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FRANCHISING'S YOUNG POWER PLAYERS

BRAD SUGARS

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Financing your dream

Welcome to this issue of *What Franchise*, where we shine a spotlight on one of the most important parts of any franchise journey: finance. Whether you're just starting out or looking to expand, getting the numbers right is the key to building a sustainable business.

On page 28, we've gathered expert financial advice to help you get your franchise dream off the ground, from funding options to practical tips on planning for growth. If you're looking for inspiration to kickstart your franchise portfolio, or simply quit the rat race and start working for yourself, but not *by yourself*, don't miss our power list of 40 low-cost franchise opportunities starting on page 15 – living proof that you don't need a huge upfront investment to begin your journey in franchising. And for those keen to get a head start, we explore why buying a proven resale, rather than starting a franchise from scratch, could be your fast track to profit on page 35.

This issue also looks ahead to *Retail's Best Convenience, Food & Franchise* taking place in November, which promises to be a new highlight in the calendar and an event we're proud to support. Starting on page 62, we investigate the exciting opportunities emerging in convenience retail franchising, speaking with some of the sector's leading voices about where the growth lies and what investors should be paying attention to. As you see from the stories, franchising can be a pathway to profit in a sector looking to adapt to rapidly-changing consumer needs.

As always, we bring you inspiring stories from across the franchise world. The Walking CEO, Amrit Dhaliwal, head of Walfinch, shares how he leads his team through times of crisis on page 12 – a timely reminder of the power of resilient leadership. On page 9, Platinum Wave's founder Suzie McCafferty makes a compelling case for why younger investors should see franchising as a serious route into entrepreneurship. And on page 57, we've profiled three remarkable franchisees who've turned passion into profit, showing the very best of what this business model can deliver.

No matter what stage you're at – exploring, investing, or expanding – finance underpins every decision you make. My hope is that this issue leaves you better informed, more confident, and inspired by the many different paths franchising can offer.

Happy reading, and here's to your success!

Charlotte Smith

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DEC 2025

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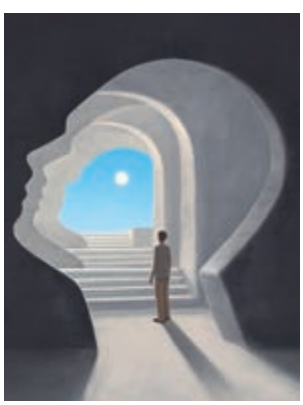
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Learn

What Franchise

USEFUL RESOURCES

Get inspired with the latest business books, upcoming events and free courses

By CHARLOTTE SMITH



The Unexpected CEO

Shirin Behzadi

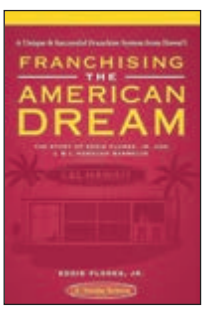
From fleeing Iran as a teenager with nothing but a suitcase to leading a billion-dollar franchise empire, Shirin Behzadi's story is as gripping as it is inspiring. *The Unexpected CEO* chronicles her journey from a Los Angeles gas station to the helm of Home Franchise Concepts, where she expanded to 1,700 territories and achieved a nine-figure exit. Behzadi blends memoir and business playbook, sharing lessons on resilience, leadership, and strategic growth forged through poverty, illness, and upheaval. Her systems-thinking approach to franchising makes this a powerful read for entrepreneurs seeking purpose beyond profit.



Different: How the Power of Different and AI Can Amplify Your Brand

Varsha Amin

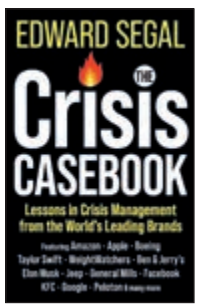
Varsha Amin's *Different* is a bold manifesto for anyone who has ever felt underestimated. Blending personal storytelling, brand strategy, and practical AI insights, Amin shows how individuality isn't a weakness but the key to influence. From her own journey with dyslexia to advising tech giants like Apple and Microsoft, she proves that authenticity drives success. Packed with real examples and actionable tools, *Different* empowers readers to harness AI and personal branding to transform invisibility into impact. A timely, inspiring read for leaders, creatives, and underrepresented voices ready to stand out.



Franchising the American Dream

Eddie Flores, Jr.

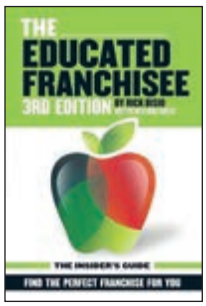
Eddie Flores, Jr.'s *Franchising the American Dream* is equal parts memoir and business guide, sharing how he grew his restaurant franchise L&L Hawaiian Barbecue from a single Hawaii drive-in he bought for his mother into a thriving 230-location franchise across the USA and Japan. Flores writes with warmth and candour about his immigrant journey, the risks he took, and the unconventional choices he made that put franchisees first. His story is both inspiring and practical, offering encouragement and real-world lessons for anyone chasing their own version of the American dream – a concept that can be embraced by entrepreneurs with vision in the UK too.



The Crisis Casebook

Edward Segal

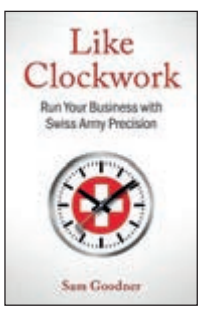
Edward Segal's *The Crisis Casebook* is a smart, timely guide to navigating the unpredictable world of PR disasters. Backed by endorsements from former White House Press Secretary Mike McCurry and columnist Eleanor Clift, Segal draws on decades of experience with brands like Ford, Humana, and Ogilvy PR to unpack real-world crises and the lessons behind them. From social media firestorms to botched apologies, he reveals what companies must do – and avoid – to protect their reputation and future. Packed with practical strategies and cautionary tales, this book is essential reading for leaders everywhere, including UK businesses facing up to today's volatile online media landscape.



The Educated Franchisee

Rick Bisio, Mike Kohler, and Jennifer Gehlhar

The Educated Franchisee is an easy-to-follow, practical guide for anyone considering franchise ownership. Instead of drowning readers in jargon, it lays out a clear, step-by-step process for finding a business that truly fits your lifestyle, goals, and values. The authors share real-world insights on evaluating opportunities, avoiding costly mistakes, and asking the right questions before you commit. Whether you're leaving corporate life or starting fresh, this book makes the complex world of franchising feel approachable – and its smart strategies apply just as well to aspiring franchise owners in the UK.

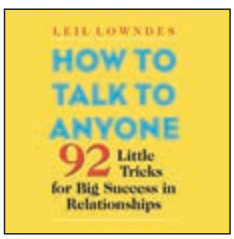


Like Clockwork

Sam Goodner

In *Like Clockwork*, serial entrepreneur and former Swiss Army officer Sam Goodner shows how to replace

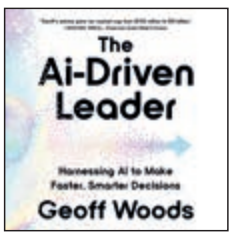
chaos with precision and build a business that thrives long after its founder steps back. Drawing on lessons from leading multi-million-dollar companies and his service in the elite Swiss Mountain Grenadiers, Goodner shares practical strategies for creating systems, motivating teams, and scaling with discipline. His military insights translate into clear, actionable principles that any leader can apply. Whether you're an entrepreneur or a manager, this book is a smart, engaging guide to running a company that operates with Swiss-watch reliability year after year.



How to Talk to Anyone: 92 Little Tips for Big Success in Relationships

Leil Lowndes

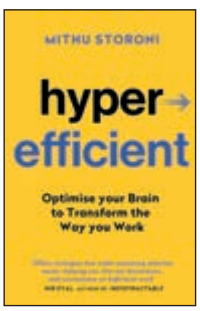
Leil Lowndes delivers a lively, practical guide to mastering the art of conversation in *How to Talk to Anyone*. Packed with 92 clever techniques, the book takes you from making a dazzling first impression to building deep connections in business, social, and romantic settings. With memorable tips like "Rubberneck the Room" and "Come Hither Hands," Lowndes makes people skills fun and easy to remember. Whether you want to network with confidence, charm a room, or simply feel less awkward in social and networking situations, this audiobook offers research-backed strategies and entertaining advice for turning small talk into big success in every area of life.



The AI-Driven Leader: Harnessing AI to Make Faster, Smarter Decisions

Geoff Woods

Geoff Woods cuts through the hype and confusion around artificial intelligence in *The AI-Driven Leader*, showing us how we can use AI to make faster, smarter decisions. Blending real-world examples with practical prompts, Woods explains how to escape day-to-day firefighting, turn data into decisions, and unlock 10x productivity across teams. Each chapter offers actionable steps to help leaders adopt AI quickly and strategically, even with limited time or technical knowledge. Insightful and highly accessible, this audiobook is a must for business owners and executives ready to harness AI's power to stay competitive and future-proof their organisations.



Hyperefficient: Simple Methods to Optimise Your Brain and Transform the Way You Work

Dr. Mithu Storoni

Neuroscientist and physician Dr. Mithu Storoni delivers a science-backed blueprint for peak mental performance in *Hyperefficient*. Rather than forcing our brains to match outdated work rhythms, Storoni shows us how to align tasks with our natural cognitive "gears" to boost focus, creativity, and problem-solving. Drawing on cutting-edge research, she offers practical strategies to sharpen attention, spark ideas, and sustain energy throughout the day. Winner of the *2025 Business Book of the Year*, this smart and engaging guide helps readers rewire how they work, whether to overcome fatigue, think more clearly, or simply to get more done.



KIND

Graham Allcott

Another category winner of the *2025 Business Book Awards*, *KIND* by Graham Allcott makes a compelling case that showing kindness isn't a weakness – it's a strategic advantage in business as well as in life itself. Drawing on his background in psychology, neuroscience, and management research, Allcott shows how empathy and trust create psychological safety, which in turn fuels creativity, sharper decision-making, and stronger employee loyalty. Far from fluffy, kindness emerges as a 21st-century leadership superpower. With practical tips and the "Eight Principles of Kindfulness at Work," this insightful guide helps leaders to build meaningful work cultures where people thrive, and most importantly, proves that profitability and compassion can grow hand in hand.

GRO Retail

Experts from John Lewis, NatWest, JLL, Savills and Matalan headline GRO Retail's Autumn Event on 30th September – 1st October at London's Old Billingsgate Market. Joining speakers from Pandora, Miniso, GAIL's Bakery and the BFA, they will connect with 2,000+ retail, franchise and property leaders to spark deals and share market insights.

EVENTS, TOOLS & COURSES

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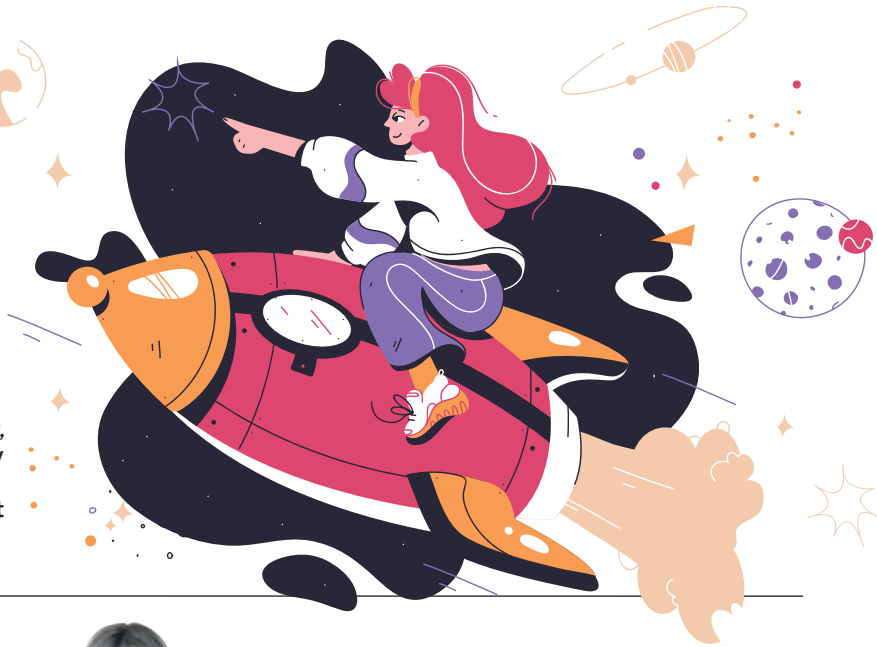
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Franchising's young power players

Every generation brings new energy - and right now, young entrepreneurs have an incredible opportunity to shape their future through franchising, says Suzie McCafferty. If you dream of being your own boss but feel unsure where to start, franchising is for you!



Full disclosure, I love franchising. I franchised my own business when I was 23 and built it into a network of 70 outlets across six countries. One of those countries was the Dominican Republic. However, while I still have the sunglasses, they aren't rose-tinted tinted – there's a lot I could have done better and a lot I didn't know at the time. Now, let's fast-forward to some years later... Having helped sell hundreds of franchises, I'll try to give you an unbiased view on the opportunities for young people in franchising as I see them.

Starting a business from scratch can feel overwhelming. From creating a brand to building systems and figuring out marketing, it's a lot. Franchising removes so many of those barriers because the hard work of developing the model has already been done. Instead, you step into a business that's tried, tested and proven, with training, systems and a support network from day one.

It's the best of both worlds: the independence of running your own business combined with the reassurance that you're not alone. You're part of a community that wants you to succeed – and that makes a huge difference when you're starting out.

And the news gets better: according to the brilliant 2024 British Franchise Journal written by the BFA and franchise stalwarts NiC Services, 89% of UK franchise units are profitable, with an average annual turnover of £386,000. That kind of performance would be the envy of most start-ups. It's no wonder the franchise industry now contributes around £19 billion a year to the UK economy.

Of course, it's natural to worry about the challenges. The three I hear most often from young people are lack of funding, lack of experience and lack of confidence. Well, ta-da – with franchising, every single one of these can be overcome.

Funding: One of the biggest misconceptions is that you need huge amounts of personal capital to get started. The reality? Many banks actively support franchise businesses because they recognise the lower risk compared to independent start-ups. There are even government-backed schemes designed to help young entrepreneurs that could cover the lion's share of your total startup costs – depending on what franchises you are looking at of course.

Experience: You don't need years of business management under your belt to thrive in franchising. (In fact, strictly between you and me, some franchisors much prefer it when you don't – there's less chance of you having developed bad habits...). A good franchisor will give you comprehensive training – not just at the start, but ongoing. From marketing and sales to customer service and financial management, you'll learn everything you need. Plus, you've got the whole network to lean on – people who've been where you are and want to share what works.

Confidence: This is the big one, and I understand it completely. Taking that first step can feel daunting. But confidence grows with knowledge, and franchising is built on that principle: learn, apply and grow with support. Here's something you ought to find extremely reassuring – the commercial failure rate for UK franchises is just 0.5%, one of the lowest in business. That safety net matters when you're starting out.

Time and again, I've seen young people come into franchising and achieve incredible things – building businesses, becoming employers themselves, and earning the lifestyle they dreamed of. Most would quietly admit that they wouldn't have achieved the success they have without franchising. Hand on heart, seeing so many lives change for the better – both franchisors and franchisees – is the ultimate reward I get from 17 years of helping people in franchising through Platinum Wave.

Franchising is ready for a new generation of leaders. Why shouldn't that be you?



Suzie McCafferty

After starting her own franchise network in her 20s and growing it internationally, Suzie McCafferty has spent nearly two decades helping others succeed in franchising as the Founder and CEO of the multi-award-winning consultancy Platinum Wave - making her uniquely placed to inspire the next generation of franchise leaders.

> **"You're part of a community that wants you to succeed - and that makes a huge difference when you're starting out"**

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Jason Priestley & Naomi Lowde-Priestley

The Hollywood couple bring star power and purpose to franchising with the launch of their Studio Pilates in Sylvan Park, Nashville



For Jason Priestley, star of 90s hit show Beverly Hills 90210, and his wife Naomi, former Hollywood make-up artist, a shared passion for Pilates led them to launch a Studio Pilates studio. "We've always believed in the power of movement to transform lives – especially after personal experiences with back injuries," explains Naomi. "Jason broke his back in an accident in 2002, and I've dealt with my own ongoing back issues too. Stepping into entrepreneurship gave us both the freedom to build something meaningful, on our own terms."

Co-founder and CEO Jade Winter adds, "It's incredibly special to welcome Naomi and Jason to the Studio Pilates International family. They are the type of franchisees who raise the bar, and I know they're going to inspire others, both future clients and future franchise partners."

Why open a Studio Pilates International in Nashville?
Jason: We fell in love with the method – it's efficient, results-driven, and accessible to all levels. It's Pilates for everyone!

Nashville felt like the perfect fit: vibrant, growing, and we wanted something to root us as here. The timing aligned with our desire to build something meaningful that merges fitness, community, and lifestyle.

How did your experiences with Studio Pilates International win you over?
Naomi: The workout is next level – scientifically backed, incredibly structured, and accessible without sacrificing challenge. But what truly won us over was the vibe: warm, empowering, and globally consistent. You walk in and feel supported from day one, whether you're a beginner or a fitness pro.

What's it like going into business as a couple?
Jason: I just turn up for classes and let Naomi do the rest!
Naomi: Ha! Not true – but close. In all seriousness, it's been a wild but rewarding ride. We've learned how to divide and conquer based on our strengths. There's definitely a learning curve when your personal and professional lives overlap, but we've found our rhythm. We check in often, support each other's blind spots, and have a shared vision that keeps us aligned – even when things get chaotic.

What do you each bring to the business that the other doesn't?
Naomi: I'm definitely the worrier – I'm always thinking 10 steps ahead, checking details, and making sure we're prepared for every scenario. I bring the energy and creative hustle, and Jason brings the grounded presence that keeps us moving forward with clarity.
Jason: I try to be a little more steady in my view of the business. Together, we balance each other out.

What surprised you most about the franchising world?
Naomi: "We were genuinely surprised by how much support and structure there is. It's not just about opening a business – it's about joining a community with proven systems, mentorship, and a shared mission. You're never alone. One of the best parts has been connecting with other Studio Pilates franchisees – fellow business owners who get it, who've been through it, and who are always willing to offer advice or encouragement. It truly feels like a team.

QUICK-FIRE QUESTIONS

Biggest business pet peeve?
Jason: Unnecessary meetings

Dream client?
Naomi: Someone who's never done Pilates and leaves obsessed

Most-used phrase?
Naomi: Let's pull out the calendar

Reformer workout soundtrack that never fails?
Jason: A throwback 90s remix, clearly!

SIX IDEAS.

Amrit Dhaliwal

The Walking CEO sets out how dynamic leaders act in a crisis

Amrit Dhaliwal is the CEO and founder of Walfinch. Voted number two on the Social Care Top 30 list, as well as named 'CEO One to Watch,' he has earned a strong reputation as an industry innovator. Walfinch gained recognition on the 2024 UK Fast Growth Index, placing it among the top 350 businesses out of 5.6 million nationwide and was also awarded Emerging Franchise of the Year in the Elite Franchise Top 100.

Amrit is the only former home care franchisee to become a home care franchisor in the UK. He is also an official Business Ambassador of the Royal Osteoporosis Society, using his influence at the forefront of the Home Care Revolution to transform the industry.

1 PANIC IS CONTAGIOUS

Every business faces tough times. A key client pulls out. Costs spiral. A crisis hits, and suddenly, everything feels uncertain. Especially within the care industry, crises don't only put businesses at risk – they put people's lives at risk.

But it's not the crisis that defines your success – it's how you handle it. Your team looks to you. If you panic, they panic. If you stay steady, they stay steady. Take a breath, assess the situation, and focus on solutions. Don't rock the boat with your own emotions – step up, be the captain, and help your crew sail out of the storm.

2 ACT FAST BUT DON'T RUSH

Indecision kills momentum. Gather key facts, develop a plan, and act. The longer you wait, the harder it gets. Waiting too long can lead to feelings of abandonment within your team – that you're leaving it to them to clear up the mess.

By the same token, rushing to a solution without even knowing whether it will work can be a detrimental waste of time and resources. If you're going to solve a problem, commit to solving it. Cutting corners doesn't do anyone any favours.

You wouldn't put a plaster over a gunshot wound and call it a day, would you?

3 CUT THE NOISE AND FOCUS

It may, at some points, feel like the world is ending. Spoiler: it isn't. Once you cut through the noise, you can focus on what truly needs your attention.

Remember, not everything is urgent. Prioritise the biggest threats and tackle them first. Ask yourself, what's the one thing that will make the biggest impact right now? What can I delegate to my team to keep the ball rolling? Then *do it*.

4 RIGID PLANS BREAK

Some leaders plan, plan, and plan – producing a highly detailed operational process which (assuming nothing ever veers off-course) will help them to thrive. But the truth is, rigid plans break – and, in business, nothing every goes as planned.

The best thing you can do is develop your adaptability. If your plan doesn't work, pivot. The best businesses thrive by evolving, not just stubbornly sticking to Plan A. I'm a big believer in 'prolific, not perfect'.

5 CRISIS CREATES OPPORTUNITY

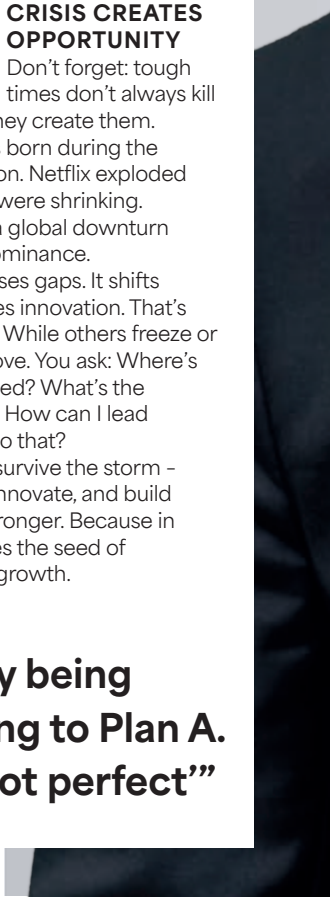
Don't forget: tough times don't always kill great ideas, they create them.

Airbnb was born during the 2008 recession. Netflix exploded when others were shrinking. Uber turned a global downturn into global dominance.

Crisis exposes gaps. It shifts habits. It forces innovation. That's your window. While others freeze or panic, you move. You ask: Where's the unmet need? What's the smarter way? How can I lead my business to that?

Don't just survive the storm – ride it. Pivot, innovate, and build something stronger. Because in every crisis lies the seed of your biggest growth.

"The best businesses thrive by being evolving, not stubbonly sticking to Plan A. I'm a big believer in 'prolific, not perfect'"





COMMUNICATE CLEARLY

6

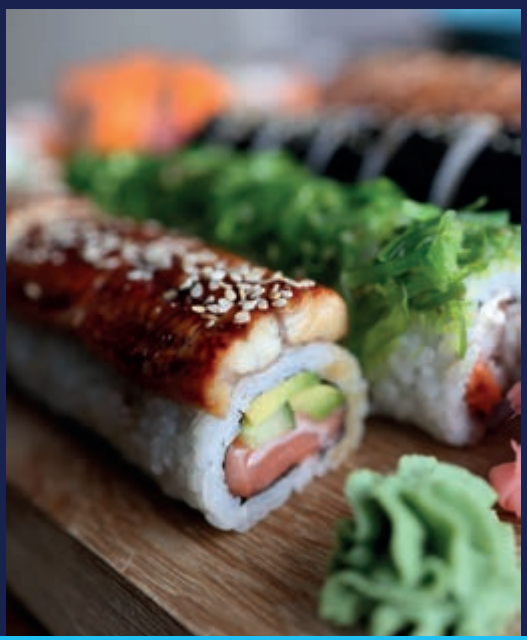
Uncertainty breeds fear, so keep your team informed. Be honest about the situation, the challenges and obstacles, but also be hopeful. Trust your own judgement, and they will trust it too. Demonstrate to them that you're in it together. A strong leader provides clarity when others are lost. Much of this comes down to how you communicate. Are your team members more of a sit-down and discuss kind of group? Do they need the solutions written down on paper? Understand how they communicate and speak their language. Nothing says dependable like a leader willing to work with you on your level.

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What Franchise

40 attractive & affordable investments

Outstanding low-cost franchise opportunities offering high returns

Get Ahead UK

MIN INVESTMENT £8,000

Get Ahead is a UK-wide virtual agency offering admin and marketing support to businesses of all sizes. As a franchise partner, you'll build client relationships, assemble expert virtual teams, oversee projects, and scale your business with full support. Franchise opportunities are currently available nationwide.

Boogie Tots

MIN INVESTMENT £7,997

Boogie Tots offers dance classes for young children in community spaces, schools, nurseries, events, parties and themed workshops. The franchise provides full training, marketing support and resources, giving franchisees everything they need to launch and grow their own vibrant, family-focused business.



Musical Moments

MIN INVESTMENT £7,000

This lifestyle franchise brings live, interactive music sessions to care homes and community groups for older adults and those living with dementia or other cognitive disabilities. With 16 franchisees already onboard and plans to grow to 25 within a year, the brand seeks musicians eager to make a meaningful impact.

Dish'd

MIN INVESTMENT £10,000

Dish'd gives franchisees the chance to turn underused kitchens into high-performing food hubs with an exciting portfolio of trend-driven virtual brands. Partners tap into expert support, proven menus and smart marketing to create new revenue streams, without the cost of launching a restaurant from scratch.

NLP4Kids

MIN INVESTMENT £10,000

NLP4Kids is a low-overhead, high-impact franchise helping children and teens build mental health and emotional resilience. Franchisees receive expert NLP and hypnotherapy training, a proven child-safe model, and strong marketing and mentoring support. The brand aims to triple its UK network within 18 months, targeting areas of high demand.

El Recreo Spanish

MIN INVESTMENT £5,750

On a mission to become the UK's leading Spanish language and culture experience for children and families, the brand plans to grow to more than 20 franchise locations within three years, expanding its presence in schools, nurseries, and community hubs, and developing online resources for bilingual families worldwide.

89%

OF FRANCHISE UNITS ARE PROFITABLE

The UK franchise sector currently consists of **1,009 franchise** *systems, up* **7.9%** *from 935 in 2018*

50%

OF FRANCHISEES WORK FROM HOME

WHAT COUNTS AS LOW-COST?

A true low-cost franchise typically requires an initial investment of £3000 to £10,000, covering training, equipment, and launch support. These businesses avoid costly premises and stock, making them faster to start and easier to scale. Popular models include home-based services, mobile operations, and lean management franchises with minimal overheads, with many offering great returns on investment.

GoCruise & Travel
MIN INVESTMENT £13,000

GoCruise & Travel is a cruise and holiday franchise that empowers entrepreneurs to run their own travel business with the backing of Fred Olsen Travel. Franchisees enjoy expert training, ongoing support, trusted industry partnerships, and the flexibility to set their own goals while creating unforgettable, tailor-made holiday experiences for their customers.

Let Correct
MIN INVESTMENT £5,000

In just 18 months, the Let Correct network has grown to 14 franchise branches, with plans to reach 25 within a year and 75 in three years. The lettings franchise brand seeks passionate, customer-focused partners – whether from property or other sectors – who share its commitment to providing outstanding service and pursuing ambitious growth.

Metro Plumb
MIN INVESTMENT £17,000

Metro Plumb offers a low-cost, high-potential franchise for qualified plumbers ready to grow beyond sole trading. Franchisees gain national branding, full back-office support, and industry-leading systems, aiming for £150k+ turnover per engineer in Y1 and the potential to scale into a profitable multi-van operation.

£19.1

BILLION IS THE FIGURE FRANCHISING CONTRIBUTES TO THE UK ECONOMY, A RISE OF 12% SINCE 2018

Spaghetti Maths
MIN INVESTMENT £2,000

Spaghetti Maths delivers fun, interactive maths clubs that inspire children to love the subject and rethink what maths can be. With a proven franchise model and supportive network, the brand is looking for enthusiastic individuals ready to bring creativity and confidence to children in their local area, while building a rewarding business of their own.

Petpals
MIN INVESTMENT £12,500

This long-established pet care franchise offers nearly 25 years of trusted services, including dog walking, pet sitting, and home boarding. With comprehensive training and ongoing support, the brand is seeking passionate, business-minded franchisees to join its steady UK expansion in delivering exceptional, welfare-focused pet care.

More Than Learning Ltd
MIN INVESTMENT £7,500

More Than Learning is set to welcome its first two franchisees. Ideal partners will be passionate about inspiring students to love learning, helping them grow in confidence, and unlocking natural abilities. This is a rewarding opportunity to make a real difference in children's education and personal development.



AIMS Accountants for Business

AIMS Accountants for Business

"With AIMS, you can prioritise your work around what is important to you"

- Gary Robinson, CEO

MIN INVESTMENT £8,500

AIMS Accountants for Business has been supporting the UK's small business community for over 30 years and now has a network of over 200 qualified accountants nationwide. The franchise offers experienced accountants the chance to leave corporate life behind and build their own thriving practice with all the flexibility that entails, with an exceptionally low licence fee. Every franchisee benefits from tailored training, marketing, IT and practice management support, plus a dedicated support accountant to guide their growth. With a flat, informal structure and proven systems, most AIMS franchisees remain until retirement – testament to the model's long-term success.

ROOMS®

MIN INVESTMENT £12,000

A dynamic franchise opportunity for motivated individuals to build a successful property business, with partners gaining full training, marketing support, and proven systems to launch with confidence. Newly accredited by the British Franchise Association, ROOMS® provides a trusted route for ambitious entrepreneurs to thrive.

Kidslingo

MIN INVESTMENT £10,000

Kidslingo is a leading children's language franchise, teaching French and Spanish to ages 0-11 through songs, games and storytelling. Franchisees don't need experience – just a love of languages, children, and sharing the joy of learning – as they are enabled by comprehensive training, flexible packages and award-winning support.

Dot Kids Art Inspiration

MIN INVESTMENT £8,997

A multi-award-winning, innovative approach to art education, providing a proven business model, comprehensive training, start-up materials and ongoing support, with access to a ready-made curriculum and resources. The result is a simple, scalable way to launch and grow a rewarding business.

Essential Canine Life Skills Ltd

MIN INVESTMENT £2,750

This award-winning dog training franchise offers classes, home visits, puppy support, and a schools programme using therapy dogs to support mental health. Franchisees benefit from exclusive territories, full training, and a sliding monthly maintenance fee designed to support sustainable growth.

The average franchise unit turns over **£400,000**

82%

OF FRANCHISEES SAY THAT THEY ARE SATISFIED WITH THEIR FRANCHISOR

There are over **50.4K** *franchised units in the UK in 2025*

FUNDING A LOW-COST LAUNCH

Even modest investments need careful planning. Banks such as HSBC, Lloyds and NatWest, will often lend up to 70% of start-up costs for proven franchise brands. To secure finance – and stay on track – prepare a solid business plan with cash-flow forecasts, market research, and realistic profit projections. And make sure you do your homework before signing: speak to existing franchisees to check the returns as as good as promised.



People Building

MIN INVESTMENT £5,000

People Building is a purpose-driven franchise for aspiring coaches and NLP practitioners ready to turn their passion into a thriving business. With UK-wide expansion plans in place, franchisees receive full training in NLP, hypnotherapy, and coaching, plus proven business systems, marketing and mentoring support.

Little Voices

MIN INVESTMENT £16,799

A well-established performing arts franchise delivering LAMDA-based drama and singing lessons for children aged 4-18. Franchisees build confidence and nurture talent while growing a rewarding business, so need to be creative individuals driven to open multiple centres, develop school partnerships, and run holiday workshops.

LOW OVERHEADS

Leaflet Delivery UK

Join a proven 25-year franchise system delivering high-impact leaflet campaigns for major UK brands, with full head-office support, exclusive territories, and strong repeat business driving reliable six-figure earnings



Leaflet Delivery UK

Leaflet Delivery UK has spent a quarter of a century perfecting a business model that delivers for both franchisees and clients. As a Royal Mail Authorised Reseller, the company provides a trusted, high-impact marketing service used by some of the UK's biggest brands, including Domino's, KFC and Costa. Now, it's opening the door for ambitious entrepreneurs to join its next stage of growth.



Initial Investment: £16, 995

Established: 2001

Number of franchises: 14

Contact: Andrew Wareing at andrew@leafletdeliveryuk.com

Leaflet Delivery UK has hit on a winning formula: a trusted and proven marketing channel, a straightforward business model, and steady repeat demand that keeps customers returning and franchise partners enjoying strong, consistent returns – the foundation of any successful business.

This proven model has been working successfully for franchisees and clients for 25 years.

"We provide a complete business system built on our long-standing partnership as a Royal Mail Authorised Reseller," explains MD Andrew Wareing. "It's a system trusted by major UK brands including Domino's, KFC and Costa, because it's a vital component of their local marketing strategy."

Your role as franchisee is straightforward: you are the local expert, building relationships and managing high-impact leaflet campaigns for businesses in your exclusive territory.

While you focus on your clients, head office provides full backend support for design, print, and logistics. This partnership means that franchisees can scale quickly without getting tied up in day-to-day production.

The numbers tell the rest of the story. With a franchise fee of £9,995 +VAT and a £7,000 +VAT marketing package – a total investment of £16,995 +VAT – franchisees typically earn £50,000 in year one, rising to £100,000+ from year two onward.

"Leaflet Delivery UK is trusted by major UK brands, including Domino's, KFC and Costa, because it's a vital component of their local marketing strategy"

There are no ongoing royalties, so you keep 100% of all the profits you generate.

These are not speculative figures, but proven benchmarks achieved across the network, and to be a Leaflet Delivery UK franchisee, you should have these expectations for yourself. The model's repeat-customer base creates a foundation for steady long-term growth.

Support is built into the system. From pre-launch onwards, you'll receive full training and ongoing guidance, plus the reassuring backing of a head office team that understands how to deliver results.

If you're ready to build a profitable business in a sector with consistent demand, a Leaflet Delivery UK franchise offers the credibility of a national brand with the freedom to grow your own local enterprise. Contact the brand now for a full prospectus.

Ed's Garden Services
MIN INVESTMENT £3,000

Ed's Garden Services is the UK's leading garden maintenance franchise, offering a proven route to a rewarding career. Franchisees provide year-round garden services in protected territories, enjoying low start-up costs, full training, and ongoing support, with opportunities to grow from a single-van business to multi-van operations.

Commercial failure rate among franchises **has fallen to 0.5%**

More Than Loft Ladders
MIN INVESTMENT £20,000

More Than Loft Ladders is on a mission to become the UK's number one loft storage company, with franchise partners already winning regional awards year after year. With nationwide expansion in sight, the brand seeks ambitious franchisees ready to scale their business across multiple territories.

5 KEY QUESTIONS BEFORE YOU SIGN

Don't commit to anything until you've asked the franchisor these vital questions:

- Support: What training and ongoing help will I get?
- Fees: How are management and marketing fees structured?
- Territory: Is my area exclusive and protected?
- Growth path: Can I expand to multi-unit or management level in time?
- Track record: What is the percentage of profitable franchisees in the network?

Baby College
MIN INVESTMENT £6,000-£8,000

The network aims to grow sustainably from 30 to 50 franchisees within two years, adding around 10 partners annually. It seeks individuals passionate about early development, who want to impact their community and build a flexible business, with set-up and training included.

Privilege HR
MIN INVESTMENT £10,000

Privilege HR offers a standout, low-investment franchise opportunity for ambitious, people-focused individuals. Franchisees receive a complete "business in a box," including full training, tailored marketing, and hands-on support, joining a rapidly expanding UK network delivering over 80 HR services with high growth potential.

The Reading Doctor
MIN INVESTMENT £5,000

The Reading Doctor is seeking qualified teachers ready to transform children's lives. This bespoke tuition and consultancy franchise supports struggling readers, including those with dyslexia. Franchisees receive a complete "Business in a Box," with customised resources, and full training to build a rewarding, impactful literacy business.

Your Man With A Van
MIN INVESTMENT £3,000

Your Man With A Van has expanded rapidly to 43 branches in just 18 months, with plans to reach 100 by 2026. Franchisees benefit from a flat-fee model, rolling contracts, and a franchisor committed to delivering results for motivated, values-driven partners who share a no-nonsense, team-focused ethos.

Ed-Heads
MIN INVESTMENT £3,120

Ed-Heads is recruiting five new franchisees each month with its low-cost opportunity to build a profitable tuition business focused on STEM. Designed for teachers, ex-teachers, and tuition centre owners, it provides training, teaching tools, and a proven study programme to help young people while supporting scalable growth.



The Seasons Art Class UK

MIN INVESTMENT £18,995

The Season's Art Class helps franchise owners exceed their own expectations with exciting new initiatives currently in trial. With plenty of prime territories still available, the brand aims to welcome 12 new franchisees over the next year, supporting creative growth and strong individual business success.

Little Movers

MIN INVESTMENT £4,995

An established children's activity franchise with a mission that Every Child Matters. Franchisees deliver high-energy classes for babies and young children, while building strong family and community connections. With a full package of support, this flexible model suits ambitious multi-unit operators and those seeking a rewarding business.

Pudding And Pie Ltd

MIN INVESTMENT £5,000

Pudding and Pie delivers fun, cross-curricular cooking lessons in nurseries and schools, inspiring children to love food and healthy eating. The brand is seeking enthusiastic, food-loving franchisees with passion, strong communication skills, and a positive, can-do attitude to help drive its goal of bringing Pudding and Pie to schools across the UK.



Boogie Beat Music and Movement

MIN INVESTMENT £4,995

Boogie Beat Music and Movement sparks children's imaginations through stories, songs, and dance. Franchisees run community classes, Early Years workshops, intergenerational sessions, and parties with full training, equipment, and lesson plans provided.

Daisy First Aid

MIN INVESTMENT £10,000

Daisy First Aid offers a fully flexible franchise with no sales targets or minimum activity, allowing franchisees to set their own goals and grow at their own pace. No prior first aid experience is required – just resilience, determination, and a car. Success is amplified by comprehensive training and ongoing franchisor support.

CeCe & Me

MIN INVESTMENT £7,500

CeCe & Me offers franchisees the chance to run a mobile children's shoe shop, bringing expert fitting and high-quality shoes directly to families at home, pop-ups and community events. Franchise partners receive accredited training, ongoing support and access to a collaborative network, enabling them to provide a vital service.

Visit* what-franchise.com *for a full directory of low-cost options

Filta
MIN INVESTMENT £20,000

An eco-focused franchise providing professional fryer management and grease solutions to commercial kitchens. With full training, specialist equipment, and centralised support, franchisees can scale into a profitable multi-van operation, serving a loyal customer base in this high-demand foodservice sector.

Babybeats and Mindful Moments
MIN INVESTMENT UNDER £10,000

BabyBeats is a purpose-driven franchise for women who want to build a flexible, rewarding business. Combining postnatal exercise, sensory play, baby yoga, and massage, franchisees enjoy full training, ongoing support, and scalable income opportunities across multiple programmes.

Kitchen Makeovers
MIN INVESTMENT £15,000

A scalable route into the booming home improvement market for ambitious, practical entrepreneurs. Franchisees deliver fast, affordable kitchen transformations by refreshing existing units – a high-margin, low-overhead model with strong nationwide demand and backed by expert training, marketing, and ongoing support.

Low-cost doesn't mean low-reward. Franchises can deliver with impressive growth & serious long-term returns

Pink Spaghetti
MIN INVESTMENT £8,995

A flexible, low-cost opportunity for organised, proactive individuals to run their own virtual assistant business, supporting busy small business owners from home. Franchisees benefit from a proven model, full training, and ongoing mentoring, with all the backing of a trusted national brand behind them every step of the way.



Tappy Toes
MIN INVESTMENT £7,995

A children's dance franchise with locations across the UK and UAE, helping little ones build confidence, coordination, and a love of movement. The brand is seeking passionate, ambitious individuals – often ex-teachers or parents – ready to grow a flexible, family-friendly business and support its goal of reaching 40 thriving franchises this year.

The Creation Station
MIN INVESTMENT £8,000

The Creation Station is a flexible, creative franchise offering classes, parties, and creative workshops for children and adults. With full training, ongoing support, and your own exclusive territory, it suits entrepreneurs seeking both financial reward and community impact. Startup costs are modest and work around lifestyle.

UPCOMING EVENTS

2025

EMERGING FRANCHISOR CONFERENCE
November 10-12, 2025 | Nashville, TN

2026

IFA ANNUAL CONVENTION
February 23-25, 2026 | Las Vegas, NV

MULTI-UNIT FRANCHISING CONFERENCE
March 24-27, 2026 | Las Vegas, NV

INTERNATIONAL FRANCHISE SHOW - LONDON
April 17-18, 2026 | London, England

IFA LEGAL SYMPOSIUM
May 17-19, 2026 | Washington, DC

IBA/IFA JOINT CONFERENCE
May 19-20, 2026 | Washington, DC

FRANCHISE CUSTOMER EXPERIENCE CONFERENCE
June 2-4, 2026 | Atlanta, GA

IFA ADVOCACY SUMMIT
Sept. 14-16 2026 | Washington, DC

THE IFA WORLD FRANCHISE SHOW
Sept. 25-26, 2026 | Ft. Lauderdale, FL
Partnership event with Fortem International

FRANCHISE LEADERSHIP AND DEVELOPMENT CONFERENCE
October 6-8, 2026 | Atlanta, GA

EMERGING FRANCHISOR CONFERENCE
November 9-11, 2026 | Nashville, TN



IFA26 CONVENTION evolve.

FEBRUARY 23-25, 2026 | LAS VEGAS, NV

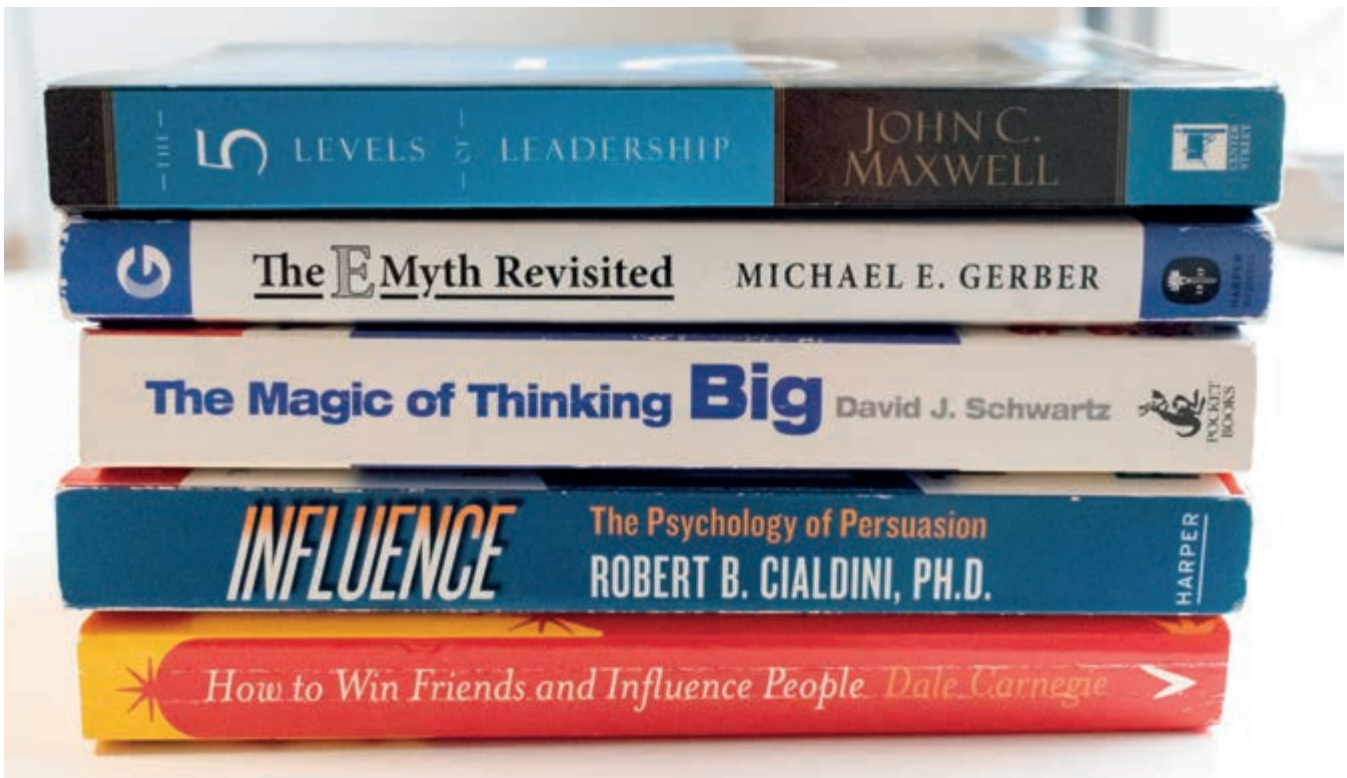
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INTERNATIONAL FRANCHISE ASSOCIATION

franchise.org/events

Leadership myths that hold you back

Brad Sugars reveals the common misconceptions stopping business leaders from achieving real results



FRANCHISE COUNSEL

BRAD SUGARS, founder of ActionCOACH, has led the brand since coming up with the idea for the business in his bedroom in the mid-1990s. From those humble beginnings, Brad has grown ActionCOACH into the world's number one business coaching franchise.



Brad Sugars
FOUNDER OF ACTIONCOACH AND LEADER OF THE WORLD'S #1 BUSINESS COACHING FRANCHISE

Discussions about leadership are everywhere – on LinkedIn, in podcasts, and plastered across motivational quotes about vision, inspiration, and "leading from the front."

In other words, business owners are often told to be a better leader without ever being shown what that actually means.

Many chase personality traits, attend seminars, and try to copy famous leaders without mastering the fundamentals.

The result? A lot of people are trying to lead from shaky foundations. They've bought into leadership myths—well-meaning ideas that sound appealing but, in practice, lack substance and fail to deliver results.

Here, I break down the most common leadership myths that trip up business owners—and share what it really takes to lead effectively.

Myth 1: you can skip management and go straight to leadership

There's this idea going around that management is somehow outdated – a real thing of the past. It's seen as rigid, bureaucratic and uninspiring.

In contrast, leadership gets all the attention. People want to be visionaries, motivators, change-makers.

But here's the problem – you can't build great leadership without the basics in place.

I've walked into countless businesses with dozens of people holding managerial titles, but not a single one of them has been taught how to manage properly. Usually, they'd been sent on leadership courses, and these are useful – but leadership without management is like building a house without a foundation.

Management is about processes, structure and consistency. It's what helps people do their jobs well, stay on track and feel capable.

Without it, teams are left guessing. With it, deadlines get met without drama, and leaders can focus on growth, not firefighting.

Leadership, on the other hand,

brings the energy – a leader's role is about direction, focus and passion.

But it's crucial to remember this: if your team doesn't know what's expected of them or how they're being measured, no amount of inspiration will keep things on track.

Myth 2: leadership is all about personality

Many people fall into the trap of thinking that you have to be naturally charismatic or loud to be a good leader. They imagine leadership as a kind of 'presence' – something you either have or you don't.

In reality, leadership isn't about being the most confident in the room – it is what you *do* and how you *build*. I break this down into three parts:

- ***Framework*** – do you have the right building blocks in place? This means a clear mission, vision, culture and goals.
- ***Skills*** – can you communicate clearly, make tough decisions, handle pressure and coach others effectively?
- ***Personality*** – this shapes your leadership style, but it's not the driver of your *effectiveness*.

When leaders bring together framework, skills and personality, they create a culture people buy into and teams which stay confident under pressure.

You could read every leadership book out there, but if you're unable to give feedback constructively, get your team aligned or make decisions when it matters, you won't lead effectively – regardless of your personality.

Myth 3: leadership comes with the title

It's also easy to assume getting a promotion or stepping into a senior role automatically makes you a leader. But leadership doesn't come with a job title – it comes with action.

True leadership isn't about power or status. It's about responsibility. It's how you turn up for your team, how you create clarity in the chaos and how you earn trust over time.

Leadership is earned by consistency – showing up, creating clarity and taking responsibility when things go wrong. The impact of this? A culture of trust – people who want to go the extra mile because they want to, not because they're told to.

You don't need a CEO badge to lead – and having one doesn't automatically mean you're leading your business well either. People follow clarity, consistency and courage, not job titles.

Leadership is earned by what you *do*, not what your email signature says.

Myth 4: leadership is something you master once, then you're done

Next, we have the belief leadership is something you can complete, like passing a course or earning a certificate.

But real leadership doesn't come with a finish line – it's not something you master once and never revisit.

Markets evolve. Teams grow and change. Technology reshapes how we communicate, plan and execute. What worked last year might already feel outdated, and holding on to those old methods is a fast track to failure.

The best leaders don't just accept change – they seek it out. They stay curious. They ask questions, welcome feedback and make space to reflect. They're always sharpening their skills, exploring new tools and learning from successes – and, crucially, missteps.

Great leaders understand they're leading *people* – not processes. And people are never static.

Motivations shift, team dynamics change and what inspires one person might not connect with another, which is why effective leadership needs flexibility. It requires emotional intelligence, self-awareness and the willingness to try something new, even if it means admitting you don't have all the answers.

This is why the best leaders keep adapting. They keep their teams motivated through change and build businesses where growth happens consistently without burning people out.

Just remember, the moment you think you've got it nailed is usually the moment when you start falling behind.

So, what does real leadership look like?

Real leadership shows up in what you do every day – how you communicate, support your team and handle challenges.

It's critical to stay consistent and that is what builds trust and momentum.

It all starts with good management. Your team needs clear direction, solid systems and the right tools. From there, leadership adds the spark – confident decisions, clear communication, focus and the ability to bring people with you.

Your personality ties it all together, but it can't carry the load on its own.

Without the basics, even the most charismatic leaders struggle. The best leaders keep it simple – show up, keep learning and lead with intention.

And when they do, the payoff is clear: clarity, consistency, momentum and trust. Not just inspiration for a moment, but a business which works and a team committed to build it with you.



BUILD THE BASE
Strong leadership starts with solid management –clear processes, structure, and expectations that let your team perform confidently every day.



LEAD BY DOING
Titles don't make leaders. Real influence comes from consistency, clarity, and showing up for your team when it matters most.



ALWAYS EVOLVE
Leadership isn't static. Adapt, learn, and respond to change to keep your team motivated, growing, and achieving long-term success.

"Real leadership shows up in what you do every day - how you communicate, support your team and handle challenges. It's critical to stay consistent, and that's what builds trust and momentum"

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The Incredibly Profitable Business With Low Overheads

WHAT TO EXPECT FROM...

A franchisor interview

When exploring a franchise, one meeting can make all the difference: your first conversation with the franchisor. This isn't just a formality: it's your chance to see what life in their network is really like. It's a two-way street. The franchisor will be sizing up your skills, resources, and commitment - but you're assessing whether their model, culture, and vision fit with yours. Ask sharp, data-driven questions, listen for honest answers, and validate everything with franchisees and professionals for long-term success from day one.

Words | **ANDY KNIGHTS, CEO OF STAGECOACH PERFORMING ART**

BEFORE THE MEETING

Like any important conversation, the best results come when you've done your homework. Understanding a franchisor's model, target market, values, history, and growth trajectory gives you a clear picture of what they stand for and helps you ask the questions that really matter. This isn't about memorising facts; it's about showing genuine interest in how the business works and where it's headed.

Be ready to discuss your background, from your management style to your financial position, and to explain what's driving your interest in the brand. The more openly you share your ambitions, the easier it is for both sides to determine if you're a good match.

DURING THE MEETING

The franchisor will be weighing up your skills, finances, and commitment, while you assess whether their values and vision fit with yours. Listen closely to how they describe the qualities they look for - teamwork, resilience, or alignment with core values - as these reveal what life in the network is really like.

Expect an open conversation about money. A good franchisor will be upfront about fees, set-up costs, royalties, and marketing contributions, and you should dig into profit projections, break-even points, and the assumptions behind them. And don't leave without a clear picture of support. Strong franchisors, like Stagecoach, will cover onboarding, ongoing coaching, marketing resources, and operational guidance.



AFTER THE MEETING

This is when the real work begins. Review the Franchise Agreement carefully, ideally at least two weeks before signing. It contains all the financial, legal, and contact details you need to understand before committing.

Reach out to multiple franchisees to get a genuine picture of day-to-day life and the support available. Their honest feedback is invaluable.

Consider bringing in expert eyes - a franchise-savvy lawyer, accountant, or consultant - to unpack costs, earnings claims, and legal language, and guide you through negotiation or financing.

"Ask what makes a franchisee successful in the network, how many locations have opened or closed recently, and whether you can speak to franchisees"

QUESTIONS TO CONSIDER

An interview with a franchisor isn't just about answering their questions - it's your chance to gather the insights you need to decide with confidence. Come prepared with a list and don't hesitate to dig deeper if you need more detail. Find out about training and mentoring, marketing, and what you'll get in return for your investment. Get a full breakdown of fees and the franchise agreement, including renewals, territory rights, and exit options.

At Stagecoach, we encourage prospective franchisees to ask everything, from how operations manuals work in practice, to a typical week for a school Principal, to how we help franchisees grow, pivot, or resell. A good franchisor welcomes these questions - they show you're serious about building a sustainable partnership.

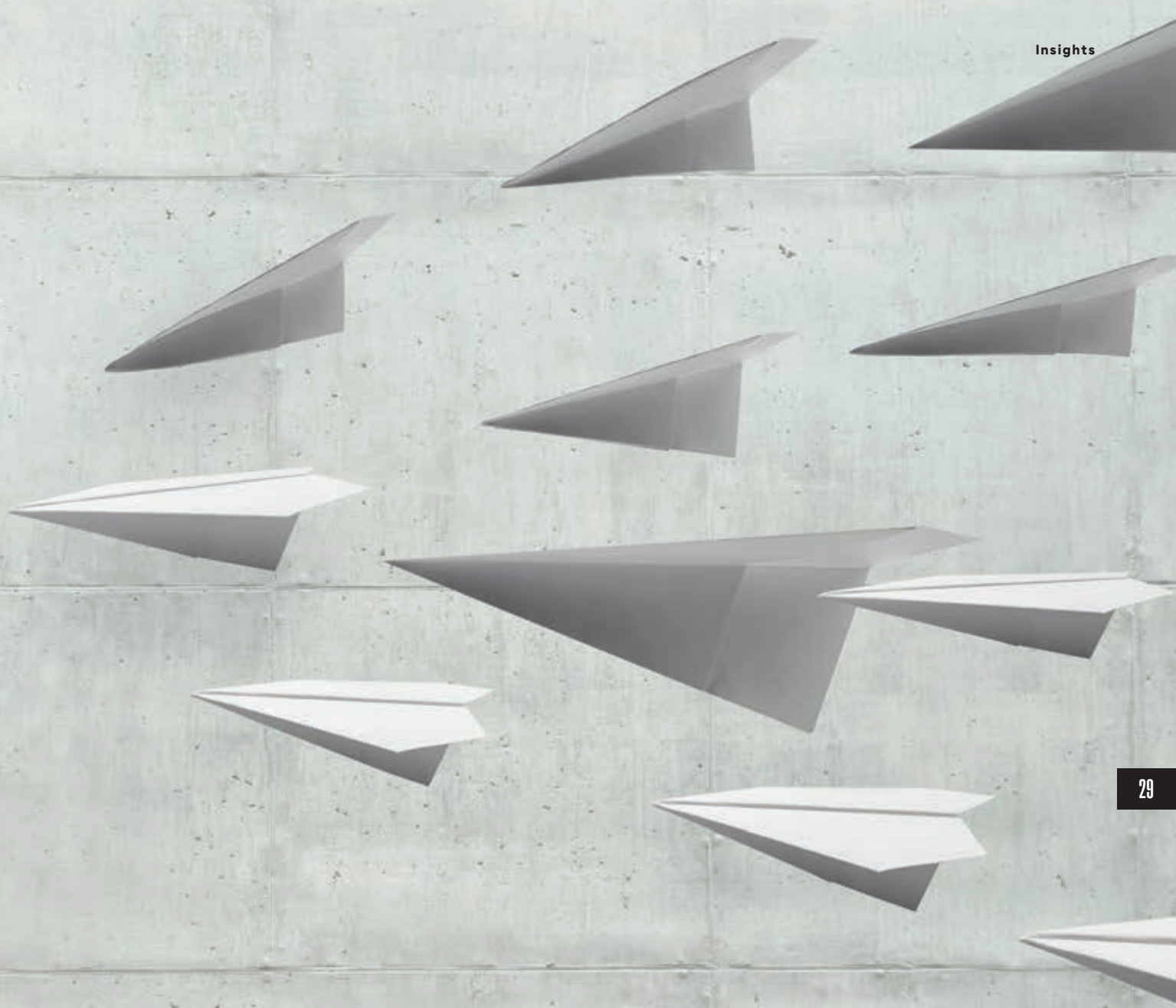
For more information about franchise opportunities, visit **stagecoachfranchise.com**

FRANCHISE FUNDING

SHOW ME THE MONEY

How to navigate lenders, brokers, and funding products to kickstart your franchise with confidence





You've found a franchise that excites you. The brand is solid, the model is proven, and you can already imagine the sign above the door with your name on it. There's just one question left: how do you pay for it?

Buying a franchise is often less risky than starting a business from scratch, but it still takes serious capital. You're not only covering the franchise fee; you'll also need to budget for premises, equipment, marketing, staffing, and a cash cushion for the early months before profits start to flow. Even modest operations can run into tens of thousands of pounds.

The good news is that there are more funding routes than most first-time franchisees realise. The key is preparation – knowing your numbers, showing lenders you're serious, and choosing the right mix of finance for your situation.

Get your ducks in a row

Before you even think about approaching a lender, it pays to do some groundwork. Start by adding up everything it will cost to launch. The franchise fee is just the start; you'll need to factor in fit-out, equipment, initial stock, insurance and enough working capital to survive those inevitable bumps in the first few months. UK franchise start-ups typically range from around £15,000 on the low end to well over £100,000 for bigger brands.

Once you've nailed the numbers, build a business plan. This isn't just for the bank—it's your own roadmap. Outline the opportunity, the market, how you'll run the operation day to day, projected revenues, and cash-flow forecasts. Use real figures from the franchisor or existing franchisees whenever possible. A solid plan shows lenders you've thought everything through and helps you spot any gaps before you commit.

Finally, take an honest look at your own finances. Most lenders expect you to put in at least 20–30% of the total cost yourself, so review your credit score, clear any outstanding debts, and consider what

assets you might use as security. The stronger your personal position, the easier it will be to negotiate favourable terms.

Funding paths worth exploring

When it comes to funding a franchise, most UK franchisees end up blending a few different options to cover the full start-up cost, often starting with a specialist franchise loan.

It's easy to see why traditional bank loans remain a popular route to franchise funding – they're straightforward, relatively affordable and often backed by government start-up schemes. Big high-street names like Barclays, HSBC, NatWest and Lloyds all have franchise teams and long-standing relationships with well-known brands, which can give you a real advantage. If you've got a solid business plan, a good credit record and a franchise that's on a bank's "approved" list, you could borrow as much as 70–80% of the total investment.

Government-backed schemes are also worth a look. The Start Up Loans programme, for instance, lets you borrow up to £25,000 at a fixed interest rate with up to five years to repay, and mentoring support thrown in. There's also the Enterprise Finance Guarantee, which can help if your business is viable but you lack the security for a traditional loan.

For franchises with heavy equipment needs – think gyms or cafés – asset finance or leasing can free up cash. Instead of paying upfront, you spread the cost or lease the kit, preserving capital for other expenses. Some franchisees also use overdrafts or revolving credit facilities to smooth day-to-day cash flow, though these come with higher interest and should be handled carefully.

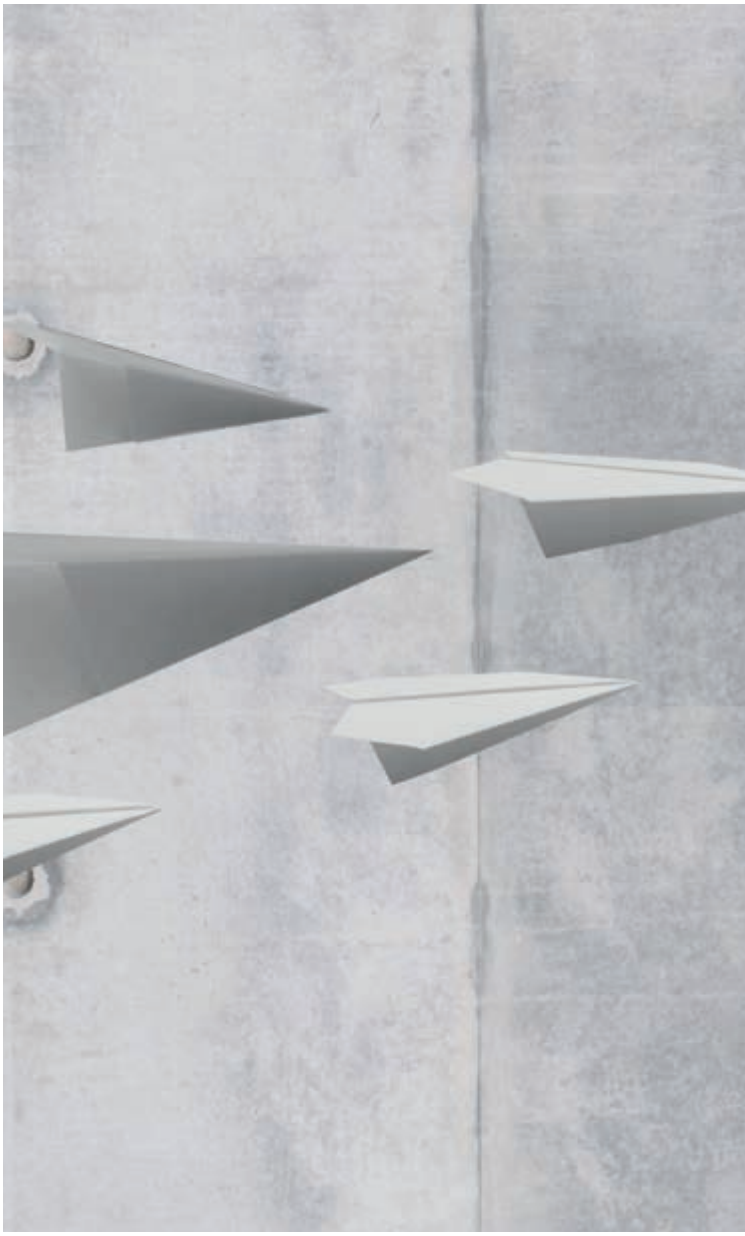
And don't forget to ask the franchisor.

ARE YOU LOAN-READY?

Before you apply, run through this quick checklist:

- Do you have a detailed business plan with realistic forecasts?
- Personal investment of at least 20-30%?
- Good credit score and clean financial history?
- Evidence of franchisor support and trading performance?
- Collateral or personal guarantee (if required)?
- A cash buffer for at least three to six months of operations?

Tick all of these boxes and you'll present yourself as exactly what lenders are looking for: a well-prepared, low-risk franchisee with the discipline to turn a good brand into a thriving business.



Expert insight: Why a finance broker can open more doors



Jon Beese, Director of Satellite Finance, explains how specialist brokers can give franchisees a crucial funding edge

"Many sectors have long used finance brokers to help secure the right funding for their business or to facilitate the sale of their product. But the franchise sector has been slower to catch up, only recently realising that the high street banks are not the 'only show in town' and that an FCA-registered broker can offer a wide range of products and lines of credit, often with a more personal service too.

Conventional loans are still popular, but more and more franchisees are now turning to asset finance products such as equipment leasing and hire purchase agreements to fund new projects or upgrade existing sites.

An experienced and reputable broker, such as Satellite Finance, can take the time to talk through your requirements and explain exactly what you'll need to provide to satisfy a credit underwriter, while also discussing the funding products that best fit your business plan and forecasts. Where a bank may have a limited appetite for risk or existing credit exposure with a client, a business finance broker can draw on access to many different lenders with different lending criteria. In some cases, it can even make sense to split the funding between more than one lender. Satellite Finance, for example, works with a panel of over 60 lenders, each with its own acceptance criteria depending on the franchisee's credit profile, the reason for the funding, and the franchise brand itself.



I often see businesses miss out on the most affordable funding simply by providing information that triggers an automatic decline - something that's very hard to appeal. A broker's value lies in packaging an application so that an underwriter - whether automated or a real person - is more likely to approve it. Different applicants, with different credit profiles and levels of experience, shouldn't be using the same funding lines or submitting the same type of application.

As an example, in the last few weeks we arranged funding for a large multi-site franchisee in the fast-food sector who was setting up a restaurant in a new franchise brand. We used the financial strength of his existing businesses to support the application. Also this month, a well-known gym brand approached us on behalf of a first-time client who needed funding for their debut venture. With no prior experience and no current business, we had to obtain detailed business plans and more thorough personal credit profiles, then work with several non-mainstream lenders - each providing smaller 'chunks' of funding - to meet the full requirement.

An interesting aside - we've even funded the purchase of a brand-new Lamborghini for a successful multi-site franchisee in recent weeks. It's not just the boring stuff we can fund!"

"It's natural to get excited about sales projections, but lenders will scrutinise every line. Base your forecasts on real franchisor data"

Some brands offer in-house financing or allow staged payments of the franchise fee. Others can introduce you to preferred lenders who already understand the business model.

Private investors, business partners, or even family support can also play a role, though it's crucial to document any agreements to avoid future misunderstandings.

Making yourself an attractive borrower

Whatever combination of finance you pursue, lenders need to see that you're a safe bet. A polished credit profile, realistic forecasts, and a clear commitment of your own capital all help. Management experience – whether in the same sector or not – can strengthen your case, as can a franchisor with a solid track record. If you can offer collateral or a personal guarantee, you'll often get better terms.

One thing to watch is optimism. It's natural to get excited about sales projections, but lenders will scrutinise every line. Base your forecasts on real franchisor data, not wishful thinking, and always include a contingency fund for those inevitable surprises.

Common pitfalls

The biggest mistake new franchisees make is underestimating working capital. Many fail not because the concept is flawed, but because they run out of cash in month three. Others blur personal and business finances, making it hard to track performance or satisfy lenders. And don't ignore seasonality. If your chosen sector is prone to quiet periods, plan accordingly.

Ultimately, funding a franchise isn't just about getting the money; it's about structuring it so you launch with breathing room and stay in control as the business grows. Prepare early, stay realistic, and you'll give yourself – and your new baby – the best possible start.

INTERNATIONAL SUCCESS

40 YEARS OF IMPACT

Join UFG's next big growth story

The global franchising giant is poised to roll out its new generation of brands in the UK. Discover how you can be at the forefront of their UK growth story



United Franchise Group (UFG) has built an exemplary global reputation by pairing ambitious partners with strong franchise brands. In the UK, Signarama, Fully Promoted, Transworld and Venture X are already thriving under master partnerships. Now the family-driven global leader is looking for new master franchisees to lead the rollout of its growth brands across the UK market. *What Franchise* uncovers how UFG plans to bring its next wave of brands to the UK – and how the right master franchisees are integral to leading the rollout.

"At UFG, they're not just building businesses – they're building a family of entrepreneurs"

UFG's approach to franchising, and how they stand out in a competitive international market

Led by founder-CEO Ray Titus, United Franchise Group is a globally recognised leader in franchising, home to an award-winning family of brands and franchise consulting services. With over 1,800 franchises in more than 80 countries, UFG empowers entrepreneurs through proven franchise systems, multi-unit growth opportunities and industry-leading support.

With nearly 40 years of franchising expertise, UFG has built a reputation as a trusted partner for ambitious entrepreneurs. Its true strength, however, lies in a unique family-driven culture and long-term growth strategy that put franchisees at the front and centre. By combining stability, support, and vision, UFG creates the conditions for lasting success.

Many of its brands have been pioneers in their industries for decades. Signarama, for example, was founded in 1986 by Ray and his father, the franchising legend Roy Titus. What began as a local success story expanded internationally when Signarama began franchising in 1987.

Unlike many other franchise organisations, UFG remains a family-owned-and-operated business. CEO Ray Titus is actively involved in the company, alongside his three sons, three nephews and two daughters-in-law. Over the years, many second-generation employees have also joined or stayed with the group, creating a workplace that feels more like an extended family than a corporate network.

This family foundation is more than cultural – it's a strategic advantage. The experience and loyalty of long-serving employees provides the tools, knowledge and support systems that help franchise owners succeed. Over the years, UFG has built a network of trusted relationships that allows a level of personal guidance that's rare in the industry. At UFG, they're not just building businesses – they're building a family of entrepreneurs. It's what they call their ecosystem, and it's what truly sets them apart.

How UFG supports its international partners

As mentioned, UFG has nearly four decades of industry experience, with many employees being part of the business since its inception. While the global headquarters are located

in West Palm Beach, FL, the company also maintains a strong presence globally with an established office and robust team in Australia. With more than 1,800 franchises across six continents, and multiple support offices based strategically around the globe, UFG has the experience and scale required to refine proven systems and enable master license partners to successfully replicate the business model to launch in their respective countries or territories.

Along with ongoing training, marketing support, and operational guidance, partners are provided with all the tools they need to thrive.



A UK success story

UFG's ongoing success in the UK comes down to finding partners who can adapt the models to their local markets.

Take the master franchise partners for Transworld Business Advisors, for example. Today, they operate 15 Transworld offices in the UK, running their business slightly differently from how the brand operates in the USA due to local differences in geography, economic systems and technology. They've consolidated their operations to provide a next-level of support to their local operators.

The best Master License partners understand their local markets, business dynamics and economic forces. Rather than restricting master franchisees, UFG encourages them to adapt the model to suit their country while maintaining the core elements that drive success. While the systems are proven in dozens of countries, UFG recognises that geography, culture and business practices vary, so it works side-by-side with its partners to make the right adjustments.

> **"We have one customer – our franchisee. When they are successful, we are successful"**
>
> **- Ray Titus, founder and CEO, United Franchise Group**

Why now is the right time for UFG to expand further in the UK

There's no better time than the present. With nearly 40 years of experience, UFG is supremely confident in its ability to launch brands into new countries. The processes are well established and built upon proven success – they simply require the right partners who are willing to trust and work with the framework.

UFG already has a strong presence in the UK with Signarama, Fully Promoted, Transworld Business Advisors and Venture X, and is confident in finding equally strong partners as it continues to introduce new brands to the British market.

The role UFG's culture plays in determining the right master franchisor partnerships

Master franchisors need to share UFG's culture and mission and drive the growth of the brand in the UK. They must trust the proven process and work with the team to expand the brand's international presence over the long term.

At United Franchise Group (UFG), the mission is simple. As Ray Titus states: "We have one customer – our franchisee. When they are successful, we are successful." This philosophy is something every employee at UFG lives and breathes.

Alongside his father, Ray built the company from the ground up with one guiding principle: ensuring the success of franchise owners. He has always believed that without their success, the company could not thrive or grow to the scale it enjoys today.

Over the years, Ray has emphasised that it's not about chasing profits, but about putting franchisee success first. By helping each franchisee prosper, UFG strengthens the entire network and the communities it serves. Empowering franchise owners not only drives local success but also creates a ripple effect that benefits the wider franchise ecosystem.

Upcoming UK opportunities to meet the UFG team in person

UFG will once again be at the International Franchise Show (IFS) on the 17th and 18th April 2026 at Excel, London. This time the family is especially excited to showcase Graze Craze, an emerging brand that has already reached 100 locations in the United States in less than five years, and now looking for a UK partner to continue this momentum internationally.

Visit United Franchise Group at booth #854 to connect with the team and explore master franchise opportunities.

UNITED FRANCHISE GROUP

FRANCHISE OVERVIEW

Established: 1986

Number of franchisees: 1800+

Location of franchises: 80+ countries worldwide

FOR FURTHER INFORMATION

For more information about United Franchise Group and its affiliated brands, contact Michael White, UFG's Chief Development Officer and Director for Global Development: **mwhite@ufgcorp.com**.

MASTER FRANCHISE OPPORTUNITIES WITH THE GLOBAL LEADERS IN FRANCHISING

UNITED FRANCHISE GROUP

United Franchise Group™ (UFG) brands represent the very best in their industries, including retail, food & beverage, and professional services.

Our commitment to excellence and innovation has enabled us to remain the industry leaders for over 35 years. Today, we are a global company, collectively serving millions of customers in over 80 countries with over 1,800 locations worldwide.

This extraordinary global growth has been recognized by the U.S. Department of Commerce, Franchise Direct's Top 100 Global Franchises list, as well as various other franchise and trade organizations. Several of the brands are recognized annually by *Entrepreneur Magazine* as leaders in their industries.

The talented team behind United Franchise Group has nearly 40 years of franchising experience. Starting with the development of the first brand, Signarama, and continuing with the addition of new cutting-edge brands, their expertise is proven time and time again in the success of the companies. Being a part of our proven franchise model offers you extensive benefits you won't find anywhere else.

Signarama

FULLY PROMOTED
Branded Apparel & Promotional Products

BLACK OPTIX TINT

graze craze
CHARCUTERIE BOARDS & BOXES

THE GREAT GREEK
Mediterranean Grill

EXIT FACTOR

TRANSWORLD®
Business Advisors

INTELLIGENT OFFICE™

office evolution

VENTURE X
THE FUTURE OF WORKSPACE

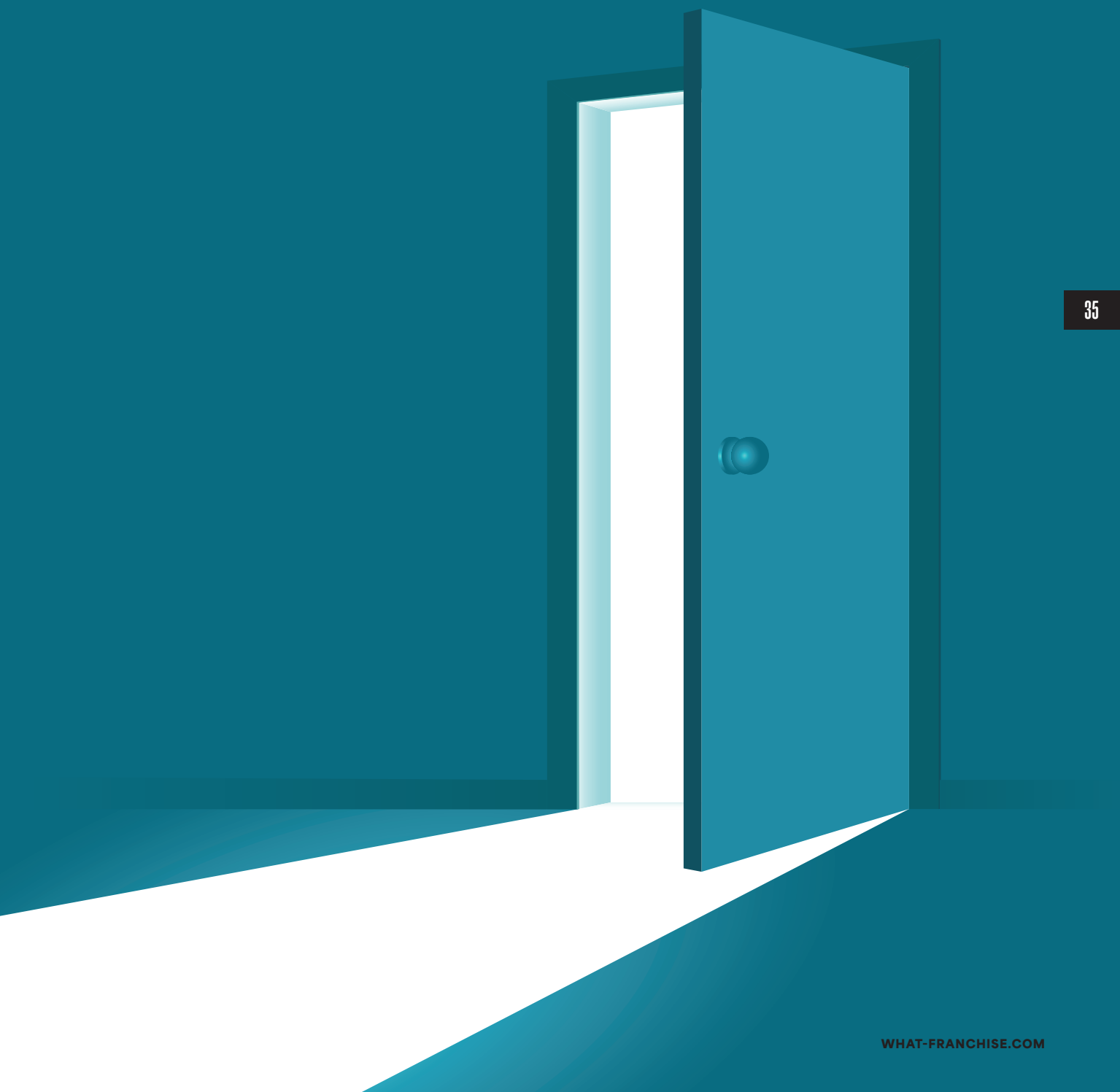
WHATEVER YOUR ENTREPRENEURIAL DREAM, UNITED FRANCHISE GROUP CAN HELP MAKE IT COME TRUE.

United Franchise Group is a Group of Affiliated Companies and Brands

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PROFIT FROM DAY ONE

Stepping into a franchise that's already trading can shortcut the toughest start-up hurdles - if you choose the right brand. Turn the page for a selection of current franchise resale opportunities available across the UK right now



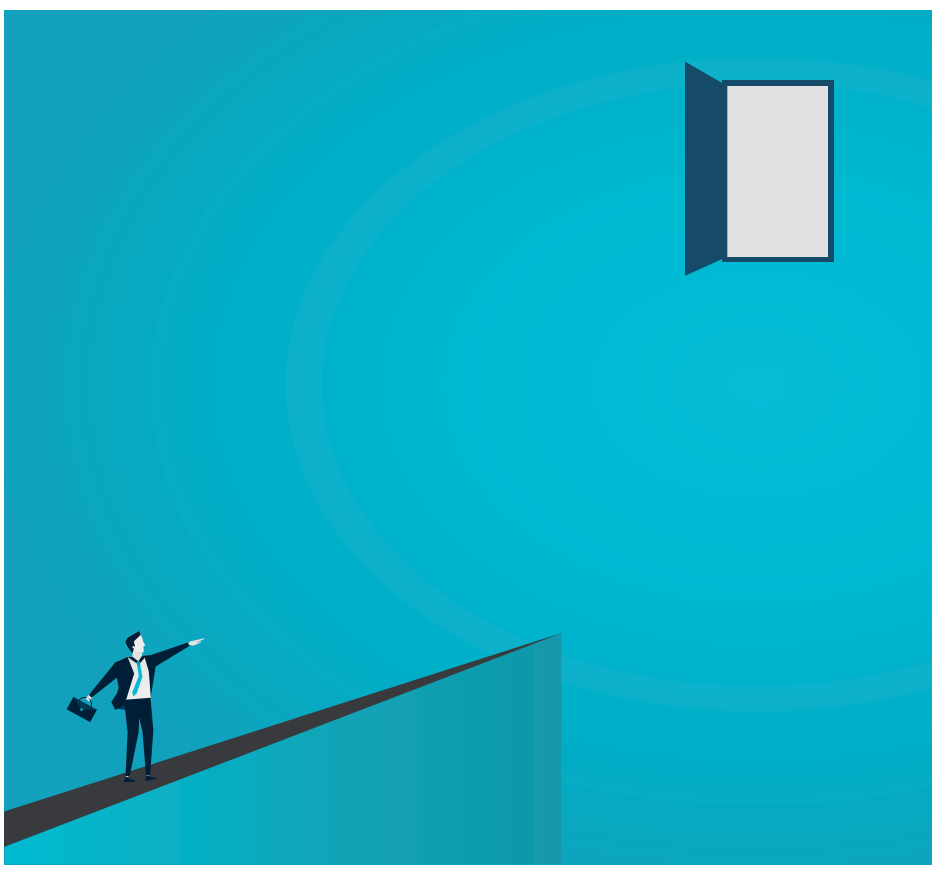
When most people talk about franchising, the spotlight falls on the launch: Which brand? Which territory? When will I turn a profit? But there's a quieter, smarter conversation that too often gets overlooked: How will I exit this business one day – and could I buy one that's already thriving?

In today's UK franchise market, resales (buying an existing unit from an outgoing owner) are no longer a niche option. According to the latest BFA/NIC survey, 66% of franchisors in 2024 expected to offer at least one resale unit, up from 51% in 2018. With more networks maturing and franchisees building valuable businesses, resales have become a core part of how the sector grows and evolves.

For buyers, the appeal is clear. You walk into an operation with established clients, trained staff, and a local reputation, skipping the often-lean first year. For the seller, it's the moment when years of effort convert into capital. Banks often view resales more favourably than start-ups – verified accounts and predictable revenues reduce their risk. As Pip Wilkins, CEO of the BFA, puts it: "You get income from the day you own it, which is in huge contrast to the usual start-up franchisee 12 to 18 months to get into profit."

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,

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



Card Connection
STIRLING

This opportunity provides the owner-operator buyer the chance to take advantage of a hugely profitable and established model, in an area with plenty of opportunity. A secure business model and structure, with long-term contracts to 150+ retail outlets, will set the buyer up for instant success.
Contact: **daniel@chantry.email**

Creams
OPPORTUNITIES NATIONWIDE

A Creams resale opportunity offers more than just a restaurant business: it's your chance to become part of a fast-growing movement redefining indulgence. With a menu bursting with handcrafted gelato, waffles, crepes and more, Creams has captured the hearts of millions across the UK and beyond.
Contact: **creamsfranchising.com**

Mail Boxes Etc.
OPPORTUNITIES NATIONWIDE

With over 140 UK centres and more than 3,150 worldwide, MBE is a powerhouse in logistics, print, and business services. Buying an MBE resale puts you straight into profit potential from day one, with an established customer base and the backing of a global brand.
Contact: **uk.businessesforsale.com and limelicensinggroup.co.uk (Huddersfield)**

PACK & SEND
EDINBURGH EAST AND SALFORD QUAYS

Buying a PACK & SEND resale means stepping straight into a thriving operation with a loyal customer base in one of the UK's most resilient sectors. Franchisees gain global expertise, top-tier carrier partnerships and strong brand recognition.
Contact: **uk.businessesforsale.com**

TaxAssist Accountants
OPPORTUNITIES NATIONWIDE

With 30 years of proven success, TaxAssist Accountants currently has a few rare resale opportunities available as established franchisees retire with thriving practices. These deliver immediate income and solid foundations for growth.
Contact: **taxassistfranchise.co.uk**

babyballet
HALIFAX, NEWBURY & SHRIVENHAM, BOLTON AND BURY

Franchise resales are currently available nationwide - offering ready-made businesses with established enrolments, trusted branding, and the support of an internationally-recognised network.
Contact: **franchise@babyballet.co.uk**

Countrywide Signs
NORTHAMPTON, OXFORD, BRIGHTON, WEST MIDLANDS, PETERBOROUGH, AND GLOUCESTER.

Limited resale territories are available as owners retire or move on, offering a rare opportunity to step into a trading business with loyal customers, immediate income, and full franchisor support.
Contact: **countrywidesigns franchise.com**

The Seasons Art Class
CENTRAL & SOUTHERN BIRMINGHAM, WARRINGTON AND WARWICK.

Coordinate weekly adult art classes with a proven part-time franchise model. With these established franchises, you can enjoy flexible hours, full training and a supportive network.
Contact: **perfectparttime business.com**

Betterclean Services
DUDLEY

Step into a thriving commercial cleaning business with an annual turnover of around £94,000 and strong profit margins. This turnkey territory comes with a stable client base, nine employees, and a proven operational structure, with excellent scope for expansion.
Contact: **abbie@bettercleanfranchise.co.uk**

Petpals
STOCKPORT

Available due to the owner's relocation, this resale offers excellent growth potential in a high-demand pet care market with a loyal customer base and strong local reputation. Includes full head office training, ongoing support, a smooth handover from the current owner, and a fully equipped pet-friendly van.
Contact: **petpals.com**

Metro Rod
NORTH EAST, LONDON SOUTHEAST, SOUTHHAMPTON

The UK's leading drainage and pump maintenance franchise, has three established, high-performing resale opportunities with trained staff, loyal clients, valuable contracts, and impressive turnovers.
Contact: **tracey.cockerton@metrorod.co.uk**

Body20
CENTRAL LONDON

A rare chance to acquire Body20's UK flagship studio in Fitzrovia for a significantly reduced price as the brand focuses on UK expansion. Backed by a global EMS fitness brand with 450+ franchises worldwide, it's a turnkey opportunity with exceptional growth potential.
Contact: **body20.co.uk**

Zerorex
WATFORD

This leading US cleaning brand is selling its flagship UK store in Watford as it expands nationwide. This owner-operator franchise offers a proven model in carpet, surface, and upholstery cleaning, with a £70k business package included - complete with van, equipment, and everything needed to hit the ground running.
Contact: **daniel@chantry.email**

Shrimp & Co.
MIDLANDS

One of the UK's fastest-growing seafood brands with a loyal customer following. A rare chance is available to take over an existing high-footfall store, combining proven demand, striking design, and full operational support for immediate growth.
Contact: **Imran@shrimpandco.co**

Home Instead
SOUTH EAST LOCATION

An established home care franchise in a high-demand territory is available due to retirement. This thriving, community-focused business boasts strong staff retention, steady growth, and a high-demand territory with excellent potential for further expansion.
Contact: **julia.bickerton@wearetmc.com**

Rooms
SOUTHAMPTON

A well-established franchise resale with steady growth since launching in 2021. Managing 19 contracted properties and supported by an experienced lettings team, it offers strong local recognition and ongoing franchisor support. A solid platform is in place for a new owner to build and expand further.
Contact: **rooms.life/franchise**

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.

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

SCALING MADE SIMPLE:

HOW TO BUILD YOUR DREAM TEAM

Moving from founder or franchisee-led operations to a proper support team is a big step. Get expert tips on hiring, nurturing talent, and building a team that really works



Franchising offers entrepreneurs an exciting route to scale their business, but growth comes with its own set of challenges, particularly when it comes to people. Knowing when to bring in operational leadership, how to avoid hiring pitfalls, and how to nurture internal talent can make the difference between steady growth and a stalled system.

We spoke to three experts from Ashtons Franchise Consulting – Charlie Dickson, Rebecca Newenham, and Rob Hall – to gain their perspectives on the optimal time to expand your team, common hiring mistakes to avoid, and how to cultivate leaders from within.

"Poor hiring decisions can slow momentum and damage the brand. By planning ahead, hiring thoughtfully, and investing in training and culture, franchisees can turn rapid expansion into a sustainable success story"

Q Is there a right time for franchisors to bring in a general manager or operations lead, and what should you look for?

Charlie Dickson: This is a question many new and young franchisor brands ask as they plan to grow under a franchise system.

In the early days, franchisors typically manage every aspect of their operations either by themselves, or with the help of an experienced team member.

It's best practice for new franchisors to recruit and support their first franchisees directly. This hands-on experience provides invaluable insight into the franchisor-franchisee relationship, operational systems and processes, management and control requirements, and – crucially –the culture and dynamics needed for successful growth.

However, as the franchise network expands, franchisors often reach a tipping point: they no longer have the capacity to support a growing operation effectively. Providing consistent, high-quality support is critical to building a profitable, sustainable network. Franchisees expect guidance – not just at startup, but on an ongoing basis. To deliver this, recruiting a specialist franchisee support team is essential.

The right time to hire a general manager or operations lead varies by business, but it's crucial to invest in your franchise team at the right stage. Key indicators that it's time include:

- **You have 5+ franchisees.** The complexity of operations increases rapidly as the network grows.
- **You're firefighting instead of supporting franchisees.** Competing tasks prevent you from giving franchisees the attention they need.



- **You're working in the business more than on it**. Limited time for strategy, innovation, and evaluation can stall progress.
- Operational quality is slipping. Standards of service and brand compliance may falter due to insufficient support, communication, or auditing.
- **Franchise recruitment is on track, but slow**. Not enough time for prospects can create bottlenecks that hinder growth and prevent meeting key milestones.

Once you recognise the right point to expand your franchise team, what should you look for in a franchise manager or operations lead?

- **Management experience in a multi-unit business environment** and a proven track record of enforcing and maintaining brand standards.
- **Strong leadership and relationship-building skills** to gain trust and respect from franchisees. Franchise experience is helpful, but industry knowledge may be more relevant.
- Some franchisors promote an existing management team member into this role, but anyone in the position must understand that supporting independently owned businesses differs significantly from managing employees.
- **Confidence in accountability**. A franchise manager must be able to hold franchisees accountable, ensure system compliance, and encourage sharing of best practices.

Investing in the right franchise team at the right time sets the foundation for sustainable growth, operational consistency, and a strong franchise network.

Meet the experts



Charlie Dickson

Charlie Dickson is a franchise consultant with extensive experience in developing networks. He now works with Ashtons to build, launch, and support successful franchise networks both in the UK and internationally.



Rebecca Newenham

Rebecca Newenham is the founder of Get Ahead VA, an award-winning outsourcing agency, and a qualified franchise consultant. She helps business leaders grow and scale through franchising, and joined Ashtons in 2022.



Rob Hall

Rob Hall is an experienced franchise consultant, working with global franchise brands to support strategic growth, directly coaching franchisees, and drawing on senior leadership experience in banking and as part-owner of two businesses.



Q What are the most common hiring mistakes franchisees make when they grow too quickly, and how can they avoid them?

Rebecca Newenham: Franchise growth is often seen as a sign of a thriving business. However, rapid expansion can expose operational cracks – and none more critical than in hiring. Eager to meet growing demand, franchisees may rush the recruitment process, leading to costly mistakes that can harm the brand, frustrate customers, and demoralise teams.

Here are some of the most common hiring mistakes franchisees make during rapid growth, and strategies to avoid them.

1 Hiring for speed, not fit

Franchisees under pressure often prioritise speed over fit. This can result in employees who lack the necessary skills, don't align with brand values, or struggle to handle the workload.

Work with your franchisor to learn from their experience and best practices. Develop a streamlined, structured hiring process. Use clear job descriptions, consistent interview questions, and behavioural assessments to evaluate both cultural and skill fit. Even when hiring quickly, never compromise on quality.

2 Neglecting proper training

In a rush to get support, franchisees sometimes skip or shorten training programmes. The result? Inconsistent customer experiences, higher turnover, and more mistakes.

Collaborate with your franchisor and fellow franchisees to build a scalable onboarding and training system that emphasises brand standards and operational efficiency. Consider digital learning platforms or mentorship programs to maintain quality during periods of accelerated growth.

3 Overlooking internal talent

Franchisees often look outside for new staff during expansion, overlooking existing employees who may be ready for promotion or lateral growth.

Create clear pathways for internal advancement. Promoting from within improves retention, reduces recruitment costs, and helps build a strong leadership pipeline to support continued expansion.

4 Failing to anticipate future needs

Rapid growth can lead franchisees to hire reactively rather than strategically. This short-term approach may fill immediate gaps but won't support long-term sustainability.

Forecast staffing needs based on projected growth, sales targets, and seasonal demand. A proactive hiring plan ensures you're prepared rather than scrambling in response to sudden demand. Collaborate with your franchisor to learn from their experience and use it to your advantage.

5 Ignoring cultural alignment

Franchise success depends on consistency, especially in customer-facing roles. Hiring individuals who don't reflect core company values can dilute the brand.

Embed cultural alignment into the hiring process. Share brand values openly during recruitment, ask value-based interview questions, and involve current team members in evaluating best fit.

6 Inadequate leadership recruitment

Franchisees often focus on entry-level roles but overlook the importance of strong middle managers or unit leaders. Without capable leadership, operations and morale suffer.

Invest in hiring or developing competent managers who can uphold standards, train teams, and manage the pressure of rapid scaling. Leadership capability is essential for successful multi-unit expansion.

Fast growth is exciting, but it also tests operational discipline. Poor hiring decisions can slow momentum and damage the brand. By planning ahead, hiring thoughtfully, and investing in training and culture, franchisees can turn rapid expansion into a sustainable success story.

Q What's the best way for a franchisee to identify and grow internal talent - people with potential to become managers or even future franchise owners - and build a team that grows with the business?

Rob Hall: The best place to start is by identifying those team members who show initiative, reliability, and a genuine interest in the business.

Once you've identified them, it's important to create clear development pathways. This might include mentoring, regular feedback, and giving them stretch opportunities – such as leading small projects or shadowing experienced managers.

Take advantage of being part of a franchise network and leverage franchisor support to give them wider exposure across the business – for example, attachments to other established franchisees or head office for specific projects.

Invest in training that builds both technical and leadership skills, and celebrate progress. If you're part of a more established franchise system, there may even be a central training academy you can tap into. Including those resources in your team's development plan shows that you're serious about helping them progress.

Ultimately, when people see that there's a real future for them within the business, they're far more likely to stay, grow, and remain engaged as the franchise evolves.

FURTHER INFORMATION

Ashtons Franchise Consulting is one of the UK's most experienced franchise consultancy firms. With a team of knowledgeable and approachable consultants, they have assisted hundreds of businesses across various sectors in expanding and growing through franchising. Visit ashtonsfranchise.com for further details.

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Location is everything

GRO Franchise brings landlords, prime retail sites, and experts together to help franchises make smart choices







Part of the flagship GRO Retail event at Old Billingsgate Market this autumn, GRO Franchise is the UK's go-to destination for founders, franchisors and franchisees looking to scale, and ambitious entrepreneurs aiming to take the next step. Whether you're searching for your first location or expanding into new territories, GRO Franchise brings prime opportunities straight to you. At this year's event, attendees met leading UK landlords, explored prime retail spaces, and gained insights from franchise consultants, property experts, and financial backers, while networking with like-minded peers. GRO Franchise is where franchise dreams take root - and grow bigger.

01

Showing support First event dedicated to franchise property

"The biggest reason franchisees fail is because they don't open in the right location, identify the best terms or sites for them, or understand how to go about it properly. This event is the first dedicated property showcase for the franchise market," says Harrison Sharp, Senior Sales Manager at GRO Retail. This year, the event brought together 150+ franchise operators, 750+ retailers from the UK and internationally, over 2,000 decision-makers, 600 pre-arranged meetings, and insights from 40+ industry expert speakers in the buzzy atmosphere of Old Billingsgate Market.

02

Identifying the blind spots

Franchisees are trained to run a business – but not to secure the right property. Without location expertise even the strongest operations and marketing cannot save a store. In many cases brand strength, systems and processes take centre stage while property selection is left to chance. A poor site or unfavourable lease terms can drain cash and doom a venture. Yet onboarding for new franchisees often focuses on operations leaving property issues under-explored. This silent gap in preparation is one of the leading contributors to franchise failure rates, making GRO Franchise an essential pitstop.

03

Common mistakes in site suitability

Many franchisees overpay for unsuitable space because they don't know how to benchmark rents or negotiate incentives. Others pick sites with poor footfall or mismatched demographics. Some sign punitive leases without considering break clauses or rent reviews. Harrison Sharp notes that franchisees often lack the knowledge, contacts and expertise to secure property on the right terms. These errors are compounded by time pressure to secure a site, fit it out and open. Without guidance franchisees risk committing to landlord-first deals and under-estimating hidden costs.

GRO Franchise: 30 Sept-1 Oct, London

Scan for event overview, benefits & FAQs - find your perfect franchise location!







04

Why franchisors don't always help

Some franchisors offer site selection support but for many property is left to the franchisee. The reason is often resourcing – property expertise is a specialist skill that smaller networks can't always staff. But a failed site damages more than one site: it can shrink territory potential, harm brand perception and trigger costly legal disputes. Without guidance, franchisees are sometimes left to negotiate leases, liaise with landlords and assess locations on their own. This independence can be empowering or disastrous – depending on the franchisee's knowledge and contacts but GRO Franchise provides support.

5 franchise property pitfalls

Franchisees can save thousands by avoiding these property pitfalls. Overpaying for rent can be prevented by benchmarking comparable sites and negotiating incentives, while the risk of choosing the wrong location can be reduced by analysing customer demographics and competitors. Hidden costs like service charges, rates, and utilities must be factored in, and rigid lease terms should include break clauses and flexible reviews. Relying on gut feel alone is risky; use expert insight, because in franchising you can fix most things, but you can't move a bad site.

05

Building property know-how

Franchisees don't need to become property professionals – but they do need access to property expertise. This could include consultants to guide them from site search to lease signing, franchisor-led training on red flags, partnerships with commercial agents who understand franchising and data-led location analysis. Evidence-based decisions beat gut feel every time. Investing in property knowledge early pays dividends later. The aim isn't to replace franchisor support but to equip franchisees with enough understanding to ask the right questions and negotiate smartly to secure the right terms.

06

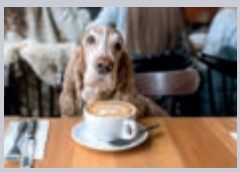
The value of events

Internationally, specialist retail property events give franchisees direct access to landlords, agents, developers and market analysts. They're a chance to hear the latest market intelligence, discuss lease negotiations, learn about footfall trends and build contacts before beginning a site search. For franchisors they offer networking with credible property partners who understand expansion strategies. Harrison Sharp confirmed this is the first event in the UK to focus entirely on franchise property needs – providing a rare chance to meet the right people and secure the right site. Preparation before signing is everything when it comes to choosing sites with confidence.

Your questions answered



Experts from across the industry tackle the topics concerning you most




How do franchisees co-exist without encroaching on each other's trade?



John Pratt, partner at Hamilton Pratt, explains how territorial rights work in franchise agreements – and why exclusivity isn't always as clear-cut as it seems

Not all franchise agreements grant franchisees an exclusive territory – in retail franchises, for example, that would be unusual. In this situation, franchisees may well compete in the same town for business, although they would hope their franchisor would not allow them to operate so close to each other that their potential for profitability is impacted.

Without careful planning, this kind of close proximity can create tensions between competing franchisees and lead to disputes around poaching customers or encroaching on each other's trade.

In the other scenario, an exclusive territory is granted to a franchisee. However, competition law doesn't allow franchisors to prevent franchisees from responding to unsolicited enquiries from customers outside their territory.

All a franchisor can do in this situation is prevent a franchisee from actively selling in another franchisee's designated patch.

For example, having a website that is accessible nationally or internationally doesn't constitute active marketing. On the other hand running geo-targeted online ads in another franchisee's territory could be in breach of a franchisor's terms and conditions. Therefore, if enquiries come in direct from the website there's nothing to stop a franchisee from acting on these leads, regardless of whereabouts in the country they come from.

> "Having a website that is accessible nationally or internationally doesn't constitute active marketing"

Complexities can arise when the clause granting exclusivity is analysed, as it can either relate to customers or premises.

In the latter, a franchisor simply confirms that it will not allow another franchise to open in the exclusive territory.

It's important to understand that this clause doesn't stop other franchisees from actively marketing in territories outside their own, provided they don't engage in what's considered to be targeted selling.

John Pratt, partner, Hamilton Pratt



UP FOR DEBATE

SHOULD MORE UK FRANCHISES FOLLOW THE EUROPEAN MODEL OF BEING FULLY DOG-FRIENDLY?

The idea of UK franchises adopting a fully dog-friendly model, like those seen in parts of Europe, is gaining attention. There are several arguments in favour of this change.

Firstly, dogs are increasingly viewed as family members, and their owners want to include them in all aspects of their lives, including taking dogs to their place of work. The physical and mental health benefits of spending time with dogs have been proven time and time again so franchises would also profit from less time off for sickness also.

By welcoming dogs, UK franchises can tap into a growing market of pet owners, enhancing customer interactions and satisfaction. Additionally, the European model has proven to be successful in countries like France, where many cafes and restaurants allow dogs. These establishments create a more inclusive environment, fostering a sense of community and relaxation for customers. Pet-friendly spaces can encourage longer visits, which often translates into higher spending from customers of dog-friendly businesses.

However, not all customers may appreciate sharing a space with dogs, particularly those with allergies or phobias. Franchise brands would need to implement clear guidelines and staff training to ensure cleanliness and safety.

Rebecca Wilson, founder and CEO, Friends For Pets

"By welcoming dogs, franchises can tap into a growing market"



"What happens if my franchise isn't performing as expected?

The answer to this will really depend on the reason. Your franchise may be underperforming because of external reasons. These could be anything from global or national events such as COVID or recessions to local market conditions, for example, where a major store retailer closes down close to where the franchisee's business is situated, reducing footfall, or where a competitor opens nearby.

A franchisee may feel the underperformance is due to lack of training or support from the franchisor. The franchisor may blame the underperformance on the franchisee's lack of commitment to the business or its failure to follow the franchise system.

Underperformance may get picked up quickly by the franchisor who will want to meet with the franchisee to discuss the reasons for the underperformance or it could be picked up at a regular review meeting. If a franchisee feels that the poor performance is due to external reasons or a lack of support from the franchisor then it is essential that this is communicated to the franchisor so that franchisor and franchisee can work through the problem together.

The franchisor may want to review and audit the franchisee's business to discover the reason behind the failures. A good franchisor will support the franchisee to put in place a plan to remedy the issues. These processes should be fair and reasonable and include the right for a franchisee to seek to remedy the failure to achieve the target. The franchise agreement should also set out what will happen if the underperformance does not improve. As always, legal advice should be sought so that a franchisee can fully understand its position.

Shelley Nadler, legal director, Bird & Bird

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Is franchising doing enough to support wellbeing?



JEN CHAPMAN-BOFFIN
Cinder

Bolstered by her recent survey findings and the momentum kickstarted by the inaugural National Franchise Week: Wellbeing (co-hosted with the BFA), Jen Chapman-Boffin, founder of mental health first aid training company Cinder, is on a mission to close the mental health gap.

1 / 97% of franchisors say mental health affects business. What does this tell us about mindsets?
This figure suggests people are recognising the impact that both poor and positive mental health have on business performance – and, crucially, there is a growing awareness and acceptance of the correlation between the two. There's a really positive shift happening; people are becoming much more aware and accepting of the role mental health plays. It's no longer seen as a soft or fluffy topic, but as something that is impactful and has the potential to make a real difference.

2 / Only 13.4% of franchisors offer external wellbeing training. What's stopping its adoption?
The survey suggested that budget constraints and other business priorities are the main barriers. There's a bit of a disconnect here – while many businesses acknowledge that mental health plays a vital role in performance, proactive support often isn't being prioritised. Even with a clear understanding of the impact on the bottom line, other areas still tend to take precedence. Generally, this seems to be because leaders are drawn to quick wins – investing in areas like social media or content training, which can deliver more immediate results. While those are valuable, they often act as short-term fixes rather than addressing the deeper, long-term benefits of supporting mental wellbeing.

3 / 75% of franchisees report feeling lonely. How should we respond to such a widespread issue?
It's about building psychological safety across the network – making sure franchisees feel comfortable having honest conversations and valued as individuals, not just at recruitment but throughout their entire journey. If a franchisee stops engaging, such as missing monthly check-ins or network meetings, it shouldn't be taken at face value as it may signal they're struggling and need support.

The sector also needs to dig into the root causes of loneliness – understanding why franchisees feel disconnected and from what. More events alone won't solve it; someone can be in a room of 100 people and still feel isolated. Tackling this means creating an environment where genuine connections can form, and where people feel truly seen, heard, and supported.

4 / Only 24% of franchisors believe enough is being done. Does this shared dissatisfaction represent a real opportunity for change?
Absolutely – it's the ideal starting point. While nearly all franchisors recognise the impact of mental health on business, only a quarter believe enough is being done. That gap signals growing awareness and acceptance that things need to improve – the challenge now is moving from awareness to action.

5 / Fewer than 1 in 5 franchises have a formal wellbeing policy. How important is this?
It's a vital first step. A clear policy removes grey areas, protects franchisors legally, and sets expectations on both sides. To help, I'm creating the first mental health accreditation for franchise brands, bringing Cinder's training, resources, and tools together in one accessible package. Designed to overcome common barriers like budget and time, it enables franchisors to uphold high standards while giving franchisees practical skills in self-awareness, emotional intelligence, and wellbeing management – all without adding to workloads.

For franchisees, it means access to consistent, meaningful support that can boost confidence, resilience, and long-term business success. For franchisors, it's both peace of mind and a visible commitment to supporting their network.

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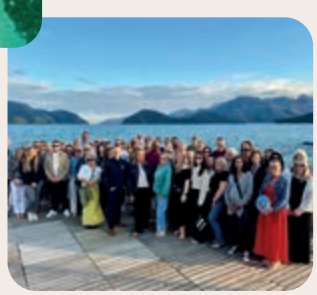

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Trailblazers of British franchising

This year's BFA HSBC UK British Franchise Awards' finalists showcase the innovation, culture and customer focus that make UK franchising a £19.1bn powerhouse

The BFA HSBC UK British Franchise Awards are the undisputed benchmark of excellence in the UK franchising industry. Known as the 'Oscars of franchising', they bring together the finest franchisors and franchisees in the industry, to celebrate the achievements of those who have pushed the envelope in an industry that, according to the latest research sponsored by NIC Local, contributes £19.1 billion to the UK economy through over 1,000 franchise systems and more than 50,000 franchised units.

Pip Wilkins QFP, CEO of the BFA (British Franchise Association), who will be celebrating 10 years as the CEO in 2026, said: "We have been running these awards for 36 years now and they are, without doubt, a barometer of the success of the UK franchise industry. The names of our finalists and the winners on the night should stand as a reference point and example for anyone researching our industry, as the best of the best."

Founded in 1977, the BFA is the oldest and largest franchise association in the UK, setting the standards for ethical, professional franchising in a proudly unregulated sector.



MEET THE MOVERS

This year's finalists include everyone from global household names to small but mighty start-up franchisees, taking their first steps into business.

Awards categories are divided into two, those for franchisors and for franchisees. For the uninitiated, a franchisor is the owner of the main company and can be any size, from relatively young with a fairly small network, to a behemoth brand with hundreds of franchisees.

And don't be fooled into thinking franchisees, who buy a franchisor's territories, are all small 'owner operated' businesses – far from it. Multi-unit franchising (where a franchisee owns multiple territories) is a growth area, with some franchisees turning over tens of millions of pounds each year. All are represented in the awards finalists this year.

FINALIST INSIGHTS

In total, there were 135 entries from 76 brands in the 2025 awards. This resulted in 30 franchisor and 26 franchisee finalists. 37% of these brands did not enter last year, debunking the myth that 'the same brands win every year'.

Some clear trends are emerging from this year's finalists. Over half of all brands (57.7%) are from the Personal Services sector, showcasing the strength of domiciliary care, health, education and lifestyle brands. This fits with the findings from the 2024 BFA survey, which showed a 53% growth in the Personal Services sector from 2018 to 2024.

Other key sectors represented in 2025's finalists include Property Services (13.5%), Business & Communication Services (11.5%), Hotel & Catering (7.7%), Transport & Vehicle Services (5.8%) and Store Retailing (3.8%).

24% of finalists are nominated in multiple categories, with one brand receiving five nominations.

The 2025 finalists show that Personal Services brands are continuing to set the pace in UK franchising, with strong representation in people-driven and culture-focused categories, while Property and Hospitality brands are making their mark in emerging and multi-brand areas.

Without going into details (award entries are confidential after all!), this year's entries are packed full of innovation and ideas, culture and purpose, support and growth, and the all-important focus on customers. The 2025 finalists have all stepped up to the proverbial plate to catch the judges' eye and make it onto this prestigious list.



BFA HSBC UK BRITISH FRANCHISE AWARDS FINALISTS 2025 (FRANCHISOR)

FRANCHISOR OF THE YEAR - ESTABLISHED (To include one winner and one highly commended)
- Premier Education
- Caremark
- Boots Opticians
- Pink Spaghetti
- Speedy Freight
- Bluebird Care
- Dyno-Rod

FRANCHISOR OF THE YEAR - EXPANDING
- GoodOaks Homecare
- Mathnasium
- Oltco
- Mini First Aid

FRANCHISOR OF THE YEAR - EMERGING
- CareYourWay
- Future Stars Coaching
- Green Machine



RESEARCH & DEVELOPMENT
- Snap Fitness
- easyStorage
- Optic-Kleer
- Swimtime

LEADERSHIP & CULTURE
- Caremark
- Premier Education
- Language for Fun

FRANCHISE SUPPORT (To include one winner and one highly commended)
- Snap Fitness
- ERA Group
- Pink Spaghetti
- Co-op
- FASTSIGNS
- Aspray

MARKETING
- GoodOaks Homecare
- Auntie Anne's UK
- Stagecoach Performing Arts

BFA HSBC UK BRITISH FRANCHISE AWARDS FINALISTS 2025 (FRANCHISEE)

COMMUNITY IMPACT
- Right at Home (Vicky & Paul Butler)
- Snap Fitness (Kunal Patel)
- Swimtime (Fiona Marshall)
- Bright & Beautiful (Toni Hibbert)

DYNAMIC DUO (to include one winner and one highly commended)
- Care Your Way (Sobia Farooq & Shahid Shoeb)
- Revive! (Jinesh & Reena Patel)
- Minster Cleaning (Edward & Charles Lofthouse)
- Rise (Adam & Jos Sharp)
- Driver Hire (Tim & Fiona Hennah)
- Tutor Doctor (Neil & Melodie Watson)

CUSTOMER FOCUS
- ServiceMaster Clean (Jane Paisley & Andre Gottemaker)
- Puddle Ducks (Faye Burrell)
- Snap Fitness (Sajda Parveen)

BFA STAR PERFORMER
- Theatretrain (Jess Fairfield)
- Home Instead (Zoe March & Rob Moore)
- House of Colour (Sandy Lancaster)
- Mini First Aid (Marlene Meyer)

YOUNG GUNS
- More than Loft Ladders (Lewis Perkins)
- Home Instead (Wafa Mohbubul)
- Oltco (Scott & Cam Stevenson)

HSBC UK MULTI-BRAND
- The Explorer Group (Sean Geddes)
- Iceking Group (Angelina Mouralidarane)
- Karali Group (Salim & Karim Janmohamed)

HSBC UK MULTI-UNIT
- McDonald's Restaurants (Roger Khoryati)
- Betterclean Services (Caroline Spiller)
- Snap Fitness (Kunal Patel)

Growth sectors to watch

Franchising is growing across many sectors, but none stands out quite like Personal Services. According to the latest BFA survey, this sector has experienced unprecedented growth – ironically, boosted by the global pandemic – with a remarkable 53% increase between 2018 and 2024. But other industries too offer great potential.

• Domiciliary care
Domiciliary care is, and will be for the foreseeable future, an important growth sector in franchising. According to verified sources, in 2024 England was home to 22 million people aged 50-plus, representing 40% of the population. Looking ahead, the 85-plus age group is expected to double in the next 25 years. Combine this with a social care system that is already under strain, and you've got a sector with excellent growth potential. British franchise brands are doing an excellent job in providing this much-needed service.

• Health
Understandably, the entire world's attention was focused on improving health during the pandemic, so it should come as no surprise that fitness brands are doing well and well represented in this year's BFA Awards. Interestingly, a shift in consumer behaviour to online shopping meant the closure of many traditional high street brands, leaving empty buildings in prime locations of which gyms were able to take advantage. Gyms often suit investor owners, as once a gym is set up it needs relatively little day-to-day involvement from the franchisor.

• Children's education
There can't be many parents who didn't see the value of teachers during the pandemic, forced as they were to take on the role of teacher to their own children. For this reason, parents are now more keenly aware than ever of their children's progress and how important it is for them to do well in school; consequently, if additional help is needed, they aren't shy to call in the professionals and franchise brands have been benefitting from this shift in attitude.

• Personal services
Finally, the pandemic reminded people of the importance of time with loved ones. Families decided that they were willing to forgo going out for dinner and similar treats for someone to walk their dogs, clean their house, mow their lawn and teach their child to swim/dance/act. The reported 53% rise in the Personal Services sector wasn't in turnover of existing businesses, but in the emergence of completely new Personal Services brands - more dog walkers, more children's educational brands, more ballet classes etc. The market is booming, and franchisors and franchisees are taking advantage of opportunities to provide first-class services to a very engaged and receptive audience. As we know, franchising excels at these people-centric businesses.

WHY AWARDS MATTER

So why do awards matter in 2025? Surely a good digital marketing campaign can achieve the same kind of brand-awareness results? Au contraire.

The first and most obvious reason for winning awards is the huge PR boost it gives your brand; winning a prestigious award from a well-respected organisation such as the BFA will give you at least 12 months of PR advantage over your competitors. Firstly, you can call yourself 'award-winning' for the 12 months after your win (no longer than that, it's just tacky) and secondly (as we all know, for better or worse), the internet is for ever and the number of times your brand will be mentioned across a myriad of publications will be there for all eternity and prospective franchisees won't be able to move for the word 'award-winning' when they start researching you. It is literally the Nirvana of the PR world and absolutely not to be sniffed at.

BUILDING TRUST

Also, in franchising, possibly more than in any other area of business, trust in the brand is everything. With franchisees often investing tens of thousands of pounds, anything a franchisor can do to highlight their credibility, is particularly powerful.

Lucy Campbell, CEO of Right at Home UK who won Franchisor of the Year (Established) in 2024 said: "To have won this highly esteemed award was an absolute honour. It strengthened our credibility, opened new conversations, and reinforced trust in our brand."





Rise of the multi-brand owner

A new breed of franchisee is emerging in the 2020s - the multi-brand, multi-unit owner. These savvy entrepreneurs have identified that if owning one franchise territory or brand works, then two, three, or more works even better.

Multi-unit franchisees see the growth potential of owning many territories, using economies of scale to make their businesses highly profitable. They don't try to change the model (although they often work very closely with the franchisor to enhance or improve it), but they simply repeat their success, over and over again. Franchisors often set up exclusive working groups with these franchisees to support them with their accelerated business growth.

Likewise, multi-brand franchisees have realised that they, and their teams, have expertise in following a franchise model, so why not try doing the same with a different brand or sector? It is not unusual for a multi-brand franchisee to expand from domiciliary care into, say, coffee shops - and make a great success of businesses in both sectors. Usually, they will have a well-established head office, highly skilled at fulfilling all the requirements of running a franchise, so adding one more into the mix isn't such a huge leap.

"Winning boosted our credibility, opened new doors, and gave our whole network a real lift in value and recognition. It clearly evidenced our leadership in the sector and provided strong marketing positioning for us"

ENHANCING REPUTATION

A large award also can help you raise your reputation in your own industry, as Aaron Davis, network development manager at Signs Express who won the 2024 Business Transformation Award, said: "Winning this award has really elevated our brand credibility – particularly within the franchising and signage industries, plus the response from our clients and network has been hugely positive."

ADDING CREDIBILITY

Sarah Cressall OBE, founder of The Creation Station, who won the 2024 Lifestyle Brand Award said: "Winning boosted our credibility, opened new doors, and gave our whole network a real lift in value and recognition. It clearly evidenced our leadership in the sector and provided strong marketing positioning for us, as a trusted provider of a supportive, professional and dynamic brand."

GOOD LUCK TO ALL

Pip Wilkins, CEO of the BFA said: "Everyone at the BFA is so grateful to all the entrants, those who made it to the finals and to those who didn't. We are hugely aware of how much work goes into entering, with many brands spending weeks honing their entries, and we thank them enormously for their efforts. It is our absolute pleasure running the awards each year, supported as we are by our generous sponsors HSBC UK, giving us the opportunity not only to recognise the efforts of those in our industry, but also to share their success with the rest of the UK. I'd like to thank them all for upholding our standards of ethical franchising, for giving so many people the opportunity to 'discover their tomorrow' through business format franchising and for making the British franchising sector so widely respected throughout Europe and the world."

Gillian Morris, UK Head of Franchise at sponsor HSBC UK, concluded: "My warmest congratulations to all the finalists in this year's awards. It's certainly not an easy task but shortlisting the entries and choosing the finalists is one of the highlights of my year. As ever, there are some brilliant businesses amongst this year's entrants. They really do represent the best of British franchising, and I look forward to seeing them all at the awards ceremony in November."

Full details of all the finalists are available at **https://www.thebfa.org/bfa-hsbc-uk-british-franchise-awards/** and via the BFA's Best In Franchising campaign, which runs across all social channels from Monday 6th October 2025.

The 36th annual BFA HSBC UK British Franchise Awards will bring together the very best of the UK franchise industry on the 6th November 2025 for an unforgettable evening of celebration at the Telford International Centre, following on from the BFA's annual conference.

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PASSION TO PROFIT

From dreamers to doers, these franchise owners turned their passion into a thriving business. Discover how franchising gave them the freedom, purpose, and profits to build their future





DEBBIE DICKSON
Franchisee for Apollo Care Southport

I never planned to work in care, let alone run a business. Up until about 10 years ago, I was working around my family in a bank call centre as a repayment advisor. Everything changed when I left my job to care for my terminally-ill brother. After he passed away, I took a year out to process everything. When it was time to return to work, I tried a part-time role in care, just for a few weeks to see how it felt. Life shifted again when my marriage ended, and I moved into a full-time position. It turned out to be one of my best decisions ever – I loved care work and eventually progressed to become a trainer.

In January 2020, I joined Apollo Care West Wirral as deputy manager, which happens to be run by my cousin, although I earned the role on my own merits. Right from the start, I knew Apollo was different. The carers genuinely supported each other, everyone got along, and the clients always came first. I remember thinking, "Wow, this is not like anything I've experienced before." It was clear that the company really valued its staff as much as its clients, and that made all the difference for me.

Not long afterwards, the opportunity came up to buy Apollo Care Southport. My cousin was already part-owner, and I was ready for the next step. She casually said, "It's such a pity you can't just buy Southport," and that was the spark. What started as a passing comment soon became reality when I decided to take the plunge.

Our first client came in 2022, but those early months were tough. I was still working between West Wirral and Southport while trying to balance work with family life. There were moments when I thought we'd never get it off the ground. But with support from head office – especially Owen, our business support manager, who guided me through the hardest moments – we kept pushing.

Nearly two years ago, I became full owner of Southport, buying my cousin out. Since then, we've grown steadily, and now the franchise is owned by me and my son. Having him alongside me feels like a natural fit because Apollo's values are so family orientated.

Starting out, I had to do everything myself – care, rotas, supervisions, even the books. It wasn't easy, but it taught me every part of the business. We've since built an incredible team of carers – 14 at last count – and I'm really proud of them. I still go out on community visits care calls myself, which keeps me grounded and connected to the work, and reminds me why I do what I do.

Now, we're able to promote from within. Two of our carers are completing apprenticeships and moving into office roles as care coordinators. Watching them grow has been one of the most rewarding parts of this journey, and it also gives me space to step back from the day-to-day.

Running a care business has its challenges. For me, learning the finances was tricky at first – working out pay, costs, and overheads – and I'm not exactly what you'd call tech-savvy, so bookkeeping took some patience. But head office has always been there to support me, whether it's compliance, accounts, or even something as simple as helping design a leaflet. I've always felt like I'm not on my own.



"Sometimes you're the only person a client sees all day, and just by being there, you can brighten their world"

Debbie Dickson never imagined she'd be running her own care business. After leaving her job to care for her terminally ill brother, she found a new calling in the care sector - one that combined compassion with purpose. In 2020, she joined Apollo Care West Wirral as deputy manager and quickly realised she had found a company that shared her values: a focus on personalised, high-quality care, supporting both clients and staff. A year later, an opportunity arose to take over Apollo Care Southport, and Debbie took the leap. Since then, she and her son have grown the franchise from its very first client into a thriving local business. Guided by Apollo Care's ethos - empowering people to live independently at home with dignity and companionship - Debbie has built a team and a community-focused service she is immensely proud of.

Looking back, I'm amazed at how far we've come. Ten years ago, if someone had told me I'd employ 14 staff, care for 30 clients, and run a thriving franchise, I would have laughed. One of the most satisfying parts for me has been building a team – guiding people through those early weeks when they're learning the ropes and watching them grow in confidence – and creating a work environment that makes them want to stay.

Community is hugely important too. Last year, we took our dementia singing group to the Southport Flower Show, where they performed live. Those experiences go beyond care – they bring joy, connection, and a sense of belonging to our clients and our team, which is what makes this work so special.

Looking ahead, I'm planning to bring in a deputy or registered general manager. It feels like the right step as we continue to grow. On a personal level, I've learned to take a step back too. This summer, we even managed our first proper holiday in years, which felt like a milestone as the team ran brilliantly without me.

Owning a care franchise has been the most rewarding career change I could have made. It's hard at times, and requires patience and empathy, but the difference you make in people's lives is priceless. Sometimes you're the only person a client sees all day, and just by being there, you can brighten their world. That's something I never take for granted.



CHARLOTTE CLAYDON
Franchisee for We Love Pets Stevenage

Before We Love Pets, my career had already gone through a few big shifts, starting in retail management with Laura Ashley. It was a role I enjoyed, but after having three children the long days and travel simply weren't compatible with family life and I knew I needed something that allowed more flexibility.

That's when I moved into student exchange. I began as a host, looking after students from overseas, then joined the company's head office before eventually setting up my own business. I loved the responsibility of arranging placements, schools, and host families, the work felt meaningful, and for years it seemed I'd built a business with a secure future.

Then Brexit arrived. Almost overnight, the foundation of my business collapsed. Ninety percent of my students were from EU countries, and with the changes to academic opportunities, the entire model I'd relied upon was no longer viable.

I knew from experience how tough it is to build a business. You can only do it if you're genuinely passionate. And for me, outside of the work I'd already done, the only thing I felt that strongly about was dogs.

We'd had a beautiful cocker spaniel called Bella, who transformed our lives before she sadly passed away far too young. Losing her cemented just how much joy and meaning dogs brought to our family, and I knew I wanted to do something in that world. So I began researching pet care franchises, determined to find a business that aligned with my values and lifestyle.

That's when We Love Pets appeared. What struck me wasn't just the model but the personal touch. I sent an enquiry, and Ryan White, the co-founder, called me back within 20 minutes. He didn't send a copy-and-paste email or a glossy prospectus – he just rang and chatted like we'd known each other for years. I instantly trusted him, and I knew it was the right move.

I loved that We Love Pets mirrored exactly what I'd have wanted for Bella: not kennels or crowded van walks, but family boarding, small group walks, and individual care. It also fitted perfectly with my family life while allowing me to continue running my student business, albeit on a smaller scale.

I wanted to hit the ground running with support behind me, and that's exactly what We Love Pets offered. When I joined in March 2021, the timing was extraordinary. We'd just come out of lockdown, and suddenly half the country had new puppies or kittens. Many were first-time pet owners who saw us not just as walkers or boarders but as a lifeline of knowledge and reassurance. Those early customers are still some of my best today.

I didn't anticipate the bureaucracy. Licensing requirements for boarding were far more complex than I ever imagined, but having Head Office handle frequent policy changes provides invaluable support.

The other surprise was how quickly the business took off. Within 10 months, I reached the revenue target I'd originally set for five years. I also hit a wall. I remember calling Ryan in tears, overwhelmed by demand. His advice was simple but life-changing: "Charlotte, you need to learn how to say no." As someone used to saying yes to every customer, that was hard, but it saved me from burnout. I spent year two steadying the ship, building a strong team, and focusing on sustainability.

Four years on, I manage a team of 20-plus. If you'd told me that at the start, I'd have laughed. I thought it would just be me, my husband helping out, and maybe a couple of walkers. Now, when I look around a team meeting, I feel incredibly proud of what we've built together.

The joy isn't just in business success but in what it gives people. Staff often tell me how much the job has helped them, whether it's an 18-year-old who struggled in office jobs but has blossomed working with animals, or a grandmother who loves her weekly dog walks for the mental health benefits. Pets bring people together, and our business is built on that sense of connection.

Customers too often find us to be more than pet carers. One client recovering from a stroke values our visits as much for the chat as for the dog walk. For me, that's what makes this business special: it's not just about profit – it's about earning trust and building relationships, a synergy I'd also experienced in the student exchange world.

When I started, I had a burning ambition to be in the top ten franchisees, then the top five. I achieved both quickly, but now I'm less focused on rankings and more on balance. I want to keep growing, but also have time with my children, flexibility to support my ageing parents, and space for myself.

I always say I feel lucky to have found this industry, although Ryan insists luck has nothing to do with it. Maybe he's right. What I do know is that following my passion has led me to financial security and a lifestyle I genuinely love.

"Pets bring people together, and our business is built on that sense of connection"

Charlotte Claydon, franchisee for We Love Pets Stevenage, has built one of the network's top-performing branches since joining in March 2021. Her success is part of a wider story. We Love Pets has been recognised as a finalist for Franchisor of the Year at the 2024 BFA HSBC UK British Franchise Awards and has won national honours for innovation and franchisee support. Charlotte's branch reflects that same high standard, combining strong business results with a commitment to ethical pet care. Charlotte credits franchising with giving her the structure to scale quickly, while still allowing the flexibility to balance work, family and a genuine passion for animal welfare.





JOEY ANTWI-KUSI
Franchisee for McDonald's Dagenham and Brentwood

After graduating with my first degree in Ghana, where I was born and raised, I moved to the UK on a postgraduate scholarship with almost nothing to my name. I still remember arriving with an envelope holding just £100, a gift from my dad.

I knew I'd need extra income to support myself. That search led me to McDonald's, a brand I'd heard was a good place to work. You can picture me: a fresh-faced 22-year-old, working as a customer care assistant for this huge global brand. I quickly fell in love with it all – the people, the culture, the operations – and as a business student, I was fascinated by how it all fit together. I'd watch my franchisee come into the restaurant and see the control they had over their own business. That really stuck with me.

After completing my MBA in finance, I worked at several banks before moving into consulting with Accenture. I enjoyed those years and progressed quickly through the ranks. But entrepreneurship was already in my blood. My dad ran his own construction firm in Ghana, and I'd grown up watching the highs and lows of his journey. Soon, I began longing for one of my own.

During the pandemic, I launched a healthcare business. It went really well, and I loved building something from scratch. That success made me realise it was time to go back to McDonald's. I wanted to tell the story of that young man who had once come to the UK with nothing, fallen in love with the brand, and then spent years building skills in banking, consulting, and entrepreneurship. Now I was ready to return – this time as a franchisee.

McDonald's believed in that story and gave me the opportunity. One of the most impressive aspects of their model is the level of support. You go through nine months of training, paired with a consultant who works alongside you. You attend Hamburger University to learn the culture, the operations, and the people side of the business. And at the end of that journey, in 2023, I took over my first restaurant in Dagenham, the same place where I'd done much of my training.

"If you're fortunate enough to succeed, open the door for others. And if there isn't a door, build it yourself so others can walk through"

Joey runs three McDonald's restaurants with over 300 employees, drawing on 15 years in finance and an MBA in Wales. Beyond operations, he champions diversity, inclusion, and community impact. His mission is simple: serve great food, build rewarding careers, and create opportunities that make a lasting difference.



The beauty of franchising is that you open your doors with customers already walking in, trusting the brand, and expecting a great experience. I quickly grew from one restaurant to three, including Brentwood, which hadn't had a McDonald's in over nine years. Being the one to bring it back was an incredible feeling.

Community work has been a big part of my journey, too. In Dagenham, I set up a work experience programme where young people shadow me for a week. I also spend time in schools, helping Year 10 students prepare for interviews and understand the workplace. That involvement has led to recognition, including a nomination for the Barking and Dagenham Hall of Fame awards, which celebrate individuals of African and Caribbean heritage connected to the Borough. I'm also proud to have made it as a finalist for the Black British Business Awards 2025 in the Senior Leaders, Entrepreneurs category, with winners announced mid-October.

Today, we employ around 300 people. For me, it's not just about building a business – it's about giving back, making an impact, and showing young people that if you chase your dream, you can achieve something meaningful.

That's not to say running a McDonald's is easy. The standards are high, and there are countless moving parts. I rely heavily on my team to keep the business running smoothly. Their support allows me to focus not only on operations but also on community work, talent development, and the bigger picture. Recognition, like being featured in Forbes earlier this year, is an honour, but what excites me most is the difference we can make.

Representation in franchising is another passion of mine. Ethnic diversity among franchisees is still very low, including at McDonald's. I want to inspire young people by showing them that someone who looks like them and talks like them can reach this level. I always tell my team: if you're fortunate enough to succeed, open the door for others. And if there isn't a door, build one yourself so others can walk through.

For me, the defining moment was finding the confidence to apply to become a McDonald's franchisee. It's an incredibly competitive process, with a success rate of less than 2%. I had doubts – was I ready, had I achieved enough? But I decided to go for it. That leap changed everything.

Looking ahead, I have two ambitions. In the UK, I want to grow to more than 10 restaurants within the next five years. But my long-term goal is to take the McDonald's brand to Ghana and other countries in West Africa where it doesn't yet have a presence. I believe there's huge potential to create jobs, support local businesses, and make an impact there.

When that happens, it will bring my journey full circle – from a 22-year-old student in East London with £100 in his pocket to a successful entrepreneur building opportunities back home.

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RETAIL'S BEST CONVENIENCE, FOOD & FRANCHISE

WHY CONVENIENCE RETAILERS MAKE PERFECT FRANCHISE PARTNERS

With consumer expectations rising, independents need new paths to profit. Retail's Best unites retailers, franchisors and suppliers to show how franchising can fuel growth



Moiz Vas, founder of Retail's Best Convenience, Food & Franchise

Independent convenience retailers are under pressure from all sides: margins are tight, categories are shifting, and shoppers expect more than ever. For many, franchising offers a practical route to growth, bringing the weight of trusted brands while allowing retailers to keep their entrepreneurial edge.

At *Retail's Best Convenience, Food & Franchise* on 6th November at the Radisson Blu East Midlands Airport, over 100 leading multi-site convenience and forecourt operators will connect with key suppliers, franchisors, and a curated selection of exhibitors in an exclusive evening event designed to spark collaboration and business growth.

To explore why independent retailers make such strong franchise partners, and how franchising supports diversification and expansion, *What Franchise* spoke to several key figures attending the event about how they're shaping the sector.



Independent strength

So, why do convenience store owners make such strong franchise partners?

"Because we're already proven retail entrepreneurs with the assets franchisors need to scale fast," explains Moiz Vas, founder of Retail's Best and partner at the VAS Group, which operates a portfolio of convenience stores and forecourt sites.

"We operate prime, high-footfall sites with staff, EPoS solutions like MADIC, compliance and customer service already in place, so launches can happen in months," he continues. "A franchise elevates quality, variety and consistency while complementing existing dayparts. The risk profile is better too: the core store remains profitable while the food offer grows."

Vas highlights the efficiencies independent stores bring to franchisors: fit-outs can align with planned refits, community trust accelerates trial and repeat visits, and rich local sales and footfall data helps fine-tune menus, pricing, and promotions. "In short, franchisors aren't starting from scratch – they're plugging into well-traded local businesses with the appetite and capability to grow."

Iceland's franchise partnership with Alliance Supermarkets in the Channel Islands, announced at the end of 2024, is a clear example of how independents are harnessing the scale of big-name brands to grow. Alliance, which operates five stores across Jersey and Guernsey, rebadged its first site in time for Christmas and earlier this year opened the first Food Warehouse outside the UK in Guernsey.

For Alliance Supermarkets' Operations Director, Keiran Poole, the collaboration highlights how independents can keep their local identity while gaining the backing of a household name. "Partnering with Iceland Foods through their International & Partnerships team has been a transformative step for Alliance Supermarkets in the Channel Islands," he reports. "From the beginning, Iceland's flexible franchise model aligned perfectly with our high-footfall convenience store environments and our commitment to delivering quality and value to our communities."

Poole points to Iceland's adaptability and support as central to the rollout.

"Their team worked closely with us to ensure a seamless integration into our existing infrastructure, allowing us to maintain our local identity while enhancing our offering with a trusted national brand," he says. "This collaboration has not only strengthened our business but also reinforced the importance of trust, local reputation, and shared values in franchise success. Iceland is more than a franchise – it's a committed partner in growth, innovation, and community impact."

Mike Fitton, Head of Franchise at Southern Cooperative reinforces this operational perspective.

Southern Co-op runs around 190 company-owned stores alongside a growing franchise business, including 77 Welcome convenience stores, 47 Cobra Coffee licensed Starbucks® outlets, and has just launched its first franchise with Wenzel's, a national bakery chain.

"Independent convenience store operators make for excellent franchise partners," Fitton points out. "They already have the location, the customer base, and deep community connections. What Welcome gives them is the best of both worlds: the flexibility to stock local products, set prices to suit their market, and bring in extras from the Co-op's ethical range, while also

"It's not just about running a profitable business; it's about being part of a brand that people genuinely connect with and trust"



Mike Fitton, Head of Franchise, Southern Cooperative

benefiting from national promotions, supply chains, and the strength of a trusted, established brand. This balance allows them to retain their independence but grow with confidence under the Welcome umbrella."

Guided not governed

Fitton recognises that for many independent retailers, the ideal franchise isn't one that takes over every decision. It's a model that offers support without taking away control.

"Most independent retailers want to retain some independence. They like the umbrella of a franchise – the systems, support, and promotions – but they also want the freedom to put their own stamp on the business," he says. "That's why soft franchise models are so popular: they balance brand strength with entrepreneurial flexibility. Full franchises will grow steadily, but not rapidly. And, of course, independence becomes less of a sticking point if the profitability is proven. If you're making serious money, giving up some freedom is much easier to live with."

Franchising is often mistaken for a loss of independence, but Fitton is clear that's not the case with Welcome. In fact, the support they provide is designed to empower franchisees to run their stores confidently and make decisions for their local market.

"Before a new store even opens, we have a dedicated opening manager on site, working alongside the franchisee and their team," he explains. "They're in the store one to two weeks ahead of launch and then spend two to three days a week there for the first 12 weeks.

"During that time, they train the team, work through a detailed checklist, and make sure everything is covered.

At the end of the process, the franchisee, store manager, and Operations and Development manager sit down together to sign it all off before handing over."

Southern Co-op ensures operational consistency for every franchisee, with a support team ready to step in whenever needed. "We're there to guide them through," Fitton adds. "That's our strength: constant, hands-on support so franchisees never feel left on their own. Too often, new retailers get a bit of training and are then left alone – that's when it all unravels. With Welcome, the difference is the level of support. We don't just hand over the keys and walk away."

New routes to revenue

Expanding into new categories is no longer optional for convenience retailers. Diversification is now key to staying competitive and capturing additional revenue streams.

"The market is so competitive that if you're standing still, you're going backwards," says Fitton. "For some of our Welcome franchisees, diversifying has meant adding QSR franchises like Subway into their stores. It works well because it attracts extra footfall, and while customers are there for food-to-go, they'll often pick up groceries too. It's a great way to use space more effectively and complement the existing offer."

Karak Chaii, inspired by authentic Indian street food and popular chai culture, offers a concession-style format that fits seamlessly into existing retail spaces, allowing owners to introduce high-demand, takeaway-ready products without disrupting their core business.

"Convenience store owners already have deep knowledge of their local market, high footfall, and a strong community presence," Abhijit Chauhan, Karak Chaii's Operations Director, explains. "They're

WHAT THE EXHIBITORS SAY:

Zain Hyde Head of Coffee to Go, Lavazza on the Move
"The value to our brand of being at Retail's Best is really, really high."

Carissa Penfold Head of New Business, Cook
"A brilliant opportunity to connect with a wide range of engaged and influential retailers."

Shamly Sud Director, GHSL - award-winning multi-site retailer in Glasgow with franchise concessions including Speed Queen, Subway and Tubbees
"A great opportunity to meet up with other retailers and pick up new ideas to copy into your own business."

Hemant Tandon Director, Park Garage Group - third generation, family-run convenience store business in southern England with franchise concessions including Creams, Subway, Starbucks and Bakery 79
"I've been to Retail's Best for many years and it's where you meet all the key people in the industry."



entrepreneurial, customer-focused, and skilled at managing operations – qualities that make them excellent franchise partners. With Karak Chaii, they can extend their offer into food-to-go without having to reinvent their business model."

Chicken Cottage, a UK-based halal fast food chain, adds an extra layer to this flexibility discussion. The brand thrives in non-traditional formats, from compact kiosks to store-in-store models in petrol forecourts and premium retail locations.

"Our format is highly adaptable. We offer compact, concession-style units that fit neatly within retail spaces such as forecourts, premium shops, or petrol stations. Even in smaller footprints, our operational systems ensure consistent quality and fast service," Sadaf Kazi, Brand and Franchise Manager at Chicken Cottage, explains.

"Across all these locations, from shop-in-shop formats to kiosks and drive-thrus, our model has consistently delivered strong sales and positive customer feedback, showing that Chicken Cottage is flexible, adaptable, and well-suited to a range of retail environments."

Umayr Asif, who runs a Chicken Cottage franchise within his Premier store in Carnoustie, Dundee, knows the benefits firsthand:

"Bringing Chicken Cottage into our Premier store has been a game-changer," he says. "The brand has been embraced by the local community – especially young families who love it – and we've seen that translate into strong sales and repeat visits. The Chicken Cottage app has also been a huge driver of loyalty, making it easier for customers to keep coming back.

"For us, it's not just about running a profitable business; it's about being part of a brand that people genuinely connect with and trust."

"Not every Welcome store has a secondary franchise, but interest is growing," comments Fitton. "A lot of our franchisees are also looking at QSR with home delivery. We've launched a same-day delivery service, which integrates with our EPOS system. That means when prices change, they're updated automatically online, and if stock runs low in-store, it shows as unavailable on the website. It avoids disappointing customers and makes the whole process hassle-free for franchisees.

"One of our franchisees, Sandeep Bains in Faversham, won Convenience Store magazine's Home Delivery Store of the Year for doing



From local shop to multi-brand success



Sunder Sandher has spent more than four decades growing his family's Leamington corner shop into an award-winning One Stop franchise. He's since diversified his West Midlands franchise portfolio with Heavenly Desserts, WingKingz and Karak Chaii.

"Retail wasn't the career I imagined when leaving school, but life had other plans. I was set to go to Manchester University when my dad fell ill. With six siblings, I was the eldest son. I realised my place wasn't in a lecture theatre – it was behind the counter.

The shop at the time was tiny, more of a front room filled with antique furniture. My dad was among the first Asians in the area to deal in antiques, while my uncle ran a grocery store. Watching his success, I thought groceries might be the way forward. He rolled up in his van with some shelving, handed me a few tins of yellow paint, and off we went. Within weeks, I'd saved £50 to buy a battered van of my own, and I was off to farmers' markets buying eggs, fruit and veg. That's how it began.

In time, I joined the Londis group, but about 10 years ago One Stop came knocking. They were launching a franchise model and asked if I'd consider it. To be honest, it felt like a managed risk. People said I'd lost my independence, but I saw it differently. If it didn't work, I could always go back. It turned out to be the best move I've ever made. Franchising gave me structure. It professionalised the way I worked. The franchisor set standards, provided rebates for sticking to planograms, and helped me focus on overseeing the business rather than being tied to the tills. My staff had clear systems, daily messages about promotions, and support with ordering. We even had a Business Development Manager visiting monthly to review the P&L.

Over the past decade, sales have tripled. Customers recognise and trust the brand, the POS is top-notch, and the offers are hard to beat. More than anything, franchising gave me time, enabling me to give back to the community. I've served as a magistrate, a governor at two schools,



and successfully lobbied for a Pelican crossing outside my shop. My team is part of that community too: one member has been with me 30 years, another 20. I look after them, and in return, they look after the store.

Time has also allowed me to diversify. Alongside my Leamington One Stop, I've invested in other franchise brands with my children: Heavenly Desserts, Karak Chaii and WingKingz. My son, after a stint at PwC, wanted to do something different. He's a foodie, so Karak Chaii was a natural fit. My daughter helped set up Heavenly Desserts. They've taken ownership, and it's been fantastic to see the next generation embrace franchising.

Each new brand has been a learning curve. When we opened Heavenly Desserts, we knew nothing about that sector. But that's the beauty of franchising - the expertise comes with the model. They trained us, we trained our staff, and soon enough it ran smoothly. It's a win-win: the franchisor shares knowledge, and we bring our graft.

I believe food-to-go is the future. Groceries are important, but customers increasingly want hot, fresh food on the move, supported by delivery platforms. That's why my diversification has focused on food and drink. If I'd chosen fitness, for example, I'd have been out of my depth. But in food, I already understand the sector.

Of course, there have been challenges. When we first joined One Stop, promotional stock used to arrive all at once. With no storeroom, we'd be drowning in cages of products, blocking aisles and frustrating customers. I raised it with the franchise director, and they listened. Now stock is phased over four weeks, making life much easier. That's the thing about franchising: when it works well, it's a partnership.

For other retailers considering franchising, my advice is simple: do your homework. Speak to franchisees, visit stores, ask the awkward questions. Not all models work. Be wary of small formats that can't support fresh or chilled ranges, and don't underestimate the value of alcohol sales - without them, convenience retailing is tough.

Looking ahead, I'd like to expand into more commercial property, and maybe explore a coffee franchise or even bubble tea. Franchising gives me the confidence to take on new ventures without starting from scratch.

When I think back to that little shop painted yellow, with £50 in my pocket and a van from the scrapyard, I never imagined where it would lead. Franchising has given me freedom, growth, and the chance to involve my children. Above all, it has allowed me to keep doing what I love, which is serving my community."

exactly this," Fitton adds. "It shows how powerful that combination of convenience retail, QSR, and delivery can be when it's done right."

Partnerships in action

Retail's Best gives retailers a chance to see these opportunities in action, with the invitation-only format bringing together a high-calibre audience of independent retailers and franchisors.

Vas highlights why franchising in convenience retail is such a timely opportunity.

"High-footfall, space-limited locations demand offers that maximise every square metre; food-to-go does exactly that," he explains. "With margins tightening, we need to reduce our reliance on long-term declining categories like tobacco or compliance-restricted categories such as Vape, so standing still isn't an option. Early movers will secure the best locations and the strongest operators."

Fitton hopes that independent convenience retailers attending the event will grasp the full value of partnering with a soft franchise like Welcome: "It's the balance of support and independence that makes Welcome such a strong franchise partner," he points out.

Vas also underscores why Retail's Best Convenience, Food & Franchise is highly relevant right now: "We'll focus on improving profitability and replacing under-pressure categories, with food-to-go and store-in-store opportunities taking centre stage," he discloses. "True to Retail's Best, we'll also explore emerging trends – from security innovations and customer loyalty programmes to retail media that uses data to target by daypart – so attendees leave knowing what works now and how to stay ahead."

FURTHER INFORMATION

Retail's Best Convenience, Food & Franchise 2025 promises to be the must-attend event for multi-site convenience retailers and ambitious operators looking to grow.
With a focus on concessions, shop-in-shop concepts, modular setups, and kiosk formats, this year's event highlights the flexible franchise and food-to-go opportunities helping operators diversify and expand, offering retailers the chance to connect, share ideas, and gain insights that are shaping the future of the convenience sector. Visit **retailsbest.co.uk** to find out more.

FRANCHISING STARTS HERE

Looking to own a business or build on your existing portfolio? Here's a selection of exciting franchise brands currently expanding in the UK



❶ WENDY'S: LANDMARK EXPANSION

International fast food franchise Wendy's has opened a new restaurant in Plymouth's Drake Circus, calling it a "landmark" in its regional expansion. Operated by franchise partner Khidmat Ltd, the site is part of Wendy's plans to add 150+ UK and European outlets by 2028.

In addition, new restaurants slated for Blackpool, Glasgow, Grays, Watford and York will create over 150 jobs.

Meanwhile, Wendy's has invested $70M in its Build-To-Suit program to support franchisees, speed up openings and deliver faster returns across the UK and internationally.



❸ MEXI BEAN EXPRESS: FRANCHISE ON THE MOVE

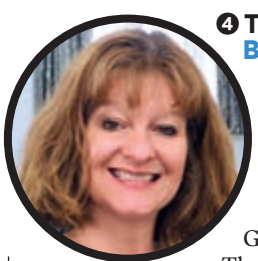
Mexi Bean Express has opened its first transport hub site at Wakefield Westgate Station, unveiling a new quick-service "grab-and-go" model designed for franchise rollout. The Yorkshire-born brand, known for its fresh, halal Mexican street food, now offers commuters tacos, burritos and nachos from 12–10 daily.

Founder Danielle Best called it "a quick pit-stop with all the flavour," as she also celebrates being named a finalist in the SME National Business Awards 2025, capping a landmark year for the fast-growing franchise.



❷ ZAMBRERO: INVESTING IN NORTHERN CITIES

Mexican QSR brand Zambrero UK has appointed its first Development Agents, Damian Bennett and Dawn Catherall, to spearhead growth in Greater Manchester and West Yorkshire. The move follows the launch of Zambrero's franchise recruitment drive and its goal of opening 100 UK restaurants by 2030. Both bring over 20 years of franchising expertise, having successfully grown major QSR networks in the region. Their focus will be on recruiting ambitious franchise partners, securing prime sites and driving rapid, sustainable expansion of the brand's fresh, socially-driven dining concept.



❹ THEATRETRAIN: BFA MILESTONE

The British Franchise Association (BFA) has celebrated its 2,000th franchisee member – Gaynor Gallant, the newest Theatretrain franchisee in Brighton.

Gallant, who launches her performing arts school in October 2025, joined after a recommendation from Theatretrain head office to gain advice, education and networking opportunities.

The BFA, which opened free franchisee membership in 2020, now supports a growing community of franchisees, including over 100 Franchisee Champions. CEO Pip Wilkins said the milestone highlights the sector's expansion and the value of peer support for new franchisees like Gallant.



❺ LEMON AND LIME INTERIORS: UK FIRST

Award-winning home staging firm Lemon and Lime Interiors has launched a first-of-its-kind franchise network, giving entrepreneurs the chance to run their own property staging business under the well-established brand. The Derbyshire-based company has already signed franchisees in Canterbury, Cardiff and Exeter, each gaining exclusive access to its proven system.

Founder Elaine Penhaul said the model offers both practical tools and a collaborative community, helping franchisees grow profitable businesses while elevating home staging as an essential service for UK estate agents.



❻ NURSE NEXT DOOR: APPOINTS MASTER

Global home care brand Nurse Next Door has entered the European market with the appointment of Surrey-based entrepreneurs Prash and Karen Patel as master franchisees for England. The Canadian company, which operates 300+ locations across Canada, the US and Australia, will roll out its vibrant Happier Ageing™ care model across the UK under the Patels' leadership. With over 25 years' franchise experience and a decade in home care, the Patels will transition their existing business to Nurse Next Door before launching national franchise recruitment to drive expansion across England.

We've handpicked some of the UK's best franchise investment opportunities. Go to what-franchise.com for more information



❼ MUSCLEWORKS GYM: CHAMPION INVESTMENT

Muscleworks Gym, a legendary name in elite bodybuilding and strength training, has made its mark on Southwark with a brand-new location set to raise the bar for serious athletes across London. Strategically positioned to expand the brand's reach beyond its East London flagship gym, the Southwark site signals the next phase of Muscleworks' growth.

With plans to roll out gyms nationwide, Muscleworks is targeting prime UK locations to build a network of 24/7 fitness facilities that deliver the authentic Muscleworks experience to strength and fitness enthusiasts nationwide.



❽ CONCEPT CLAIMS SOLUTIONS: DOUBLE AWARD WIN

Concept Claim Solutions, the UK's longest established insurance claim franchise, has secured a double victory at the 2025 British Claims and Modern Claims Awards. With over 40 franchise partners nationwide, the brand's proven model helps property owners manage insurance claims — at no cost to them — while generating high six-figure earnings for franchisees. This recognition highlights a resilient, in-demand opportunity for ambitious entrepreneurs seeking a professional, home-based business in a £3 billion market.



❾ YOUMESUSHI: TARGETS RAPID GROWTH

Fast-growing food franchise YouMeSushi is inviting new franchise partners to join as it sets out to double its 26-store network within three years. The brand opened a franchised Brixton store earlier this year, with five more locations slated to open in 2025.

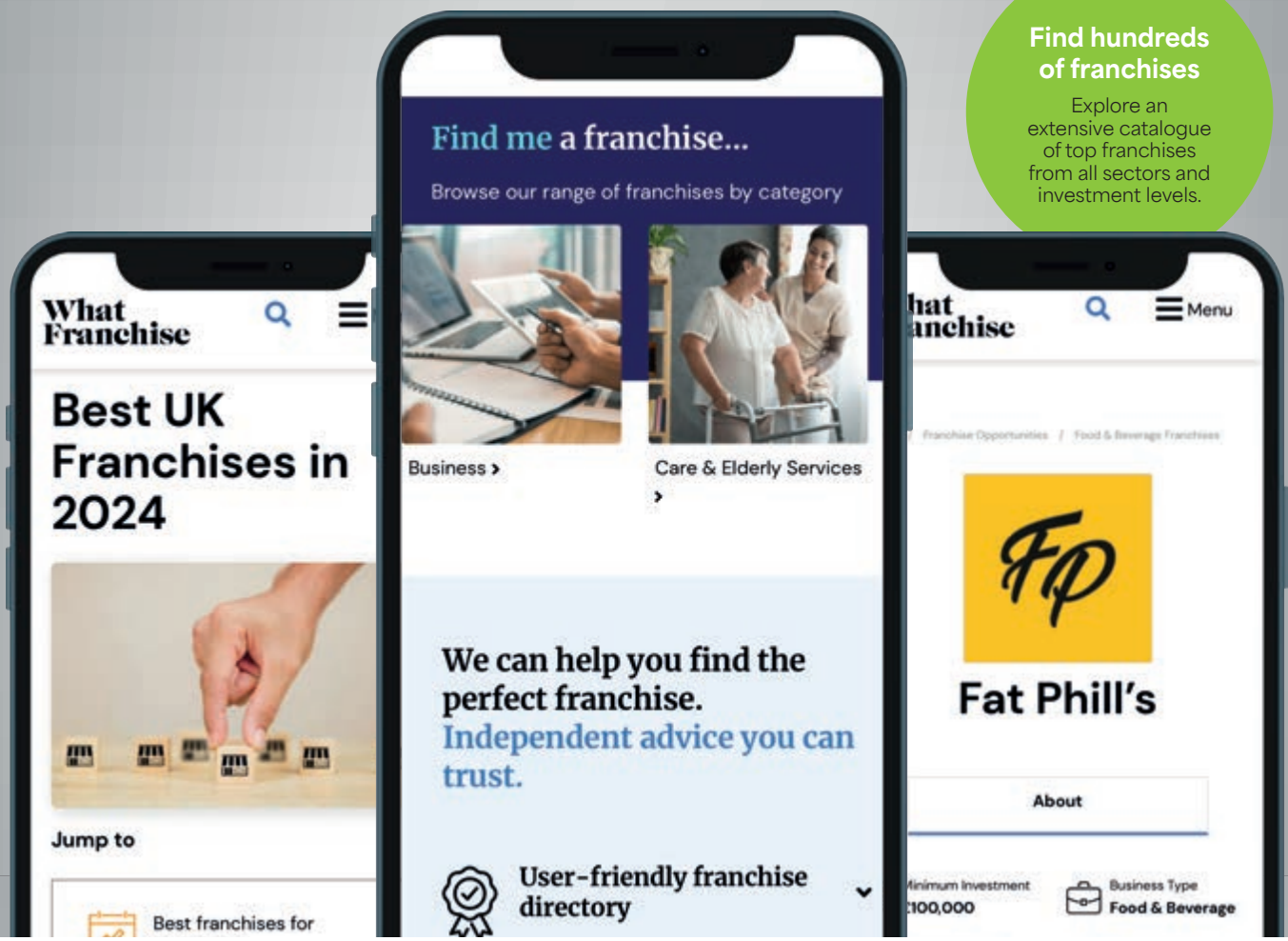
Founded in 2008, YouMeSushi offers a proven model, full training, and strong nationwide demand, giving single and multi-unit franchisees the chance to capitalise on the UK's booming grab-and-go sushi market.

What Franchise

Seeking the perfect business opportunity to achieve financial independence and personal success?

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What Franchise

INVEST IN YOUR FUTURE



ARE YOU HOPING TO BECOME A BUSINESS OWNER?

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

72 **Caremark** helps you turn compassion into commercial success.

73 **Leaflet Delivery UK** A Royal Mail-authorised reseller with guaranteed returns.

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76 **Miss Millie's** The iconic fried chicken brand is spreading its wings here in the UK.

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88 **80 I'M HUNGRY** is bringing a fresh fast-food revolution over to the UK.

CARE SERVICES

Your legacy, our mission

Caremark helps you turn compassion into commercial success through a proven model that changes lives, including your own

Minimum required capital:
£39,950
+ VAT start-up costs

You have worked hard, built a career, and achieved results. Now you are looking for something more. Something that allows you to build a legacy, not only for yourself but for the people around you. You want a business that reflects your values, serves your local community, and builds a valuable long-term asset.

That is exactly what Caremark offers: a route to franchise ownership that combines long-term commercial value with a meaningful purpose.

Recognised as a top 10 franchise by Elite Franchise, Caremark is one of the UK's most established home care franchisors. Today, it supports over 150 offices across the UK, Ireland, and India, with the franchise owners delivering essential in-home care to people who need support to live safely and independently.

This is not a passive investment. It is for people who want to lead, build something of their own, and know they are doing work worth doing. Franchise owners come from a wide range of industry backgrounds, most without prior experience in care. What they share is the drive and commercial focus to make a real difference in their communities.

They are backed by a full UK support team offering help with everything from regulation and recruitment to marketing, business mentoring, and national networking. Caremark's role is to help you grow a profitable business and deliver care you would be proud to put your name to.





Caremark

Caremark. The REAL Care Company

FRANCHISE OVERVIEW

Established:
2005

Number of outlets:
150

Locations of units:
UK & Ireland

"One of the biggest rewards of running a Caremark business is the control of my own destiny"

– Barney Davis, Caremark Warwick

Caremark franchise owners are improving lives in their local communities, creating jobs and often expanding into new territories. For many, it is about giving back, building a legacy and creating a business they can one day pass on.

If you are ready to invest your time and energy into something that truly matters, Caremark could be the opportunity you have been looking for.

Because when your business changes lives, your own life changes too.

FOR FURTHER INFORMATION

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DISTRIBUTION & LOGISTICS

Is this franchising's best-kept secret?

Join Leaflet Delivery UK as a Royal Mail-approved reseller and bring a trusted door-to-door service to your market

Minimum required capital:
£16,995
+VAT



For those looking for a low-cost franchise with strong earning potential, this may well be one of the most straightforward opportunities on the market today. Leaflet Delivery UK has been working with Royal Mail for more than 25 years, helping thousands of businesses reach customers directly in their homes. Building on this success, it is now expanding its franchise network, giving individuals across the UK the chance to run their own business, backed by one of the most recognised and reliable names in the country.

The model is simple: franchisees sell leaflet distribution services to local businesses, while Royal Mail handles the delivery. This means no staff recruitment, no delivery vans, and no logistical headaches. Franchisees are free to focus on building strong relationships with clients while head office manages the design and print production.

EARNING POTENTIAL

The rewards can be significant. Dedicated franchisees who follow the proven system have achieved profits of up to £10,000 per month, with some reaching this in their first year. As there are no limits on growth, income is directly tied to how actively a franchisee builds their client base.

Unlike many franchise systems, Leaflet Delivery UK does not charge ongoing management fees or take royalties on turnover. Instead, the company operates a shared-success model. Head office generates its revenue through a margin on centralised design and print services, meaning its success is directly linked to that of each franchisee.

FRANCHISE OVERVIEW

Leaflet delivery UK

Royal Mail
Door to Door
Authorised Reseller

Established:
2001

Number of units:
14

Location of units:
From the north of Scotland to the south of England

TWO REVENUE STREAMS

Franchisees benefit from two distinct offerings:

- A 'done-for-you' service, where businesses provide their target area, objectives, and budget, and head office arranges artwork, printing, and delivery. This acts as an outsourced marketing department, giving clients a simple, effective solution.
- A shared mailing service, where leaflets from several businesses are bundled together and delivered mailed to 10,000 homes. At just £395 + VAT for a one-sided A5 leaflet, it represents the lowest-cost leaflet drop available in the UK – and makes professional marketing accessible even to small local businesses.

TRAINING AND SUPPORT

Leaflet Delivery UK's training programme equips franchisees with everything they need to succeed. A structured sales process helps them secure new clients, boasting a 70-90% conversion rate from appointments to sales.

Beyond that, training focuses on helping franchisees to become recognised as local marketing experts - the kind of trusted partners businesses rely on to grow. Trained franchisees regularly get 5 star reviews from their customers.

WHY IT WORKS

In an era dominated by digital noise, physical marketing has regained its power. Leaflets land directly in homes, attract attention, and deliver measurable results.

This resurgence in demand, coupled with the credibility of Royal Mail and the streamlined system, makes this opportunity particularly timely.

With its low start-up costs, high earning potential, and a model built around fairness and partnership, Leaflet Delivery UK is positioning itself as one of the most accessible and rewarding franchise opportunities available in the UK today.

FOR FURTHER INFORMATION

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RETAIL

Your business, backed by a global brand

Join Mail Boxes Etc., a leading global retail franchise network, offering world-class support and growth



Mail Boxes Etc. (MBE) is one of the world's largest non-food retail franchise networks, offering a unique mix of shipping, logistics, printing and business services. With more than 1,500 service centres in over 40 countries - including 150+ in the UK and Ireland - MBE is a globally recognised brand with a proven track record of success.

MBE franchisees benefit from multiple revenue streams under one roof, from packing and worldwide parcel delivery through trusted carrier partnerships such as UPS, FedEx, DHL and TNT, to professional printing, design, mailbox rental and business support services. Each MBE centre is a one-stop shop for individuals, small businesses, and corporate clients alike. This versatility not only drives profitability, but also makes your centre an essential part of the local business community.

Starting your own MBE centre means joining a business with robust support and training. From day one, you'll receive comprehensive operational training, marketing guidance, and ongoing assistance to help you establish and grow your business. You don't need prior industry experience - just ambition and a willingness to learn.

Every year, MBE hosts a franchise conference, bringing together centre owners from across the UK. This event is an opportunity to share ideas, hear success stories, and stay ahead of market trends, while feeling part of a supportive and motivated network.

"Each MBA centre is a one-stop shop for individuals, small businesses, and corporate clients alike"

Minimum required capital:

£19,500

Financially, the MBE model is designed to be accessible with an initial investment of £19,500 and total investment of around £60,000 - £70,000. Funding support is available from leading banks that understand franchising and our model. This opens doors to a tried and tested model that delivers both flexibility, growth potential and profitability.

Many franchisees join the MBE network because they want the independence of running their own business with the reassurance of being backed by a global brand. With multiple profit streams, recurring income, and a reputation that attracts both businesses and consumer customers, Mail Boxes Etc. is a franchise opportunity that combines security, variety and long-term potential.

If you're ready to take control of your future, MBE could be the perfect partner for your success story.

FRANCHISE OVERVIEW

MAIL BOXES ETC.

Established:
1980

Number of outlets:
1,500+ worldwide (150+ UK & Ireland)

Locations:
London, Manchester, Birmingham, Edinburgh, Dublin & more

Total Investment:
£60,000-£70,000



FOR FURTHER INFORMATION

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CLEANING SERVICES

Cleaning homes & building dreams

Minimum required capital:
£7,000
+VAT

Molly Maid franchisee Jethro Allen shares what life's been like since joining the brand, and why he hasn't looked back

Why did buying a Molly Maid franchise feel like the right move?
I've always liked the idea of franchising and being your own boss, but with the backing of a trusted name. One day, I turned to my wife, Charlotte, and just asked, "If you could run any kind of business, what would it be?" Her answer? "Cleaning." That got the ball rolling. From there, I started digging into different options and kept coming back to Molly Maid. It just stood out - professional, values-driven, and the level of support was clear from the start. I'm all about people, and the turning point was meeting Aaron, our Business Development Director. After chatting with him and seeing how seriously they take support, I had a gut feeling this was the place for me.

What was the training and onboarding like?
Training at head office was brilliant - super welcoming and just great to meet the team in person. It really helped me feel part of the Molly Maid family straight away. After that, my Business Advisor became my go-to for everything. She's been incredible, always just a phone call away whenever I've needed help. That support really gave me the confidence to get going.

What was your launch week like?
It was such a buzz. I'll never forget the excitement of securing those first few jobs - there were definitely a few celebratory fist pumps! I made it a point to really listen to what each customer needed. Some wanted a deep clean, others just needed regular top-ups. One early client even cried happy tears after their first clean. Moments like that really stick with you and gave us great momentum.

How's business going now?
We hit the ground running and it's going really well. One big lesson has been learning to roll with the highs and lows. I naturally like to stay busy, so I've had to be patient on the quieter days. But even then, I stayed proactive. One afternoon I just grabbed some flyers, hit the streets myself and got two new customers from it! It's all about keeping the energy going.

Has the support from Molly Maid made a difference?
Absolutely. We're even helping to shape a new software system for things like scheduling and payroll, which is exciting. The head office team's been super responsive, and I've had personal calls from both the CEO Kevin and COO Jonathan, just checking in and offering support. That personal touch says a lot about the culture here.

Any advice for someone thinking about buying a franchise?
Franchising's not a walk in the park - it takes a lot of drive and the ability to juggle everything, from customer service to team leadership. But if you love a challenge and enjoy building something from scratch, it's incredibly rewarding. My tip? Be ready to get stuck in, lean on the support around you, and stay the course. What you put in, you'll absolutely get back.

FRANCHISE OVERVIEW

Total investment:
£23,975 + VAT

Established:
1984

Number of outlets:
70

Location of units:
Nationwide



FOR FURTHER INFORMATION

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FOOD & DRINK

Miss Millie's means business

The iconic fried chicken brand is spreading its wings across the UK - backed by heritage, innovation, and a franchise package designed for success

Minimum required capital:

£50,000



This year marks 60 years since two entrepreneurs brought a taste of the American South to the UK. In 1965, guided by KFC legend Colonel Sanders, Harry Latham and Ray Allen opened Britain's first fried chicken shop in Preston. Two decades later, Harry and his daughters carried that pioneering spirit to Bristol, launching the first Miss Millie's - named in honour of the Colonel's daughter, Mildred.

Today, the brand is stepping up with a bold new attitude, a refreshed look, and a secret blend of 12 herbs and spices that makes every visit soul-satisfying, whilst celebrating the diversity of its customers. With plans to expand nationwide and upgrade existing stores for a friendlier, more efficient experience, Miss Millie's is positioning itself as a modern, fast-growing force in the competitive chicken QSR sector.

CAPITALISING ON A GROWING MARKET

Already a well-established brand in the West Country, Miss Millie's is proving that it's far from an 'old-fashioned' fried chicken shop. Under new ownership, the brand has repositioned itself to appeal to younger audiences without alienating long-time customers. Chicken, as a category, continues to outpace beef in the UK, especially among young adults, and Miss Millie's is ideally placed to benefit from this trend.

The brand's focus on bold flavours and quality products means it can respond quickly to consumer trends. "We know our customers love bold, interesting flavours that complement our quality products," says Andy Purnell, CEO. "We will always remain agile to embrace the latest flavour trends and adapt our offerings to keep customers returning and grow our base."

WHY MISS MILLIE'S?

Franchisees looking to join Miss Millie's benefit from an attractive package of support and systems designed to make launching and running a store as smooth as possible. Highlights include:

- Low cost of entry with affordable initial set-up
- Full support with site identification, layout design, and planning consents
- Comprehensive training for franchisees and teams
- Established operational manuals and supply chain management, including price negotiation and quality assurance
- Menu maintenance and new product development
- Marketing support including pooled resources and social media presence
- Advanced systems for POS, kiosks, delivery, click & collect, loyalty apps, and website management

This holistic approach is aimed at giving franchisees the tools and confidence to succeed while reducing the risks often associated with starting a business.

"We will always remain agile to embrace the latest flavour trends and adapt our offerings to keep customers returning"

Andy Purnell, CEO Miss Millie's

FRANCHISING BUILT ON SUPPORT

Miss Millie's prides itself on the depth of its franchise support. From site-finding and lease negotiations to store design, fit-out, and recruitment, the brand's team is involved at every step. Support continues well beyond the opening, with operational procedures, design manuals, and marketing resources ensuring brand consistency.

The supply chain, quality assurance, menu development, and digital operations – including loyalty programs, delivery platforms, click & collect, and digital menu boards – are all managed centrally, allowing franchisees to focus on delivering great customer experiences. The brand's EPOS and inventory systems help track costs, while the team in headquarters ensures compliance with all relevant legislation.

In short, Miss Millie's offers the structure of a big brand with the personal attention of a supportive franchisor, giving franchisees confidence to thrive from day one.

QUALITY & CUSTOMER FOCUS

Product quality remains at the heart of Miss Millie's. Chicken is sourced only from farms with high animal welfare standards, certification and full traceability.

In store, Miss Millie's chicken is hand-breaded in their unique and secret blend of 12 herbs and spices. There is also a hand-picked range of house sauces and dips that perfectly compliment the finished product.

The brand constantly monitors flavour trends to ensure menus stay modern and appealing. This approach has allowed Miss Millie's to create a differentiated, high-quality proposition that stands out in a competitive market.

INVESTOR APPEAL

Beyond the culinary side, Miss Millie's offers a clear and attractive financial model. Low set-up costs, combined with established operational systems and strong marketing support, mean franchisees can achieve a clear path to profitability and a realistic payback period.

This approach removes much of the uncertainty often associated with new ventures, allowing franchisees to focus on growing their business.





FRANCHISE OVERVIEW

Miss Millie's

Established:
1988

Number of outlets:
12

Locations of units:
Bristol, Southampton, Weston Super Mare, Newquay, Musselburgh (opening soon a store in Canterbury)

Investment range:
£250,000-300,000

FRANCHISEE PROFILE

So, who fits the Miss Millie's model? The brand seeks franchisees who are passionate about the food industry, particularly fried chicken, and willing to be hands-on leaders in their business. "We can help you be a great operator, but you will need to have the desire to be the hands-on leading light in your business to deliver great product and great customer service," Andy says.

It's a model designed for those who want to be more than just a store owner. Miss Millie's franchisees are active participants in every aspect of the business, from service quality to local marketing and community engagement, all while benefiting from a proven framework and a nationally-recognised brand.

BRAND AMBITIONS

Miss Millie's is not just expanding its footprint; it is evolving its brand identity to reflect a diverse, contemporary customer base. Upgraded store designs, an agile menu, and active marketing campaigns ensure the brand remains relevant and appealing. The combination of tradition, innovation, and operational support makes Miss Millie's an attractive option for ambitious franchisees looking to make their mark in the UK quick-service restaurant market.

By combining deep industry expertise, quality products, and strong franchise support, Miss Millie's demonstrates how independent-minded operators can scale their businesses with confidence. For entrepreneurs seeking an opportunity to join a growing, innovative chicken brand, Miss Millie's offers a proven path to success.

With expansion plans across the UK, a commitment to innovation, and a clear franchise package that supports operators every step of the way, Miss Millie's is inviting the next generation of franchisees to become part of its bold, flavour-filled journey.

FOR FURTHER INFORMATION

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COMMERCIAL CLEANING

Dublcheck: the franchise where sales are done for you

Backed by 30 years of proven results, Dublcheck gives franchisees guaranteed turnover in a thriving £60 billion cleaning industry

Minimum required capital:

£18,950+VAT

(includes £1,000 equipment fee)



Dublcheck is the franchise where you don't need to do any selling – because the company does it for you. Since 1993, when founder and chairman Carol Stewart-Gill personally secured the company's first commercial cleaning contract for a building society, Dublcheck's in-house sales team has been generating the initial turnover for every new franchisee.

That single point of difference has made Dublcheck one of the UK's most distinctive – and successful – management franchises available today. While other models expect new franchisees to spend their first months chasing leads, Dublcheck guarantees a starting turnover. That means you step into business ownership with income already secured, giving you the confidence to build and grow.

"Dublcheck has given me the platform to become something I never thought I could be"

Aka, Dublcheck Glasgow

A PROVEN BUSINESS MODEL

The unique business model provides franchisees with guaranteed starting turnover, creating the perfect platform to build a successful business. With sales handled centrally, franchisees can focus on what really matters: looking after customers and building strong relationships – activities that naturally drive further revenue growth.

This approach has created dozens of thriving owner-managed businesses across the UK. Take Aka, a Dublcheck franchise owner from Glasgow. He started in 2015 with a modest £12,000 per year turnover, and today his business generates over £150,000 annually. He credits Dublcheck with opening the door to a new life: "Dublcheck has given me the platform to get the business, employ people, and become something that I never thought I could be."

Aka's story is far from unique. The commercial cleaning industry is resilient, essential, and constantly in demand. Businesses, schools, medical practices, retail units, and countless other organisations all need professional cleaning services on a daily basis. With Dublcheck's sales pipeline already established, franchisees can tap straight into this evergreen demand.

FLEXIBLE INVESTMENT, PROVEN RETURNS

Dublcheck offers one of the most flexible entry routes into franchising. Packages are designed to suit your ambitions, lifestyle, and financial goals. You can begin with a turnover of £20,000 per year if you want to keep things manageable alongside a current job, or opt for a much larger package of £160,000 or more – there is no upper limit.

Packages start from £17,950 + VAT, and unlike many franchise systems,

Once your initial turnover is secured, you benefit from a recurring and predictable revenue stream. That stability makes it easier to plan, invest in staff, and scale your operations with confidence. And because the cleaning industry is so broad, there are always opportunities to

add further revenue streams, including washroom and hygiene services, deep cleaning, or specialist treatments.

TRAINING AND SUPPORT EVERY STEP OF THE WAY

While sales are taken care of, franchisees also benefit from Dublcheck's market-leading support structure. New owners receive a comprehensive induction covering every aspect of the business, from managing staff to service delivery and compliance. Crucially, they also receive ongoing mentorship from experienced Dublcheck franchisees who have already walked the path.

This level of backing explains why Dublcheck franchisees enjoy client retention rates well above the industry average. Customers benefit from consistent service, while franchisees have more time to manage and expand.

AN EVERGREEN INDUSTRY WITH NO LIMITS

Since Carol Stewart-Gill launched Dublcheck in 1993, the only change in the commercial cleaning industry has been its sheer growth. Today, it is a £60 billion sector in the UK alone, fuelled by ongoing demand from both private and public organisations. Cleaning is recession-resistant, non-discretionary, and impossible to outsource abroad.

With Dublcheck's non-exclusive territories and guaranteed turnover packages, franchisees are well positioned to capitalise on that growth. Some choose to remain small, enjoying the flexibility of being their own boss while maintaining a healthy income. Others scale into multi-staff operations, employing dozens of people and generating significant annual turnover. The choice is yours.

As Carol herself puts it: "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."

Leeds-based franchisees Mark and James are a case in point. After years of working in demanding roles that left them with little family time, they decided to explore franchising.

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





Carol welcomes new franchisee, Lisa

FRANCHISE OVERVIEW

Established:
1993

Number of outlets:
65

Total investment:
From £19,950 + VAT

Their search led them to the British & International Franchise Exhibition, where Dublcheck stood out. "It was UK-based, recession proof and couldn't be outsourced abroad. It was a simplistic 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."

Their decision has paid off. From £360,000 turnover in 2011, they have grown to over £833,000 in 2024 - more than doubling their business. They attribute much of their success to the solid platform and consistent support provided by Dublcheck Head Office.

"Fortunately, unlike a stand-alone business, we had the support of Dublcheck," they explain.

WHY CHOOSE DUBLCHECK?

At a glance, franchisees benefit from:

- Guaranteed sales provided for you
- Low-cost entry with packages tailored to your goals
- Low overheads - no office required
- Established brand with over 30 years of experience
- Thriving £60 billion sector that recession resistant with ample opportunity
- Full training and ongoing mentorship from experienced franchisees
- Comprehensive admin support including invoicing, HR, and H&S

For many, the appeal is clear: you become your own boss with the confidence of a reliable income stream, the backing of an experienced franchisor, and the flexibility to build a business that fits your life.

FOR FURTHER INFORMATION

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FOOD & DRINK

I'M HUNGRY: Bring a fresh fast-food revolution to the UK

This exciting international success story is inviting capable investors not to buy a franchise, but to build a kingdom

Investment range:
£600,000 - £750,000



The UK's crowded £20 billion fast-food market is ripe for disruption, with consumer demand shifting towards fresh, high-quality ingredients served at speed, without compromise.

Enter I'M HUNGRY: a fast-growing Middle Eastern brand that has already secured more than 30 sites across Saudi Arabia. Now, it's crossing into the UK with a bold proposition: the chance to become the franchisor for your own territory. This is not about running one store – it's about building an empire.

NEW KIND OF OPPORTUNITY

What sets I'M HUNGRY apart is not just its menu, but its model. Instead of the traditional route of taking on a single franchise unit, the company is inviting a select group of UK investors to take on exclusive Area Developer Licences.

This distinction matters. An Area Developer doesn't simply operate a store. They take on a strategic role, launching a flagship location while also recruiting, training, and supporting a network of sub-franchisees across their territory. Revenues come from two streams: profits from the investor's own operations and a share of the fees and royalties generated by sub-franchisees. It's an approach that positions investors as leaders and brand builders, not just operators.

The model is already showing strong results overseas. Its leadership team believes the time is right to replicate that momentum in the UK, where demand for fresh, convenient dining is outpacing many established brands. With a concept proven in one of the most competitive foodservice markets in the world, the brand is confident of carving out a powerful presence in Britain.

WHAT MAKES I'M HUNGRY DIFFERENT?

In a crowded sector, standing out is crucial. I'M HUNGRY has built its reputation on one principle: freshness. With no preservatives or hydrogenated oils, the food appeals to consumers who want convenience without guilt. That means 100% fresh, never-frozen meat, locally-sourced produce, and a menu designed to cater to every time of day. From burgers and fried chicken to wraps, salads, and indulgent milkshakes, the offer is both broad and craveable.

THE INVESTMENT CASE

This opportunity represents not just a business, but the foundation of a multi-million-pound enterprise. Financial projections suggest a flagship location can achieve breakeven within two to three years, with annual revenues from year three onwards of more than £1.7 million. Earnings potential is considerably higher once network growth is factored in, thanks to the dual revenue model.

LEAD THE REVOLUTION

I'M HUNGRY is seeking experienced entrepreneurs or established business leaders with the capital, strategic ability, and appetite to build something significant. This is not a role for the passive investor. Candidates will need proven commercial acumen, leadership skills, and the financial capacity to fund both the licence fee and their flagship store. In return, the brand provides comprehensive support. This includes training at its headquarters in Jeddah, operational and marketing resources, and supply chain expertise.

The system has already been tested and refined in international markets, giving UK developers a clear blueprint for success. With territories strictly limited, the opportunity to secure first-mover advantage is unlikely to remain open for long.

FRANCHISE OVERVIEW

I'M HUNGRY

Established:
2016

Number of outlets worldwide:
30+

Locations of units:
Saudi Arabia

FOR FURTHER INFORMATION

Contact the dedicated franchise team to schedule a confidential, in-depth consultation:
0808 281 4727
hello@thefranchiseconsultant.co.uk

A ROADMAP FOR...

Public Speaking

Public speaking is an art that combines preparation, authenticity, and audience engagement, whether you're delivering a keynote speech or presenting at a team meeting

01

Captivating opener
The first few moments of your speech set the tone for the rest of your presentation. Begin with a surprising fact, a thought-provoking question, or a personal anecdote that ties into your main message. A compelling opening grabs attention and signals to your audience that what follows will be worth their time – and it gives them a reason to stay engaged.



02

Engage emotionally
Creating an emotional connection with your audience ensures that your message resonates. Share relatable stories, express genuine passion for your topic, and involve your audience through questions or shared experiences. When your listeners feel emotionally invested, your message stays with them long after the event – often prompting action and reinforcing your impact.

03

Stay authentic
Audiences are drawn to speakers who are genuine. Speak from the heart and let your personality shine through. Avoid overly polished performances; instead, focus on being present and relatable. Authenticity builds trust and creates a stronger bond between you and your audience, fostering an environment where your ideas are more likely to be embraced.

04

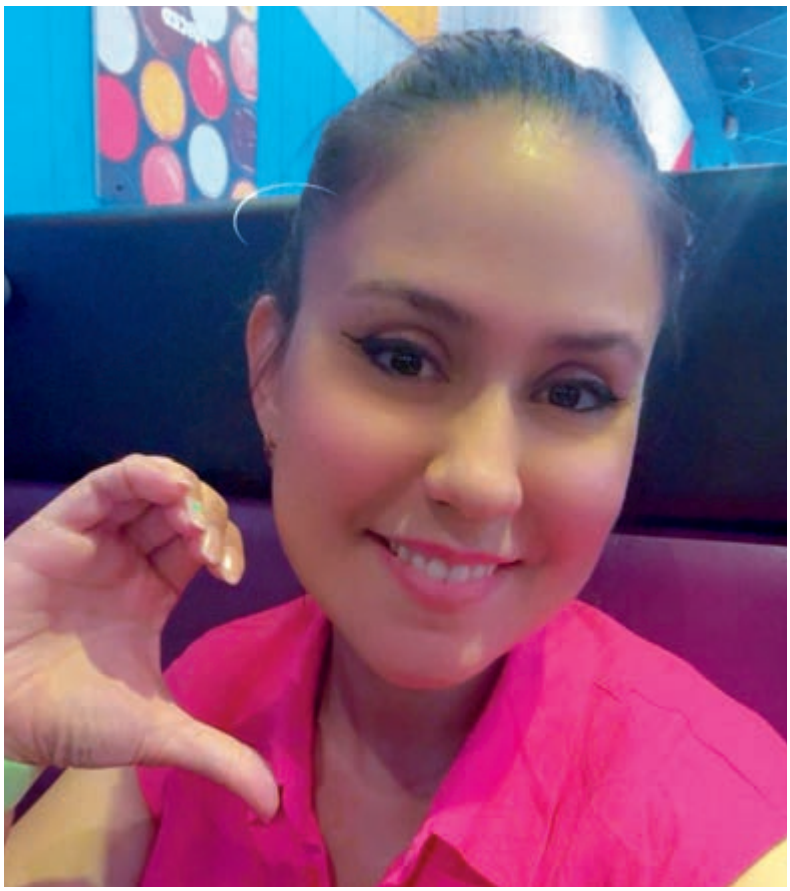
Audience participation
Rather than delivering a one-sided lecture, hand over some autonomy to your audience and invite them to participate. This could involve asking questions, encouraging group discussions, or even calling for a show of hands. Active involvement keeps your audience engaged and helps them internalize your message more effectively – turning your speech into a collaborative experience.

05

Tell a story
Stories captivate audiences by making complex ideas relatable and memorable. Use storytelling to illustrate your points, evoke emotions, and create a narrative your audience can follow. Pair this with effective non-verbal cues, like confident body language and meaningful eye contact, to enhance the impact and leave a lasting impression on everyone in the room.

AKMENGLI GELDYMAMEDOVA

What I wish I'd known



From an early age, I always knew I wanted to be involved in business. Growing up in a family that ran a restaurant, I was inspired by the energy of hospitality and the way food brings people together. I couldn't have specifically imagined owning a Creams franchise back then, but becoming part of the Creams family has turned out to be the perfect way to achieve that dream.

I was first drawn to Creams because it stood out as more than just a dessert brand... it had real personality, energy, and a loyal customer base that spanned all ages. But what really sealed it for me was the innovation and support on offer. Creams isn't static; they're constantly refreshing the menu, finding new ways to excite customers, and helping franchisees keep pace with changing trends. I could see right away that this wasn't a short-term fad but a brand with longevity.

I don't carry many regrets, but if I could time travel, I'd open my first Creams store sooner! I spent a lot of time weighing up different opportunities before committing, and looking back, I realise I could have been part of this journey earlier.

I'd also remind myself not to sweat the small stuff in the early days. Like many new franchisees, I wanted everything to be perfect from day one, but Creams has such strong systems and support in place that things fall into place quicker than you think. The brand really does guide you step by step, so I wish I'd trusted the process even more at the start.

I'd love to see Creams cementing its place as the UK's most loved dessert brand. On a personal level, I hope my own journey grows alongside the brand, perhaps expanding into multiple stores and building a team that shares the same passion. For me, the real 'future vision' is a thriving community of franchise partners who feel supported, successful, and proud to be part of Creams. That's the kind of future I'd be excited to step into.

> **"I hope my own journey grows alongside the brand, perhaps expanding into multiple stores"**

My biggest piece of advice is to go into franchising with your eyes wide open. It's not a 'business in a box' where success happens overnight. It takes commitment, patience, and a lot of hard work, but the reward is worth it. I wish someone had told me at the start just how much your own energy and attitude shape the outcome. The energy you bring makes all the difference and the people who do best are those who treat the franchise relationship as a partnership, not just a contract.

Running a business takes resilience, and that's so much easier if you genuinely believe in the product you're serving and the experience you're creating for customers. Resilience has helped me navigate the inevitable challenges of running a business, from early teething problems to seasonal dips, while staying motivated and solution-focused.

My leadership style is supportive and people-focused, with an emphasis on collaboration and accountability. I try to lead by example, staying hands-on when needed, but also empowering others to make decisions and contribute ideas.I've nurtured these skills through experience, mentorship from the Creams support team, and by reflecting on both successes and setbacks. Experience tells me that when people feel valued and trusted, they perform at their best and drive the business forward.

Akmengli, also known as Anna owns Creams Kingston. She originally studied Business Management, before starting her journey with Creams.

Prior to becoming a franchise owner, she gained valuable experience working in her family's restaurant business.

Today, she brings that experience into her Creams franchise, where she's focused on creating a welcoming atmosphere for customers and building a motivated team.



Become a Franchise

JOIN OUR JOURNEY AND BECOME A PART OF THE YOU WANT BEEF FAMILY

WHAT ARE THE BENEFITS OF BECOMING A YOU WANT BEEF FRANCHISE?

ESTABLISHED BRAND RECOGNITION

You Want Beef is one of the UK's fastest-growing brands, over 15 stores in under four years, set to hit 22 by the end of 2025. With 50+ licences sold, international expansion underway, and a community of 120k+ followers, we're more than a brand, we're a movement.

TRAINING AND SUPPORT

You Want Beef? Will provide comprehensive training programs to all Franchisees and their staff, covering various aspects such as operations, marketing, and customer service. Additionally, ongoing support is always provided and we are always there to help to make sure you succeed.

SCALABILITY

We at You Want Beef believe you will grow when you join our team and we are 110% confident in that as we have a proven track record.

INVESTMENT LEVEL

On average, a 1,000 sq. ft. turnkey store fit-out costs £130,000 - fully finished, ready to trade, and built to impress.

INTERESTED?

Contact details:

Franchise Director: Obaid Khaliq Contact number: 07949 488140

Email address: obaid@youwantbeef.co.uk

youwantbeef.co.uk

Your passport to success

Customers Who Chose Dublcheck

Take control of your future

Be Your Own Boss



Wengle
Franchisee
Turnover
720k pa



Simon
Franchisee

Carol Stewart-Gill
Founder & Chairman



Joanne
Franchisee
Turnover
335k pa

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- *Recession proof business*

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Bupa

JEWSON

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... with National Support

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Or email **info@dublcheck.co.uk**

www.dublcheck.co.uk

Dublcheck Franchising



Carol Stewart-Gill
Founder & Chairman