able to bring up a family as a woman in Indian culture."

Following that trajectory, Tanvi graduated from Kingston University having read pharmaceutical sciences, landing big roles at well-known pharmaceutical companies. However, in 2013, Tanvi and her husband decided they wanted to start a family, and to do that they wanted to create a better work-life balance. "This was prior to COVID-19, before the new world of hybrid working came into play, so we decided that I would start a business to give us a flexible lifestyle to raise kids," she explains.

Tanvi's parents were supportive of her career move, but she says she faced judgment from the wider community for leaving behind a high salary medical job to open a shop – backlash that only motivated her to succeed in her new venture.

"We did a lot of research into various franchise companies and then that's when we came across Cake Box. At the time it was a new business, but I noticed how quickly they'd grown to 20 stores in the UK," she says.

"One of the biggest things that I've learned is that risks are there to be taken, but you've got to be able to assess them properly"

- Tanvi Roy

When she first launched, Tanvi worked every role in the store to truly understand what it takes to run a successful operation.

Taking time away from the business to have her first child demonstrated to Tanvi that she could manage the store from afar - encouraging ambitions to scale.





Tanvi was already a Cake Box customer and genuinely loved the products, so she decided to take the leap and open her own store, while recognising the work that goes into launching a business before reaping the flexibility rewards.

For the first couple of years, Tanvi dedicated all her time to understanding every angle of the operation by rotating between all the roles, including making the cakes. She also kept an eagle-eye on the accounts, understanding every penny that went in and out of the business.

"I took a break after that to have my first child and came back and started looking for my second site," she says. "Having our first child gave me the confidence that I could still manage the operations of the shop from home with a manager in place."

The process of launching a second shop was easier because Tanvi could replicate an approach that she knew worked. "Within two months of me having our second child, we opened our third site. Cake Box was really hands-on, really helpful, and supportive."

Tanvi and her husband now successfully run three locations, affording the couple space to be present in their children's lives. However, scaling has also come with new challenges, which Tanvi and her team have had to learn from and adjust to.

"All our three sites were with one energy supplier who went bust," she explains. "We thought that we negotiated low prices for 16 months and that would give us time to carry out cost efficiencies, but this was no longer the case. They put us on an extortionately high tariff which impacted on our bottom line."

This experience, which Tanvi recalls as one of the hardest times for the business, taught a valuable lesson in weighing up the risks of having utility contracts with the same company for all three sites. She also became even more familiar with her financial figures.

"My priority was always to look after my team and persevere. I knew it was short-term so I didn't want to make any knee-jerk reactions to cost-cutting," says Tanvi, now more than a decade into her journey. "One of the biggest things that I've learned is risks are there to be taken, but you've got to assess them," Tanvi says. "If I hadn't taken a calculated risk, I would just be stagnating now. Take the leap of faith."



Building a community of small business owners has been central to Jaz's business approach.

Having established his current location, Jaz has ambitions of scaling and is currently looking at his route to multi-unit ownership.



JAZ GREWAL
Franchisee of TaxAssist, Leicester

Jaz Grewal, franchisee of TaxAssist in Leicester, has always been surrounded by entrepreneurship. "I grew up working in my parent's business importing furniture from abroad and selling it in shops dotted around the midlands," he explains.

It was this early experience that developed a confidence in talking to customers and suppliers and eventually inspired Jaz's ambitions to become a business owner. "We were in a more deprived area to begin with and I saw my parents make a good amount of money and give us everything we wanted. Seeing that first hand drove me forward as well."

Jaz went to university and did an industry year at PwC – one of the prestigious big four – where he began his chartered accountancy exams.

"I didn't really enjoy the corporate life," he says. "I preferred working with smaller businesses and speaking to people directly, whereas I was mainly speaking to finance functions. However, it was a great training ground in terms of me developing my communication skills and qualifications, and then bringing that to small businesses so I can provide more value to them."

After graduating, Jaz felt the best way to provide this support was by setting up his own business – and franchising with TaxAssist (which has several franchisees in their 20s) provided the guidance he knew he wanted. "I think I could have done it on my own, but I wouldn't have progressed as quickly. Franchising is a really good way for me to get my foot in the door and start at a young age," says Jaz.

The mentorship and 200-person strong support centre offered by the brand has been intrinsic to Jaz's efforts to build his business, with hopes of scaling in the near future. "I'm 27 years old now, it's allowed me to build a business that I didn't think I'd have a value of at this age," he confirms.

A differentiating factor in the brand's franchise offering has been its shopfront premises, which Jaz says brings in about 30% of new business. "We're on one of the busiest roads in Leicester so there's thousands of cars driving by every single day. You can only really get that by having a billboard all the time."

However, Jaz hasn't underestimated the importance of repeat business and word of mouth, building a community of small businesses across the city. "We've managed to build up a lot of Google reviews and our online reputation is good. I've built a very good network here in Leicester."

This customer service is what Jaz puts at the centre of his business philosophy, offering more than just form-filling services with financial advice and tech-driven insights – something he feels his parents would have benefitted from as business owners when he was growing up.

"It's paid dividends because a lot of our new clients are just referred to us from existing clients," says Jaz. "It's all about providing a great service and exceeding clients' expectations."

Creating such a positive client and staff culture is one of Jaz's biggest achievements, but the journey in getting to there was difficult at times, especially as the recruitment market proved to be competitive. "The first year was difficult because there were a lot of overheads," Jaz explains. "You don't have any income coming in and you just need to make it work. The second year was a lot better because we started to build our client base and our reputation in the local area."

Despite these challenges, Jaz has been able to grow quickly and is now at the stage of beginning to delegate some of his original responsibilities so he can focus on opening a new location.

"We're growing very rapidly at the location we're at right now," confirms Jaz. "I'm hoping that eventually we can get to the point where I can have a very senior person in this firm to just completely manage this location and then I'll go and set up another location in another area, or potentially look at acquisitions."

For Jaz, the franchising model has been the enabler of his entrepreneurialism and he believes others can replicate his success as long as they approach it with reasonable expectations.

"People who want to go into franchising sometimes assume you just invest the money and then it runs itself and you're stacking paper. But that's not the case. You have to put a lot of work into it," he says.

"I think I could have done it on my own, but I wouldn't have been able to progress the business so quickly"

- Jaz Grewal



How to get your renewal right

There will get to a point in your business where you will essentially have to pay for your franchise agreement again, through a renewal. This usually takes place after five or ten years. But it's not as simple as signing on the dotted line again. There are changes to be considered, your performance to be reviewed, and your potential exit strategy or further investment to be made.

By | **MOLLY RAYCRAFT**



EXPECT CHANGES

The franchise agreement you initially signed will likely be different to the one you sign when you renew. Often industry changes introduce new clauses to a brand's template franchise agreement, so don't assume that everything is the same as last time. Instead, seek an independent legal advisor who can go over the contract with you. You may well spot additions that you'd like to challenge, or perhaps now you're more established, you'd like to negotiate some of your ongoing fees.

THINK ABOUT YOUR FUTURE

A lot can happen within five years and an upcoming renewal can be a good time to reflect on your business journey so far. How has your revenue been? Do you think you can continue scaling your business for another five years? Are you still working towards the same objectives as the franchise still? And does your business still work with your lifestyle? If yes, then notify your franchisor ahead of the renewal date and begin devising a roadmap for the next franchise term (there's often training available for this).

REVIEW YOUR PERFORMANCE

The decision to renew doesn't just sit on the shoulders of the franchisee. A franchisor may not agree to a renewal if your business is underperforming, or you have been a difficult franchisee within the network. It's a good idea to begin approaching the franchisor about your renewal a long time before your franchise agreement comes to an end. This enables both parties to have transparent conversations about the future, as well as gives you the opportunity to make improvements if your business is currently falling short in certain areas.

PLAN AN EXIT STRATEGY

When you initially invested in your franchise you should have formulated an exit plan as part of your strategy. (If you haven't yet, don't worry.) Consider if this is still relevant to the position you find yourself in now, and whether you need to make any updates. It's a good idea to discuss with your franchisor, as a responsible brand will support you in your next steps, especially if you're hoping to resell your location. Remember, if you'd like to continue operating your business but step away from the franchise brand, you may run into trouble with non-compete clauses, so check your agreement.

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Key industry insights from the BFA

Pip Wilkins, CEO at the British Franchise Association, rounds up the franchise developments and key stats you need to know about in 2025

They say if you want a job done, give it to a busy person, and 2024 was certainly just that for everyone at BFA headquarters; organising a huge number of events, involving our members in multiple PR opportunities in national publications, and continuing to set the standard for ethical franchising in the UK.



THE BFA JOURNAL

In October 2024, we launched the BFA Journal which housed the first franchise survey since 2018. Generously sponsored by NIC Services Group, it gave us some enviable figures that have revealed, once again, that franchising is thriving and a safe and profitable place to do business.

Here are a few headline results extracted from the survey; full copies are available to purchase from the BFA website.

The UK franchise sector contributes £19.1 billion to the UK economy - a rise of 12% since 2018. There are currently 1,009 franchise systems (up 7.9% from 935 in 2018) and 50,421 franchised units (up 3.7% to 1,800 units from 48,621 in 2018). The average turnover of a franchise unit is £400,000; 89% of franchise units are profitable and 50% of franchisees now work from home.

Not everything can be good all the time and like many industries, the pandemic and the cost-of-living crisis have created challenging times for some sectors. Store retail franchising is down 25%, understandable given the change in consumer spending habits during the pandemic. One only has to look at the high street and the disappearance of major brands to understand how franchises found themselves in the same boat.

"Personal Services saw a 53% growth since 2018, meaning it now accounts for 50% of all BFA members while hotels and catering grew by 34%"

GROWTH AREAS

Two areas that saw significant growth, however, were personal services, e.g. children's activities, dog walking, domiciliary care etc. and the hotel and catering sector.

Personal services saw a 53% growth since 2018, meaning it now accounts for 50% of all BFA members, while hotels and catering grew by 34%.

Perhaps for us though, one of the most important figures will always be our failure rate (or lack thereof). Did you know that 99.5% of franchises succeed? When you line this up next to the fact that 50% of all new businesses fail within their first three years, you'll see why we are so very proud of this statistic.

We're not saying franchising is fool proof; only a fool themselves would say that - it takes due diligence, hard work, and tenacity to succeed in franchising. But for those that knuckle down and follow the franchise model, the results prove there's hardly any reason to fail.

The relationship between a franchisee and their franchisor is crucial to the success of any franchise business and, according to the survey, 82% of franchisees questioned are satisfied with their



Pip Wilkins, CEO at the BFA

franchisors and 60% of them feel their franchisor has met their expectations.

One of our favourite statistics to emerge from the survey was that 87% of franchisors expect to see improvement in their company's conditions and 53% expect to see an improvement in the country's general economic outlook too; what a great positive note that demonstrates how optimistic our franchisors are as we head into 2025.

ANNUAL CONFERENCE AND 2024 BFA HSBC UK BRITISH FRANCHISE AWARDS

Fast on the heels of the survey came our annual conference sponsored by Citation and Evolve. That evening at the 2024 BFA HSBC UK British Franchise Awards, commonly known as the industry's annual knees up, the crème de la crème of British franchising were in attendance and a lucky few went home with much coveted awards. The conference provided eight hours of solid learning and networking for 445 BFA member delegates. Two speakers stood out for many - chair of the BFA, Paul Thompson, who revealed he had recently sold his children's swimming franchise, Water Babies, for an undisclosed sum and paid off many of his family's mortgages with the proceeds, and *Diary of a CEO* podcaster, Steven Bartlett, who revealed he was expelled from school at 16 and his mother didn't speak to him for two years for dropping out of uni.

Both spoke passionately about their journeys through business and the lessons they have learned. They left the audience both moved and educated - truly the art of great speakers.

"The average turnover of a franchise unit is £400,000; 89% of franchise units are profitable and 50% of franchisees now work from home"

WINNERS FOR A REASON

It should not be underestimated how hard fought the BFA awards are and the effect a win has on a brand's PR and reputation for many years to come. Being a 'BFA Award Winner' is a serious accolade and we are all too aware that brands work hard all year to ensure they have 'done enough' to reach the finals. This in turn drives up standards in franchising as brands focus on growth, innovation and DE&I, in other words creating businesses that give franchisees great lifestyles and give back to their local communities.

With the growth in personal services franchises, it's perhaps not surprising that nine representatives from the sector went home with one of the 16 awards given out on the night. Definitely a sector to watch for the future.

While I am not going to name them all here (a full list is on our website), here are a few award wins you may be interested in: 'Franchisor of the Year' (Established) went to domiciliary care brand, Right at Home, with Dyno-Rod receiving a Highly Commended and children's maths class provider Mathnasium taking home 'Franchisor of the Year' (Expanding).

In the franchisee categories, Ally Phillips who went from the being a vice president in banking, to running her own virtual PA franchise Pink Spaghetti, took home the Lifestyle Franchisee award, while Football Fun Factory Jonathan Radford walked off with not only the Community Focus award but also the People's Choice award, as voted for by the audience on the night.

KEY TRENDS AND INSIGHTS

As previously mentioned, we saw a huge increase in people attending this year's awards, and we wondered if our keynote speaker, Steven Bartlett, was the key to high number. At the beginning of the conference, I asked the audience: "How many of are here simply because you want to hear Steven Bartlett?" Only one person raised their hand. Now there could have been another 20 who were too shy to admit that they too were a bit of a Bartlett fan and were happy to sit out the entire conference just to hear him as the final speaker of the day, but we'd like to think the majority really were there to talk franchising. But, whatever the reason, it was a big increase, which underlines that franchising is a thriving and engaged sector.



IS 2025 YOUR YEAR TO INVESTIGATE FRANCHISING?

As you can see, we've had a tremendous year, with hard data to back up what we've always known: that franchising is a successful business model, a driving force in the UK economy, which has brought (and continues to bring) financial rewards to thousands of people. Whether your goal is a roof over your family's head or a multi-million-pound business with a national reach, the message is clear: anything is possible with franchising.

If you are inspired to find out more about franchising because you want to own your own business, take back control of your life, or just try your hand at something completely different, you couldn't have chosen a better time to get involved. The survey data should make you feel very comfortable investing in a British franchise, particularly one that has had its entire business model checked by the BFA to ensure it is ethical and professional, as each of our members has.

To learn more about franchising, the do's and the absolute don'ts, and to see our 350+ members' franchise opportunities, please visit our website, www.thebfa.org.

CAVEAT EMPTOR (BUYER BEWARE)

Research is everything in franchising. Make sure you canvas the opinion of as many of a brand's existing franchisees as possible to get a good feel for the company. Read magazines like *What Franchise* cover-to-cover to understand how things work and always, always take franchise specialist legal advice before signing a contract. We hold a list on our website under 'advisor members'.



BFA Prospect Franchisee Certificate

Being the hub of all things franchising in the UK, in 2016 we launched a free online course for potential franchisees called the Prospect Franchisee Certificate, to give anyone a comprehensive view of the sector and educate them on how to choose and buy a franchise safely.

Hosted on the BFA website, the course has had nearly 3,500 registrations since its launch, with some franchisors insisting prospective franchisees complete it before any further steps are taken.

During the course a potential franchisee learns about the opportunities available and how to find and research them properly.

Research, research, research

We always say that research is the most important part of any franchise purchase, and the course teaches people the right questions to ask, the information to look out for and the steps to expect between enquiring about a franchise and actually launching the business.

By the end of the course, attendees will be fully prepared on all aspects of becoming a franchisee, from considering their personality and skillset through to the legal and financial considerations they need to know. They'll even hear from franchisors on what they are looking for in a great franchisee and gain detailed insight into the financial and funding aspects of starting and growing a franchise business.

So, if you are thinking of buying a franchise, log on to the BFA website and complete the Prospect Franchisee Certificate to make sure you have all the knowledge you need to buy a franchise safely.

Established: 1977

Membership fee: £75-£375pcm

Location: UK

Contact: mailroom@thebfa.org





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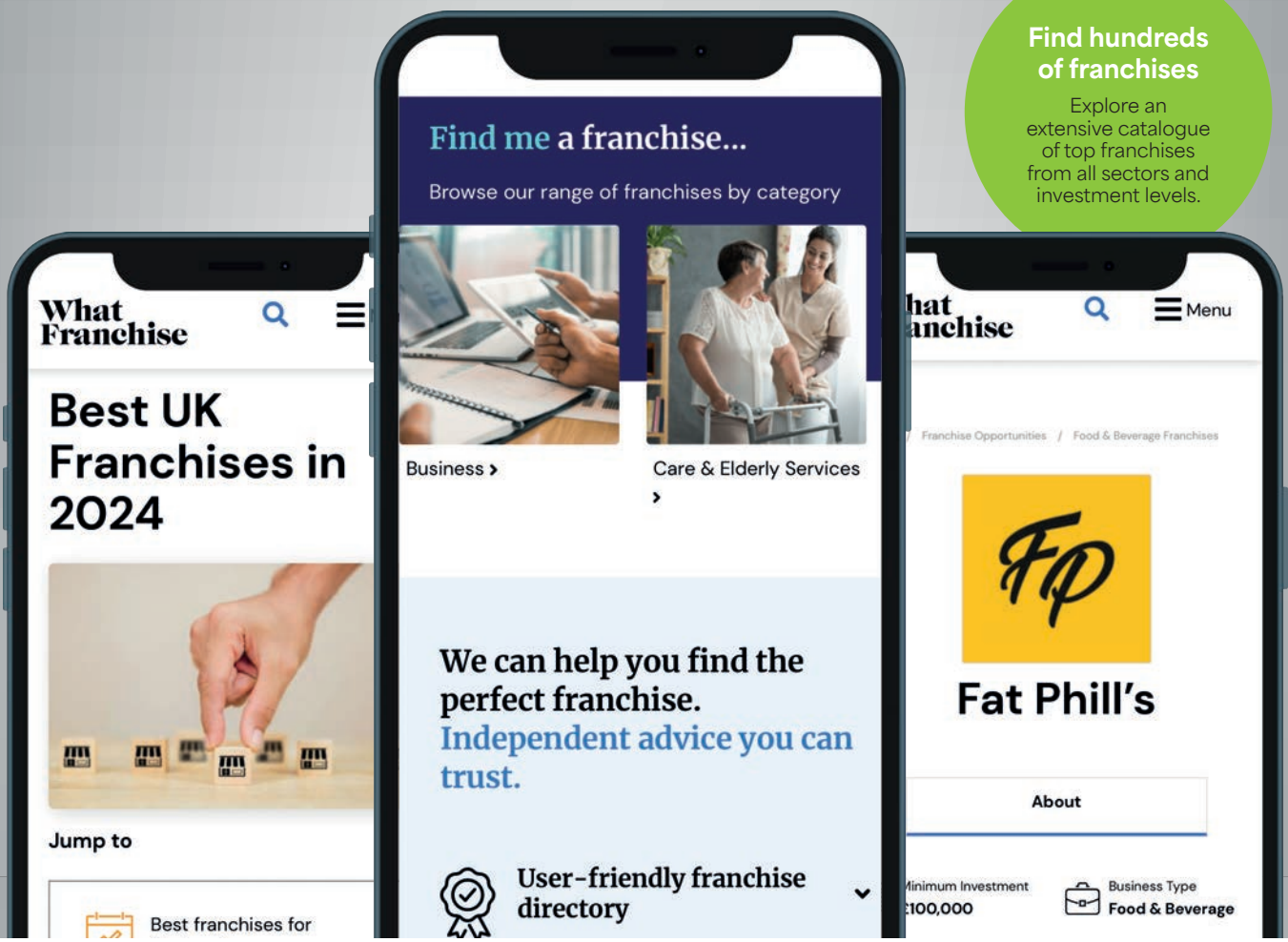


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What Franchise

INVEST IN YOUR FUTURE

68 **Wok To Walk** has embraced a brand refresh and is ready to expand its presence further across the country.

69 **World Options** has ambitious growth plans and the franchise opportunities to match.

70 **DublCheck** is looking to its established revenue streams to attract its next generation of franchisees.

72 **ActionCOACH** is enabling franchisees to propel local entrepreneurs via its branded business coaching.

74 **Time for You** has rejuvenated its approach, and is ready to expand its established franchise further.

75 **Molly Maid** is looking to use its strong network of franchisees to achieve more growth in 2025.

76 **Lumi SKN** is new to franchising and ready to offer potential franchisees something different.

77 **Concept Claims Solutions** is championing social responsibility as the key to your franchising success.



ARE YOU HOPING TO BECOME A BUSINESS OWNER?

Here are the latest franchise opportunities to help you get started in the UK

78 **activ Marketing** has transformed itself and is now developing the brand with franchisees centre-focus.

79 **Caremark** has plenty of opportunities for franchisees looking to delve into the UK's home care sector.

80 **Eat Salad** is bringing its franchise model to the UK, having seen success in France and Spain.

FOOD & DRINK

Perfecting an established brand's regeneration

Minimum required capital:

£135,000

Poised to grow in the UK, Wok to Walk wanted to give its franchisees and consumers something fresh after 20 years



It's been a busy 20 years for Wok to Walk – a pan-Asian QSR franchise which has established itself in numerous competitive markets around the globe, including Amsterdam, Barcelona, and New York, as well a newly opened Las Vegas location. The brand is in the midst of an aggressive expansion plan, with the UK a core focus of its growth – given its early success in major British cities such as London.

"We want to grow globally, but we are very focused on Europe and especially in the UK because this market has always been so good to us," explains Cris Piera, International CMO. "There's massive potential here and we're in the perfect shape to maximize it: UK customers just confirmed it in a market research. Our ideal partners are multi-unit operators because our visions and capabilities are aligned. The best Wok to Walk territories are run by this profile, and they also report Wok to Walk is one of their most profitable brands".

"We want groups that already have a network and proven, excellent results operating other brands or their own"

BRAND TRANSFORMATION

Wok to Walk's ambition has been marked by a strategic brand refresh which has seen the evolution of the 1-2-3 based concept (whereby customers choose each element of their dish to create a personalised meal) into an Asian Street Food parlour.

"In anticipation of market shifts, we wanted to push the brand and business model towards the future," says Cris. "It was a process where we focused on the brand universe, from culinary to interiors and visuals, to improve the experience both for customers and franchisees".

"The new menu is working: average ticket and frequency are improving, and Chicken Teriyaki is now a UK bestseller," says Cris. "Our Yakisoba is also very popular, and we do a mean Pad Thai."

Franchisees also have the benefit of expanding its revenue by offering big ticket catering and other services.

Wok to Walk is now looking for investors who can lead the brand's expansion in the UK via franchising. "We want consolidated multi-unit operators who are passionate about product and service", confirms Cris. "The brand and the operation are absolutely ready to take over the market".

FRANCHISE OVERVIEW

Established:
2004

Number of outlets:
120+

Total Investment:
£256,000+



WOK TO WALK

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LOGISTICS

Prepping for three years of growth

World Options has set out ambitious expansion plans for the next few years, with plenty of franchise opportunities on the table for UK-based entrepreneurs

Minimum required capital:

£35,000

World Options is a logistics franchise aiming to transform the way businesses navigate shipping and logistics. The company is focused on empowering franchisees with the tools necessary to drive the brand's growth across the UK, with a vision to double its size within three years.



L-R: Matthew Gratton , CEO, Matthew Mansfield, franchisee and sales coach, Cameron Wilkey, franchisee and sales coach.

GROWING THE NETWORK

World Options believes its franchise model is key to its success, particularly for aspiring entrepreneurs, seasoned business owners, and corporate professionals. As part of this model, it offers training and ongoing support, ensuring franchisees can build relationships and provide exceptional service to their customers.

"World Options celebrates every franchisee's success, including those reaching its '500 Club' - generating over £500,000 in revenue"

"Our franchisees are the heartbeat of our business. By equipping them with the right tools and support, we create a foundation for shared success," says Mike Gratton, CEO at World Options.

World Options celebrates every franchisee's success, including those reaching its '500 Club' - generating over £500,000 in revenue. Several franchisees now also serve as mentors, sharing best practices and supporting others within the network. This culture of collaboration strengthens the franchise community and drives collective growth.

INCORPORATING AI

Technology also plays a key role in World Options' current growth, with AI streamlining operations. By automating tasks and providing advanced analytics, AI enhances efficiency, allowing franchisees to focus on building customer trust. "AI is here to assist, not replace. It helps our franchisees work smarter and achieve more," says Mike.

These efficiencies enable franchisees to continue supporting UK businesses, helping them navigate complex shipping needs and grow their operations. By offering tailored solutions, they make logistics more accessible for small and medium-sized enterprises.

UK-BASED FRANCHISEES

World Options says it remains committed to its franchisees and the SMEs it serves as it continues to expand the brand nationwide. "We're not just building businesses; we're creating a community of entrepreneurs shaping the future of logistics," explains Mike.

The franchise is aiming to attract ambitious individuals to join its network, via franchising. It plans to do this by combining innovation, collaboration, and robust support to create successful businesses in an ever-evolving industry.





FRANCHISE OVERVIEW

WORLD OPTIONS Be Global

Established: 2003

Number of outlets: 100

Locations of units: UK

Total Investment: £35,000

FOR FURTHER INFORMATION

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CLEANING

The franchisees starting out with guaranteed turnover

Cleaning franchise, Dublcheck, is securing revenue for its new and established franchisees, thanks to its in-house sales team

Minimum required capital:

£21,540



In 1993, Carol Stewart-Gill founded commercial cleaning franchise, Dublcheck, securing the brand's first contract with a building society. It was a business win that the founder and chairman personally secured, setting a precedent for how sales would work in the business as it began to franchise. For example, franchisees aren't required to sell while establishing their businesses because the brand's in-house sales team generates the initial turnover on their behalf.

This business model aims to give franchisees the breathing space to concentrate on looking after customers, creating strong relationships, driving further revenue growth, and ultimately building a successful business.

"Dublcheck has given me the platform to get the business, employ people, and become something that I never thought I could be," confirms Akajaku Anyiam, franchisee of Dublcheck Glasgow, who has grown his £12,000 yearly turnover from 2015 into more than £150,000 per annum.

BUILDING REVENUE STREAMS

Under Dublcheck's in-house sales scheme, current franchise packages provide franchisees who choose to establish their business while retaining the security of their current job, with a minimum guaranteed turnover of £20,000 per annum. This figure rises to a £160,000 for those who commit full time.

The goal of providing initial revenue is to give franchisees immediate financial stability to create a long-term plan and scale. So once franchisees have secured their initial turnover they then begin using this foundation to build a recurring revenue stream. The cleaning industry covers multiple services which means there are numerous opportunities in terms of what franchisees can offer as additional revenue streams, such as washroom and hygiene services. Return on investment ranges from 25% to 70% net depending on how much work the franchisees take on in the early days as they establish clientele. "We recommend a slightly more hands on approach early on to get a feel of the business, understand the clients, and to aid cash flow in those early days," says Paul Benjamin, commercial director at Dublcheck.

EXPERT HANDHOLDING

There are always lessons to be learned in business and Dublcheck has aimed to consolidate its three-decade education into a complete support system for first-time franchisees.

This begins with an initial week's training, followed by ongoing support which includes a mentor from Dublcheck's existing pool of franchisees. Bringing together the brand's franchise network has facilitated knowledge sharing and collective problem solving within the Dublcheck community.

One member of this community and now a mentor to new franchisees is Mike Dixon, who joined Dublcheck nine years ago after 24 years in the Royal Air Force and police. After leaving the police, Mike didn't know what to do with

> **"I chose Dublcheck because of their many years experience and back up support"**
>
> **Mike Dixon, Dublcheck franchisee**

his career until he chose to invest in the franchise brand. "I chose Dublcheck because of their many years' experience and back up support," he says.

This support included admin from Dublcheck's head office team in the form of invoicing, cash collection, credit control, professional HR guidance, and H&S advice – all essential aspects of business. "It has enabled me to concentrate on the service of the business," says Mike.

In the cleaning industry, relationships are often pivotal to building a successful business – whether that be with clients or staff members. Dublcheck has recognised that this can sometimes be a challenge for any business and has enabled franchisees to overcome this by providing established systems and HR support which aims to cultivate strong connections to the brand.



Carol welcomes new franchisee, Lisa

CAPITALISING ON CLEANING

The cleaning industry has grown since Carol founded Dublcheck in the nineties. The UK's industrial cleaning industry revenue has increased by 3.1% CAGR over the past five years, reaching an estimated £1.2 billion, according to IBISWorld. That's before we consider other sectors within cleaning which reports suggest have also grown.

Dublcheck believes its tried-and-tested business model, which comes with non-exclusive territories, positions new franchisees to make the most of what the industry currently has to offer in terms of revenue opportunities.

"With our experience and track record, we can safely say that if you put in the effort and follow the system, with a Dublcheck franchise the rewards are there for everyone to see," says Carol.

"Dublcheck has given me the platform to get the business, employ people, and become something that I never thought I could be"

Akajaku Anyiam, franchisee of Dublcheck Glasgow

BE YOUR OWN BOSS

Taking the step to being your own boss can be liberating but daunting if you don't have previous experience in sales or business admin. Dublcheck has acknowledged this by absorbing many of these tasks into the franchise's head office team while you learn the ropes. Having this support aims to enable franchisees to set up their Dublcheck business in a way that works for them, with ultimate control over their working week residing with each franchisee. Ensuring all franchisees have access to this is particularly important as the brand continues to aim for UK expansion via franchising.

"Our franchise is suitable for allcomers. It is very diverse, which we are proud of," says Paul. "We have had franchisees from all backgrounds and vocations - doctors, factory workers, taxi drivers, accountants, cleaners. It is a broad church.

"Above all we're looking for people who have honesty and integrity as it's a relationship-driven industry and good personal traits are far more important than vocational skills which we can train."

It was flexibility that drew Mark Howarth and James Kitwood to Dublcheck while on the hunt for franchise opportunities at the British and International Franchise Exhibition.

"We were working an average 40-hour week initially [in our jobs], which quickly became a 70-hour week. We could no longer spend quality time with our families and coupled with a gruelling travel schedule we needed to look for inspiration," say the pair.

"Dublcheck was UK-based, recession proof, and couldn't be outsourced abroad. It was a basic business concept that was easily scalable and, most importantly of all, it was backed by the support of an established franchisor, which was something that appealed to us."

Since investing, Mark and James have seen their Dublcheck business grow from £360,000 per annum in 2011 to more than £833,000 per annum in 2024. "Fortunately, unlike a standalone business we had the support of Dublcheck," they say.

The cleaning franchise has been supporting franchisees for nearly 40 years and reaching this milestone has prompted Dublcheck to consider what's next, which includes attracting the next generation of UK-based franchisees.

"Dublcheck is in the fortunate position of entering its fourth decade of continued business which is a clear demonstration of its success and resilience," says Paul. "One aspect of success and continuity is an aging franchise network. That's fantastic, however, our ambition for the future is to bring about an additional new generation of Dublcheck franchisees using the evergreen Dublcheck model that has been proven to reward hard work with success."

FRANCHISE OVERVIEW

Established:
1993

Number of outlets:
65

Total investment:
£21,540+

FOR FURTHER INFORMATION

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BUSINESS & PROFESSIONAL SERVICES

Turning global experience into local success

Minimum required capital:

£18,000

ActionCOACH franchise partner, Bill Squires, has built a £250,000+ annual income with the satisfaction of knowing his clients are the biggest winners



ActionCOACH franchise partner, Bill Squires

Bill Squires launched his own ActionCOACH business in January 2018. Since then he's combined his knowledge with a passion for developing people and their businesses – creating a thriving franchise business community, with the support of ActionCOACH's head office.

It was while creating this community that Bill met Rory Mason, managing director at 21 Degrees, which kickstarted a successful business coaching partnership.

FINDING THE RIGHT COACH

Rory first met Bill through one of his clients at Ground Up Digital, an advertising agency specialising in web, SEO, and PPC advertising.

"A few months went past before Bill reached out to set up a meeting with me," says Rory. "I remember the night before; I was watching the TV and an ActionCOACH advertisement came on – it looked like something I needed – it was perfect timing.

After meeting Bill, I knew he was going to be the right coach for me – his energy and passion was incredible. I signed up right away."

Co-founders of the agency, Kyle Findley and Zac Evans had similarly been considering enlisting a business consultant. "We knew we needed a business coach at 21 Degrees, a creative agency focused on graphic design, videography, and social media management. Zac and I are very creative but at the time lacked the experience as a business owner," says Kyle. "We spoke to Rory, who instantly recommended Bill."

Ground Up (who had initially recommended Bill) and 21 Degrees had been working together for years, with the agencies recognising one another's storytelling skills and ability to get stories in front of the right people.

MASTERING THE MERGER

With Ground Up and 21 Degrees collaborating frequently, the agencies began to see a slowdown on productivity as they were constantly acting as the middlemen between themselves and their clients.

"It really did take one conversation over dinner before we decided to merge," says Rory. "With Bill on board too, we were confident we were making the right decision. So in 2022, we merged both businesses to create 21 Degrees Digital."

For Kyle, Bill became an ever-more important part of overseeing the merger. "He was instrumental in getting us the right processes in place so we could function successfully. Defining our roles, the finances, and our culture were big things in those early months," he says.

"I remember we were still using 'us' and 'them' terminology at the start. Bill was pretty hot on reminding us we were now the same business, so our language needed to change too – once we started, it would trickle down to the rest of the team."

Rory admits the beginning of the merger was hard work, but efforts have paid off. "Gradually, though, you could see the merger really paying off with the business transforming as a result," he says. "I'm not sure we would be where we are today without the help Bill gave us. Instead of making larger changes, we're now working on tweaking and refining smaller aspects of our business – recently, we've been looking at changing how we do our accounts, for example."

SHARED GOALS AND SHARED SUCCESS

The success of the merger was really confirmed at BizX, an annual three-day conference and awards ceremony, where the team have been award-winners for two consecutive years. "Winning the 'Best Marketing Campaign' award in 2023 and again in 2024 is awesome," says Rory. "We're proud of what we've accomplished - it really does justify our decision to join forces back in 2022."

However, garnering industry recognition for the substantial effort of all involved since their merger is only part of the success story. Revenue increased by 125.5% between 2021 and 2022. It then increased again by 40.8% between 2022 and 2023. Profit also rose by 570% between 2021 and 2022, then by another 110% in the following 12 months.

Bill's work hasn't just contributed to transforming the figures but has also influenced Rory's work-life balance and Kyle's belief in himself as a business owner. "For me, I know I can switch off a lot more easily," confirms Rory. "I went on holiday last year and was able to feel comfortable turning my phone off so I was able to enjoy my time away. I've got so much more flexibility than when I was running a business on my own."

Kyle adds: "I feel a lot more at home running a business and confident in my skills. We're looking to continue to grow too. Between us we have some pretty aspirational goals, but they really do give you the hunger to be proactive in chasing constant progress."



"Revenue increased by 125.5% between 2021 and 2022. It then increased again by 40.8% between 2022 and 2023"

COACH COHESION

For 21 Degrees Digital, recommending an Action Coach is a no-brainer. "Business is hard - particularly if you run one on your own," says Rory. "Having access to an experienced, successful individual such as Bill really does reduce your stress levels. He's a sounding board for us to bounce ideas off but also to show us there is light at the end of the tunnel if we are faced with a challenge or two."

"One of the best things we've experienced working with an Action Coach is being part of the business community they build up. Business can be lonely so being able to connect with loads of people through Bill has been great. We've got new clients from it, grown our business and been recognised through great events like BizX."



The 21 Degrees Digital team at the BizX Awards

THE COACH'S PERSPECTIVE

Bill's ActionCOACH business has been pivotal to 21 Degrees Digital's progress and although mergers can require a lot of work, he says the process has been fun. "The guys at 21 Degrees Digital are enthusiastic, creative, eager to learn and always willing to put what they've learnt into action - a recipe for a successful business," says Bill. "Their sharing of goals and then being accountable for them is a lesson for all of us. It's been fantastic for me to see them become a vital cog in our business community - one that is working, winning and celebrating together."

21 Degrees Digital's success story is just one of numerous projects ActionCOACH franchise partners have been involved in across the UK. The franchise is currently looking for more entrepreneurs to join its network and is looking for those who love learning and developing themselves, have enjoyed success in a career or sport, and are willing to invest in ActionCOACH.

FRANCHISE OVERVIEW

Action COACH BUSINESS COACHING

Established: 1993

Location of units: UK

Total investment: £59,000

FOR FURTHER INFORMATION

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CLEANING

A new vision to an established franchise

Minimum required capital:

£19,750

+VAT

Managing director Sam Stawarz is going public with his strategy for Time For You. Here's what you need to know to be successful

Time For You is poised to take a new direction under the leadership of managing director, Sam Stawarz. The goal is to create unprecedented levels of growth by implementing a fresh vision and more innovation to the brand.

It's a vision that Sam has decided to detail by publishing an upcoming book called 'The 7 Dirty Secrets of Franchising' – giving aspiring franchisees to Time for You and beyond, the opportunity to understand how the brand really ticks and how its success can be applied to anyone's franchise journey.



THE RIGHT MINDSET

Transitioning from an employee to a business owner requires a shift in mindset, particularly when it comes to dealing with the challenges of entrepreneurship. Often franchisees will need to build resilience and seek mentorship from a network of experienced franchisees.

In fact, Sam says his own approach is rooted in fostering a supportive and collaborative community, which is something he's extended to the Time for You network. This is further supported by technology, including bespoke software and systems, which enable franchisees to have easy access to everything they need to manage their businesses efficiently.

BUILDING ON PROGRESS

2024 was a landmark year for Time For You. It was awarded WorkBuzz's five-star franchisee satisfaction award for the third consecutive year. This recognition considers factors such as leadership, opportunity, training and support, the system, culture and relationships, leadership, value and rewards, and general satisfaction.

Looking ahead, the franchise is now looking to expand the Time For You brand further, with franchise opportunities available across the UK. Its franchise package is designed to acknowledge the present complexities that come with franchising by providing end-to-end support and resources. In particular, Time For You training has a big focus on creating growth and customer satisfaction, while also enabling personal development and learning opportunities for franchisees.

DIRTY SECRETS

Sam's new book 'The 7 Dirty Secrets of Franchising' builds on his experience at Time For You to delve into the challenges of franchising, explaining the intricacies that aspiring franchisees must understand. It covers topics such as selecting the right location, understanding demographics, and conducting thorough market research to ensure alignment with business goals and customer bases. It also emphasises the importance of ongoing support and training beyond the initial setup, highlighting how continuous development and a robust support network can significantly enhance operational success – as evidenced by the Time For You franchise network which now extends across the UK.

FRANCHISE OVERVIEW

Established:
2001

Number of outlets:
150+

Locations of units:
UK

Total Investment:
£19,750+



TIME FOR YOU .CLEANING

Sam Stawarz **hello@uk.timeforyou.cleaning**

CLEANING

Renewing UK-based franchise growth plans

Cleaning franchise, Molly Maid, aims to hit the ground running in 2025 by bringing its entire network together

Minimum required capital:

£9,000



January is often the month when companies ease back into business. However, Molly Maid takes a different approach by bringing the entire franchising network together to reflect on the past and set out the year ahead – a move it feels has contributed to its success. In fact, the brand was the highest ranked home cleaning franchise in 2024, according to *Elite Franchise*.

The kick-off is a key part of the company's annual growth plan and something that Jonathan Holden, chief operating officer at Molly Maid, points to as key for setting new sales records over the past four years.

> **"The number one factor that helps a franchisee to make more profit and have a more valuable business is sales growth"**

"We love getting everyone together so early in the year, as it gives us a head start in building momentum to make the year a huge success," he says. "It's less 'businessy' than the other meetings that we have throughout the year, and this comes through in its name too – R&R Weekend. It's a more relaxed environment and our franchisees have said that this helps them to really jump on the growth of their business from day one of the new year."

FRANCHISE OVERVIEW

Total investment:
£29,975

Established:
1984

Number of outlets:
70

Location of units:
UK

CELEBRATING SUCCESS

Molly Maid's franchisee weekend includes the company's annual awards night, which recognises the achievements of those within the franchise network. In 2024, the top growth franchisees grew their businesses by approximately 15%, with the top three averaging a sales growth estimated to be more than £90,000.

The franchise also hands out its award for new 'Franchisee of the Year', and a marketing award called the 'Mop and Bucket Award'. There's also acknowledgement of franchisees who have reached their sales targets, earning them a place on the annual Molly Maid Escapes travel programme. So far recipients of the trip have travelled to Venice, Rome, Athens, Seville, and Porto.

Industry accolades for Molly Maid have also continued at a broader level, with the brand receiving its fifth consecutive 'Five Star Franchisee Satisfaction' award from WorkBuzz. It was also the highest ranked domestic cleaning franchise in the Elite 100, moving up one place from the previous ranking. By highlighting these wins, Molly Maid aims to bring momentum to its franchisee growth.

"The number one factor that helps a franchisee to make more profit and have a more valuable business is sales growth so it's no surprise it's the most important factor we focus on each year," says Jonathan.



Jonathan Holden, COO at Molly Maid

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HEALTH & BEAUTY

There's a new brand in beauty franchising

Having established a firm customer base over several years, Lumi SKN is now hoping to give others the chance to break into the aesthetics sector

Minimum required capital:
£40,000



Lumi SKN was founded in 2016 by Emily-Louise Varnfield. At the time, the business operated in her spare bedroom, but has since grown to operate high-street clinics which aim to offer treatments that merge science and beauty to empower clients.

The UK beauty and aesthetics market is projected to reach £3.7 billion by 2025, according to Statista. Lumi SKN clinics provide a range of beauty and aesthetic services tailored to enhance self-confidence. Treatments include advanced skin rejuvenation therapies and non-surgical procedures, which are supported by Lumi SKN devices – machinery that's intrinsic to delivering services and is a central focus of the brand.

"Revenue for a single clinic is forecasted to reach £200,000+ annually, depending on location and services offered"

In fact, Lumi SKN devices have been recognised by The Global Health and Pharma Awards as the "Best Aesthetic Device" for three consecutive years: 2022, 2023, and 2024.

FRANCHISE OVERVIEW

Established:
2014

Number of outlets:
2

Locations:
Northamptonshire, Leicestershire

Total investment:
£180,000

BEGINNING TO FRANCHISE

Lumi SKN's flagship clinic in Kettering has been able to establish a loyal client base quickly, spurring on growth ambitions for the brand. Within 12 months of operation, Lumi SKN saw its second location open via franchising - success that the brand attributes to the high standard of its services.

It's now looking to expand on its existing locations, with revenue for a single clinic forecasted to reach £200,000+ annually, depending on location and services offered. Entrepreneurs who invest in Lumi SKN will gain access to training, operational support, and the brand's equipment to ensure your business stands the best possible chance of succeeding.

Lumi SKN is also supportive of franchisees having the flexibility that comes with owning a business, championing those who achieve work-life balance while managing a Lumi SKN business that caters to the growing demand for aesthetic treatments.

"Our clinics are more than just beauty destinations - they're places where confidence is restored, and lives are transformed," says Emily-Louise. "This ethos drives our team to continually exceed expectations, making every visit a memorable experience. Our in-house, internationally-recognised training academy ensures that every specialist is highly skilled, delivering the expertise our clients deserve."

INVESTING IN THE FUTURE

As a Lumi SKN franchisee, you'll begin building the brand's franchise network, delivering laser hair removal, aesthetic injections, and advanced skin treatments.

While prior experience in beauty or aesthetics is beneficial, it's not a requirement as the brand values individuals who are dedicated to learning and investing in their success. However, the ability to lead and inspire a team, along with a customer-centric mindset, is essential.

LUMI SKN CLINICS

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FINANCIAL SERVICES

Operating as a force for good

Social responsibility is a vital focus for Concept Claim Solutions, and one of the reasons behind the franchise's expansive success

Minimum required capital:

£15,000

Established in 2001, Concept Claim Solutions specialises in managing the aftermath of everyday disasters such as fires, floods, storms, and water damage. The brand aims to guide homeowners and commercial property owners through the complex insurance claims process. As part of this, franchisees oversee this entire process, from initial damage assessment to the successful completion of repairs, with the full support of a qualified head office team.



Concept Claim Solutions believes it has revolutionised building insurance claims management by setting new benchmarks to enhance the customer experience. It has also aimed to foster diversity in an industry that has often been male-dominated, by embracing a culture of inclusivity and championing initiatives that make a meaningful impact on society.

ETHICAL CORE VALUES

In 2024, Concept Claim Solutions received several industry accolades, including being declared 'Best Insurance Claims Management Service Provider' and receiving the 'Client Service Excellence Award' from Build Facilities Management Awards. It's these achievements which the franchise says reflect its focus on improving the customer journey while also creating a supportive environment for its 55 franchisees.

The brand's core values are designed to emphasise a customer-first approach, integrity, accountability, and inclusivity by promoting a culture of trust and collaboration, as well as ensuring that everyone feels valued and respected.

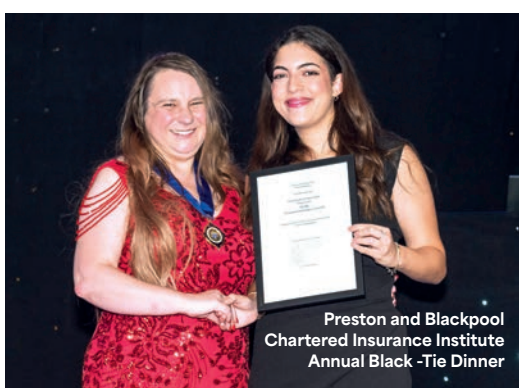
Social responsibility is also a fundamental pillar of Concept Claim Solutions' mission. The company supports Ivison, a charity dedicated to raising awareness and assisting families affected by County Lines and other forms of sexual and criminal child exploitation.

For example, Concept Claim Solutions has advocated for essential reform by supporting Ivison at the Child Exploitation Conferences held in London and Manchester. These events gather more than 160 professionals in fields such as policing, social services, and education sectors. The goal was to urgently raise awareness about County Lines and improve policies as well as enhance the responses of various government agencies.

FRANCHISE EXPANSION

Concept Claim Solutions franchise model promises potential franchisees ongoing support throughout the lifetime of their business. All franchisees have access to a dedicated team which assists with all aspects of the business, from understanding insurance and building works to contractor management and lead generation. This promotes growth, making it easier for newcomers to launch in the industry, while established franchisees can expand their business with ease.

Concept Claim Solutions operates on a home-based model, allowing franchisees to manage their time efficiently while benefitting from lower overhead costs than an office space would require.



Preston and Blackpool Chartered Insurance Institute Annual Black -Tie Dinner

FRANCHISE OVERVIEW

Established:
2005

Number of outlets:
55

Locations of units:
UK and Ireland

Total Investment:
£47,995 +VAT

FOR FURTHER INFORMATION

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BUSINESS & PROFESSIONAL SERVICES

Creating next-generation franchising

Minimum required capital:
£10,000
+VAT

Big changes are happening at activ Marketing. Katie Bullon, CEO at the franchise, explains



What motivates you to champion franchising as a model for business growth?
Katie: Franchising is an incredible yet often misunderstood way to scale businesses. Outside of the franchise industry, it's not always considered, with many 'mainstream' sectors overlooking its ability to drive sustainable and scalable growth. I'm passionate about educating those unfamiliar with franchising, showing how it bridges the gap between small business aspirations and the realities of achieving success. Franchising offers independence, real results, and a flexible path to growth for businesses of all sizes.

How does activ Marketing's franchise model help franchisees?
Our model helps marketing consultants grow their businesses effectively. From our Cardiff head office, we provide resources, comprehensive training, back-office support, and ongoing mentoring. Franchisees can choose from three models, whether they want to operate under the activ brand or their own. For example, Lou Eddy joined in May 2024 and saw her prospect enquiries increase by 300% within just two months. This success shows how our framework provides the tools, strategies, and support needed for measurable growth.

You've recently launched the Online Marketing Agency Franchise (OMAF). What impact has it had so far?
OMAF has been revolutionary. It's a fully digital, location-independent franchise, ideal for those seeking flexibility without limiting growth potential. Unlike traditional models, OMAF allows franchisees to operate nationally or beyond local markets while maintaining their brand identity. Its launch brought in several new franchisees in just four weeks, highlighting the demand for such a modern and future-ready approach.

What investments have you made to support franchisee success?
We've heavily invested in a bespoke Accelerator Programme combining tailored training, expert coaching, and premium resources. Professionally filmed by an award-winning production company, our training content is engaging, practical, and accessible anytime. Having been an activ franchisee myself once, I understand the challenges firsthand and focus on providing actionable, relevant solutions that go far beyond generic training.

Any other developments?
To enhance franchisee support, we've hired a dedicated Customer Success Manager and completed a full operational review. These steps streamline processes, improve profitability, and strengthen the foundation for franchisee success across all our models.

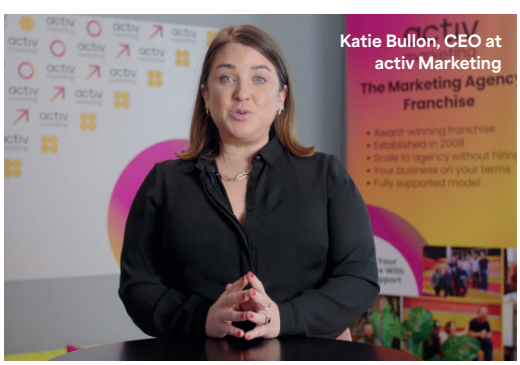
What's next for activ Marketing?
I'm thrilled to have been named Chair of the Wales Region EWiF Group from 2025. I hope to inspire more women to embrace franchising's independence, growth, and flexibility.

FRANCHISE OVERVIEW

Established:
2008

Number of outlets:
17

Total Investment:
£10,000-£25,000



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CARE SERVICES

Why invest in a home care franchise?

Minimum required capital:
£37,500
+VAT

Growing demand, customer preference, and stability are the top reasons to invest in care in 2025, according to Caremark



Are you looking for a stable, long-term investment opportunity? The home care sector is experiencing steady growth, which could make it a smart investment in 2025. Here's why this thriving sector should be on your radar:

CHANGING DEMOGRAPHICS

The global population is aging rapidly, with one-in-six people expected to be aged 60 or over by 2030, according to the World Health Organization. This increase creates a sustained demand for home care services as more seniors choose to age at home. The growing need for in-home care is not expected to be a temporary trend which suggests franchisees may benefit long term from steady demand and reliable returns.

> **"Caremark's top businesses turnover between £3 million and £10 million per annum while delivering services"**

A PREFERRED OPTION

Home care is increasingly seen as a cost-effective solution compared to care homes or assisted living facilities. It allows customers to receive personalised care in the comfort of their own homes while saving on the higher costs associated with institutional care. As the government and healthcare providers look to reduce costs, home care is becoming the go-to solution.

ECONOMIC RESILIENCE

The home care industry has proven to be recession-resilient, even during economic downturns. For example, 74% of home care providers saw customer demand increase at the end of 2022, according to the Homecare Association. It reflects the need for healthcare to remain constant regardless of broader market conditions, which suggests the sector could be a safer, long-term investment compared to more volatile sectors.

WHY CAREMARK?

While helping people is paramount, people who invest in a care franchise also need to see excellent financial return. In fact, Caremark's top businesses turnover between £3 million and £10 million per annum.

So far, 143 entrepreneurs have started a Caremark business. The franchise currently serves more than 8,000 customers, with franchisees using the brand's business model, support, and access to a growing market of customers who need quality care. Caremark is currently looking to expand its network further, with franchise opportunities available across the UK.



FRANCHISE OVERVIEW

Established: 2005

Number of outlets: 143

Locations of units: UK and Ireland

Total Investment: £118,000

FOR FURTHER INFORMATION

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FOOD AND DRINK

Bringing health to global fast food

Having established a firm franchise network in France, Eat Salad® is seeking master franchisees to take its customisable salad concept international

Minimum CAPEX per unit:

€300,000+



Founded in 2013 by brothers Antoine and Joseph Barat in Bordeaux, France, Eat Salad® emerged as a fast-casual dining concept focusing on fresh, customisable salads.

The inspiration for the concept came after Antoine experienced the salad bars popular in the United States. The brothers adapted the idea to suit the French market, creating an offering that appeals to local tastes while maintaining an efficient, scalable business model.

Initially, the focus was on building a successful pilot store, but after seeing immediate traction, the brothers quickly turned their attention to franchising. By 2015, the brand began offering franchise opportunities, and Eat Salad® now operates more than 80 locations across France.

The brand believes its rapid growth is fueled by its focus on offering healthy, convenient meals at affordable prices, making it a favourite for busy professionals and health-conscious consumers alike.

CURRENT PROGRESS

As of 2023, Eat Salad® has solidified its place as a leader in the French fast-casual dining sector. Its product offering, built around fresh ingredients and customisable options, allows customers to create personalised salads from a selection of 38 ingredients, 10 bases, and 10 sauces. This flexibility has made it a popular choice for health-conscious diners.

The brand has also made strategic moves into the travel retail sector, with locations in airports and train stations across France. This marks a significant expansion for Eat Salad®, catering to a new customer base of travellers and commuters. As the brand continues to grow, its commitment to sustainability and local sourcing remains at the core of its operations, helping to differentiate it in a competitive market.

BEHIND THE BRAND

Eat Salad® aims to centre its brand around quality, innovation, and customer satisfaction. The brand's menu is designed to cater to a wide variety of dietary requirements, including vegetarian, vegan, and gluten-free options. Customers can choose from a range of ingredients, including fresh vegetables, proteins, grains, and sauces, to create meals tailored to their tastes.

Beyond the food, Eat Salad® places a strong emphasis on sustainability. The company is dedicated to minimising its environmental impact by using eco-friendly packaging and sourcing ingredients locally wherever possible. This approach has resonated with its customer base, which increasingly values responsible business practices.

WHY INVEST?

Franchisees who invest in Eat Salad® will gain access to the brand's established business operations as

well as benefit from the Eat School® training programme. This support provides all the tools needed to run successful operations, from daily management to long-term strategic planning. Additionally, Eat Salad® provides ongoing support in areas such as marketing, customer service, and operations.

The financial performance of Eat Salad® locations is another key selling point for prospective franchisees. On average, stores located in retail parks generate over €900,000 in annual revenue.

MASTER FRANCHISEES

Eat Salad® is seeking master franchisees to help grow the brand in new markets as part of its international expansion. Master franchisees will have the exclusive right to develop the Eat Salad® brand in their chosen country or region, with the responsibility of opening their own stores while also sub-franchising.

Ideal master franchisees are experienced business leaders with a strong understanding of their local markets and a dedication to growing a multi-unit business. Eat Salad® will provide support, including operational training, marketing strategies, and assistance with supply chain management. By partnering with local entrepreneurs, Eat Salad® aims to replicate its success in France with new markets across the world.

EAT SALAD® IN ACTION: YANN CALVEZ

Yann Calvez, Eat Salad® franchisee, has successfully opened three restaurants under the brand in Brest, France. He's achieved this expansion in less than four years.

"My journey with Eat Salad® began with the opening of my first restaurant in June 2020, followed by the second in March 2022, and now my third one in June 2024," he says.

"What started as an ambitious venture quickly turned into an extraordinary adventure. The success of my first restaurant exceeded all expectations, which gave me the confidence to open a second one."

Once established, the second location was also quick to garner success which encourage Yann to expand even further.

"The secret to my success has been the strength of the Eat Salad® concept and the quality of the business model," says Yann. "The brand is built on a solid foundation of healthy, customisable meals that customers love, and as a franchisee, I've been able to rely on the brand's proven processes to ensure every aspect of my business runs smoothly"

He's confident that the Eat Salad® business model will lead to further success, having seen it in action.

"With Eat Salad®, I've found not just a business, but a path to success. By following the franchise's processes and maintaining high standards, I feel assured of the continued growth and prosperity of my restaurants," he says.

"I wholeheartedly recommend this adventure to anyone looking to build a thriving business while being part of a brand of the future. Eat Salad® has given me the opportunity to enrich myself, both professionally and personally, and I believe it can do the same for others who are passionate about delivering high-quality food and service."



EatSalad
Fresh & Creative

FRANCHISE OVERVIEW

Established:
2013

Number of outlets:
90+

Locations of units:
France and Spain

GROWTH POTENTIAL

The fast-casual dining sector is expected to continue its global expansion. The global fast casual restaurant market is expected to grow at a CAGR of 10.6% between 2021 and 2028, according to World Metrics. Eat Salad® has positioned itself to capitalise on this incline, having laid a strong foundation in France and constructed ambitious plans for international growth.

Starting in 2024, Eat Salad® has launched its first international location in Spain. The franchise's long-term goal is to operate 450 locations in France and 300 international locations by 2030.

This international growth strategy creates an opportunity for investors and master franchisees looking to partner with a well-established brand in the fast-casual sector.

RECENT DEVELOPMENTS

Eat Salad® aims to innovate and improve its customer experience ongoingly. Recent initiatives include the introduction of self-service kiosks, allowing customers to place orders quickly and conveniently. Additionally, the franchise has launched a digital loyalty programme called "Le Club by Eat Salad®" which is designed to reward repeat customers and drive engagement.

Seasonal menu items, such as soups, gazpachos, and gourmet desserts, have also been introduced to keep the menu fresh and exciting for customers. These changes reflect Eat Salad®'s aim to stay ahead of industry trends and meet evolving customer needs.

FOR FURTHER INFORMATION

Contact: **international@eatsalad.com**

Web: **eatsalad.com**

Alessandro and Victor Daher's remarkable life journey - from escaping danger in South America to achieving global franchise success - highlights the inspiring impact of family influence when it comes to shaping business futures

Father to Son: how a family legacy created a franchise powerhouse



Alessandro Daher

Alessandro, an entrepreneurial franchise owner in South America, faced threats to his life, prompting his move to America with his son. His journey inspired Victor's global franchising success.

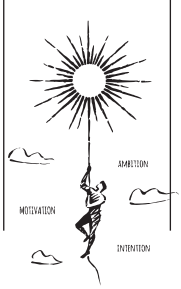
As a father, few moments are as surreal and pride-inducing as watching your son grow into an accomplished franchise expert, leading the expansion of a Top 500 franchise in the United States. Victor, my son, was immersed in my business from a young age, cultivating the work ethic essential for success in both Brazil and the USA.

In Brazil, I identified a significant opportunity within the burgeoning economy and franchise industry. Affordable cleaning services and accessible franchise opportunities were scarce, with the market dominated by giants like McDonald's, Pizza Hut, and Subway. With Maid for You, I introduced an investment opportunity with a remarkably low entry point yet substantial potential for profitability. The most rewarding aspect of my work has been enabling hard-working Brazilians, many of whom had never owned a business, to succeed and build legacies for their families. This continues to drive me daily.

It was economic instability and increasing violence in our hometown that drove us to emigrate to Florida – I was determined to provide my son with a safer environment and greater opportunities. While Brazil and the USA differ in culture, regulations, and business practices, the fundamentals of managing daily operations and overcoming challenges remain surprisingly similar.

"Seeing my son grow into a top franchise expert has been my proudest achievement"

From a young age, I ensured Victor grasped the basics of business management. After earning his degree from Florida State University, he joined me in managing the daily operations of the business. However, after a year, it was clear that it was time for him to forge his own path in the franchising world. Seeing how far he has come in the past decade fills me with immense pride. His achievements and the brands he has helped grow are a testament to his dedication and expertise, making me a proud father every day.





Victor Daher

Inspired by his father's entrepreneurial journey, Victor embodies the American dream, leveraging his multilingual skills to help other immigrants succeed, and driving growth as VP of Franchise Development at Batteries Plus.

My father has always been my role model. The work ethic and success I've achieved wouldn't have been possible without his unwavering love, support, and guidance throughout my childhood and young adult years.

As an only child, I was deeply influenced by everything my father did, especially his journey from a small business owner to a franchisor. Watching him work tirelessly to impact the lives of countless entrepreneurs through his franchise brand sparked my early passion for franchising.

"Franchising has been the key to fulfilling countless dreams, including my own."

The USA is a melting pot of immigrants from diverse backgrounds and cultures. Being a multilingual immigrant myself, I have the unique ability to connect and build strong relationships with candidates from various countries, cultures, and backgrounds. This cultural insight allows me to understand their goals and aspirations better, ensuring they align with what we aim to achieve at Batteries Plus.

A popular method of domestic expansion is awarding franchise licences through the E-2 or EB-5 investor visa programmes. My trilingual skills enable me to communicate effectively with E-2 and EB-5 candidates, helping them pursue their American dream through our Batteries Plus franchise model. There's nothing more rewarding than awarding a franchise to one of these candidates and witnessing them succeed and build the life they've always wanted.

While the future is unpredictable, I am confident that franchising and entrepreneurship will continue to play a significant role in it. My father and I have often discussed the possibility of bringing his Brazilian franchise model to the United States. However, for now, my focus remains firmly on the mission at hand — leading Batteries Plus into unprecedented growth and ensuring the brand's continued success for many years to come.

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"OUR PURPOSE IS TO MAKE OUR REGION THE GO-TO PLACE FOR BUSINESS"

-Jon Asquith
ActionCOACH Franchise Partner

Imagine if you could change the lives of the business owners in your community while also earning £1.2 million per year.

That's the reality for ActionCOACH Sheffield franchise owner Jon Asquith who has become the cornerstone of his community while also achieving the lifestyle he always dreamed of.

"I've lived and worked in Sheffield all my life – it has its own ecosystem which is very important to me, a special personality and sense of humour I love. That's why our sole purpose at ActionCOACH Sheffield is to help our region become the go-to place for business."

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- A model that's transformed the lives of 200+ franchise partners
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- A coaching system guaranteeing success for your clients and yourself
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2013 - 2024

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