



**EXPERT  
ADVICE**

# What Franchise



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**REBOUND FROM  
REDUNDANCY**  
3 franchisees did just that

**FRANCHISE VS  
INDEPENDENT START-UP**  
Why buy a tried and tested brand

**BUSINESS WITH A  
SAFETY NET**  
How being a franchisee protects  
you in tough times



## JUST SHUTTERS

The future's bright for this  
multi-million pound company

**MIKE CHERRY:**  
**FEDERATION  
OF SMALL  
BUSINESSES**

**Digital trade revolution  
requires government support**

**POWERBRANDS**

**IT & INTERNET  
FRANCHISES**

**6-page special**



**PAGE 52** INTERNATIONAL  
OPPORTUNITIES

4 crucial questions to  
ask before you invest

**PAGE 70** GROW YOUR  
FRANCHISE

Tips from a multi-unit  
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**PAGE 84** KEEP FRANCHISEES  
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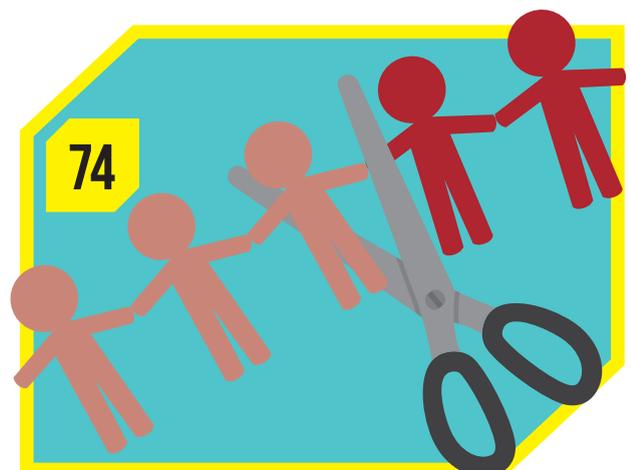
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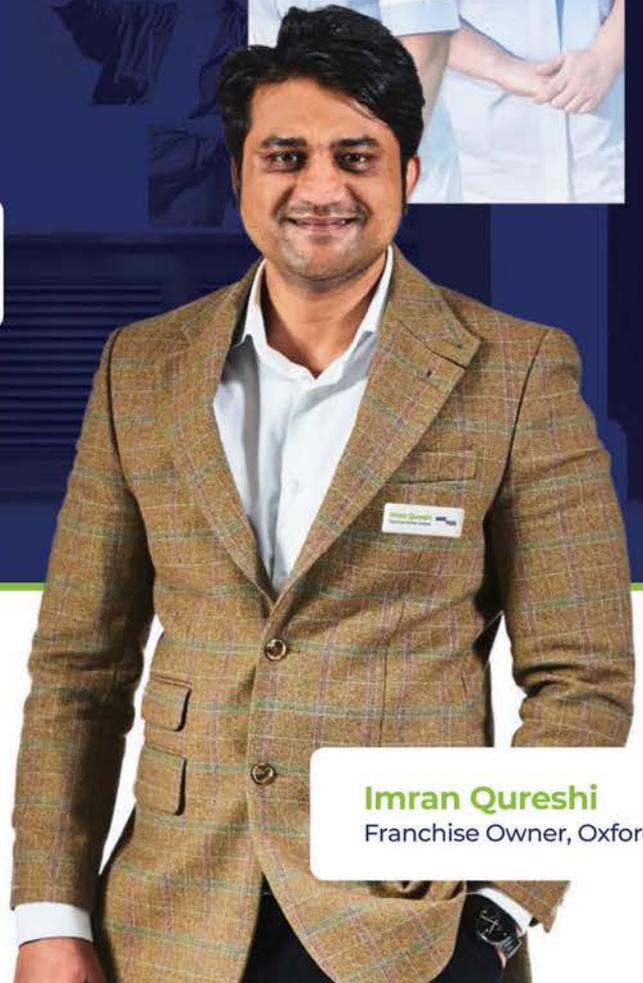
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**Imran Qureshi**  
Franchise Owner, Oxford

# FROM THE EDITOR



**T**his month we've interviewed three people who've overcome the trauma of losing their jobs and launched their own businesses using the proven framework provided by a franchise.

While they come from disparate backgrounds and set up in different sectors, each one recognised the advantages of becoming a franchisee over setting up on their own.

There's the backing of, in many cases, a market leading brand, the comprehensive training and initial and

ongoing support on offer, the tried and tested systems and methods of operation in place and the chance to connect with a network of established franchisees.

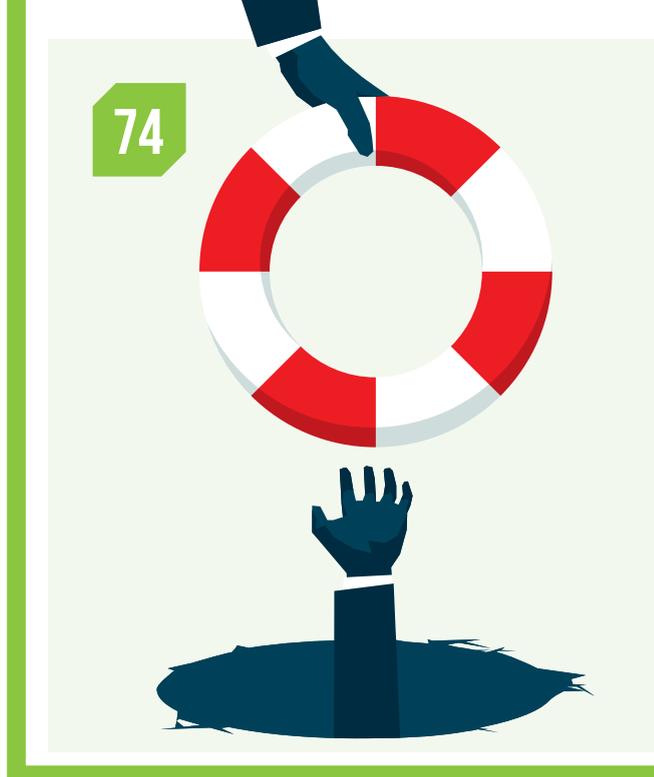
All these elements mean that even though they were entering the world of self-employment, they weren't doing so alone. People and entities that had been there and done that had their backs.

If you've been made redundant, don't despair. There are opportunities out there for you and whether you wish to remain in the industry you previously worked in or branch out into a new one, franchising can help you do that.

IT and internet franchises have prospered of late - and it's the subject of our Powerbrands report this month.

You don't need to be a techie to enter this sector, as most franchisees employ qualified staff to deliver the services to customers. Their role is to manage and market the business, with people skills valued over IT expertise.

The franchises available range from website design and consultancy, to teaching children how to code and specialist cleaning services for businesses. They have a range of investment levels and can be run from



home or commercial premises. What's driving this franchise boom? Find out on page 17.

2020 was a challenging year, to say the least. We've had to adapt to a new way of living, while at the same time overcome personal and professional setbacks on an unprecedented scale.

As the pandemic took hold in this country, I was encouraged by how the franchise industry united, organising initiatives and sharing knowledge freely for the common good. It's another reason why franchising has been an enduring success story in the UK and why becoming a franchisee makes sound business sense.

Very best wishes for 2021.

*Jeff James*

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# IN THE KNOW

Facts and figures from the world of franchising

## NUMBER CRUNCHING

**25%** THE PROPORTION OF MONEY SPENT ONLINE HAS RISEN 25 PER CENT SINCE THE START OF THE PANDEMIC.

THIS ISSUE'S POWERBRANDS REPORT REVEALS HOW YOU CAN JOIN THE IT AND INTERNET FRANCHISEES WHO ARE EXPERIENCING A WAVE OF NEW BUSINESS.

## QUOTE ME ON THAT

**“One of the main reasons people choose to invest in a franchise rather than go it alone is the level of training and support received. Business with a safety net - that's franchising.”**

Chris Wootton of Poppies explains why being a franchisee protects you in challenging times on pages 44-45.



## TRENDING ONLINE: APPETITE GROWING FOR NEW CAREER

The start of a new year often prompts people to contemplate what's next for their careers.

In fact, we've seen this reflected in how people are using [what-franchise.com](http://what-franchise.com), with a sizeable increase in



## traffic going to educational articles about the benefits of franchising.

Our most visited article over the last month has been The Top 10 Advantages of Becoming a Franchisee, which extols the virtues of investing in a franchise, including flexible working, receiving ongoing support and greater access to finance.

While delivery and courier franchises have been popular due to the growth in online ordering during the pandemic, food and beverage concepts are picking up more traction on [what-franchise.com](http://what-franchise.com) than the last few months, which could represent growing consumer and investor confidence in dining out and takeaway services.

To access our platform and learn all about over 800 franchise investment opportunities and get your franchise related queries answered, head to [what-franchise.com](http://what-franchise.com) today.

# NEWS IN BRIEF



## HOME INSTEAD IS TOP FRANCHISOR OF 2020

The senior care specialist was named Gold Franchisor of the Year at the virtual British Franchise Association HSBC British Franchise Awards at the end of November.

Revive! Auto Innovations took the silver award, while another automotive franchise, Snap-on Tools, was awarded bronze.

Ruth Brown, business development director at Home

Instead, says: "This accolade is down to the hard work and commitment of so many people - from the team of experts at national office to our franchise owners and their key players and, of course, our amazing CAREGivers.

"We could not accept this award without also thanking the many clients and their families who entrust their care to us."

For details of more winners, see page 98. For the full list, visit the news section at [what-franchise.com](http://what-franchise.com).



## PRO BOXING COACH BECOMES KIXX FRANCHISEE

Dave Coldwell is to launch his own Kixx football training franchise this year.

Kixx Hyde will open in early 2021 with children's academies in Hyde and surrounding areas in Manchester.

Boxing coach and Sky Sports analyst Dave, who's trained Tony Bellew, Derek Chisora, Jordan Gill, Hopey Price and British and

Commonwealth Champion Lerrone Richards, became a Kixx customer when his son joined the company's Rotherham academy five years ago.

Dave says: "My family are everything to me and the impact Kixx had on my son is one of the biggest reasons I'm investing and starting my own Kixx academies.

"I want to inspire more young children to get active and enjoy the journey like Theo did. Kixx Hyde gives me a fantastic opportunity to do just that."



## SLIM CHICKENS SIGNS NEW FRANCHISE PARTNER

Boparan Restaurant Group has agreed a deal with a second franchise partner as it continues to accelerate the growth of its Slim Chickens brand.

BRG has entered into a development agreement with KK Restaurants SW to open an initial five outlets in the south west of England.

KK Restaurants SW is an established franchise operator that has a proven track record of rolling out hospitality brands, including Pizza Hut Delivery and Costa Coffee, in the region.

The first restaurant under the new agreement opened in Exeter in December.

The site will be the 10th Slim Chickens restaurant in the UK and comes hot on the heels of its largest opening to date at Manchester's Trafford Centre in November.

## PAPA JOHN'S NAMED PIZZA DELIVERY CHAIN OF THE YEAR

It's the second time in two years Papa John's has been given the award by the Pizza, Pasta & Italian Food Association.

During the past 12 months the company has introduced new recipe pizzas to reflect the latest trends in food consumption worldwide.

Justin Gilbert, director of business development at Papa John's UK, says: "It's this attention to innovation combined with top quality ingredients, rapid delivery times plus great customer service that has enabled us to continue to grow in popularity in the UK.



"While we will still be opening new stores on the high street, we're also looking at how we can partner with organisations that have an established customer base and would like to add a quality hot food to their offering."

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# Why you should take the proven path

Becoming a franchisee has numerous advantages over setting up on your own

WORDS BY PIP WILKINS



**THE AUTHOR**  
Pip Wilkins is CEO of the British Franchise Association

In recent months the UK has seen a big increase in redundancies and unemployment.

When unemployment rises, it's not uncommon to see growth in the number of people starting their own business as a way to take control of their future. But what options are available to you?

You could set up independently or buy a franchise. But before you make your choice, there are many issues to consider.

## Tried and tested

With a traditional business start-up, you have to come up with a concept you feel will work in a competitive market. And in order to survive, you must understand the industry you intend to go into.

With a franchise, you're using a business model and selling a product or service that has been tried and tested by the franchisor in a sector it may already be well established in.

## Chances of success

Being your own boss gives you free rein over your business, without the pressure of a predefined structure. Once up and running, you can refine your offering as you

see fit or alter the structure of your business, which is not something you can do with a franchise.

The restrictions imposed on franchisees may put some people off, but is this notion so bad? While you'll be required to use the proven business model defined by the franchisor, you can be sure it has been stress tested until a robust formula has been found, which gives you a greater chance of success.

## Support structure

This is where franchising comes into its own. From day one, a franchisee is given the support they need to start and grow their business.

The owner of an independent entity, on the other hand, will not have this expert assistance on tap - or may not be able to afford it.

## Financial assistance

The support you receive with a franchise also goes down well with the banks.

The major institutions are more supportive of a good franchise compared to an independent start-up, so are more likely to lend to the former than the latter. They view franchises as strong and robust, which means less financial risk for them.

Whether you choose to set up on your own or invest in one of the hundreds of franchises in operation in the UK, one thing is for certain: you'll need to be committed to the task of being your own boss.

If you have the right attitude, you're almost certain to reap the rewards of your hard work.

**"From day one, a franchisee is given the support they need to start and grow their business"**

# Build a national brand

It takes specialist expertise and significant investment to franchise your business. But with the right partners you can get great results

WORDS BY SUZIE MCCAFFERTY



**THE AUTHOR**  
Suzie McCafferty is CEO of franchise consultancy Platinum Wave

**P**reparing your business for franchising doesn't come cheap - and rightly so. Franchise agreements, operations manuals, trademarking and sound advice can't be scrimped on.

But many brands then underestimate the importance of effective marketing, particularly when it comes to attracting the best franchisees.

Adding to your headcount and payroll, particularly in the early stages of growth, is not something most businesses can afford. But you still need the time and skill to effectively launch your brand.

It's the chicken and egg conundrum. You can't afford to invest in a marketing team until you sell some franchises and you can't sell franchises without a marketing team. That's where a chat with companies such as Platinum Wave can come in handy.

## What you'll need

If you want to become a franchisor, here's a basic list of some of the things you'll need:

- A franchise page on your website.
- Content that accurately reflects your brand and opportunity.
- Listings on the most suitable franchise portals.
- Eshots that promote your opportunity in a clear, engaging voice.
- Well placed expert opinion pieces that identify you as a leader in your sector.
- Someone to take your ideas, build on them and bring them to life with quality copywriting and imagery.
- Someone to build a GDPR compliant database of enquiries and manage a flow of valuable information to each prospect that relates

to their level of engagement.

- Someone to manage that database using the latest technology to establish levels of engagement, so that the best people are followed up quickly and personally.
- Someone to talk expertly about your brand, answer tough questions, maintain dialogue and then identify the right people to invite to a discovery day, webinar or one-to-one meeting.
- Someone to help you prepare your discovery day or webinar presentation,

## How to accomplish it

Daunting isn't it? And this is by no means an exhaustive list. It can, however, be broken down into three essential parts: lead generation, lead management and lead conversion.

You might find one person you can employ full-time who has all the skills required, but we haven't yet. It takes a team - and everyone in our team has at least 15 years' experience in their chosen field.

Outsourcing should give you that team at a fraction of the cost of bringing it in-house. You don't need an enormous budget to get started, but it's not advisable to do it on the cheap.

Joining the British Franchise Association can give you access to a wealth of marketing expertise (and that just scratches the surface of the true value of membership).

Make sure that when you're deciding on where to set your franchise fee you take into account - and cover - the full cost of bringing a franchisee on board. It's not just the training and equipment required, you need to calculate the cost of recruiting them too.

The bottom line is, ask around and get some qualified advice. From a little handholding, through to an outsourced end-to-end recruitment service, the right partner will ensure you get value for money and great results.





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# Now is the right time to aggressively pursue the opportunity

Kevin Hydes, chief commercial officer of Tim Hortons UK & Ireland, says the Canadian brand aims to have drive-thru restaurants in every major city and town in the UK by 2022

## T

### ell us about the origins of Tim Hortons

The famed restaurant group was founded by national hockey league legend Tim Hortons, who opened his first store in Hamilton, Ontario, Canada in 1964.

After Tim passed away in 1974, his business partner, Ron Joyce, the first franchisee, continued building the business and growing the brand rapidly.

North America is now home to over 4,000 restaurants, serving Canada's favourite coffee and freshly baked goods.

### When and why was the brand launched in the UK?

After more than 50 years, the iconic brand crossed the pond in 2017 and made its way to the UK. It's built a strong fan base over the years and we knew there would be a huge demand for it in the UK.

We opened our first site in 2017, but unlike many of our competitors we made the brave decision to initially focus our efforts in the north of the UK, opening our first restaurant in Glasgow. We found the north of England and Scotland to have the highest brand



**“Despite challenging times for the sector, our drive-thru and flagship locations have delivered exceptional performance”**

awareness of Tim Hortons, citing many family connections to Canada.

**How many UK franchises do you have and where are they located?**

Tim Hortons currently has 23 restaurants in the UK, with the majority of our stores located in Scotland and the north of England.

We made our first expedition in the south of England in December 2020, where we opened a new drive-thru site in Milton Keynes.

**Tell us about the drive-thru business model you're planning to roll out in the UK**

We've proven that our drive-thru model is one that works well and we're very happy with the results we've achieved from this store type.

Tim Hortons UK & Ireland experienced 37 per cent growth in sales performance year-on-year in the last quarter and we feel we're now in a position where we can confidently look to drive that number up significantly.

Consumers are looking for venues that deliver excellent menu choice throughout the day and our drive-thru restaurants can certainly support that. They have a multipurpose use and are accessible to customers for all drinking and dining occasions.

As we expand our model, we feel it's still important to offer both a dine-in and drive-thru experience, so that our guests can engage with our brand how they wish.

We also will continue to work in partnership with delivery platforms Uber Eats, Just Eat and Deliveroo to make the brand even more accessible in the locations we operate in.

**Why have you decided now's the time to kick-start your ambitious growth plans?**

We have tested a number of formats across the UK, with successful launches in Glasgow, Belfast, Manchester and the Midlands.

Despite challenging times for the sector, our drive-thru and flagship locations have delivered exceptional performance and our model is proving to be well attuned to the evolving needs of customers at this time.

We have seen a spike in demand for our drive-thru restaurants and know now is the right time to aggressively pursue the opportunity. We have a dedicated acquisition and construction team behind us supporting our

ambitious growth plans. We've come in here to be leaders in the marketplace.

**How is the brand being operated in the UK?**

Tim Hortons UK & Ireland has the master franchise rights to develop the brand in the UK and Ireland. As it's a franchise model, Tim Hortons UK & Ireland pay for the rights to operate the brand here.

**Where do you see the UK business being in five years' time?**

Tim Hortons will be available in every major city and town across the UK and we'll be a leader within the quick service restaurant marketplace.





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# POWERBRANDS

# IT & INTERNET FRANCHISES

YOU DON'T NEED TO BE A TECHIE TO SUCCEED  
AS A FRANCHISEE IN THIS DYNAMIC SECTOR



# REBOOT YOUR CAREER

Join the IT and internet franchisees who are experiencing a wave of new business because of the pandemic

WORDS BY LINDA WHITNEY



## THE AUTHOR

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

**T**his is a good time to get into the IT and internet sector and there are plenty of franchises that can help you do it.

The positive news is that IT-based franchises are by no means the preserve of people with IT backgrounds. Most franchisees in this sector do not directly deliver IT services, so you don't need technical or developer skills to get involved.

You will need an understanding of the value of IT and digital services though, so if you're allergic to all things techie, this may not be the sector for you.

## WHAT'S DRIVING THIS IT FRANCHISE BOOM?

### NEW DEMAND FROM BUSINESSES

Amy Cross-Webber, marketing manager at the it'seeze franchise from Spoton.net, whose franchisees sell website building and maintenance services to businesses seeking to move to online selling or beef up their online offering, says: "In recent months, we've seen a significant increase in the demand for people wanting a website as businesses diversify their income streams.

"More businesses than ever before are realising that having an online presence or marketplace is

essential. With so many shops being forced to close, the only revenue streams left to many businesses is online and having an effective website is an integral part of this."

### THE PUSH TO GET KIDS INTO CODING

There is no doubt that IT skills, especially in cyber security, are in demand and they are essential skills for the jobs of the future.

Many franchises offer lessons in coding and associated skills to children. A number of them operate from physical centres, but also deliver lessons online.

Justin Nihiser, chief executive officer of Code Ninjas in the UK, whose franchisees run classes that teach children coding and IT skills, says: "Despite the economic challenges caused by the lockdown period, we've witnessed impressive growth.

"All the locations we'd planned prior to March are now fully operational and our network has almost doubled during the second two quarters of the year. That's just the tip of the iceberg as we plan for 2021."

At ComputerXplorers, whose franchisees offer computer skills classes for children, managing director Nigel Toplis says: "The government's message that people should be building careers in the cyber sector means we need

to get children engaged with technology as early as possible and that's what ComputerXplorers franchisees facilitate.

"We have seen increased demand from parents for the classes our franchisees deliver."

Classes take place in a range of locations, including schools, afterschool clubs and community venues, and now from home because the capacity to access ComputerXplorers classes online has been added.

"We teach children not only what's behind the technology, but also critical thinking, collaboration, communication, creativity and confidence," Nigel says. "It's a blend of tech skills, computational thinking and problem solving. The courses often boost literacy and numeracy too."

### WHAT FRANCHISORS LOOK FOR

Many IT-related franchises do not restrict franchisee recruitment to people with qualifications or backgrounds in the sector.

"The most important quality we look for in future franchisees is people skills," Amy says.

Franchisees with it'seeze use networking to meet local businesses owners who need website services and talk to them about the kind of site, or site upgrades, that will showcase their

company successfully to grow sales. The website creation is handled by experts at head office.

"Experience in IT, web design or digital marketing is a distinct advantage, but not a necessity," Amy says. "But you must be friendly, approachable and great at building instant rapport with prospective clients."

ComputerXplorers franchisees also need not be computer experts, just confident with technology and enthusiastic about its benefits. The franchise includes detailed lesson plans for all the courses and franchisees employ people to help deliver the classes.

### IT SERVICES TO BUSINESS

The pandemic has prompted a surge in demand for IT cleaning services, which has boosted business for Techclean franchisees.

Chris Masters, managing director of Techclean, says: "Techclean has reporting an unprecedented demand for its services since the pandemic reached the UK.

"We have seen a surge in bookings for Techclean's PC and



### THE GREAT RUSH TO GET ONLINE

The proportion of money spent online has risen 25 per cent since the start of the pandemic.

The change forced thousands more companies to start selling their goods online, bringing in more business for franchises that helped customers to do this.

During the first lockdown, online shopping peaked at 35 per cent of transactions as consumers spent an average of £21 online on several days during June. Online spending fell back to 28 per cent of total consumption by August as COVID-19 restrictions eased, but that's still a substantial increase on the 19 per cent of money spent online in January.

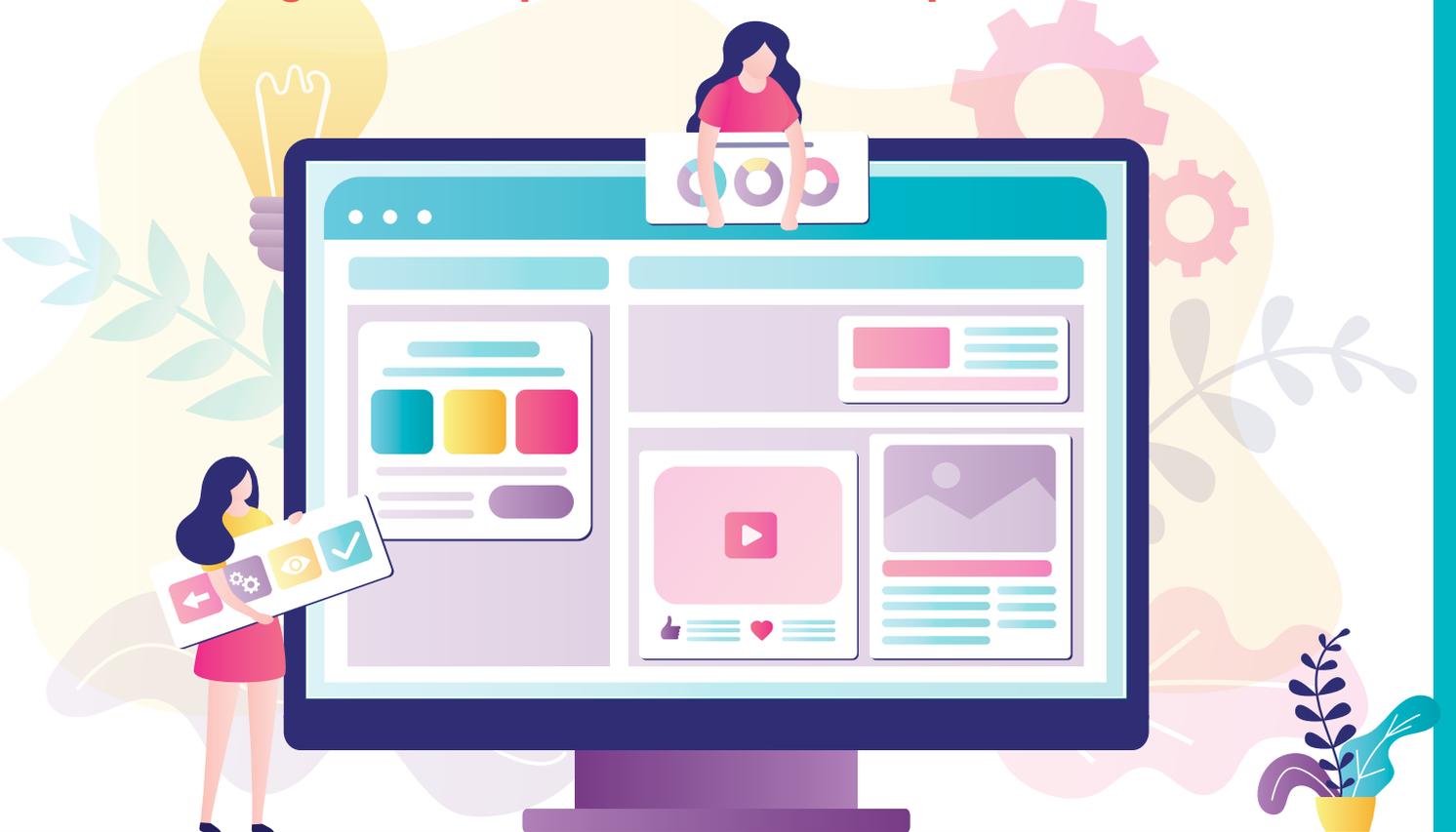
Dr Neil Stewart, professor of behavioural science at Warwick Business School, one of the people involved in sourcing the data, says: "There is early evidence of a new normal in which the share of money spent online is roughly 25 per cent higher than it was before the pandemic."

desktop cleaning services, as well as its deep cleaning and dry misting treatments."

Techclean franchisees run teams of trained technicians, who work to internationally accredited standards. And such has been the demand that the company has fast-tracked technician training and recruitment to allow franchisees to keep pace with customer requests.

The teams clean and sanitise PCs, laptops, telephones, cash registers, touchscreen controls, keypads and monitoring equipment. They can also deep clean and decontaminate computer rooms, data rooms and communications rooms. Customers range from government departments and schools to companies of all sizes.

***"More businesses than ever before are realising that having an online presence or marketplace is essential"***





## Gemma Green and Mike Corbridge: it'seeze

### We sell our web consultancy services to clients for a regular monthly fee

Gemma Green and Mike Corbridge invested in an it'seeze web consultancy franchise from Spoton.net the week before the first lockdown in March.

Gemma says: "It's turned out to be a great choice of franchise. It's an ideal time to be doing this."

Gemma and Mike both have marketing backgrounds, but had never done digital marketing. When it came to creating a new website for a part of Mike's marketing business, it proved to be a difficult task, according to Gemma.

She adds: "It was hard work and I wasn't happy with it. Then we met it'seeze franchisee Mike Axtell and asked him to help. I was amazed

how easy the process was. The site looked great and was easy to edit."

Gemma and Mike decided to become it'seeze franchisees themselves. Now Mike sells the brand's services to local businesses, while Gemma puts together client briefs to deliver the websites that showcase clients' offerings.

Mike says: "You don't need IT expertise because the technical stuff is all done by experts at head office."

"We started just before lockdown and many businesses used the time to expand their online presence because they had little choice. Now I don't think any would go back and as we sell our services to clients for a regular monthly fee, it means recurring income for us."

## Susan Hawkin: Techclean

### The cleaning expert who battles the bugs on IT equipment

"An office workstation can harbour more bacteria than a regularly cleaned toilet - in fact, employees are less likely to pick up germs eating their sandwiches in the loo than they are at their desks," Susan Hawkin says.

As a franchisee with specialist IT cleaning provider Techclean, Susan is benefiting from the new focus on beating viruses and bacteria ushered in by the pandemic. Her cleaning service prevents office technology spreading illnesses such as COVID-19, colds, flu and norovirus.

"Many people don't realise that bacteria and viruses can survive for up to 24 hours on smooth surfaces such as keyboards and phones, making it easy for illnesses such as COVID-19 and flu to spread between colleagues," Susan says.

"Office items that are in regular contact with human hands need far more specialised cleaning than a flick of a duster by the office cleaner.

"Hygiene is so important to keeping employees healthy, particularly now. Absenteeism costs British businesses millions of pounds a year, so it's well worth the investment of a periodic deep cleanse of communal and desk-based technologies to reduce the spread of office germs."

Susan had been a Merry Maids domestic cleaning franchisee for almost 20 years. She sold her business to buy a Techclean franchise from retiring owner Kevin Horan.

"I enjoy working with local businesses and helping them reduce workplace sickness through creating a more hygienic environment for their staff," she says

"I knew about running a cleaning franchise, so I could hit the ground running, although the items we clean and the products we use are totally different in an office to those used in domestic properties."



Demand for her services has been highest at organisations in the financial sector, as they typically employ many desk-based staff in open plan environments, so the risk of technologies becoming infected is high when people cough or sneeze.

Susan also offers cleaning services for server rooms, libraries and educational establishments."

***“Many IT-related franchises do not restrict franchisee recruitment to people with qualifications or backgrounds in the sector”***



## Stephen Gray: ComputerXplorers

### The IT man who knew the value of an IT training franchise

Stephen Gray knows about the importance of IT in the workplace - his previous job was with an American tech company.

After being made redundant, he took the advice of his parents and decided to invest in a franchise business.

Stephen explains: “Mum and dad have been running a very successful pet care franchise for many years, so I knew how the franchise business model works and could see for myself the benefits that having the support of a quality franchisor can bring.”

But he had some very specific requirements: “I was looking for a business that would give me a sense of purpose, something worthwhile that would give me the opportunity to make a real contribution to the community.

“I researched various franchises and ComputerXplorers was the only franchise I wanted more information about. As soon as I spotted it online, it really stood out.

“Technology is becoming more and more engrained in everything we do and having the chance to help get kids interested in technology while they’re young appealed to me.”

Stephen was recruited during lockdown, completed his training in September and is now the ComputerXplorers franchisee for Durham.



## Prasad Prabhakaran and business partners: Code Ninjas

### The IT specialists spreading their skills with a franchise

Prasad Prabhakaran is a digital transformation consultant who works with banks, so he knew IT skills were in demand.

He says: “My 10-year-old daughter enjoyed learning a bit about IT at school, but it did not go far enough.

“We were looking for some more lessons for her when I found the Code Ninjas franchise, which teaches IT skills to children, and I knew demand for this could be high.”

Prasad and three friends, all from IT backgrounds, are now business partners in the Code Ninjas franchise in Pinner, north London.

“We launched in September and demand is such that we signed up nearly 100 children in the first month and numbers have held up despite the pandemic,” Prasad says.

“We have recruited a good centre manager and team of ‘senseis’ - the people who staff

the centres and guide the children through learning sessions.”

It’s not just about teaching coding, however. “Our approach introduces children to a structured approach to thinking about problems and how they can be solved, then use coding to solve them.” Prasad says. “It’s about teamwork and recreates the way teams operate in the IT business.”

You don’t need a background in IT to become a Code Ninjas franchisee, Prasad adds, but it helps if you understand the values of the skills you impart.



# Growth market

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



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

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

### USER FRIENDLY

She goes on to explain: "I needed to make sure our web platform was

user friendly for the advertisers and that we could offer any business a free sales web page. 82 per cent of UK businesses have no website, so we needed to address this with a free web page for every advertiser."

### THREE FRANCHISE PACKAGES

What's On In offers three types of franchise:

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

### FLEXIBLE OPPORTUNITY

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

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

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



## AT A GLANCE WHAT'S ON IN

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

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

[woifranchise.com](http://woifranchise.com)

account, which means excellent cash flow.

### OPTIONAL 50-50 SYSTEM

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

This option obviously requires less commitment from the franchisee.

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

### LOW COST ENTRY

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

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





# **HITZONE**

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### **Why HITZone Continues To Be On Trend**

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- Group Training
- Personal Training
- Body Weight Training
- Fitness Programs for Older Adults
- Health/Wellness Coaching
- Employ Certified Fitness Professionals

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**[www.hitzoneglobal.com](http://www.hitzoneglobal.com)**

# Online not in line for business

Lockdown has highlighted how valuable ecommerce can be for small companies. But government support is required if they're to continue to flourish in the digital world

WORDS BY MIKE CHERRY



**THE AUTHOR**  
Mike Cherry is national chair at the Federation of Small Businesses

**C** OVID-19 has spurred some of the largest changes to the economy since the dotcom boom of the mid-1990s. Back then, small businesses often sold no further than their hometown, but the shifting landscape of ecommerce means they're now one click away from customers from across the globe.

In today's age, websites such as eBay, Amazon and Facebook are central to advertising, sales and exporting aims. In fact, around 20 per cent of small business exporters and importers use online platforms to trade internationally. This year alone saw 83,000 more ecommerce websites created.

## Businesses: the shift

The pandemic put a large number of traditional brick and mortar businesses on hold, so many retailers turned to the internet. Customers have changed their shopping habits too, becoming more dependant than ever on online shopping.

When the lockdown hit, 16 per cent of small businesses reported developing a new or increasing their old online presence. For businesses that expected to remain open, that figure rises to 20 per cent.

The lockdown has highlighted just how powerful and valuable the digital landscape can be for small businesses. They're now embracing the digital trade revolution as a means to fight the

effects of lockdown. Adapting quickly has allowed them to stay ahead of the curve.

Some of these changes are likely to be of a long-term nature, even when the world returns to normal. Buying behaviours have seen significant change this year alone. Customers have become more dependant than ever on online shopping and have begun to realise just how easy it is to purchase goods online, while those who started to engage with ecommerce in order to respect social distancing guidelines might stick to this as part of their newly acquired routines.

## Why the internet?

The internet is an easy way for a brand to be seen by unbounded numbers of users with no geographical limitations. Ecommerce stores will also have lower operation costs than a brick and mortar outlet, cutting out the cost of rent and business rates.

Marketing is also simple through the use of social media such as Facebook, Instagram and Twitter, allowing businesses to promote a product without any advertising costs. Some brands have successfully launched with social media alone by simply getting the word out there.

## Fast and reliable broadband

It's clear that digital connectivity has been a lifeline. But all this means nothing without access to fast and reliable broadband. Decent speeds should not be a luxury. Sluggish broadband is debilitating and results in lost business and employment opportunities.

That's why the need for universal gigabit capable broadband has never been more pressing. It allows firms to



connect with customers nationally and internationally and leads to improvements in productivity.

Last year, it was announced that anyone who receives an internet download speed of less than 10 mbps or an upload speed of less than one mbps has the legal right to request decent, affordable broadband from BT under the government's universal service obligation.

In August, FSB joined a taskforce with Which? and the government to advise on a strategic, evidence-based approach to stimulate the demand for gigabit broadband connections.

## Fake reviews

Reviews are one of the easiest and most important ways to boost online sales and develop a reputation. But FSB research found that 20 per cent of small firms have suffered malicious or fake reviews and increased online trading has intensified the problem.

Last year, the Competition & Markets Authority launched an investigation into whether websites are taking sufficient measures to protect consumers from fake reviews. Online trading platforms such as Facebook, Instagram and eBay have committed to tackle the issue and ensure that robust systems are in place.

FSB is also urging the government to monitor these trends to rectify this barrier to the survival of many small firms. As the ecommerce market continues to expand, this should be made a top priority.

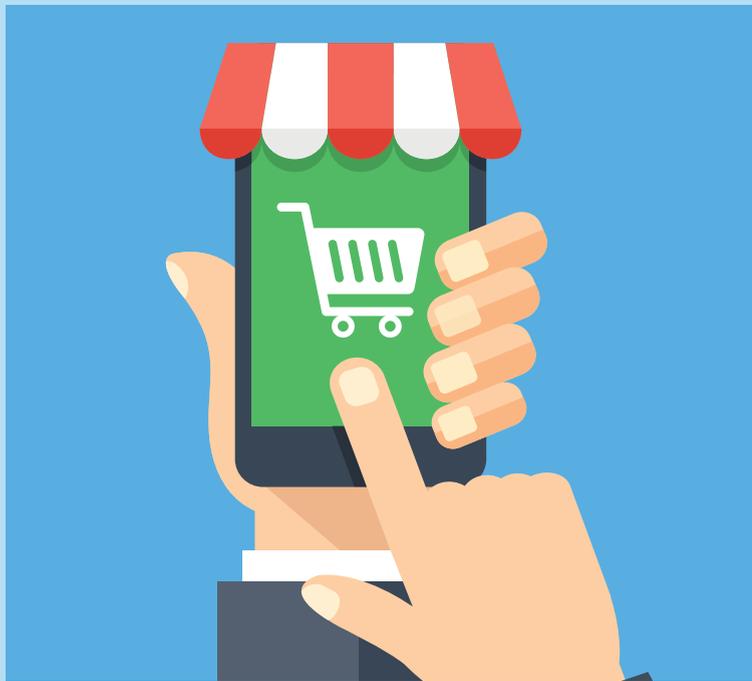
## Increasing digitisation

Larger businesses have the means and resources to switch between their online and offline offering, but smaller firms need extra support to get there. The government should support small businesses with increased digitisation by introducing digital vouchers for small businesses.

There are currently a number of initiatives available for existing businesses, such as research and development tax credits and grants, but the government should widen the definition of the word 'development'.

There's also very little financial support available for new-to-firm innovation. The government's Business Basics Fund, which supports projects that test methods of encouraging small and medium-sized enterprises to boost their productivity through technology, is a step in the right direction, but the current crisis requires an intervention of a different order of magnitude.

The government must also support small businesses through



the National Skills Fund and allow the workforce to quickly acquire new skills, including digital ones. This could be delivered through a digital platform linked to digital accounts with allocated funding for small businesses.

The government should target the sectors that have struggled the most during the crisis and those who have been made redundant across such sectors.

## Cybercrime and digital vouchers

The widespread use of digital networked technologies has increased the vulnerability of many small firms to criminals who are exploiting the weaknesses in common technologies.

FSB research shows that around one in five smaller firms across England and Wales say they were victims of cybercrime at least once in the last two years, a figure expected to worsen as the coronavirus crisis continues.

Of the smaller businesses that experienced cybercrime, the most frequently reported types are phishing, malware and processing fraudulent payments online. That's why we're calling on the government to create digital vouchers to help small businesses tackle cybercrime.

## The future

Small businesses are going to be part of the frontline efforts to keep the back generator of the British economy running in 2021 and beyond. However, high streets cannot survive on ecommerce alone. Businesses

will need to head back into the offline market to recruit staff and stimulate job creation.

In order for the economy to fully recover and prosper, businesses will need to adopt a mix of online and in-person trading

In this brave new world, it's not just about surviving - it's about thriving. The more government support provided now, the more benefits the economy will reap in the long term.

## GET TO KNOW MIKE CHERRY

### Best part of your job?

Meeting members, whether that's face to face or now, in a COVID-19 world, virtually. This can be in their own businesses, at roundtable events or in other ways. I enjoy hearing about the issues they're facing and putting plans into action in order to improve the situation.

### Biggest achievement in 2020?

2020 was a challenging year, with COVID-19 leaving the economy on its knees struggling to survive. FSB has worked tirelessly to help get a strong package of support for the small business and self-employed community and it's something I'm immensely proud of.

### Greatest challenge in 2021?

Undoubtedly, it's seeing as many businesses as possible get through this pandemic, ensuring we've got the right approach to enable recovery and economic growth.

### Best piece of advice you've ever been given?

Being told at a young age 'my word is my bond'.

### What advice would you give a younger you?

Spend more time with the family, as well as focusing on business.

# Change can lead to chance

Enter the growing healthcare sector with Kare Plus and benefit from a business model that offers a diverse range of services

**U**nlike other niche sectors, healthcare is an essential service, regardless of the economic climate.

What's truly important in a viable, recession-proof business opportunity is that you can offer a range of services to meet the growing demand of this ever-changing marketplace.

The healthcare sector has witnessed dramatic levels of change in 2020, which has realigned the way in which care is commissioned and delivered. It has also changed the way many think about care and the substantial value it holds.

## SAFEGUARDING YOUR INVESTMENT

As an established franchisor, Kare Plus understands the importance of a business model that offers a diversity of services to help combat the growing demands of the sector, while safeguarding the security of your business and investment.

Despite 2020 being a challenging year, it was also one that presented opportunity, outlining that change can lead to chance. Kare Plus has seen a record level of growth in homecare by 64 per cent, which is only the tip of the iceberg of what is achievable in a sector where there is still plenty of scope for expansion.

Colin Angel, Policy Director for the United Kingdom Homecare Association (UKHCA), says: "Nine out of ten people state they would rather receive care in their home than move into residential care."

## LIFE TRANSFORMING

Within this article, we wanted to share the journey of one of Kare Plus' franchise owners who, like many today, decided to alter his path and diversify into the healthcare sector during a period of economic uncertainty to assure you that sometimes making a choice to



## AT A GLANCE KARE PLUS FRANCHISING

**Established:**  
1989

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

**Location of units:**  
UK, nationwide

**Investment range:**  
from £25,000 (plus VAT)

**Minimum required capital:**  
£50,000

**Contact:**  
franchising@kareplus.co.uk  
Sales team: 01952 783338

[homecarebykareplus.co.uk](http://homecarebykareplus.co.uk)

change is transformative to life. This franchisee is Imran Qureshi of Kare Plus Oxford.

He explains: "The last recession made me consider what the future held for me. Like many entrepreneurs, I wanted to make an investment that enabled me to harness my entrepreneurial spirit and to be successful.

"To have a successful business, I believe you need to have a diverse service offering for your customers and I for one did not want a business to work in, I wanted a business to work on. That is why I knew back then healthcare was my future.

"The healthcare market is so diverse, with everyone having a variety of care needs, and I never understood why you would set up a business that only provided one type of care.

"The Kare Plus model gave me confidence in the brand and its future resilience to economic challenges because of its ability to access multiple revenue streams that exist within the healthcare framework.

"When I met with the team at Kare Plus, it was obvious it had been built by entrepreneurs for entrepreneurs and it became very clear that this was one that would empower me to break into the healthcare sector and own a business that is both profitable and personally rewarding.

"Following the Kare Plus model with injected commitment, passion and hard work, we have achieved a total turnover of £17 million since our inauguration in 2015, with our last annual turnover totalling £4 million.

"This equates to an average of £3.4 million per year over the initial five-year franchise agreement with Kare Plus."

Imran's story is one of many within Kare Plus' network and with many successes to share.



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# Love managing people? Become a Get Ahead Regional Director!

Have you had a successful career, rising up the ranks to manage a team of your own? Want to continue being a great manager? A Get Ahead franchise could be the perfect fit for you!

At Get Ahead, we are outsourcing specialists. We find clients who want to outsource their admin, social media, book-keeping – or pretty much anything else – and match them with the right experts to do the work.

As a Regional Director, you'll be responsible for finding local clients, matching them with the right experts from our 40-strong pool and retaining them. And because you're managing the relationship, not delivering the work, you won't be held back by capability or capacity – growth opportunities are limitless!

*I always enjoyed managing people – so Get Ahead was perfect for me! And I love the fact that we work closely with Rebecca – she values our input into the business and we all support each other to succeed.*

**Emma Barratt, Regional Director,  
Get Ahead East Midlands**



For more information about our fast growing,  
award winning, super supportive franchise,  
contact our founder [rebecca@getaheadva.com](mailto:rebecca@getaheadva.com)

**Get Ahead**  
your virtual agency

# Reward customers for staying with you through COVID-19

How to attract new clients by using an engaging loyalty programme

## WORDS BY

Tom Epstein, CEO of Franchise Payments Network and POLN8



Last year in Austin, TX, I was on stage at MITCON, positing how in the short term, payments would evolve away from paper currency, paper cheques, and even plastic credit cards into digital and app-based mediums. I was thinking three to five years. Little did I (or for that matter, most people) project that in a few months, a global pandemic would cause consumer reluctance in using cash or handing someone their credit card for processing.

No one knew that in a few short months, we would change the way we as consumers do pretty much everything. We would be ordering

take-out and delivery for meals instead of eating in; working out at home with videos from our trainers; working full-time from home; and performing significantly more repair work around the house, since we are seeing the flaws more often and have more time to meet the craftspeople who carry out the work.

If you follow me on LinkedIn, you have likely seen my regular updates on the state of franchising from a payments standpoint that we see at POLN8's sister company, Franchise Payments Network (FPN). Most recently, as I am writing this, we are experiencing a 16.5 per cent increase in same-store processing dollars



## AT A GLANCE FRANCHISE PAYMENTS NETWORK & POLN8

Established: 2006

Contact: Tom Epstein  
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poln8.com  
franchisepaymentsnetwork.net

from our portfolio of franchisees in October 2020 compared to October 2019. Additionally, the average guest ticket has increased from \$63.39 to \$78.12, representing a 23 per cent increase in transaction size.

### Touchless technology

The above growth numbers are being driven by helping merchants shift their technology to touchless methods. Service franchisees who traditionally have taken cheques or credit cards in front of their customers at time of deposit for new jobs or at completion are now employing methods where electronic invoices or payment pages are sent via text or email to the customer, even if they are standing in front of them.

Restaurants are using mobile apps and online ordering platforms so customers can order ahead and pay in advance for curbside pickup or delivery. Pay-at-the-counter restaurants are using mobile apps to pay via bar and QR codes that can be scanned at the POS, while dine-in is moving more to kiosks and mobile devices at the table.

On the loyalty side of the equation, we are advising franchisors to maximize their loyalty offerings. Just as franchisees want customers to be loyal to them, customers want to feel appreciated for sticking with the brand and changing their behaviours during shut-downs. Now is the time to thank the customer who stuck with the brand while also attracting new customers who may be unhappy with who they frequented before COVID-19.

### From passive to active promoters

I am sure you have heard of the Net Promoter Score. The basic premise is to survey your customers and find out how likely they are to recommend your business to their

friends and family (but, you don't truly know if they do).

With a robust loyalty programme, we turn Net Promoters into real promoters, rewarding customers who are loyal to you for bringing in their network of friends and family as new customers.

In one year, we have seen an increase in new loyalty members in one chain as high as 250 per cent, while totals of loyalty members show average ticket sizes to be 17 per cent higher than non-loyalty members. Loyalty members also shop 50 per cent more often to spend those extra dollars.

Most loyalty programmes out there today are passive; meaning, they reward customers for their current behaviour. Giving the customer a reward for coming in on the 10th visit is an example of just sitting back and waiting for them to come in. In this instance, you are simply giving away profits.

You want to change the customer's behaviour and reward them for doing something they are not currently doing (as in the above, for introducing friends and family

**“Just as franchisees want customers to be loyal to them, customers want to feel appreciated for sticking with the brand and changing their behaviours during shut-downs”**



**“Be sure to sincerely thank your customers for coming in and sticking with you, especially when it was not always the easiest option to purchase from you”**

to a brand). You want to get them to purchase something from you they have not thought of before (enter the 17 per cent average ticket growth). You want to lock them into your brand and come to you instead of your competition (the 50 per cent increase in frequency of visit).

### **Be loyal to loyalty**

All of this can be done by tying your entire consumer marketing efforts into the loyalty programme. Think of loyalty as the hub from where everything flows and is tracked back through actual purchases at

the point of sale, no matter where it is (online, curbside, tableside, invoicing or at the register). All of this can be accomplished with touchless technology at the POS or via a robust loyalty app that includes a payment feature.

With loyalty programmes, you are trying to get customers to do more. Increase your share of their spending in your category. If you are a men's hair salon and know your customers always get a hair cut every three to four weeks, set automated triggers as an example to send a message or coupon out three weeks after they missed you, as you know they went somewhere else last time and you want to make sure they return to you this time.

One last thing you should always do – and is sometimes the one thing that seals the deal – is to be sure to sincerely thank your customers for coming in and sticking with you, especially when it was not always the easiest option to purchase from you. Your customers are coming in because they like your product or service, but they are also coming in because they like you. Make sure they know they are appreciated.



# Communicating a clear message

Signage has provided the stability the country needed. It could provide yours too, according to FASTSIGNS

**I**n 2020, the need for signage was amplified beyond all recognition. It stepped into the breach, providing reassuring instructions to the anxious UK public.

Clear signage dictated rules that allowed people to go about their business in a safe and managed way. As a result, it's easy to see why the signage industry was one of the sectors to fare best between March and November of last year.

## EMOTIONAL CONNECTION

The interesting thing to observe is that although signage played a very functional role, the emotional connection to a sign is powerful, making them and the signage industry an appealing opportunity for prospective franchisees.

FASTSIGNS appreciates the emotional connection business owners have to the signs they buy. It's the enduring beauty of the service the company provides to its customers.

It's more than just a sign, it's a physical manifestation of what that business can provide to its customers. FASTSIGNS helps businesses, of any size and from virtually any industry, communicate with customers in a way that helps them to thrive.

## IMPORTANT ROLE

Considering the emotion that can be connected to signage, Richard Wedgwood, franchisee of FASTSIGNS Manchester, recently replaced all the directional signage in Manchester Magistrates' Court in readiness for the Manchester bombing inquiry.

He says: "The signage we provided helped to direct attendees within the court buildings.

"While physically these signs were uniform and practical in appearance, the emotion surrounding the event was particularly poignant for our local community. The signage played a part in ensuring the enquiry ran smoothly. It was an honour to be involved in this project."

## CUSTOMER FOCUSED

FASTSIGNS launched in Dallas, Texas in 1985, reaching the UK in 1995.

Over the past 35 years, the company has evolved to put customers' needs front and centre. Often, customers work with FASTSIGNS because they identify one signage need. It's the company's job to listen and



## AT A GLANCE FASTSIGNS

**Established:** 1985

**Number of franchised outlets:** 24 in UK. Over 700 worldwide

**Location of units:** Birmingham, Bolton, Brighton, Chelmsford, Crawley, Enfield, Gloucester, Guildford, Hammersmith, Huddersfield, Hull, Islington, Kingston, Leeds, Leicester, Manchester, Maidstone, Milton Keynes, Peterborough, Portsmouth, Southampton, Sheffield, St Albans, York

**Investment range:** £125,000-plus

**Minimum required capital:** £36,000

**Contact:** 01785 253140.  
enquiries@fastsigns.com

[fastsigns.co.uk](http://fastsigns.co.uk)

**"FASTSIGNS uses its expertise to showcase a world of signage opportunities that exceed customer expectations"**

empathise with the customer and understand the reason why they need a sign.

FASTSIGNS uses its expertise to showcase a world of signage opportunities that exceed customer expectations.

Reading the above, some prospective franchisees may be a little in awe of the impact signage has and may question if they have the capabilities to succeed in the signage industry. The answer to that question is unequivocally 'yes'.

That's not to say it's easy, but with over 700 FASTSIGNS franchises operating globally and many of those franchisees having no previous signage experience, it's achievable for anyone.

FASTSIGNS provides comprehensive training and support and all a prospective franchisee is required to be able to do is listen, follow the model and empathise with the customer. With those skills, you'll have the makings of a successful FASTSIGNS franchisee.

FASTSIGNS franchisee Richard Wedgwood





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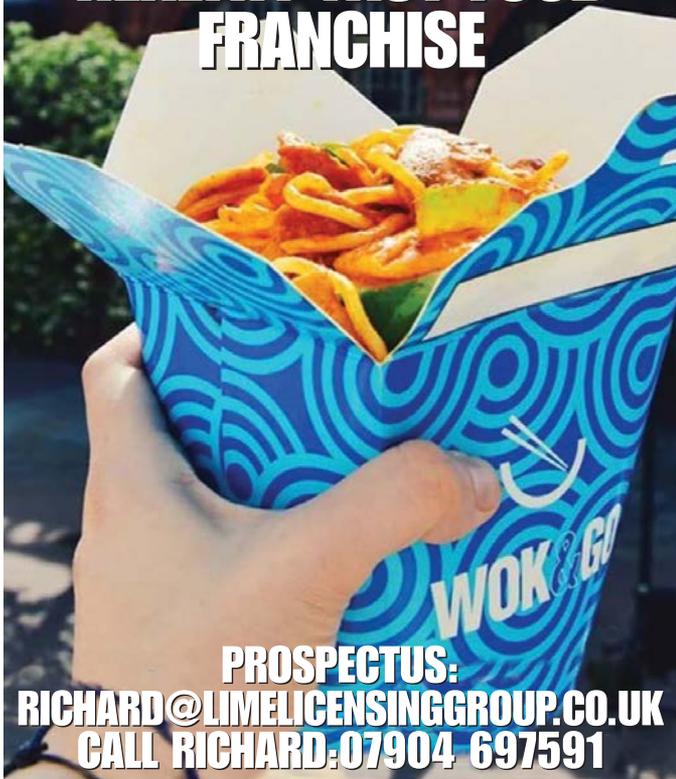


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# Ask Julie

Julie Wagstaff answers your questions about the ActionCOACH franchise opportunity

## **D**o you need previous business experience to own an ActionCOACH franchise?

No. We awarded a franchise to Steve Gaskell whose entire previous career had been in the Army. He ticked all the attitudinal qualities to qualify and our training and support programme takes care of the necessary skills. Steve was so successful he won the award for military resettlement of the year.

## **Is the franchise recession proof?**

It's been proven historically that the ActionCOACH franchise is recession proof and we now know it's pandemic proof too.

Despite the challenges 2020 threw at us, Action Coaches have continued to operate and serve their local community, delivering a guaranteed return on investment to their business owner clients.

An increase in the average client conversation rate for meetings with qualified prospects from 30-42 per cent to above 60 per cent during the pandemic is proof business owners need ActionCOACH's critical growth services now more than ever.

## **Are there typical profit margins for a franchise?**

No. You don't need expensive offices to run an ActionCOACH franchise, but you may choose them. Other overheads, like your own salary, vary hugely from franchise to franchise.

What we can tell you is that an average one-to-one client invests around £20,000 per year in their coach, so you don't need many clients to deliver a great return for yourself.

## **How do I find my clients?**

We have a host of proven marketing strategies that you can either use yourself or you can bring in your own part-time marketer to do this for you.

Business coaching isn't for everyone, so you do need to invest time or money in communicating with enough local business owners to find the ones who do want to grow their business and are open minded enough to engage with you and ActionCOACH to help them achieve their goals.

## **What have the results been like so far?**

Our franchise continues to deliver mind-blowing results.



## **AT A GLANCE ACTIONCOACH**

### **Established:**

1993 in Australia. 2001 in UK

Number of franchised outlets: 200-plus in the UK

**Location of units:** UK-wide

**Investment range:** £69,000

Minimum required capital: £20,000

### **Contact:**

If you want to build a business with scalability and longevity, make a difference in your local community and you're the kind of person who:

- A. Loves learning and developing yourself;
- B. Has enjoyed success in your career or sport; and
- C. Is willing to invest if you see substantial returns can be made...

Then find out more by watching the overview video at [actioncoach.co.uk/overview](http://actioncoach.co.uk/overview)

Ian Harford, who graduated from initial training at ActionCOACH University in July 2020, banked £36,500 of client income in the following month to become the fastest franchise partner ever to reach a £30,000 monthly client income.

Equally, we have those who come in and struggle. From what I've seen, there are only two reasons for that: either they're too lazy to learn the best ways of getting results or they're unwilling to invest enough time, money or both in marketing to grow their business. If that's likely to be you, please start looking for a different opportunity!

## **Has anyone endorsed the franchise?**

Yes. Every time a major bank lends an individual 80 per cent of what they need to invest in an ActionCOACH franchise unsecured, that's a notable endorsement.

Talking of banks, we've won the RBS UK Best B2B Franchise Award for the last two years. That speaks volumes because it's 50 per cent judged on anonymous franchise partner feedback and we achieved a record score for a franchise with 40-plus franchise partners in its network.

The growing number of major companies who choose to strategic alliance partner with us, such as Funding Circle and Santander, and position their brand alongside us shows how well regarded the offering is.



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Built on the core principles of ethical sustainable shopping and promoting healthy eating, our stores are an important part of the local community. As the owner of your own store you will be instrumental in building a team to engage with customers and share their journey towards a sustainable lifestyle.

With five stores across the UK and Ireland and more on the way we are excited about growing with motivated franchise partners.

If you are passionate about nutritious quality food, the future of the planet and health and wellbeing, then find out how you can bring The Source Bulk Foods to your community.

### So why not start something good with us?

Contact us at [info@thesourcebulkfoods.co.uk](mailto:info@thesourcebulkfoods.co.uk) to enquire about franchising with us.



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- Unlimited support from Head Office;
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- Your own pre-configured, fully automated lead generation system to assist with finding new clients;
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- Use of Chrysalis Partners branding for your practice.

#### Low start up costs:

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**[www.chrysaliscoach.co.uk](http://www.chrysaliscoach.co.uk)**

**Email: [info@chrysalispartners.co.uk](mailto:info@chrysalispartners.co.uk)**

# The future is bright

Foresight and the love of shutters has created a multi-million pound company

**N**obody would deny 2020 was a difficult year for everyone, so it's uplifting to hear about a company that has carried on, yet not regardless, of course.

Just Shutters is that company, as founder Chris Rocker explains: "Although the business could not actively trade throughout the COVID-19 lockdown, we decided we would take the positive route."

Chris and his team have used the time wisely, looking closely at business strategies, particularly marketing.

"This is a vital area for us," Chris says. "With strategic and successful marketing, we can fully support our franchisees. We have finely tuned that area and are extremely pleased with the results."

He goes on to explain how else this time has been utilised: "Home became a haven in which our customers were now spending the majority of their time, therefore home improvement became a focus.

"Our customers were as keen as ever to have shutters fitted, so we introduced a highly successful Home Measuring Kit, which enables us to continue to begin the made-to-measure process safely."

This positivity and customer care carried through to Just Shutters franchisees, with many supporting their local communities by providing a shop-and-drop service to the elderly or vulnerable. Unsurprisingly, Chris is exceptionally proud of all their efforts.

## CHRIS AND THE TEAM HAVE WORKED HARD TO BUILD THE BUSINESS INTO THE MULTI-MILLION POUND SUCCESS STORY IT IS TODAY

This 'can do' attitude has made Just Shutters one of the fastest growing, independent retail shutter companies and franchises in the UK, supplying and fitting the largest choice of shutters.

Founded by Chris in 2006, the company has achieved year on year growth.

"Having spent more than 25 years in sales and operations, following a career in the Royal Air Force, I wanted to use the experience gained to create a family run company," he says.

"I loved the style of plantation shutters. It was plain to see shutters were becoming the window choice of the future and I'm extremely pleased to say, I was right!"

He certainly was right. Just Shutters has installed more than £27 million-worth of shutters and has thousands of satisfied customers, yet still maintains a small family company ethos today.

## "WE GIVE OUR FRANCHISEES THE BEST POSSIBLE SUPPORT AND TRAINING"

Over the ensuing years and continued success, Chris looked at ways to expand the business.



## AT A GLANCE JUST SHUTTERS FRANCHISE

**Established:**  
2006

**Number of franchised outlets:** 19

**Location of units:** UK

**Investment range:**  
£30,000-£50,000

**Minimum required capital:**  
£27,000

**Contact:** [franchise@justshutters.co.uk](mailto:franchise@justshutters.co.uk)  
[shutter-franchise.co.uk](http://shutter-franchise.co.uk)

Franchising seemed the perfect way to grow the brand and work with like-minded entrepreneurs, who take responsibility for their business, while still giving customers a local service.

In a business where customers consult closely with their designer about their homestyle choices, it had become apparent over time that customers rely on a local service virtually on their doorstep.

Just Shutters has become renowned for its exemplary customer service and it was vital to maintain this. With this in mind, the company created a comprehensive franchise package, with unique ongoing support and an in-depth training programme.

What makes the training unique? It's not undertaken in a 'school room' environment, but at Just Shutters' franchise training centre and showroom in Bournemouth.

This immediately creates a team connection, where the franchisee feels they're at the hub of the operation and team relationships are formed with people who will be providing ongoing support throughout the life of the new business.

Training is carried out by people who actually 'do' rather than just teach. With over 50 years of experience and £9 million of shutter sales, ordering and installation behind them, their knowledge is second to none. Sales and installation training are conducted in the designated area. Ongoing consultation, business development and support are also done in the prospective local area.

The initial training lasts for 13 days. The franchisee is fully trained and becomes proficient on the cloud-based integrated business





**“It’s really enjoyable running your own business, as well as being part of a larger team in Just Shutters”**

management systems and assisted on the accounts and administration.

The new business is promoted through joint and continuous marketing campaigns to further expand reach in regional and national areas.

“We aim to give our franchisees the best possible operational systems, marketing, training and business support to grow their businesses quickly and competitively, while ensuring outstanding customer satisfaction,” Chris says.

**LET THE SUNSHINE IN**  
2020 saw so many businesses sadly fail, with many job losses. This, in turn, has made many people re-evaluate their lives and careers. Perhaps 2021 is the time to change direction and realise a dream, create stability and a better lifestyle.

Investing in a franchise with a trusted and established brand takes the risk out of starting a business. For any budding entrepreneur with a will to succeed, Just Shutters is a dream business.

No experience is necessary to be a successful Just Shutters

franchisee, you just need exceptional people skills and an abundance of enthusiasm to build a business and enjoy the company of loyal customers. This is a hands-on business with much time spent talking with clients.

“It’s really satisfying sitting down with customers to discuss enhancing their homes with our beautiful shutters,” Chris says. “Our franchisees are totally confident in the knowledge they are offering the best design and service package, along with the highest quality products coupled with a lifetime guarantee.”

**THE FAMILY IS GROWING**  
There’s now a Just Shutters franchisee in over 175 towns and cities in the UK. That may sound a lot, but the UK has a lot of towns and cities!

The family is growing and rapidly gaining a valuable reputation as one of the leading franchise companies in the shutter industry.

Jonathan Read, managing director of Just Shutters’ South Lancashire franchise, says:



“Working for myself has always been a personal goal and Just Shutters gives me the opportunity to grow my own business, while having a fantastic support team behind me. It’s the family feel that sealed the deal for me.”

Andrew Cook started the Just Shutters South West franchise in 2011 covering Devon and Cornwall. He’s established a fantastic reputation and strong customer base.

Andrew says of his experience: “It’s great to know that a large part of my work comes from additional orders and customer recommendations to friends and family.

“It’s really enjoyable running your own business, as well as being part of a larger team in Just Shutters.”

These are just two successful and happy franchisees who have changed their lives and are running a sustainable business. No longer do they need to worry about redundancy or loss of earnings. They hold the future in their hands.

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# Resilient and rewarding

A Right at Home franchise delivers personally and financially

**H**ome care franchise Right at Home is celebrating emerging from 2020 with a record year for sales.

The network of 60-plus franchises supports anyone over the age of 18 to enjoy living independently in their own homes, delivering a range of person-centred care and companionship services.

## RISING TO THE CHALLENGE

Reflecting on the impact of COVID-19, CEO Ken Deary says: "We knew we would continue to operate while other businesses were sadly forced to close their doors. In fact, our clients relied on us more than ever as the implications of the outbreak became clear.

"The huge challenge we faced was to ensure everyone's safety while we delivered these vital frontline services.

"Franchise owners collectively said they felt incredibly grateful to be part of a supportive franchise network, as their whole business model underwent a



Michael and Tracey Scott

transformation to ensure each element became COVID secure."

The challenge was to achieve the shift in operational processes without compromising the commitment to quality, upon which Right at Home's brand reputation is built. But the network successfully maintained all its key performance indicators throughout 2020 and remains:

- The most highly recommended national home care agency, with a group score of 9.8/10 on [homecare.co.uk](http://homecare.co.uk).
- The only national home care agency with 100 per cent of CQC inspected locations rated good or above and an industry



## AT A GLANCE RIGHT AT HOME UK

**Established:** 2010

**Number of franchised outlets:** 67

**Location of units:**  
England, Scotland and Wales

**Investment range:** £120,000-£130,000, including working capital

**Minimum required capital:** £40,000

**Contact:** Kate Dilworth  
[franchising@rightathomeuk.com](mailto:franchising@rightathomeuk.com)  
0151 305 0755

[rightathomefranchising.co.uk](http://rightathomefranchising.co.uk)

leading 27 per cent achieving an overall outstanding rating.

- The only home care agency to have achieved five star status for franchisee satisfaction for eight consecutive years.

Ken adds: "The whole network stepped up magnificently and we're incredibly proud to have successfully protected our vulnerable clients and staff.

"The icing on the cake is to have done this while achieving year-on-year growth of 25 per cent - with an incredible 49 per cent of offices trading two years or longer hitting an annualised turnover of £1 million-plus."

## BUILDING A FUTURE TO BE PROUD OF

Husband and wife team Tracey and Michael Scott are former lawyers, with a shared ambition to build a business that would meet both their personal and financial goals.

Tracey, an immigration specialist who defended young adults, spent a couple of years looking for the right business.

Their decision to open Right at Home (Streatham, Mitcham and Dulwich) also offered Michael an opportunity to move away from his corporate career, after 25 years in the City.

He says: "I had a great career, but realistically my role was to make lots of money for the firm - this was a chance to do something with a different kind of reward."

Both agree they made a great decision: "We wanted a change of lifestyle, a chance to be our own bosses and to build something rewarding and beneficial for others - and those ambitions have been, and continue to be, fulfilled."

# Ignite your entrepreneurial spark

Invest in one of OSCAR Pet Foods' tailored franchise packages that have a range of investment levels

**A**s redundancies rise and people face an uncertain jobs market, figures published by the British Franchise Association confirm that more and more people are wanting to become their own boss.

It seems the shock of COVID-19 and its devastating impact on employment figures is igniting many entrepreneurial sparks - and British franchising is fanning the flames.

As one of the UK's top pet industry franchisors, OSCAR Pet Foods knows there are winners and losers in the pandemic economy. Fortunately, the company's contactless and safe delivery of trusted, high quality pet food has meant thousands of customers have enjoyed a convenient and reliable service for their pets even during the height of the coronavirus crisis.

## SAFETY NET

Proven business models, flexible investment packages and effective training plans are just part of the 'safety net' that franchising offers.

While shop-based retailers are facing challenging times due to stringent social distancing regulations, many franchise businesses, especially van-based ones like OSCAR, are proving to be particularly resilient.

## POTENTIAL CUSTOMERS

Being an essential business is a definite head start. Add to that our nation's love of pets and you have the perfect recipe for success.

Being at home with pets during lockdown has been a comfort to many families. And with statistics provided by the Pet Food Manufacturers' Association confirming that there are nine million dogs and 7.5 million cats in the UK, OSCAR is proving to be an attractive opportunity for many.

When investing in a franchise, you must ensure your values are shared by the franchisor and you have the right skills to run the business effectively. OSCAR says it takes great care to ensure prospective franchisees are right



## AT A GLANCE OSCAR PET FOODS

**Established:**  
1994

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

**Location of units:**  
nationwide

**Investment range:**  
from £8,995 (plus VAT)

**Minimum required capital:**  
£8,995 (plus VAT)

**Contact:**

Janet Walmsley. 0800 068 1106

[oscar.co.uk](http://oscar.co.uk)

**“Many franchise businesses, especially van-based ones like OSCAR, are proving to be particularly resilient”**

for the company and the company is right for them.

Scrutiny is an essential part of making the right choice and OSCAR's full membership of the British Franchise Association provides would-be franchisees with essential security and peace of mind.

## BESPOKE OFFERING

With 25 years of successful franchising behind it, OSCAR understands that not all franchisees have the same needs. That's why it offers bespoke franchise opportunities that have a range of investment levels and flexible start-up packages.

Thankfully, the company is no stranger to technology, so supporting the OSCAR franchise network through digital connectivity - enabling meetings, training sessions and daily updates to take place remotely - has been easy this year.

So why not join one of the most trusted and successful pet franchise operations in Britain?

# Enabling success in property

With Sourced Network, you can enter the industry that creates more millionaires than any other

**S**ince its launch in summer 2017, Sourced Network has gone from strength to strength, recruiting over 130 franchisees to date. The company combines property training with ongoing support and a funding facility, offering franchisees a ready-made business model.

Shahid Aslam admits: "Joining Sourced has been one of the best business decisions I've made. Before joining, I wouldn't have dreamt of doing multi-million pound deals."

## £10 MILLION FUNDED AND COUNTING

One of the exclusive benefits of joining Sourced Network is access to 100 per cent funding via its in-house peer-to-peer platform.

Unlike regular finance options, the loans are based on the gross development value (GDV) of projects, allowing franchisees to borrow up to 70 per cent of the GDV

of their projects. In many cases, that means covering 100 per cent of the purchase price and work costs.

"One of the main reasons I joined Sourced was to benefit from the exclusive funding platform," Mark Barrett says. "It allows me to get funding for my own conversions and developments."

In 2020 alone, Sourced Network raised £10 million for franchisees' conversions, refurbishments and developments.

## ACCESS OVER 70 TRAINING DAYS

Each franchisee is required to attend a three-day induction after they join, which brings them up to speed with everything they need to know about their new business and the foundations of property sourcing.

Following the induction, they get access to bespoke training courses, allowing them to focus on the property strategy they wish to pursue.

The courses include Deal Trading, Rent to Rent, Serviced Accommodation, Flips and Refurbs, New Build Development, Lease Options, HMO, Commercial Conversions, Planning and Finance Options.

## ALWAYS BY YOUR SIDE

What sets Sourced Network apart from other training providers is the company's ongoing support structure.

Around 97 per cent of people who attend business training courses never put their knowledge into



## AT A GLANCE SOURCED NETWORK

Established: 2017

Number of franchised outlets: 130

Location of units: UK

Investment range: £12,500

Minimum required capital: £12,500

Contact: Sam Clayton.  
franchise@sourced.co

[sourcedfranchise.co/network](https://sourcedfranchise.co/network)

**"One of the exclusive benefits of joining Sourced Network is access to 100 per cent funding"**

practice, which is why Sourced Network has a support team guiding you step by step as you build and scale your property business.

Some franchisees joined with no previous property experience and, with the help of head office, managed to grow pipelines of more than £100,000 in less than three months.

Sarah Corrie says "When I joined Sourced, I was a complete novice in property. Fast forward to today and I'm brokering deals with property portfolios worth over £500,000."

## IS THERE MORE?

Sourced Network has developed a bespoke package that combines all the resources necessary to succeed with your new venture.

Apart from training, support and funding, you'll also get access to property and investor leads; bespoke materials such as guides, contracts and webinars; networking opportunities; and discounted property software.

## IS IT RIGHT FOR ME?

Do you have an interest in property? Do you want to enter the industry that creates more millionaires than any other? Do you dream of achieving financial freedom by working with the people who have been there and done it? Then get in touch with Sourced Network to find out more.



Franchisees in the training room

# Kick-start your career change

Franchising offers a realistic way to start your own business using a proven framework of training and support

WORDS BY CATHRYN HAYES



**THE AUTHOR**

Cathryn Hayes is franchise director at Revive! Auto Innovations

**I**s now the right time to leave corporate life behind and invest in a franchise?

That's the question many people are asking themselves following several months on furlough or working long hours as they attempted to cover for colleagues off work for various reasons.

You may have got used to working from home - not missing the early starts or a long commute. It's convenient to be at home for all those parcels too.

But the pandemic, lockdowns and restrictions have led to uncertainty and a risk of redundancy for many, so it has also been a time to consider different career options.

**Pros and cons**

If you've always dreamt of running your own business, 2021 could be the perfect time to turn your

***“Owning a franchise gives you the opportunity to build an asset, putting your energy and commitment to good use for your own benefit”***

vision into reality. However, it could involve a significant lifestyle change.

There are pros and cons to leaving corporate life for the world of franchising.

On the positive side, there will be no more office politics, bureaucracy or other people controlling your day. Owning a franchise gives you the opportunity to build an asset, putting your energy and commitment to good use for your own benefit, not that of an employer.

On the downside, the most obvious drawback is the loss of a regular

salary, company perks and an often generous holiday entitlement.

Working in a corporate environment usually means you don't have to think about technology as you have access to systems and applications that make your life easier, so you may have to get used to a less sophisticated IT set up.

Another potential negative can be the impact on your family, especially if they weren't aware of your dissatisfaction with corporate life or your dream of owning your own business.

**Before you buy**

While you may be excited at the thought of being your boss, here's what I recommend you do before considering buying a franchise:

- Talk to your family about your plans and don't underestimate how important it is to have their support.
- Have a realistic look at your finances. If you've been earning a high salary, it's unlikely you'll be able to replace it immediately when starting a business, so you will need to plan accordingly.
- Assess your skills and experience and think about what you want to do. The beauty of franchising is that it enables you to work in a different sector if you desire.

Whatever your background, you can use your skills and experience to start a new venture using the training, support and framework a franchise provides.



# 2020

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# I thought my glass was full

That was until I discovered ActionCOACH. Now I'm ready to pour more into my life, Anu Khanna says

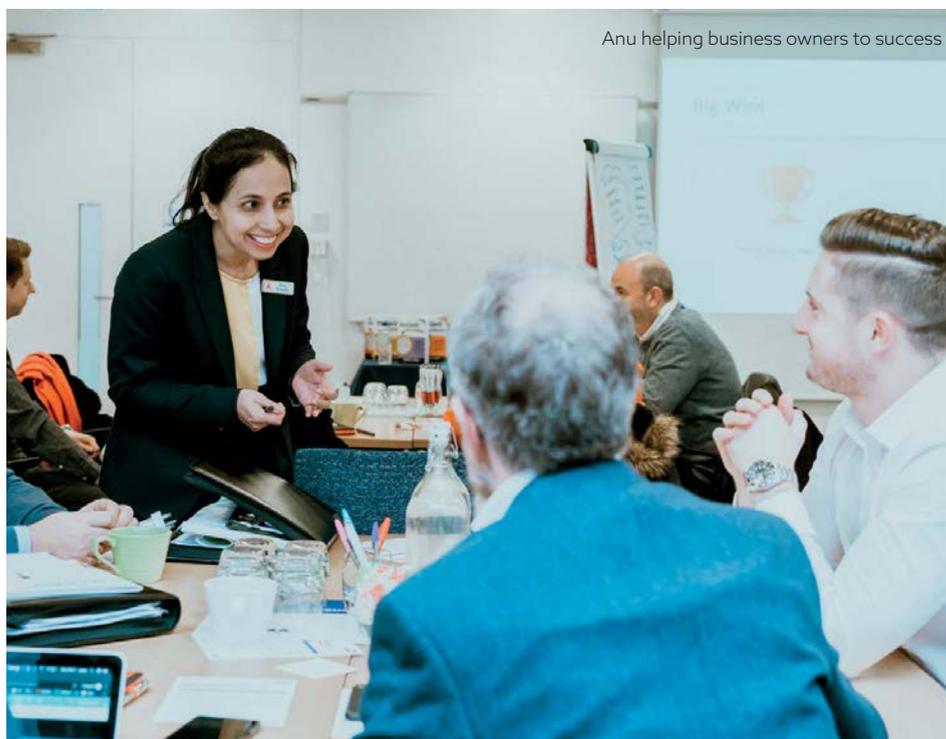
**B**efore Anu Khanna found her true calling with ActionCOACH, she considered her brain to be brimming with knowledge. However, upon discovering the world's number one business coaching franchise, she quickly realised her glass was only half full - she was ready to pour more into her life.

Anu says: "The main impact ActionCOACH has had on me is who I'm becoming. When I joined the network, I thought my glass was full, but being exposed to the precision and detail within the franchise model, I became aware of how much work there was left to do. It's miles away from the stage I

was operating at in the corporate world and it's completely turned my life around."

Anu grew up in Singapore and moved to India to study for her degree in commerce and two MBAs. Her passion and drive led her to join IKEA. Anu came to the UK to launch the retail store in Coventry, before ending up in Switzerland as a coach for senior management. It was in this role that Anu really got into her stride.

When her son was preparing to choose his GCSE subjects, Anu considered moving back to the UK to give him the best education possible. IKEA was happy to oblige, agreeing to help Anu and her family relocate.



Anu helping business owners to success



## AT A GLANCE ACTIONCOACH

### Established:

1993 in Australia. 2001 in UK

**Number of franchised outlets:** 200-plus in the UK

**Location of units:** UK-wide

**Investment range:** £69,000

**Minimum required capital:** £20,000

### Contact:

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- B. Has enjoyed success in your career or sport; and
- C. Is willing to invest if you see substantial returns can be made...

Then find out more by watching the overview video at

[actioncoach.co.uk/overview](http://actioncoach.co.uk/overview)

However, as there wasn't a position available with the company for her in the UK immediately, Anu had the chance to consider other options. Her husband, Raj, was the one to suggest ActionCOACH.

"Raj knew I would excel in this role," Anu says. "I wasn't necessarily looking for something new, but I'd always had a passion for coaching, so thought I could definitely apply my expertise to build a successful business.

"I booked into a discovery day and both Raj and I left extremely impressed. It was great to discover the aspects of the franchise model I would be adopting in the future.

"I spoke with another Action Coach to discover more. I instantly connected with their story, which filled me with inspiration. After that meeting, I knew ActionCOACH was what I was destined to do."

## TOPPING UP HER GLASS

Despite Anu's experience in coaching and after spending many years establishing an extensive business skill set, she recognised the myriad of expertise she would be able to tap into. Anu was awarded her franchise in May 2018 and, soon after, was ready to embark on her training at ActionCOACH University.

"Even after spending so much time within the coaching world, there was still a plethora of aspects for me to learn," Anu says. "The training programme was extremely



Anu sharing her knowledge with the ActionCOACH community

## “It’s refreshing to see how the word ‘community’ is not just on paper, it’s part of our reality”

comprehensive, albeit intense, but it only made me more eager to get going. I thrive most when putting things into practice and being in front of people - I was confident I could make my franchise a success.

“When I arrived home, I joined a BNI group, which was how I signed my first client. It felt amazing to get a confidence boost straight away and it only made me determined to go bigger and better.

“From that point onwards, my business grew naturally, with many of my clients joining through recommendations. I underestimated the power of word of mouth and seeing it in action was very rewarding. The relationships with those clients in particular have been strong right from the outset, which results in our work together being much more impactful.”

### THIRSTY FOR MORE

For the first two years in her business, Anu focused on creating an all-star team around her.

With four members already, including two Business Development Managers, a Marketing Specialist and an Executive Creative PA, Anu has plans to bring in more employees. She understands the importance of synergising teams and leading by example.

“I have to demonstrate that I’m adopting the ActionCOACH systems in my own business to highlight how it works,” Anu says. “I’m doing exactly the same as what I’m telling my clients to do, practising what I preach as they look to me as the expert.

“I’ve created a substantial client base I’m extremely proud of, including businesses with a revenue from £70,000 to £70 million.

“I deliver one-to-one coaching with 15 businesses in the area and have recently started training leader programmes, but perhaps the best part is being able to offer something for everyone.

“I host several group coaching sessions, such as 90-day planning, and I’ve recently launched a BookCLUB. Combining all these aspects, I’m comfortably earning more than I did in the corporate world and I’m determined to grow further.

“When the moment arrives where my diary is fully booked, I will bring an employee business coach into

the team so we can support more business owners in the community.”

### DRINKING IN LIFE

It’s not only Anu’s career that has been transformed, her home life has too. The flexibility of ActionCOACH has given her the freedom to take daughter Kyra (9) and son Kabir (15) to school each day.

“My life has changed for the better,” Anu says. “In my previous role, I would never be able to wind down. My days were extremely long, meaning I missed out on family time whilst my children were growing up. Now’s my chance to make up for it.”

Anu is the first to admit that, due to the support she’s received from the franchisor, fellow franchise partners and her coach’s coach James Vincent, she’s been able to thrive in her business.

“I have a lot to thank James for - he’s played a massive part in the success I’m seeing within my own business,” Anu says “He’s a very successful coach and his expertise is second to none.

“It’s refreshing to see how the word ‘community’ is not just on paper, it’s part of our reality. Action Coaches are always willing to share, help each other succeed and have some fun along the way - although my glass is being topped up every day, I now know my life has an infinite capacity.”

# Why being a franchisee protects you in challenging times

A combination of complementary factors ensure that statistically it's safer than going it alone

WORDS BY CHRIS WOOTTON



## THE AUTHOR

Chris Wootton is owner, managing director and longstanding franchisee of Poppies

**S**ince the country was placed into its first lockdown, hundreds of independent businesses have been forced to close permanently, yet a vast number of franchised businesses continue to operate, and even thrive, during the pandemic.

What's more, entrepreneurs have continued to invest in and launch new franchises. It's something that, as a franchisor and someone who has been in the franchise industry for over 25 years, makes me incredibly proud and, at times, humbled.

Even when we're not in the midst of a national crisis, standalone start-ups face some pretty serious challenges on the road to success. In fact, statistics show that around half of all independent start-ups fail within five years, whereas the 2018 British Franchise Association NatWest franchise survey highlighted the commercial failure rate of franchisee businesses at less than 10 per cent.

Why is that? What is it that helps to insulate franchisees against such risk? The truth is there's no singular reason that being a franchisee is less risky. Instead, and actually more powerfully, it's the combination of a multitude of complementary factors. Some of which are obvious, but some you may not have even considered.

## Repeat and refine

By its very nature, franchising offers the security of a proven model, which unless you're the first to be joining an emerging brand, has

already been replicated successfully up and down the country. This level of refinement brings with it a robustness, the likes of which independent businesses can only dream of.

From geographical nuances to staffing problems and system upgrades, you can rest assured that someone somewhere has experienced a problem and, together with the franchisor, worked to not only resolve it, but roll out preventative measures and maybe even enhancements for the benefit of the entire network.

## The wide angle view

When you're running a business as a one-person band or even if you're running a team, it's hard to keep abreast of goings on in your wider industry, let alone the economy and national business landscape.

Most independent business owners find themselves operating with a degree of tunnel vision until a problem lands on their doorstep to solve. Franchisees, on the other hand, have the benefit and comfort of knowing that the overarching foresight and support of a franchisor can prove vital for survival.

In a time of national crisis or economic upheaval, a franchisor will gather information, coordinate a company-wide response and disseminate new policies, procedures and, perhaps most importantly, be a voice of reassurance and guidance for the entire network.

It's a franchisor's responsibility, and in its best interest, to stay ahead of the game, remaining agile and adaptable to ensure it protects the business interests of each and every one of its franchisees. It's hardly surprising then that in the current climate franchisees are faring far better than their independent counterparts.



**"The brand recognition that comes with a national network instils confidence and trust in the minds of customers and staff alike"**

## Specialist knowledge

Alongside survival in challenging times, franchisors will be constantly reviewing industry regulations and legislation, as well as government guidelines, in order to maximise opportunities for their franchisees.

Whether it's working to pivot products and services, adapt marketing messages or even put the wheels of a crisis communications plan into motion, there's usually a dedicated team of in-house specialists working for the common goal: franchisee success. Enviably by any business owner's standards!

## Strength in numbers

One of the main reasons people choose to invest in a franchise rather than go it alone is the level

of training and support received. Business with a safety net - that's franchising.

The support offered by a good franchisor is vital to any new franchisee's success and it's something the majority of our franchisees say was the reason they chose Poppies.

But something equally as important and valuable, especially when the going gets tough, is the support of your fellow franchisees. Unlike their standalone counterparts, franchisees have unlimited access to a network of

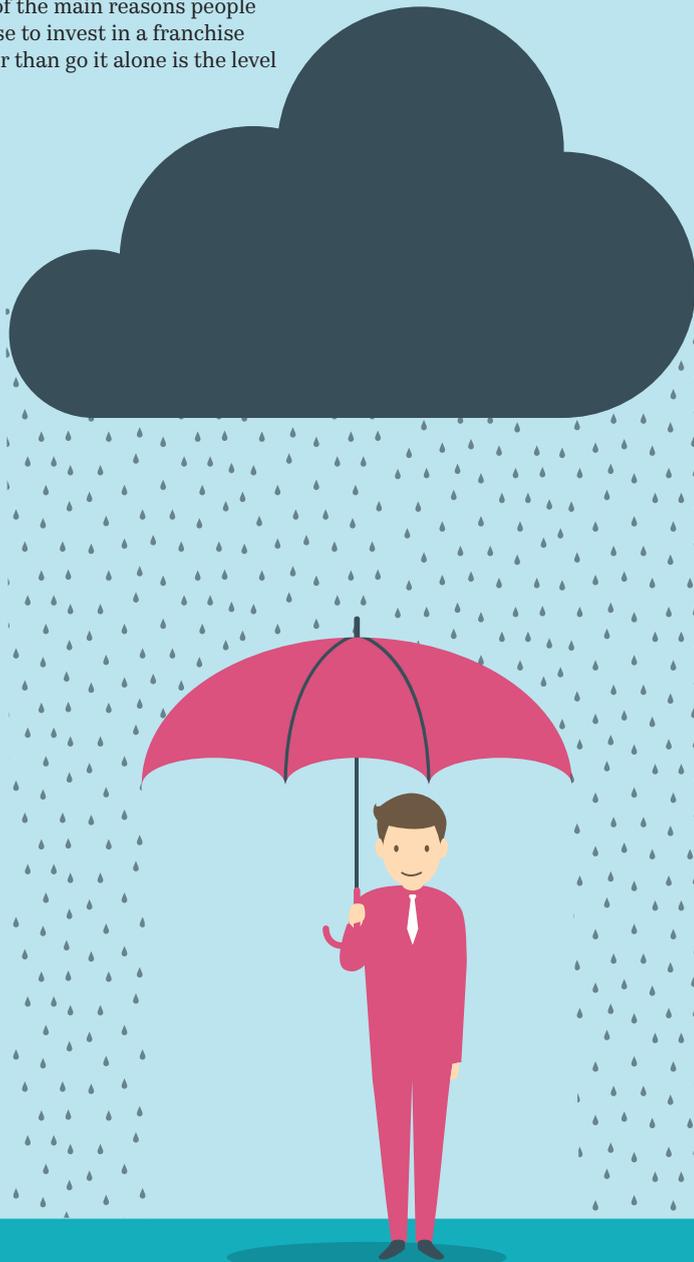
business owners running the exact same business model; a bank of knowledge and experience that is made up of professionals from all walks of life - ideal for sharing ideas and overcoming challenges.

Being part of something bigger than yourself is an obvious draw at the best of times, but on a tangible level franchisees benefit from this 'strength in numbers' concept in more ways than one.

Increased buying power can often see prices held or discounted during economic uncertainty as the franchisor and the brand, rather than the individual franchisee, step in to leverage key relationships. Bulk buying power can also help to protect supply chains and mitigate disruption.

The brand recognition that comes with a national network instils confidence and trust in the minds of customers and staff alike. This means that, when uncertainty strikes, those still willing and able to buy products and services are more likely to do so from those they see as more established and credible.

Being in business is never going to be plain sailing, whether you're a franchisee or not. But when it comes to weathering a storm a franchise network really comes into its own.



## Failure rates: franchises vs independents

- The commercial failure rate of franchisee businesses is less than 10 per cent
- Approximately 50 per cent of all independent start-ups fail within five years

Source: 2018 British Franchise Association NatWest franchise survey

# Stronger for the experience

Cafe2U CEO Martyn Ward explains how the mobile coffee van franchise thrived during 2020 and why he's optimistic about the year ahead



**A**s we sit and reflect at the start of 2021, for many it could be argued that last year was a complete write off. And while we all saw our plans drastically change in what was an unprecedented year in business, we can now begin to tentatively turn our attention to the year ahead.

Unfortunately for some, the pandemic would have spelled the end of trading, while others battered down the hatches and focused all their efforts on surviving. However, for us at Cafe2U I'm pleased to say that not only have we survived, we've thrived.

## RESILIENCE

By no means has it been easy, but through a combination of the resilience of our franchise model, combined with determination across the network and a proven track record of attracting new franchisees, we will look back at 2020 and say that we not only got through it, but we got through it stronger.



## AT A GLANCE CAFE2U

**Established:**  
2004

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

**Location of units:**  
nationwide

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

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

**Contact:**  
Teresa Fowler  
[cafe2u.co.uk](http://cafe2u.co.uk)

I'm extremely proud of our company's response to the pandemic and the brilliant work of the wider franchise community to adapt and endure in what has historically been our biggest challenge.

Whether it was through our drive to provide focus and clarity for our employees, supporting the well-being of our franchise partners or the unique opportunities to do more for others - such as delivering more than 15,000 free cups of coffee to NHS frontline workers - I felt humbled by the grit and determination shown by everyone.

The roll-out of our new brand, followed by the launch of our new app, could have easily been a decision we postponed. But we pressed ahead in the interests of each of our franchisees, ensuring that they were not only supported throughout the pandemic, but they are well equipped for the future.

## CONFIDENCE

This is not to say things are all of a sudden back to normal and there won't be further challenges ahead, but we will now face them enriched with the confidence and drive that was cemented in 2020.

This positive attitude and resolve has been something we will continue to foster and exude across the organisation - and instil in every new franchisee.

Our franchise partners will keep on providing a cautious, respectful and socially distanced service, following the same measures that have served our customers so well in 2020.

And as a business, we will continue to look for ways to grow, strengthen and innovate to support them whatever the next challenge is that we face.

**“This positive attitude and resolve has been something we will continue to foster and exude across the organisation”**

# Be part of a positive force for change

Discover TRIB3, a fitness franchise focused on the experience

**T**he events of the last 12 months have posed challenges and expedited change in all industries.

In the fitness sector, facilities have had to adapt to distancing measures, enhanced hygiene processes and other key safety procedures. But the pandemic has also shone a spotlight on the fitness industry as a positive force for change.

## ESSENTIAL BUSINESSES

One of the most important messages throughout the pandemic has been that being physically active is crucial to long-term health and staying fit.

The reopening of gyms in December was welcomed positively by both operators and customers, as the fitness industry continues to make progress in classifying these facilities as essential businesses.

While the pandemic has had a significant impact on the fitness sector, with TRIB3's 'volume boutique' model, facilitated by its unique studio design, the company has demonstrated how quickly boutique fitness can rebound with the right set up.

TRIB3 saw an over 80 per cent return rate in month one after the recent UK national lockdown, with an average 78 NPS score post-lockdown.

## DIGITAL FITNESS

A trend that was also accelerated by COVID-19, having been growing significantly in recent years, is digital fitness.

Google searches for 'at home workouts' increased by 500 per cent in March 2020 and recent surveys have shown that around 50 per cent of people state that even as confinement measures lift across the world, they will continue integrating at-home and digital fitness into their standard routines. This should be seen as a huge opportunity, not a challenge, for operators.

In Q3 2020, TRIB3 introduced TRIB3 Live, its at-home workout platform, to support those working out at home or continuing to integrate virtual fitness into their core routine. This also helped the company keep its community engaged and fit over the duration of temporary lockdowns.

The TRIB3 community continues to show up and sweat, so much so



## AT A GLANCE TRIB3 INTERNATIONAL

**Established:**  
2016

**Number of franchised outlets:**  
5 (of 12 outlets)

**Location of units:** Sheffield, Leeds, Bristol, Helsinki, Moscow, Madrid: Cuzco, Basilica and Goya, Guangzhou, Edinburgh (opening Q1 2021), Manchester x 2 (opening Q1 2021)

**Master franchisee investment level:**  
£59,000, plus bank funding

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

[trib3.co.uk/franchise](http://trib3.co.uk/franchise)

that TRIB3 Live saw a 240 per cent increase in usage in the wake of the second national lockdown in November.

The benefit of this hybrid model is vast for franchisees. With digital fitness content here to stay and likely to be expected of traditional operators ongoing, TRIB3 Live takes away the cost and effort to create this content from the franchisee.

Plus franchisees are compensated financially, in the form of a kickback, when their store customers engage with the platform, creating a revenue stream independent of the physical studio.

This digital platform allows TRIB3 to grow its brand at scale on a more national level, reaching as many people as possible and creating awareness of the company in new markets across the country, which benefits any new stores and franchise partners opening in these markets.

## MEMORABLE EXPERIENCE

At TRIB3, it's always been about giving people a memorable and unique experience through the community the company builds, while the intensive yet accessible workout ensures people choose to stay. This is why, as a store matures, 80 per cent of the business will be repeat purchases from existing customers.

The TRIB3 business model centres around putting the customer at the heart of everything it does.

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





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# Our business suits our lifestyle

Dave and Celia Baxendale say their Revive! franchise has made their lives a lot more flexible and a lot more fun

**D**ave and Celia Baxendale run Revive! Manchester. They're one of the longest standing franchisees in the SMART vehicle repair brand's network, starting their business over 20 years ago.

Dave is an IT professional and employed an experienced repair technician from day one.

The business now employs four technicians and Dave says it's vital to recruit the right people.

## INDEPENDENT THINKERS

He explains: "We've always employed people we can trust. We look for people who are self motivated and can look after their own day, so once we've given them the tools to do the job, with our support they're independent and able to do things for themselves.

"It's surprising how much we can find to do that isn't painting. There's a lot going on behind the scenes, including marketing, admin and finance, all the good things Revive! head office are training us to be better at."

Celia adds: "Dave deals mainly with forecasts and marketing and I look after admin and finances. It really suits us.

"Now we've got the right team, we have more holidays, more time and more money. And I don't have to go back to a 9-5 full-time job, so I can fit my work around the children. It has made our lives a lot more flexible and a lot more fun.

"We can run the business from anywhere, on the train or on holiday, and we can answer queries even when we're away."

## TEAM WORK

Dave says there have been ups and downs: "But the fact we're still here 20 years later feels like an achievement in itself.

"Right now, we're pretty well poised and that feels good. We've got our team working well and we're looking for new recruits."

Dave is a member of Revive! UK's franchisee innovation group, who get together with head office to agree national marketing fund spending plans, as well as piloting new systems and reviewing innovations before they're rolled out.

In addition, both Dave and Celia take advantage of the regular management and leadership training put on by head office.

**"We can run the business from anywhere and can answer queries even when we're away"**



## AT A GLANCE REVIVE! AUTO INNOVATIONS (UK)

Established: 2004

Number of franchised outlets: 60

Location of units: nationwide

Investment range: £32,000

Minimum required capital: £15,000

Contact: [franchising@revive-uk.com](mailto:franchising@revive-uk.com)  
[revivefranchise.com](http://revivefranchise.com)

## CAPITAL ASSET

The next step for Dave and Celia is to build their team further and eventually get a management team in place, so they can step back, making the business more of a capital asset. At the moment though, they say, they don't have an exit strategy - they have a 'carrying on' strategy instead.

Working together as a couple can be challenging, but Dave and Celia make sure they have full and frank discussions about the business and say that if something needs doing it always gets done.

"We may not always agree with each other, but we'll thrash it out until we get to the point where we need to be," Dave says. "We negotiate and agree and then I realise Celia is right!"

What's their advice for people considering buying a franchise?

"Don't think you're going to make a million pounds tomorrow. It's a process and it takes time, but it's worth it."

# Opportunity for owner operators

Agency Express franchisees enjoy low start-up costs and high returns

**A**gency Express is the UK's largest provider of professional estate agency board services and has remained a market leader within the industry since 1998.

With 117 franchisees successfully operating across England, Wales, Scotland and Northern Ireland, the company services and maintains over 60 per cent of all UK estate agency boards.

## AWARD WINNING

Among the UK's most established and successful franchises and as a three-time British Franchise Association HSBC Franchisor of the Year winner, Agency Express offers an award winning business model.

The van based 'for sale' board management franchise is owner operated, benefits from low start-up costs, low overheads and generates high returns.

Franchisees also benefit from one of the most comprehensive franchise packages available in the UK. It includes everything

you'll need to get your business up and running. From top of the range tools and technology to a comprehensive five-day training programme and three-day business launch, everything is carefully planned to maximise success.

With Agency Express, franchisees can also rest assured that they will receive exceptional ongoing support.

Each franchisee is guided through every aspect of their business, be it manual or administrative. They have access to accounts and operational support, as well as ongoing marketing and sales support, giving them the knowledge and confidence to become successful business owners.

## DAY IN THE LIFE

Veteran franchisee James Tipton explains: "My daily routine consists of scheduling jobs in our board management system SignMaster and loading the van up the night before.



## AT A GLANCE AGENCY EXPRESS

**Established:**  
1998

**Number of franchised outlets:** 117

**Location of units:** UK-wide

**Investment range:** £21,500

**Minimum required capital:** £12,500

**Contact:** Ben Brookes

[agencyexpress.co.uk](http://agencyexpress.co.uk)

**“The company services and maintains over 60 per cent of all UK estate agency boards”**

“I like to leave my house around 7-8am and start working my way through the scheduled job list, marking each job as complete as I go.

“I also check SignMaster again late morning to see if there are any jobs for the next day that I can pick up while on the road. This is all done via the SignMaster app, so it's easy to manage my business on the go and increases my productivity.

“If I need any support throughout the day, I give head office a call. There's always someone available to assist with queries and sales support.

“When I get home, I respond to any emails I haven't picked up during the day, then plan my route and load the van for the next day. I'm usually finished by 4 or 5pm.

“For me, the biggest highlight of being my own boss is having total control of my work-life balance. I work Monday to Friday and as long as my work is completed and my customers are happy, I have flexibility to adjust my hours to suit my needs.”

## PERFECT MATCH

If you're considering franchising and would like the reassurance of a proven business model, the Agency Express van-based opportunity could be a perfect match for you.

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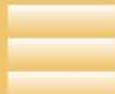


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# Thinking of investing in an international franchise?

These are the key questions to ask before signing on the dotted line

WORDS BY JUSTIN NIHISER



## THE AUTHOR

Justin Nihiser is CEO of kids coding specialist Code Ninjas

**W**hen investing in a franchise, many decisions come into play. Which sector do I want to operate in? Should I opt for an owner-operator model or a management franchise? Do I want to run my business from home or invest in retail premises?

When researching international franchise brands, a whole host of other areas must be taken into consideration as well. While ultimately a worthwhile investment - some of the most well known and trusted franchise brands originated off UK shores - there's certainly a lot more to factor in when enquiring about non-UK origin franchises.

I've spent over 10 years working across multiple sectors of the franchising industry and, despite the service or product differing, the questions from UK prospects are often very similar.

The four most common ones, listed here, are all worth referencing and if answered suitably can provide you with a comprehensive view of the franchise before you sign on the dotted line.

### **If the franchise support team is based outside of the UK, will that impact the standard of guidance I receive?**

In a nutshell, no - because any quality franchisor will have put the necessary structure in place to support its franchisees to a satisfactory standard.

But ask for assurances from a franchisor that the standard of the support won't be compromised because of your proximity to its headquarters. You want tangible evidence that the entire support and training package will be accessible at your own convenience.

At Code Ninjas, for instance, our support centre is based in the US, where we launched in 2016. However, we've put considerable policies in place to account for the

5,000 miles between Pearland, Texas and the UK.

Firstly, our support structure is organised in a way that means our franchisees have consistent access to the right people in the right departments at the right time. We also host regular digital town hall meetings and provide internal communication tools, so our franchisees can come together and build their own online community.

### **Has the franchisor researched the UK market and evaluated the demand?**

If a franchisor is handling the growth in a new market in-house, rather than bringing

*"If a brand has only recently expanded into the UK from overseas, it's worth checking its presence in both franchising and consumer markets"*



in a master franchisee or UK development manager, how can you feel assured that it has a solid understanding of the market?

Most franchisors should consult with a franchising expert specific to the UK market who has a full range of knowledge on the demand for that specific model, product or service. These specialists can also advise a brand on other components of operating a UK network from elsewhere in the world, including managing tasks like allocating territories and understanding market trends.

Expanding into a new country is a costly and time consuming task, so while you'd assume the franchisor wouldn't make the move unless it was warranted, you are within your rights to ask why it's chosen this strategy.

**What initiatives has the franchisor put in place to raise awareness of the brand if launching in a new market?**

If a brand has only recently expanded into the UK from overseas, it's

worth checking its presence in both franchising and consumer markets.

Essentially, check to see what the word on the street is about that franchise. A brand is only as strong as its worst review, so scout out any comments from prospective franchisees and find out why they might not have progressed with their investment.

A quality brand will invest significantly in market specific advertising and PR activity to raise its profile. A simple tip I would always recommend is a quick internet search of the franchise, specifying UK results, and spend some time reading through the coverage. This will give you an idea of how well the brand is perceived in the market and your potential rate of success as a franchisee.

**How can a franchisor guarantee the brand messaging translates?**

Any franchisor looking to expand into a market with a different language or culture should invest significantly in the resources needed to successfully

integrate itself. This is even relevant for us, as a US-born brand.

While we technically speak the same language as the UK, we still work hard to anglicise all marketing copy, collateral, manuals and communications.

We also retain the services of a specialist UK-based PR agency to advise us in ways we can improve our UK standing in the marketplace and help raise our profile.

These are some examples of ways in which brands work with UK partners and suppliers to successfully unify their international and UK networks.

Bear in mind that, without the success of its own franchisees - whether that's in the UK or anywhere else in the world - having a presence on UK shores just isn't feasible for any franchisee.

Although not a prerequisite for success, launching in the UK in the first place is a great indication of the reputation of the brand and the return on investment for you, the prospective franchisee.

By making sure you're asking these key questions, as well as bringing your own enquiries to the table, you're bound to establish whether or not this is the opportunity for you.



# New owner's journey

Chris Beech shares his experience as a first-time studio owner with HITZone Global



## AT A GLANCE HITZONE GLOBAL

**Established:** 2015

**Number of franchised outlets:**

14 studios open, with an additional 17 sold and under development

**Location of units:**

UK, USA, Canada

**Investment range:**

£20,000-£60,000

**Minimum required capital:**

£20,000

**Contact:** [firststep@hitzoneglobal.com](mailto:firststep@hitzoneglobal.com)

[hitzoneglobal.com](http://hitzoneglobal.com)



**H**ITZone Global, the 25-minute fitness studio franchise, is celebrating its sixth year in business and a well earned 70 per cent growth in 2020. Part of that success is the company's new studio in Congleton, Manchester, which is owned and operated by first time franchisee Chris Beech.

Chris reflects on his first few months as a studio owner, having opened in August 2020 directly after the first lockdown ended:

"I would say perhaps one of the biggest worries to anyone looking

to open a studio is yes, they might want to do it, but will it work? That's the big question I asked.

"What we've found is that with the support and marketing strategy HITZone Global provide, we're already 100 per cent ahead of where we should have been, which obviously we are delighted with.

"After being open just over a month - a month and a day - we had twice as many members as we were expecting to get at that point and we had already broken even at that point, so we were absolutely thrilled with the results.

"We still get lots of enquiries coming in regularly and that is to do with the targeted marketing HITZone Global help you with - it has proven really successful.

"My background previously was playing professional football, then I got into banking and did that for a few years. Then I moved into recruitment, but found that I

wasn't enjoying myself, so looked into franchising. I contacted a couple of franchises and got way down the road with them, but realised it was financially not viable.

"I went back to the drawing board, found HITZone Global and looked at their model. It was financially affordable, but interestingly was also reaching out to a different marketplace - helping everyday people get back into fitness, rather than trying to attract super-fit people. That really appealed to me.

"I think if anybody, no matter what walk of life they are in at the moment, are looking to change what they want to do, they would be able to do this, as long as they have the enthusiasm and desire to help people.

"You will have all the support that HITZone Global provide. They have a very clear plan and a very clear structure providing the steps you should take. And also there is a hell of a lot of support there from the other studios in terms of encouragement or even practical tips of what they found useful while they were opening up.

"It sounds cheesy and owners from the other studios said it to me at first: 'You will be changing people's lives'. That has quickly proven to be true.

"We have had people coming in saying they have lost 9-10lbs and they've only been here a couple of weeks. They told me that they've never exercised before and were scared of exercising, but now they look forward to coming into the studio to exercise.

"So, you know, there's a feel-good factor that is difficult to explain until you get involved with it, but yeah, I find it amazing"

**"There's a feel-good factor that is difficult to explain until you get involved with it"**

# What training and support is provided?

Q&A with Stuart Cain, HITZone global licensee training and support

## DO STUDIO OWNERS NEED TO HAVE A BACKGROUND IN HEALTH AND FITNESS?

Not at all. We have owners who come from a wide range of backgrounds as diverse as hospitality, professional services and the government sector. Most don't have a background in fitness coaching, nor do they have experience in running their own business.

Many of our owners do take sessions and become the head coach at their studio. However, only a level two coaching certificate is required, which is easily obtainable. Some of our owners simply hire trainers to take all the sessions.

## WHAT SORT OF TRAINING AND SUPPORT IS PROVIDED AS STANDARD?

We provide support on everything, from locating a site for your studio and studio fit-out to software training on our customer management and heart rate monitoring systems.

We have our own unique, patented HIT machines with a wide variety

of associated exercises and full training is provided for all of these. Ongoing business and marketing training and support for member attraction and general day-to-day running is provided for all owners, both new and established.

We have weekly training sessions directed by head office, which owners are free to attend, as well as a friendly and supportive owners' group for sharing ideas and tips among studios.

## WHAT ADDITIONAL SUPPORT HAS BEEN PROVIDED DURING COVID-19?

During full lockdown when the studios are closed, we move online and hold HITZone At Home group training sessions via Zoom.

Our members have been very supportive of this, as not only does it keep them feeling fit and healthy, but it keeps them connected with their friends within the HITZone community.

During operation periods, as well as increased hygiene and social distancing as standard, we are



lucky in that a member can use a single HIT machine to do all their exercises, so we have implemented a 'one member, one machine' policy.

This means a member comes in and uses one HIT machine dedicated to them for the full 25-minute session. Our members love this and often say they feel safer at HITZone than they do in their own homes!

## WHAT ARE THE QUALITIES NEEDED TO BE A SUCCESSFUL STUDIO OWNER?

The main aim of HITZone Global is to increase the aliveness, vitality and well-being of our local communities. Owners, therefore, need to want to make a positive difference to the lives of others, as well as having the drive to be successful. If they have that, we can teach them the rest.



# We've created a strong family of franchisees

Managing director Claire Robinson explains why Extra Help is a great opportunity for people looking for a low cost franchise with high returns

**E**xtra Help is a national franchise network that provides home help and domestic cleaning services to many different types of people, including the elderly, new parents and working professionals.

The company is proud to have celebrated its 10th birthday in 2020. That's 10 years of assisting thousands of happy customers. 10 years of building a family of wonderful franchisees across the country, who all work incredibly hard to build Extra Help's collective reputation. They are essential in maintaining the trustworthy, positive brand and company ethos Extra Help is so proud of.

Managing director Claire Robinson explains why Extra Help is such a great opportunity for people who are looking for a low cost franchise with high returns that they can get up and running easily:

## WHY SHOULD A POTENTIAL FRANCHISEE INVEST IN EXTRA HELP, ESPECIALLY AT THE MOMENT?

Despite the COVID-19 pandemic, we've been able to keep operating, unlike many other businesses who were forced to close their doors.

We even recruited seven new franchisees during lockdown, which proves Extra Help is a viable franchise opportunity, even in the current economic climate.

Our flexible business model meant our franchisees could simply focus on promoting the services they were still able to provide during lockdown, such as window cleaning, shopping, dog walking, gardening, etc, so were able to continue to earn an income, even though we were not permitted to enter people's homes.



## AT A GLANCE EXTRA HELP

Established: 2010

Number of franchised outlets: 33

Location of units: UK

Investment range:  
£10,000 (plus VAT)

Contact:  
info@extra-help.co.uk. 01752 905790  
extra-help.co.uk

**“Extra Help franchisees are compassionate and trustworthy, with a strong desire to help others”**

Also, as many of our customers are elderly or vulnerable, we were allowed to continue to assist them.

## WHAT'S SO SPECIAL ABOUT EXTRA HELP?

Quite simply, it's the people.

Our selection process ensures we only choose franchisees who are genuinely passionate about helping others.

This means that not only do our customers feel safe, valued and cared for, but we have also created a strong family of franchisees who care about helping each other to achieve success.

We encourage them to collaborate and build relationships with each other and assign mentors to new franchisees, so they never feel alone.

## WHAT MAKES THE IDEAL EXTRA HELP FRANCHISEE?

Extra Help franchisees are compassionate and trustworthy, with a strong desire to help others.

They're also highly motivated and willing to do whatever it takes to build their reputations within their local communities. People who are happy to follow a tried and tested, simple business model, but don't need to be micromanaged, would be ideal.

You don't necessarily need experience of running a business, but management experience is useful, as you'll be running a team, coordinating schedules, etc. Good communication and customer service skills are obviously essential.



## AT A GLANCE JUST CUTS

**Established:**  
1989 in Australia. 2018 in UK

**Number of franchised outlets:** 9 in UK

**Location of units:** UK-wide

**Investment range:** from £40,000

**Minimum required capital:** £40,000

**Contact:** 07809 210122

**Email:** bdmuk@justcuts.co.uk  
[justcuts.co.uk](http://justcuts.co.uk)

# This hair salon brand is a cut above

After an award winning 2020, Just Cuts is looking forward to a prosperous new year



**I**t goes without saying that 2020 was the year that tested the hair and beauty industry.

After two separate periods of forced closures spanning four months, salon owners continued to grapple with the ongoing restrictions and are no doubt relieved to see the start of a new year.

### SIGNIFICANT ACHIEVEMENTS

For international hair salon franchise Just Cuts, however, 2020 was a year for the record books, as the UK team celebrated two national award wins and an impressive response to COVID-19.

The Approved Franchise Association Awards, designed to reward and recognise the brightest stars from within the franchising sector, named Just Cuts the Best New Franchise of 2020.

In addition, Holly Feltham, franchise owner of the Just Cuts salon in the Lakeside Shopping Centre, took the award for Outstanding Young Franchisee of the Year.

UK general manager David Mathie, who was also shortlisted for Franchise Leader of the Year, was over the moon to receive the news during a virtual awards ceremony late last year.

He says: "Since first bringing Just Cuts to the UK in 2018, we've celebrated some fairly significant achievements, but it's been during these last 12 months that I've witnessed such resilience and determination from our network.

"To have been recognised by a nationwide regulatory body is a real indication of our success and how our growth strategy has survived such a challenging period. I'm proud to stand by such incredibly successful franchise owners and

- albeit virtually - celebrate a job well done."

### DRIVE AND DEDICATION

The Outstanding Young Franchisee of the Year award is an accolade given to determined individuals who showcase drive, dedication and growth within their business.

Holly, who was just 25 when she invested in her own Just Cuts salon, has since increased footfall so much that she's had to expand into larger premises.

Holly says: "I've been part of the Just Cuts network since January 2018, when I started working as a senior stylist at the first company owned salon.

"Even in those early days, I knew I'd be with the brand for a long time and had hoped I might go on to manage a salon one day. But to own and run my own salon has been more than I could have ever hoped for.

"Owning a Just Cuts franchise has given me the opportunity to do more with my life - more than other people my age can imagine achieving. I'm so proud to have won this award and just a few weeks after opening my new salon. It's been a challenging year, but also the most professionally rewarding year of my life."

### NATIONAL SHORTLIST

As testament to Just Cuts' growth in 2020, the company has also been shortlisted for another two national business awards.

The Quality Franchise Association has recognised Just Cuts in its Technology & Innovation and New Franchisor of the Year categories, while Holly has been shortlisted for Franchisee of the Year.

Winners will be announced during a virtual awards ceremony on January 29.

# ‘An ethical business in every respect’

Home Instead Senior Care has been named Gold Franchisor of the Year at the 2020 British Franchise Association HSBC British Franchise Awards

**H**ome Instead Senior Care, the most recommended UK care company in the [homecare.co.uk](http://homecare.co.uk) awards by its clients, didn't rest on its laurels during 2020.

The company was busy developing its services, so that its franchisees can offer an even wider range of care.

## ULTIMATE AWARD

This support has recently been recognised with Home Instead being awarded what is considered the ultimate award in UK franchising, the Gold Franchisor

of the Year at the 2020 British Franchise Association HSBC British Franchise Awards.

Home Instead was described as: ‘A mission-led business with people at its core. From the person centred care delivered to their clients to the mutual respect between franchisor and franchisees and a culture of working together for the greater good, Home Instead Senior Care is an ethical business in every respect.’

The company has been providing home care to older people through its network of franchisees for the past 15 years. Its relationship-based approach enables its clients to live independently in their own homes.

Home Instead has over 224 local franchise owners, who provide outstanding care and have achieved outstanding results.

Franchisees in the company's network all share the same ethos and a belief in its vision of ‘changing the face of ageing’ and improving the lives of our older generation. Due to the UK's ageing population, there are high levels of demand for home care and franchisees enjoy huge growth opportunities.

## EXTENDING OUTSTANDING CARE

During 2020, Home Instead developed an ambitious plan to extend its live-in care offering still further when it acquired SuperCarers.

Martin Jones, CEO of Home Instead UK, explains: “Acquiring the SuperCarers business is an



## AT A GLANCE HOME INSTEAD SENIOR CARE

Established: 2005

Number of franchised outlets: 224

Location of units: UK

Investment range: £100,000-£110,000

Minimum required capital: £41,000

Contact: Imogen Clarke, franchise development manager. 01925 730273

URL: [homeinstead.co.uk/franchise](http://homeinstead.co.uk/franchise)

“Home Instead has over 224 local franchise owners, who provide outstanding care and have achieved outstanding results”

exciting development for us and will allow us to build on our home care offer to support even more people at home for longer.

“This can be from an early stage of care right through to more support around personal care, home help and eventually live-in care and palliative care.”

These new services and support are all part of Home Instead's philosophy of helping its franchisees to help their clients. This should enable them to build on the successful caring they provided throughout the pandemic, as we all hopefully emerge from it over the coming months.

## MAKING THE MOVE TO HOME INSTEAD

No previous care sector experience is necessary, as this is a management franchise.

If you have a caring nature and a passion to help others, strong leadership skills and a willingness to embrace Home Instead's proven business model, this could be the franchise for you.

There are a number of territories available in the UK, including a few resale opportunities for those who prefer to buy an established business.





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# LOOKING FOR A NEW START?

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Become your own boss! Head to [www.thefranchiseshow.co.uk](http://www.thefranchiseshow.co.uk) to secure your **FREE TICKET** or call +44 (0) 1179 902 091 today!



# Explore a better way to shop

The Source Bulk Foods is a business with sustainability and community at its heart, managing director Makayla Drummond says

**T**he Source Bulk Foods provides the unique opportunity to own a business and pursue a lifestyle aligned with your values.

Built on our core values of ethical, sustainable shopping and promoting healthy eating, our stores are an important part of the local community. As the owner of your own store, you will be instrumental in building a team to engage with customers and share their journey towards a sustainable lifestyle.

Originating in Australia, the brand was brought to the UK following a frustration with the unnecessary plastic waste found in the typical supermarket basket.

With over 500 products sold in a package free format, our customers can shop for healthy, nutritious wholefoods, ingredients and snacks. Each one of our stores is designed to provide customers with a pleasing shopping experience via a clean, uncluttered layout, which provides the time and space to explore new foods and find old favourites.

## A BUSINESS WITH PURPOSE

Did you know that the UK uses over five million tons of plastics every year? Half of which is packaging.

After the airing of David Attenborough's Blue Planet II in 2017, which highlighted the issue of plastic waste in our natural environment and oceans, customers have been looking for a better way to shop.

In our stores customers are able to refill their own containers - or use our brown paper bags - removing the need for any packaging. Customers can even pour their own honey and make peanut butter from our nut butter machine. And because they can buy as little or as much as they like, there's less food waste.

## NOT JUST ABOUT PLASTIC

More than just a plastic-free store, The Source Bulk Foods is an exploration into quality, ethically sourced, wholesome food, including nuts, grains, rice, pasta, oils and cooking liquids, cereals, flour, chocolates and snacks.



## AT A GLANCE THE SOURCE BULK FOODS

**Established:** 2017

**Number of franchised outlets:**  
2 (5 locations, 2 coming Q1 2021)

**Location of units:**  
London (3), Brighton (1) and Dublin (1)

**Investment range:** £150,000-£200,000  
**Minimum required capital:** £100,000  
(balance funding)

**Contact:** Patrick and Makayla.  
info@thesourcebulkfoods.co.uk  
thesourcebulkfoods.co.uk

“Our stores are the go-to destinations for the ethical health conscious consumer”

With many organic and non-dairy options, as well as ingredients to suit a range of diets, from paleo to keto, our stores are often the go-to destinations for the health conscious consumer or foodie cooking or baking their next home creation.

## WITH YOU EVERY STEP OF THE WAY

We're here to make setting up your business and managing it a fulfilling and rewarding experience.

Working together, we will select the optimal site, design the store and manage the fit-out.

Before opening your store, we will train you and your team and be there by your side in the initial weeks of trading while you learn the business. With access to our dedicated support team, as well as online resources and guides, your store will run smoothly and reach its potential.

## JOIN OUR GROWING FAMILY

The Source Bulk Foods is excited about the next 12 months. With two more stores set to open in March 2021 and more in the pipeline, we're looking forward to offering healthy, nutritious, plastic-free shopping to more communities across the UK.

We're looking for franchisees who are passionate about our brand, aligned with our core values and have an interest in living a low impact, healthy lifestyle.

# Find top gear in 2021

After a long haul of lockdowns and life on hold, it's time to get business back on the road

WORDS BY JAMES THOMAS



## THE AUTHOR

James Thomas is commercial manager at d&t, an award winning chartered accountancy and business advisory specialist

I won't be the only one who was happy to leave 2020 behind. To say it was one of the toughest years for companies of all shapes and sizes is an understatement.

Many adapted rapidly and pivoted their franchises to respond to changing market conditions. Some struggled, others survived and a few thrived, but all felt the repercussions of the coronavirus crisis.

## Positive possibilities

What's in store in 2021? No doubt there will be some turbulent times,

but the start of a new year brings with it many positive possibilities.

To take advantage of this, rev up your business planning. Goals and milestones need to be mapped out. Look at the most successful businesses during the crisis and take note of lessons learned. Reassess expectations and desired outcomes and work backwards to see how they can be achieved.

## Refine your marketing messages

Does your marketing need a facelift? Promotional messages have needed to be around client safety in recent months, but do you need to re-evaluate your USPs so they resonate more with your target market and fit in with evolving consumer trends? Could working closely with another business help you attract new customers? Will you need funding to support your marketing activities? If you do, don't forget the window for the coronavirus business interruption loan scheme and bounce back loans closes at the end of January.

Would research and development work that could create new solutions or reach

audiences in a new way benefit your business? If so, there are substantial tax credits available for qualifying companies. Seek advice to ensure you can claim back everything you're entitled to.

## Early adopter

If you're considering investing in a new franchise, we're seeing inspiring ideas springing up from organisations that are focused on consumer convenience, with some offering new tech innovations, green eco products, health solutions and a range of desirable delivery options.

Most businesses will operate a pilot scheme before franchising a concept. However, they may be looking for people to come on board early. Identifying these opportunities can mean it's cheaper to buy a franchise that's in its infancy and before it becomes a well established business model.

There is a greater risk, so early adopters will need an entrepreneurial spirit combined with some good business sense.

## Positive attitude

As much as 2020 was a long haul of lockdowns and life on hold, it's important to have a positive attitude as the new year unfolds.

Visualising goals, grasping opportunities and backing up big ideas with careful planning to ensure the numbers add up will improve your chances of success. Let's get business back on the road this year.

***"Reassess expectations and desired outcomes and work backwards to see how they can be achieved"***





## A GAP IN THE MARKET!

Miss Millie's specialise in affordable premium products at a time when consumer tastes are evolving towards greater quality, differentiation and trust. There is scope for a quality national Quick Service Restaurant (QSR) brand to emerge across the UK and become a 'disrupter' against the large PLC brands – Miss Millies

## TRAINING & SUPPORT SETTING YOU UP FOR SUCCESS...

Your Miss Millie's journey starts with our robust training programme. This supports new partners and franchisees from their start up to the maintenance of their store.

## FLEXIBLE ON ANY SCALE

We will help you realise your ambition with our dedicated franchise team. Our model enables you to create multiple Miss Millie's sites in an expanding territory.

## FRANCHISE COSTS BREAKING IT DOWN...

We have made the franchise package as affordable as possible. Judge the value we offer versus competitors, many of whom charge up to three times as much!

## CONTACT US TODAY WE LOOK FORWARD TO HEARING FROM YOU...

Email: [franchise@missmillies.co.uk](mailto:franchise@missmillies.co.uk)

[www.missmillies.co.uk](http://www.missmillies.co.uk)



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## AT A GLANCE CHRYSLIS PARTNERS

Established:  
2017

Number of franchised outlets: 10

Location of units: UK

Investment range: £14,950

Minimum required capital: £15,000

Contact: [info@chrysalispartners.co.uk](mailto:info@chrysalispartners.co.uk)  
[chrysaliscoach.co.uk](http://chrysaliscoach.co.uk)

# Pandemic proof solution

Chrysalis Partners' new business coaching franchise allows services to be provided safely and effectively

**I**t's been a tough year for businesses and for those looking to invest in a franchise it's been a very difficult decision to make.

How can you operate a business under the restrictions of the pandemic and still be successful when other businesses are struggling to survive? Chrysalis Partners now has a solution that addresses any concerns in this area.

### REMOTE DELIVERY

The company was driven by a desire to offer an affordable business coaching franchise that was not only a lower price than its advanced coaching and consulting franchise, but could also be delivered to clients completely remotely.



Chrysalis Partners wanted to create something whereby it could train franchisees safely. In addition, the company wanted a coaching system that was totally driven by a remote working model, something that already existed within its advanced coaching system.

Remote working has never been more important and while the majority of the work provided by the business coaches

**“Never has there been a better time to fully take charge of your future”**

is already remote, Chrysalis Partners saw an opportunity to be able to provide these services to clients, while never having to visit their premises. So not only is it safe for the client, but also safe for the coaches and their loved ones.

### VIRTUAL TRAINING

The training for the Coaching Essentials franchise can be delivered virtually via a system such as Zoom or Microsoft Teams by a group of experts in the field of coaching and consulting.

It's a less intensive programme than the full franchise and can be undertaken in just two days, giving the coach more time to get started on their new business.

### HEAD OFFICE SUPPORT

Coaches will still receive inclusive head office appointments with prospects to help get them started, as well as having access to Chrysalis Partners' groundbreaking enhanced support programme, enabling them to receive regular coaching and mentoring from one of the company's head office directors.

There's also the opportunity to upgrade to the full advanced Chrysalis Partners coaching and consulting franchise at any time in the future with no financial penalty.

Never has there been a better time to fully take charge of your future, choosing the hours you work and the clients you want to work with.



# Quality will always be our recipe

Abigail Pringle, President, International and Chief Development Officer for The Wendy's Company, explains Wendy's rich heritage in franchising and why the brand is well positioned to enter the United Kingdom

**M**ore than 50 years ago, American founder Dave Thomas opened the first Wendy's restaurant with an unwavering commitment to serve fresh, high quality food, at a fair price, in a comfortable atmosphere.

Dave knew he wanted to run the best restaurant in the world, a dream he set for himself as an eight-year-old boy. Restaurants were Dave's passion. He studied menus, observed how food was served, how it tasted, and he noted whether a restaurant and its staff were welcoming and friendly. From that young age, Dave was an expert at understanding what role a restaurant can play in a customer's life, and what they expected.

He focused on quality and innovation from the very beginning,

with Quality is Our Recipe as a core value from day one. He was known for thinking differently and developed groundbreaking new innovations like the pick-up window, which changed the face of the quick service restaurant industry. And he didn't stop there.

Dave introduced the franchise business model to Wendy's. It was his idea to partner with franchisees interested in owning Wendy's restaurants across entire cities and regions, rather than owning single units. This enabled Wendy's to open a record 1,000 restaurants in the first 100 months of operations.

Today, Wendy's remains committed to honour Dave's long-standing legacy and is proud to be among the top tier of quick service restaurants. The global restaurant company, famously known for



## AT A GLANCE WENDY'S

Established: 1969

Number of franchised outlets: 6,350+

Location of units: 32 countries, including USA, Canada, Asia, Middle East

Investment range: £1m+

Contact: Steve Lampshire  
steve@platinumwave.co.uk

wendys.com



# Wendy's

its square hamburgers (because Wendy's does not cut corners) has more than 6,800 restaurant locations across 30+ countries and territories with plans for significant international expansion.

We had the great pleasure of speaking with Abigail Pringle, President, International and Chief Development Officer for The Wendy's Company, to talk more about Wendy's highly anticipated entry into the United Kingdom.

Abigail shared: "No matter where you find us, quality will always be our recipe. We look forward to bringing our fans in the United Kingdom food customers love, using fresh, high

"Our vision is to become the world's most thriving and beloved restaurant brand – and we are well on our way"



Abigail Pringle, President,  
International and Chief Development  
Officer for The Wendy's Company



The first Wendy's restaurant opened on 15 November 1969 in downtown Columbus, Ohio in the United States

quality ingredients that deliver on taste and value every time."

### FIRST QUESTION: WHY IS WENDY'S ENTERING THE UNITED KINGDOM?

Our vision is to become the world's most thriving and beloved restaurant brand - and we are well on our way.

The United Kingdom is an exciting frontier for Wendy's, serving as the foothold to drive growth across this region. We plan to enter the United Kingdom with Company owned and operated restaurants in the first half of 2021, and in our second phase, we will launch in priority areas with the country's finest multi-unit franchisee operators.

The QSR burger market offers huge growth potential and we know that other U.S. brands are already performing well in the UK. We will challenge those brands with a truly differentiated, high-quality customer experience that only Wendy's can offer.

### WHAT MAKES WENDY'S MARKET ENTRY DIFFERENT FROM WHEN YOU PREVIOUSLY ENTERED THE UNITED KINGDOM?

A lot has changed in the last few decades, and we are of course using the lessons learned from our prior experience in the market to inform our playbook.

We have built a new infrastructure and invested in our

people capabilities, both in the UK and globally, to raise the bar on how we bring our brand and customer experience to fans in the UK.

We have also established strong partnerships to navigate this market on a national and local level. Most importantly, this time, we are incredibly excited to establish new franchisee partnerships to help us quickly scale and expand our presence in the right way across this region.

### WENDY'S HAS MORE THAN 50 YEARS OF EXPERIENCE IN FRANCHISING. WHAT QUALIFICATIONS DO YOU LOOK FOR IN FRANCHISE PARTNERS AND WHAT ARE YOU LOOKING FOR SPECIFIC TO THE UK?

We are looking for franchisees to grow with us. We are focused on

building long-term relationships with partners who share our values, our commitment to quality, and our passion for fast food done the right way.

We are excited to be developing Company restaurants in the UK, and we are seeking world-class, experienced multi-unit franchise partners with strong operations experience, local development expertise and a proven track record for growing brands within the UK.

Financial strength is critical. We are not looking for a single master franchisee, rather we are aiming to create a collection of multi-unit franchisee partners to help drive regional development over the next five to ten years.

### HOW ARE YOU SCOUTING PROSPECTIVE FRANCHISE PARTNERS?

We want to attract a more diverse profile of franchisee leaders



Wendy's first restaurant located in Reading



Dave Thomas,  
American founder  
of Wendy's

that reflect the communities in which we operate, and more importantly, our customers.

We are working with some of the best UK lenders, suppliers and legal partners in the business, and these partners play a vital role in helping to inform how we are approaching our franchise recruiting plans.

For example, we have formally engaged with Platinum Wave, an independent consultancy and recruitment firm with 20 years in the franchise industry and a reputable partner of the British Franchise Association. We are also building strategic alliances with other third party organisations, associations and affinity groups who can counsel us in local employee recruitment and training.

### WHAT ARE THE BENEFITS OF BEING A FRANCHISE PARTNER WITH WENDY'S?

Our prospective franchisees in the UK will be backed by an iconic, well-established and beloved global restaurant brand with more than 50 years of success in the quick service restaurant industry.

While we are new to the market, we certainly are not new to

franchising. That's why we are entering the United Kingdom by starting with a Company-owned model to lead by example, set the standards, help build brand awareness and ensure we are executing against our high brand standards. This will also allow us to lean into growth and achieve scale more quickly.

We have an aggressive, yet disciplined, international strategy to accelerate growth with our multi-unit franchisee partners across the United Kingdom, as there is a vast amount of white space to build new restaurants in the best trade areas available.

From day one, our franchisees will receive support from our talented team of local and global operations, development and marketing experts. They will also benefit from our world-class supply chain and valued partnerships, including some of the world's most reputable and recognizable brands.

### WHAT MAKES WENDY'S DIFFERENT FROM OTHER AMERICAN HAMBURGER BRANDS?

Our commitment to the core values established by Dave Thomas serve as the foundation for all we do.

Everything is grounded in the Wendy's Way, with a focus on delivering great tasting, high quality food at competitive prices, fast and friendly service that brings customers back, and a place people love to go for fast food done right.

At the heart of our brand are great people. We understand that people want to have fun where they dine, and where they work. That's

why our employees are encouraged to bring their authentic self to work, creating a fun, diverse and vibrant environment within our restaurants.

Another thing that differentiates Wendy's is the support we provide our franchisees and the focus we put on ensuring that we maintain strong relationships with all our key stakeholders, including franchisees, employees and suppliers.

Many of our franchise partners across the globe are continuing to invest in the brand, despite a challenging environment, because they have faith in the future of Wendy's. Together, we are stretching our creativity and turning the disruption we are currently facing into opportunity, as we know this environment provides us an amazing chance to do big things!

### DO YOU THINK UK CONSUMERS WILL FANCY SQUARE HAMBURGERS AND A FROSTY® DESSERT?

Absolutely! We have conducted research with thousands of consumers in the UK to really understand what they think about Wendy's and what is driving strong appeal for the brand.

We used these insights to inform and validate our core menu offerings for this market, including our made-to-order square hamburgers, using fresh, 100 per cent British Beef, fresh salads prepared daily, natural-cut sea-salt fries, our signature chili and baked potato, and of course Wendy's iconic Frosty® dessert.

We also added localised items to our menu that are tailored for UK consumers, while staying true to our brand DNA of using fresh, honest ingredients. We are excited to unveil these new menu offerings at launch!

### FINALLY, WE ARE EAGER TO KNOW...WHAT IS YOUR FAVOURITE WENDY'S MENU ITEM?

This might be your hardest question!

It is tough to pick just one. I am a big fan of the Spicy Chicken Sandwich, which has been on our menu for 25 years! I also fully appreciate fresh beef. I grew up on a cattle farm in Maine, and my family dined at the only Wendy's in town because my father loved the brand. So, Wendy's has always been special to me and my family.



Wendy's is famously known for their social media presence on Twitter

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# Flexible and family friendly

Amy Thatcher wanted to run a flexible business around her family. Six years ago she found the perfect fit and became a Monkey Music franchisee

**W**ith the end of maternity leave for her second child approaching, Amy Thatcher wasn't sure she wanted to go back to her role as an area manager at a well known high street fashion retailer.

Her job was varied and interesting, but the compromises she felt she would have to make in terms of family life were more than she was comfortable with.

## FINDING THE BALANCE

With a good work-life balance in mind, Amy investigated the option of running a franchise. She was already familiar with Monkey Music, as she had enjoyed classes with both of her children.

Amy says: "My background is commercial, not musical and it was the idea of growing my own business that appealed to me, so I wanted a franchise that would give me the product, structure, support and flexibility to do that while looking after my young family."

Initially, Amy was concerned that she might not meet Monkey Music's requirements musically, but after speaking with other franchisees it was obvious this would not be an obstacle.

"The Monkey Music teacher training programme allows franchisees to engage teachers to deliver classes if the franchisee doesn't want to or can't deliver them themselves," Amy says. "That said, for me teaching the classes is one of the best bits and fortunately the Monkey Music teacher training is excellent."

## BECOMING A FRANCHISEE

The application process is thorough and has been refined to ensure franchisees share Monkey Music's ethos and values, as well as assessing their business and musical skills. This protects the brand as well as ensuring that those who make the investment have what it takes to thrive.

"Thoroughness is a thread that runs through all elements of the business," Amy says. "Protocols and policies are all documented and clear. Franchisees get both ongoing musical and business training opportunities organised by the head office team and a team of consultants.

"The business has that lovely family feel you get from an owner-



## AT A GLANCE MONKEY MUSIC

Established: 1993

Number of franchised outlets: 50

Location of units: nationwide

Franchise cost: £13,975

Contact: 01582 766464.

jointheteam@monkeymusic.co.uk

monkeymusic.co.uk/franchise



**"It's a full-time job, but I can flex it around school pick-ups and holidays to suit my needs"**

managed operation, but it's also highly professional with an excellent head office team."

Family is core to the Monkey Music brand. In addition to having a franchise support manager, franchisees also provide a support network for one another, sharing knowledge and experience informally and through training forums, where teachers share ideas and ensure they are planning and delivering the best classes to keep ahead of the competition. And, of course, the business has been set up with the expectation that franchisees will also likely be parents.

## BUILDING THE BUSINESS

"As my children have grown, I've been able to expand the franchise and currently teach over 30 classes each week during term time, not including parties, when I choose to do them," Amy says.

"It's a full-time job, but I can flex it around school pick-ups and holidays to suit my needs. I love the creative side of lesson planning and delivery and watching the children grow and develop is incredibly rewarding. But I can also stretch myself on the business side, while still getting to spend quality time with my family."



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**FASTSIGNS Leeds**

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# How to successfully grow and market your franchise

An established franchisee reveals the techniques he's used to build a multi-unit business

WORDS BY GHULAM ALAHI



## THE AUTHOR

Ghulam Alahi co-owns a portfolio of EE franchises in the London area

**O**'ve built a successful multi-unit franchise business over the years and, using my experience, can give you an insight into how you could too.

## Tips for growing your franchise

### 1 Attitude: be solution focused

This is about your and your staff's attitude. It's the realisation that a business, whether it's a franchise, an independent or a national/multinational chain, exists to solve problems.

Being solution focused means, firstly, that you acknowledge this and then ensure your staff understand and own this in their behaviour on the 'shop floor' every day.

### 2 Doing: be the most trusted and respected business of your type in the marketplace

This covers the 'how' of being solution focused. How you operate your franchise on a day-to-day basis and how you interact with current and potential customers.

Armed with a solution focused attitude, you and your staff will be able to engage with customers in a manner that demonstrates you're addressing their needs by providing solutions to their problems.

In practice, this means your staff will be sincere, flexible and creative

when engaging with customers and will even start anticipating their needs. It's an important attribute and a reason why some independents succeed in spite of competition from large chains.

By being taken care of, your customers will form a bond with your business and, as a result, be encouraged to refer new customers to you.

As a franchisee, you have in effect invested in a process for serving your customers. However, in my experience the real value comes from the personal qualities you and your staff bring to the customer experience.

By being the most trusted and respected business in your industry or geographical area, the quality of each customer interaction will skyrocket and tip the scales in the direction of your success.

This will also improve the level of job satisfaction in your business, resulting in the many spin-off benefits that arise, including staff wellness, retention, low absence, staff flexibility and easier recruitment.

## Tips for marketing your franchise

While the nature of marketing will vary according to the industry, here are some general tips that will have a positive impact on your business:

### 1 What to say: communicate strategically

Ensure your general marketing is strategic, as opposed to tactical. For simplicity, read strategic as long-term and tactical as short-term.

A strategic message would relate to a long-term objective - to communicate your values or demonstrate how you're acting with customers' best interests at heart - whereas a tactical message could relate to a short-term objective, such as to maximize sales or clear old stock by communicating that a sale is on.

In my experience, trust in the business will increase significantly as current and potential customers begin to appreciate that your marketing message is not just focused on the short term.

Formulate a long-term message for your business and ensure you focus your marketing efforts on communicating that message. My



***"Formulate a long-term message for your business and ensure you focus your marketing efforts on communicating that message"***

best advice would be to focus your efforts on understanding it, as opposed to trying to sell it. You'll then be able to demonstrate this understanding in your marketing activity.

## 2 How often to say it: communicate regularly

There's a need for you to communicate your marketing messages regularly in order to ensure the audience is in a receptive mood to hear them.

We know advertisements need to be repeated in order to be ingrained in the minds of customers. Another way of looking at this is that your customer may be preoccupied with day-to-day demands and not be ready to receive the marketing message, even though it applies to them.

By communicating frequently, there's an increase in the likelihood of your customers receiving your message.

## 3 How to say it: communicate consistently

Ensure your marketing message is consistent, represents the key focus of your marketing activities and is in line with any earlier messages.

Your aim should be that each time the recipient receives your message, it's coherent and ties up with an earlier message. Indeed, it may be simpler and more cost effective to devise one marketing message and repeat it regularly.

## 4 Who to say it to: focus your communications

This comes down to how your customer base is represented in your industry and relates to how widely or narrowly you cast your marketing net.

Whenever possible, market to your best customers if you can identify them. This can be achieved by profiling them or there may be clear key buyers in your industry.

Beware that in the digital age there are many ways to engage with customers, meaning the key message may get lost due to the

## Key takeaways

- Be solution focused and always have your customers' interests at heart. They will pick up on this in a way you can never convince them of through any advertising or marketing.
- Keep your marketing simple and communicate a strategic message frequently.

plethora of online media options available.

Align your marketing message to customers' media consumption and focus on your target audience. This in itself will make the message easier to define and less costly to implement.



# Getting a kick out of child development



## AT A GLANCE BABYBALLERS

**Established:**

2016

**Number of franchise outlets:**

67

**Locations of units:**

UK and Belgium

**Investment range:** £9,000-£10,000

**Minimum required capital:** £4,500

**Contact:** 0330 124 4770

[babyballers.com](http://babyballers.com)

BabyBallers franchisees teach kids how to learn through play in a safe, fun and engaging environment

**B**abyBallers is a fast growing children's football franchise, which in just three years has established 50 clubs in the UK and 17 in Belgium, with more to follow in the first quarter of 2021.

The company puts its growth down to the low investment level needed, the amazing financial success its franchisees are having and the ease and speed with which you're able to launch a club.

### WHAT IS BABYBALLERS?

BabyBallers provides 35-minute football focused sessions for children aged 16 months to five years old. Sessions are specifically designed to keep children engaged, encourage the use of hands and feet and put an emphasis on learning through play with the use of shapes, colours and even numbers.

BabyBallers' founder Richard Elms says: "Although BabyBallers does have a focus on football, it does not limit itself to just that. Our little superstars are starting to understand their bodies, so the importance of fundamental movement skills are therefore paramount with a BabyBallers session."

BabyBallers offers three classes: BabyBallers (16 months to 2.5 years), MiniBallers (2.5 years to 3.5 years) and Ballers (3.5 years to

5 years). They run back to back, accommodate up to 20 children per age group and are delivered in halls throughout the country.

"The class structure has been key to the success of each BabyBallers franchise," Richard says. "Some franchisees have had children on their books since the child first started attending at 16 months, going through the Baby, Mini and Ballers classes.

"Imagination runs wild at BabyBallers classes, so there is never a shortage of fun filled action for our amazing superstars. This is achieved through constant training and support from head office."

### HOW IT BEGAN

It all started in 2015, when Richard was looking for football sessions for his toddler.

He felt the local football groups didn't offer much more than children running everywhere and coaches trying to get two-year-olds to dribble a ball around a slalom of cones with their feet, which in Richard's opinion was never going to happen. The idea of BabyBallers then came to life.

### THE AIM

BabyBallers believes that every child deserves to learn through play in a safe, fun and engaging environment surrounded by energetic coaches.

It isn't about just kicking footballs, as classes help build confidence, form friendships, start an educational journey and have lots of fun in the process. The company strives to deliver sessions that are fun, but also developmental, with the wider view of preparing children for life at school and beyond.



**"We've created the complete franchise opportunity that covers every detail of running a successful business"**

## HOW HAS BABYBALLERS DEVELOPED SINCE 2016?

Since 2016, when the first BabyBallers club sold out before it had even opened, followed by the first BabyBallers franchise launching with similar results in 2017, the brand has gone from strength to strength.

“The franchise growth has mainly been through word of mouth, which is why we have most of our franchise clubs in the south east,” Richard explains. “Between 2017-2019 it grew month on month.

“We started 2020 with the aim of expanding further beyond the south east and that aim actually took us into Belgium. An area developer snapped up most of Belgium and in their first month [September 2020] they opened 17 clubs, all of which were in profit before anyone had kicked a ball, which was a very proud moment for us.

“The BabyBallers journey has also gained recognition on national television, as well as endorsements from ex-professional footballers and celebrities alike, which has only helped the brand develop further.

“As we go into 2021 we’re excited about the future, with existing

franchisees planning to open more clubs, new franchisees launching their first clubs in Q1 and the start of the search for an Australian master franchisee.”

## THE OPPORTUNITY

BabyBallers has become a proven, profitable franchise model, with over 80 per cent of clubs at capacity. In addition, at the last count the company had 990 children on its waiting lists across its 50 UK clubs.

Chris Elms, BabyBallers’ business development manager, says: “Since the first BabyBallers session, we’ve created the complete franchise opportunity that covers every detail of running a successful business.

“Our product, brand, customer service, online booking systems, digital marketing presence and back-end franchisee portals ensure every franchisee has what they need at their fingertips.

“We aim to keep things as simple as possible to launch your first club and run the business, from an easy-to-use booking system and franchise portal to an online training programme and access to constant session plans,



which give franchisees the freedom to run their business successfully.”

BabyBallers also gives franchisees access to marketing strategies and ongoing support from its dedicated support manager, meaning a franchisee is never alone.

## WHAT MAKES A GREAT BABYBALLERS FRANCHISEE?

Whether someone is looking for a career change, a part-time job or has plans to scale the business and become an area developer, BabyBallers can provide this opportunity. However, the company has a selective process when choosing the right franchisees.

BabyBallers requires franchisees to be reliable, hard-working, adaptable and willing to learn, as well as having the ambition to continue to grow the brand. It’s very important that if the franchisee is at the forefront of their classes, they are fun and sociable too.

Creating a fun and enjoyable environment is not just for the benefit of the children, as having the ability to create fantastic relationships with the parents is also important.

Crucially, a BabyBallers franchisee must be someone that others can depend on. They must be punctual, not leave things to the last minute and be able to plan and prepare to ensure the success of their franchise.

## PART TIME OR FULL TIME? THE CHOICE IS YOURS

The great thing about the BabyBallers franchise is not only the low investment level and quick returns, but also the ability to scale the business to suit a franchisee’s lifestyle.

Some franchisees run one club alongside their full-time job. Others have developed their business and now operate up to seven clubs on a full-time basis. You can start wherever you feel comfortable.



# Rebound from redundancy

Investing in a franchise can turn the trauma of losing your job into the excitement of running your own business using a tried and tested format

WORDS BY LINDA WHITNEY



## THE AUTHOR

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

Once you've recovered from the initial shock, redundancy can be the gateway to a new life.

Many people dream of starting their own business and a redundancy payout invested in a franchise can deliver that.

Rik Hellewell, founder and managing director of oven valeting franchise Ovenu, says: "Many people find themselves redundant through no fault of their own. They possess an abundance of skills and experience that are an asset in running a successful franchised business."

Franchisors do not usually require you to have previous experience in their particular industry, so you can change career - a huge benefit if you were made redundant because your previous sector is shrinking.

However, changing from being an employee to being self-employed is a big step. A franchise can make it easier, but there are several issues to think about first.

## It's not buying a job

People sometimes see investing in a franchise as like buying a job, but franchisors look for people who want to become their own boss, not employees. They want people with the ambition, commitment and drive to make a success of their own business.

Franchisors provide the business model, training and support, but want franchisees to ditch the employee mindset that involves having to be constantly told what to do and when. If that is something you prefer, franchising may not suit you.

## Are you adaptable?

Franchisees have to learn new skills, as well as demonstrate a new

attitude to work. If you have a tendency to be stuck in your ways, think twice.

Established franchises are based on a business model that has been proven to work, so you must be willing to follow it. That's what you're paying for and it's the proven model that reduces the risk of your business failing.

On the other hand, if you're the type that's determined to do everything your way, you may be too entrepreneurial to make a great franchisee.

## Things to consider

Corinne Mills, career coach and joint managing director of Personal Career Management, who offers advice at franchise shows to people considering becoming franchisees, says: "I see many people who have been made redundant and often they are most concerned about the change from an employee to being self-employed, though they are often excited at the prospect of running their own business."

Before you buy a franchise, think carefully. Are you willing to invest the time and money required and can you live with the risk of self-employment? Even with a franchise, there's some element of risk. Also, talk to your loved ones if it will affect them.

## Identify your skills for franchising

For franchisors, the right attitude, enthusiasm and general business skills count for more than skills specific to a particular job or sector.

"Look at your transferable skills, which can be carried over

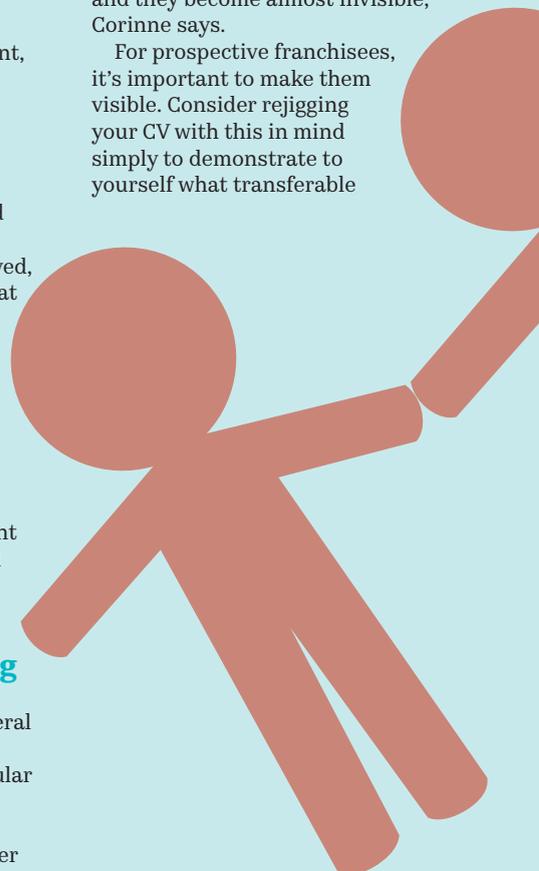
from your job to your business," Corinne says.

Franchisors commonly value:

- **People skills.** The ability to talk and build relationships with people. This is vital in franchising, as it's the basis of sales.
- **Communication skills.** The capacity to explain your product or service to people and deal with questions and problems effectively.
- **Organisation.**
- **Numerical, written and IT skills.**

"All these skills are transferable and in most jobs are used all the time, so we take them for granted and they become almost invisible," Corinne says.

For prospective franchisees, it's important to make them visible. Consider rejigging your CV with this in mind simply to demonstrate to yourself what transferable



skills you have and you can use it when applying for franchise opportunities.

No franchisor will select you as a franchisee on the strength of your CV alone, but setting out clearly what you have to offer, with evidence, will help you in your meetings with them.

### **Find out what franchisors want**

Research what franchisors look for in franchisees. Most do not expect you to have experience in their sector, though some do. Either way, they will be looking for business skills.

Karl Sandall, group chief executive director at TaxAssist Accountants, says: "You don't necessarily have to be an accountant to join us, but most franchisees join with a recognised accountancy qualification and have a mix of industry and practice backgrounds."

Franchisees who are not qualified accountants will come from senior management positions within the banking or financial services sectors and must possess good financial acumen.

### **Help making the change**

Good franchisors know that swapping a regular salary for generating your own income takes some adjustment and will understand your concerns.

Janet Walmsley, franchise recruitment manager at pet food delivery franchise OSCAR, says: "We know it can be isolating going from a job, so we

work with new franchisees to agree a behaviour plan.

"They set their own goals and decide the behaviours they are going to adopt to achieve them, then put a diary or structure in place to monitor them. If they don't achieve them, it's not a disaster as they can reassess them.

"What's important is that they get used to not having a boss setting their goals. It's about being their own boss and discovering their own motivation."



***"The right attitude, enthusiasm and general business skills count for more than skills specific to a particular job or sector"***

## Richard Brookes: TaxAssist Accountants

As a chartered accountant, Richard Brookes could have set up in business on his own, but he chose a franchise instead.

"I worked for two large multinationals for 20 years, but when the opportunity arose to exit my employer with a lump sum I decided it was time to work for myself," Richard says.

He decided to use his accountancy skills and chose to invest in a TaxAssist Accountants franchise, which he launched in 2008.

"Running your own business doesn't suit everyone, but owning a franchise in a successful network with a good franchisor provides great support," Richard says.

"If I had decided to just be my own boss, I would have needed to buy things like technical support, systems, training and marketing support. Why not have them all under one roof as part of a franchise? It also meant my business grew much quicker than it would have done otherwise."

Richard had funds from his redundancy, but knew he needed more to allow for initial business development. He wrote a business plan and put together financials using a model provided by the franchisor and secured funding from NatWest.

"The challenges I faced were no different to those faced by any new business," Richard says.

"Building a business involves more than just doing the work you are technically able to do. You have to look after your premises, finances

and staff and in accountancy there are constant legislative changes to understand. The support from TaxAssist head office has been phenomenal, especially during the pandemic."

He advises others considering a franchise post-redundancy: "A quality franchise brings all the support you need under one roof and if you follow the franchisor's

model, statistically you have a greater probability of success compared to starting up alone. You should also be able to sell your asset for a better price when it's time for you to exit."



**"I used my skills to start a business - the easier way"**

## John Duggleby: Ovenu

John Duggleby, director of a York-based catering supplier, was made redundant in June 2020.

He says: "The only way of getting a job was starting all over again in a lower paid position. I couldn't afford that, so starting my own business seemed the ideal way forward."

John has a wide range of skills, gained from a degree in business management and a previous job in IT. He also ran his own business as a cabinet maker and restored antiques before joining the catering sector.

John was attracted to oven valeting franchise Ovenu, which offered the chance to take over the reins of a well established franchise from a franchisee who was planning on retiring.

"I have many skills that will help in this new venture, including previous business knowledge, experience in dealing with people and the patience, eye for detail and desire for excellence from my cabinet making days," he says.

John could have started a business on his own, but says: "Any new venture carries a risk, but Ovenu provides the backing of a market leader with a recognisable and reputable brand and everything you need to get the business up and running straight away."

He advises others facing redundancy: "A franchise offers an ideal opportunity, whether you have always wanted your own business or if you find yourself with few alternatives. You get a template for success, so you can take control of your own future."



**"I changed sectors using my transferable skills"**

## Rachel Knight: OSCAR Pet Foods

After 25 years working for a high street bank, animal lover Rachel Knight was used to a regular income. But when the bank scrapped her speciality - visiting farms to offer financial advice - she decided to take redundancy.

"Years working for a big company can mean you feel financially comfortable and protected," Rachel says. "I was used to regular pay cheques and bonuses, so I felt self-employment was too risky for me."

While researching jobs with animals that also meant meeting people, she found the OSCAR Pet Foods delivery franchise: "I had been getting OSCAR deliveries of dog food for five years and the more I researched OSCAR, the more boxes it ticked."

Rachel went on to invest some of her redundancy payout in an OSCAR franchise: "Being a franchisee combines the benefits of self-employment and a job."

"OSCAR supplies the products I sell, plus training, customer relationship management software, an accountancy package and support from head office, and there's a network of other franchisees to talk to, but I'm responsible for my own business and can choose my own hours."

"Seeing my sales and customer numbers increasing is highly motivating and delivers a great sense of achievement. Because domestic pets are relatively long-lived, if you look after them you should soon build up a core of customers, which delivers a regular base income. Bear this factor in mind when choosing a franchise."

Rachel advises others moving from employment to becoming a franchisee: "Build yourself a financial safety net before you start and patch it up regularly."

"Don't forget that unlike some jobs, self-employment doesn't automatically provide benefits like health and life insurance or a pension, so you need to buy those yourself."



**"I combine financial security with self-employment"**



## 6 ways to protect your investment

Whatever size your redundancy payout, ensure it's invested wisely when buying a franchise.

Paul Hansen from Hitachi Capital Franchise Finance advises:

**1 Research the total cost of a franchise.** You're not limited to franchises that cost the same, or are less than, your redundancy funds. You can invest in many franchises with just 30-50 per cent of the total investment and borrow the rest, subject to assessment and meeting a lender's criteria. This way, a £15,000 investment could be sufficient to purchase a franchise that costs a total of £50,000.

**2 Understand the full cost required.** The franchise fee may be only a portion of the overall costs. Consider VAT, professional fees, working capital and any premises costs.

**3 Look at the returns the business is likely to provide.** Are they too low for you to live on? Speak to existing franchisees to understand how they performed. Seek appropriate professional help. A good business plan will help demonstrate viability.

**4 Don't invest all your payout in the initial franchise investment.** Maintain a contingency fund to cover unexpected expenditure or perhaps an enforced period of closure.

**5 Draw up a household survival budget, so you know how much you need to earn from the franchise.** Include your earning requirement in the financial forecasts, as it could affect the working capital requirement.

**6 Before investing redundancy cash in a franchise, discuss it with your family.** You'll need their full support.

# Delivering the very best services

Bluebird Care is flying high, thanks to its person-centred franchise proposition

**A**ccording to Age UK's 2019 Later Life report, there are nearly 12 million people aged 65 and above in the UK. By 2030, it's predicted that one in five people in the UK will be in this age group.

So what does this mean for the care sector? It means that demand will only keep on increasing.

## Home comforts

Understandably, many older people would prefer to stay in the comfort of their own homes for as long as they can.

Home doesn't just mean a place to lay their heads; it represents independence, stability and flexibility. Perhaps most

importantly, a home is filled with a lifetime of memories, raising a child, family Christmases or spending many happy years together with a partner.

The ongoing pandemic has given many even more reasons to find ways to keep their loved ones in their homes as long as possible. By receiving care in the safety and comfort of their own home, they will limit their exposure to a trusted carer or teams of carers who can attend to their needs, whether that's collecting their groceries, cooking a meal, tidying the house or helping them in and out of bed.

## Making a difference

Bluebird Care is privileged to offer care options to those who prefer to live at home. The company's franchisees are able to provide person-centred home care to people across the UK.

It's imperative that service providers keep up with the increasing demand of an ageing population, which is why Bluebird Care believes

now is a great time to get involved in the care industry. It currently has franchises available to purchase in numerous areas of the UK. But why should you choose Bluebird Care?

The company takes great pride in making a difference. Its care assistants work dutifully and considerately to deliver a bespoke service to customers, ensuring their needs are met. As a result, Bluebird Care has been celebrated at the Home Care Awards, [workingmums.co.uk](http://workingmums.co.uk), Top Franchise Awards and [homecare.co.uk](http://homecare.co.uk) Top 20 Home Care Provider Awards.

As a Bluebird Care franchisee, you'll enter the care sector under a brand that's well known for its quality.

Perhaps most importantly, you and your staff will also have access to award winning training, as well as the collective expertise of over 200 businesses across the company's franchise network. Bluebird Care's blended training approach and continued support ensures the consistent delivery of the very best care services.

## Attractive opportunity

Paul Barry, owner of Bluebird Care Chichester, Epsom & Kingston, Oxford, Reigate and Sussex Weald, says: "I was particularly attracted to Bluebird Care for three reasons: the size of the UK care market, the strength of the Bluebird Care brand and the ability of their business model to be resilient in tough economic conditions.

"When I joined, I found the support and training offered by Bluebird Care to be very strong, particularly in the early days when all the care terminology plus policies and procedures can be new and slightly bewildering."



## AT A GLANCE BLUEBIRD CARE

### Established:

2004

### Number of franchised outlets:

206

### Location of units:

UK and Ireland

### Investment range:

£100,000-£115,000

### Minimum required capital:

£34,500

### Contact:

Victoria Brown,  
Franchise Development Manager.

07912 771149.

[vickybrown@bluebirdcare.co.uk](mailto:vickybrown@bluebirdcare.co.uk)

[bluebirdcarefranchise.co.uk](http://bluebirdcarefranchise.co.uk)

**“Bluebird Care believes now is a great time to get involved in the care industry”**





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# Retail success story

Ableworld has proven its business and franchise models are both viable and robust, whatever the circumstances

**W**ith approximately 750,000 people reaching retirement age each year, there's a stable and increasing demand for the 800 products and services offered by Ableworld franchisees.

Mobility scooters, stairlifts, adjustable beds, wheelchairs and home aids have become increasingly needed in every part of the country and Ableworld's mission is to help its customers live more comfortable and active lives as they get older.

## APPRECIATED BY CUSTOMERS

The company is a business bound together by empathy, caring, hard work and a dedication to service excellence that has never been more appreciated by its customers than in the last 12 months.

Due to the nature of the business, every store was granted permission to remain open, so Ableworld franchisees were in the enviable position of having complete business continuity throughout 2020.

While the year was not without some challenges, Ableworld has proven its business and franchise models are both viable and robust, whatever the circumstances.

If this sounds like the kind of franchise opportunity you'd like to explore further, then you're in luck, as Ableworld is actively looking for new franchisees across the UK.

## SOLVING A PROBLEM

Like all great businesses, Ableworld was founded to provide the solution to a widespread problem.

In 1998, experienced retailer Mike Williams was shocked by his own experience of shopping for mobility products for his father. The market was dominated by low quality products being sold at hugely inflated prices to vulnerable people.

Mike saw the opportunity to build a different kind of business that would provide a professional, dignified and ethical service to those requiring quality mobility products and their families.

Today, with Mike still at the helm and 36 stores nationwide, Ableworld is the UK's largest mobility retailer in an industry valued at around £1.5 billion annually. The company recently announced it intends to double the number of franchised retail stores in its network in the next five years.

An Ableworld franchise gives you two complementary income streams:

- The retail outlet. A mobility superstore that sells a comprehensive range of products to help the elderly and disabled in their homes and outdoors.
- The stairlift business, which using only high quality



## AT A GLANCE ABLEWORLD

Established: 2001

Number of outlets: 36

Location of outlets: nationwide

Investment range: £75,000-£80,000

Minimum capital required: £25,000

Contact: franchise@ableworld.co.uk.  
01270 613599

ableworld.co.uk

**“Ableworld franchisees were in the enviable position of having complete business continuity throughout 2020”**

branded equipment provides homeowners with a variety of life-changing options.

No previous experience of the mobility industry is needed as the company has a comprehensive training programme. Successful franchisees combine a desire to help others with their personal skills and the proven Ableworld franchise system to create a business that makes a difference in their community.

## REALISTICALLY PRICED

Another piece of welcome news is that Ableworld franchises are realistically priced. Moreover, the company will help new franchisees to borrow any additional finance required by facilitating arrangements with the banks, which look positively on lending to franchisees because of their high success rates.

With a personal investment of just £25,000, you could have a business of your own in a sector that is flourishing and growing year on year.

While the success of any business depends on the owner's ability to work hard and follow the system, Ableworld's franchise model means franchisees can build a £1 million-plus turnover business with the reassurance of full training and ongoing support from this award winning market leader.

# Geared up to serve a buoyant industry

As job fears fuel interest in franchising, Franchise Resales' online portals are proving a hit with both buyers and sellers alike

**R**ising numbers of redundancies and New Year employment uncertainties are fuelling a healthy interest in the franchise sector.

Leadenham-based Franchise Resales said the pandemic and the fallout from the government's first furlough scheme - which was designed to protect jobs - has encouraged scores of people to explore the franchise route to self-employment. At

the same time, some existing franchisees have even looked to buy new territories.

## SYSTEMS UPGRADE

These trends mean the Lincolnshire-headquartered specialist has been busier than ever and it has responded by upgrading its online systems.

This summer the business created a designated 24-hour portal to help would-be entrepreneurs find their ideal franchise business opportunity.

Now it's gone a step further by helping existing franchisees who want to retire or realise their original investment to see first-hand how their business sale is doing by creating a 24-hour portal for sellers.

## GOOD UPTAKE

Franchise Resales director Michael Bohan says: "In 2020 when the pandemic was well underway, hundreds of people were furloughed. Now a second scheme is in place.

"Despite the government's good intentions, many workers have already lost, or still fear, losing their jobs. That has given many the push they may have needed - as well as a financial cushion - to consider working for themselves as franchisees backed by a tried and tested format.

"Although our buyers' portal only went live in the summer, we've had a really



## AT A GLANCE FRANCHISE RESALES

### Contact:

Michael Bohan

### Tel:

01522 246811

### Email:

info@franchiseresales.co.uk

franchiseresales.co.uk

**"The Lincolnshire-headquartered specialist has been busier than ever"**

good uptake and more than 160 franchise buyers have signed up. It offers them an easy-to-use route to finding essential information once they have signed a non-disclosure agreement.

"With the pandemic having turned people's traditional working routines upside down and sadly created so many job losses, we're thrilled to now announce our sellers' portal for existing franchisees.

"It allows them to provide us with the information we need to produce a prospectus of sale and they can see where their business is advertised and how it's performing. Also, they can tap into our special guide, 10 important selling tips and much more."

## SLICKER AND SWIFTER

Franchise Resales' new portals are providing a slicker and swifter route for people keen to step onto the franchise sector ladder and give franchisee sellers more information at the push of a few buttons.

"This should also speed up sales by highlighting new opportunities available to buyers earlier," Michael adds.

"Both are also backed up by the human touch, because the Franchise Resales team is passionate about working with new franchisees, as well as returning clients, every step of the way."



Michael Bohan:  
Franchise Resales director



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# Keeping your franchisees motivated

A supportive culture, celebrating success and the personal touch can ensure your network performs to its full potential

WORDS BY LYNNE LISTER



## THE AUTHOR

Lynne Lister is co-founder and managing director of X-Press Legal Services

I'm a seasoned franchisor and have been in franchising for more than 25 years, initially as an editor of a national franchise magazine, before developing a successful property search business with my husband and family.

We launched X-Press Legal Services, which provides property search reports for conveyancing solicitors, in 1998 and franchised the

business in 2005. Now, as well as supporting franchisees, we operate our own franchise, practicing what we preach in every respect.

We're a family owned franchise and that is at the heart of what we do. We've developed an empathetic, collaborative and nurturing approach, which is reflected across our 27 franchise offices.

But it's not only about the ethos of your franchise. You must continually develop your business support, help new franchisees hit the ground running and develop their territory and provide new products and services to encourage growth for existing franchisees.

I think it's so important to motivate and support franchisees



in numerous ways from day one. Many new owners entering the world of franchising come from a place of discontent with the corporate world, needing a change of direction and looking forward to reaping the rewards of being their own boss.

But you also must remember that having worked in the corporate world they will have had a company support structure around them. There would be a HR department, marketing, technology and training and development scheme in place. All of a sudden, they're wearing many different hats while trying to launch a new business - often from home - and attract new clients.

### **Ensure franchisees know they're not on their own**

We always emphasise the fact that just because someone is setting out on their own, they're not doing so alone. It's crucial to seek support from fellow franchisees and from across the network to help new owners and share their learnings, experience, successes and top tips.

Across our franchisee network, 50 per cent have been with us since day one, so we have a wealth of experience for new owners to tap into. New franchise owners need to feel connected and supported, even before they sign on the dotted line.

2020 has brought us all into the digital world and the opportunities it brings, with many discovery days, open days, interviews and even training being conducted virtually.

It felt initially as if this was not how it should be done, but as we're more likely to be remote working we have all adapted to this new way of attracting new franchisees and supporting existing ones.

Communication is key to a successful franchise network. We've had various franchise forums and groups from day one, which have evolved over the years into the management board we have today.

This, coupled with an X-Cellec Club and X-Cellerator Group and weekly newsletters, ensures everyone within the network is consulted, kept

informed and updated with best practice.

Keeping franchisees engaged with head office is paramount. We manage that through practical and ongoing professional support. Franchisors should not just on-board franchisees and then leave them to it.

For example, our owners receive a comprehensive suite of business support from our head office, including unlimited access to a central IT team. Support, mentoring and comprehensive training are also provided for the life of their business through the X-Press Academy.

During lockdown, we coordinated free virtual professional CPD webinars and networking events on behalf of our owners. Normally, these are organised locally and held face-to-face for owners' conveyancing clients, which of course wasn't possible in 2020.

### **Getting to know your franchisees is key**

All franchise networks differ in size and the more franchise territories you have the more difficult it becomes to maintain that personal contact you had in the early days.

***"At the start of the pandemic, we provided each owner with a lockdown survival hamper, which was fun and a much needed distraction"***

Continued investment into your suite of products, services and technology will enable franchisees to have a competitive advantage, which of course benefits everyone.

### **Keeping franchisees engaged and inspired**

We all love being rewarded and we motivate and engage our franchisees through a number of easily deployed initiatives.

We celebrate success and provide owners with gifts for winning new clients. We hold an annual awards event, as well as nominate owners for external awards to recognise their efforts and initiatives. At the start of the pandemic, we provided each owner with a lockdown survival hamper, which was fun and a much needed distraction.

Providing owners with something valuable to share with clients and prospects, such as offers, discounts and new products, encourages engagement and collaboration in their local communities.

But it's vital to encourage everyone in your team and across the network to continue to know each other personally and try and come together as frequently as you can. We usually try for a minimum of three times a year with a roadshow, conference and social event.

During lockdown, we've continued to keep in touch using Zoom and Teams, so that we continue to foster the feeling of being connected.

Knowing our franchisees personally - including the names of partners, children and even pets - is essential. After all, we're all people with lives outside of our day-to-day business activity.

Equally important to us is being approachable and available when franchisees are having a tough time - either personally or professionally - and offering practical support if necessary.

We often talk about being part of the X-Press franchise family and it's that feeling of connection and support any good franchise network should offer to its owners.

# We work well together

After conducting thorough research, Emma Barratt says the Get Ahead VA franchise was the clear choice

**E**ven if you have decided that franchising is the right next step, tough decisions lie ahead.

How do you compare different franchise options and decide which one is right for you? Which key factors should you consider during your due diligence process?

## MANY OPTIONS AVAILABLE

With over 18 years of experience in marketing, sales and operations roles, including running the marketing function at dealership level for Aston Martin and Jaguar and spending many years managing stores for a high end furniture retailer, Emma Barratt was used to making tough decisions.

She was keen to use her entrepreneurial flair to run her own business, but was aware of the

potential pitfalls of totally 'going it alone'. Emma decided that buying a franchise was the right solution, but with so many options available, comparing them to decide which one to choose was a real challenge.

She says: "Running a virtual assistant franchise felt like a great fit for me, as my own skill set is quite diverse.

"I looked closely at three or four different options for VA franchises, comparing and contrasting them. I was surprised by how different the franchising models were - some expecting me to do the VA work myself, while others were more flexible.

"I had discovery calls with several franchisors and asked lots of questions to help make my decision.

"Right from the start, Rebecca Newenham of Get Ahead VA was so efficient, getting back to me straight



## AT A GLANCE GET AHEAD VA

**Name of franchise:** Get Ahead VA

**Established:** 2017

**Number of franchised outlets:** 8

**Location of units:** Leeds, South Yorkshire, Cheshire West & The Wirral, East Midlands, Berkshire & North Hampshire, West Surrey, Suffolk & Essex, West London

**Investment range:** £8,000

**Minimum required capital:** £0

**Contact:** 01483 332220 or rebecca@getaheadva.com

[franchise.getaheadva.com](http://franchise.getaheadva.com)

**"The franchise model felt right - and the team did too"**

away. She was patient throughout the process, answering everything I asked and putting me in touch with other franchisees so I could get their first-hand experience.

"She was friendly, supportive and professional and made the whole process of due diligence so easy that it was a clear choice for me in the end. I think if things go smoothly and flow easily, they are generally right.

"The other Get Ahead VA franchisees were so open and honest, which I found very refreshing. It felt like a non-competitive, supportive environment. The franchise model felt right - and the team did too. Rebecca was so enthusiastic about the business and her team and I could immediately see that we would work well together."

## SUPPORT SERVICES

Running her own territory in the East Midlands, Emma is working with businesses in Nottingham, Derby, Loughborough and Burton upon Trent to provide marketing and business support services through the Get Ahead VA network.

The team of over 40 virtual assistants delivers these services, enabling businesses of all sizes and from all sectors to save time, save money and get ahead.

With established franchisees from Wakefield in the north of England to West Surrey in the south, Get Ahead VA's team of highly experienced professionals provide flexible business services on an hourly, project or ongoing basis.



# If you're looking for a new direction...

The franchise industry offers an abundance of opportunities for females, Encouraging Women into Franchising says



- 25 per cent have started their own business or are in the process of setting one up.
- Of these, health and fitness and publishing were the most appealing sectors.
- Over 60 per cent of women are planning a complete professional redirection.

With these statistics in mind, it's little wonder women are looking to have more control over their future by becoming their own bosses.

## JOIN A PROVEN AND ESTABLISHED BUSINESS

In an Encouraging Women into Franchising study, 80 per cent of the franchisors and franchisees the organisation surveyed said they had found ways to innovate, resulting in business growth throughout the pandemic and lockdown period.

Initiatives included taking classes online and creating networking groups on Facebook.

Stephen Thompson, managing partner at law firm Darwin Gray, recently spoke to Kevin Thomas of Lime Licencing Group and Peter Howe of NatWest about how franchising has demonstrated strength throughout the pandemic.

"Franchising has a history of doing well in difficult times, particularly recessions," he said. "It remains to be seen what will happen, but hopefully the predicted bounce back will extend to the franchising sector."

Stephen also highlighted the support franchisors provide and the security they offer to anyone ready to make a career change.

"Many franchisors have already made significant changes to their operations manual to deal with challenges created by lockdown," he explained.

"It's likely further changes will be required post-lockdown, as businesses adjust to the new normal and the realities of social distancing."

Investing in a franchise gives you access to an already established business with a proven model.

So if you're looking at changing careers in 2021, why not join the rising number of women who have recently become franchisees.

Visit [ewif.org](http://ewif.org) and [thebfa.org](http://thebfa.org) for your first step finding your new career.



One positive aspect of the global pandemic was the opportunity people had to re-evaluate their careers.

Throughout the course of last year, many industries were impacted by the coronavirus crisis - from hospitality to education and the arts. You may be reading this as someone who was personally affected.

As they were more likely to be primary caregivers at home or non-essential workers, women were disproportionately affected by the pandemic. This led to more of them considering working for themselves by changing career or retraining.

## NEW POSSIBILITIES FOR BETTER CONTROL

A recent survey by professional women's network, AllBright, revealed women are emerging from 2020 with a career shift at the forefront of their New Year plans.

The study found:

- 50 per cent of respondents believed COVID-19 provided them with new professional opportunities in the long-term.

**"Women are emerging from 2020 with a career shift at the forefront of their New Year plans"**

# Ambitious expansion plans

Miss Millie's has multi-unit franchise opportunities available across the UK

**M**iss Millie's has been in the quick service chicken restaurant business for decades.

Serving affordable, premium takeaway food to customers across the south west and Wales since 1988, the company was set up by Harry Latham, who introduced KFC to the UK, and his business partner Ray Allen.

As Harry and his family were good friends with KFC founder Colonel Sanders, he decided to name the new venture after the Colonel's daughter, Mildred.

## NEW CHAPTER

Miss Millie's saw new owners in 2019 and the company is now headed up by Carl Traill, ex-Burger King Director of Operations UK. Carl is now embarking on an ambitious expansion plan by

offering franchises to suitable candidates interested in investing in a multi-site opportunity.

Stores can be set up in city centre or suburban locations, shopping centres, food courts, airports and holiday parks. Ideal site size is between 1,000 and 2,500 square feet. Assistance with site selection and fit-out is provided by the franchisor. Multi-unit franchisees benefit from economies and enjoy improved incentives.

Franchisees get five weeks' training in all aspects of the business, including effective supply chain management, HR and business development.

They also receive ongoing support, quarterly business reviews, access to Miss Millie's IP Food safety and health and safety courses and benefit from the regular advertising and promotional activity organised by the franchisor, plus its extensive new product development programme, ensuring the brand's food offering remains in demand in a competitive marketplace.

It costs in the region of £175,000-£450,000 to set up a full-sized Miss

**“There's a real affinity for Miss Millie's amongst the customer base”**



## AT A GLANCE MISS MILLIE'S

**Established:**  
1988

**Number of franchised outlets:**  
9

**Location of units:**  
south west and Wales

**Investment range:**  
£175,000-£450,000

**Minimum required capital:**  
£150,000

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

Millie's store (the franchise fee is £25,000). Ongoing charges include a management fee of 7.5 per cent of turnover and a 2.5 per cent of turnover contribution to the Miss Millie's marketing fund.

## CUSTOMER EXPERIENCE

Miss Millie's uses only Grade A farm assured chickens from suppliers that meet the highest welfare standards.

Customers can order their food via the company's ordering app, which not only cuts queues and simplifies ordering, but offers a significant upselling opportunity, helping to maximise franchisees' return on investment.

Miss Millie's outlets also feature fully integrated digital self service kiosks, further enhancing the customer experience.

## STEADY INCOME STREAM

Franchisee Sarah Wilson says: “As a second generation franchisee, my family have worked alongside Miss Millie's for over 30 years.

“The business model is a great opportunity for individuals and businesses alike, providing a steady income stream from a well recognised and long established brand.

“There's a real affinity for Miss Millie's amongst the customer base and the involvement in local community causes and sustainability is especially important to me.

“When I purchased the business, Miss Millie's provided a great deal of support - someone would always be there if I needed some advice.

“I'm very much looking forward to seeing the exciting new reimagining of the brand over the coming months.”





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- Regular franchise owner regional meetings, sharing knowledge and best practice



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# Ask The EXPERTS

Our panel of industry specialists answer your franchise questions

## Q HOW IMPORTANT IS IT TO GET AN ACCOUNTANT TO CHECK THE FINANCIAL INFORMATION PROVIDED BY A FRANCHISOR BEFORE I INVEST?

### ALAN WILKINSON WRITES:

When considering if a particular franchise is right for you, a key factor is understanding the financials of the business.

As part of the due diligence process, the franchisor should make available to you turnover and profit figures for the business and explain these to you in a way that allows you to understand how turnover is generated, how the cash flow of the business works and what costs you're likely to incur.

You should understand what impact discounting may have on the profitability of the business, where the break-even point is and any critical pinch points, such as when a

second van is required or new member of staff is needed.

It's also important to understand the basis upon which the figures presented to you are calculated. Are you being shown an average for the network or the figures for the top performing franchisee?

In my opinion, you should seek professional advice before taking on any business venture. A good accountant may well spot something you have missed and be able to advise on the most efficient way to structure your company. It is, however, perhaps more important to understand the basis upon which the figures presented to you by the franchisor have been prepared.

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

## Q ARE THERE ANY RESTRICTIONS ON WHO CAN BECOME A FRANCHISEE?

### JOHN PRATT WRITES:

The short answer is no. Being a franchisee is not dependent on high educational attainment or even business experience, but prospective franchisees need to bear in mind that for the better franchise offerings franchisors will only select franchisees who they believe will make a success of their business.

Franchisors will always seek to establish whether a candidate has the ability and drive to be successful, as well as the necessary funding to take on the franchise. Most established franchises have arrangements with the franchise units of the leading UK banks to assist franchisees to obtain bank finance, but franchisees

nevertheless need to have their own financial resources because banks will not lend the full amount required.

Prospective franchisees must present their business plan to a bank because the availability of finance is never a foregone conclusion. In practice, therefore, if external finance is required and a prospective franchisee has been bankrupt or involved in a business that went into insolvent liquidation funding may be difficult to obtain.

Franchisors tend to look for business experience (although not necessarily in the same business area of the franchise), family support, adequate financial resources, drive and enthusiasm.

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





A

## Q WHY ARE A GROWING NUMBER OF WOMEN BECOMING FRANCHISEES?

### LOUISE HARRIS WRITES:

This is a little 'armchair psychology' from me but, speaking as a woman who has been a franchisee, there are some simple reasons behind the increase in women entering the franchise sector.

Franchising is a lower risk route to owning your own business than starting from scratch. There is a proven model, a set of directions and a support network as part of a standard franchise package. If you look at 'typical' female motivators, this ticks all the boxes.

A study of applicants for funding through the major business lenders showed that a higher percentage of women applying for business loans

are accepted than the percentage of men who apply. I think this speaks to the fact that women typically plan more, look more closely at the minutiae and are more considered in their approach.

But most importantly, with the rise of Encouraging Women into Franchising and the British Franchise Association's Empowering Women in Business events women have never been more welcome than they are now. In addition, banks such as HSBC and NatWest run direct female-led initiatives. This all means that franchising has declared itself truly open to bringing women on board. Long may it last.



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

## Q DO ALL FRANCHISORS OFFER THE OPPORTUNITY TO INVEST IN MULTIPLE UNITS?

### SHELLEY NADLER WRITES:

It's often the case that franchisors will allow franchisees to invest in more than one franchise unit, but it depends on the type of franchise and size of territories granted.

If a franchisee is to be granted a second territory, this may involve them employing a manager. There are some franchisors who may feel that, due to the particular circumstances of the franchise business, they only want the franchisee and not a manager to run it.

There may be other types of franchise where the franchisee takes on a management role and employs others to manage the

business. This kind of franchise can make it easier to add on additional units.

Many franchisors are happy to grant successful franchisees rights to operate the business in another unit. This is particularly common in restaurant and fast food franchises, where individual outlets are managed by store managers and the more outlets a franchisee operates brings economies of scale.

Some franchisors offer ambitious and well funded franchisees area developer agreements, where they are given the right to open a multiple number of franchise outlets to a predetermined schedule and within a given area.



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

Got a question about franchising? Email [editor@what-franchise.com](mailto:editor@what-franchise.com) or check out the 'Ask' section at [what-franchise.com](http://what-franchise.com)



# SMALL BUSINESS WORKSHOP

## WITH ANGIE COATES

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

### WHAT'S YOUR BEST TIME MANAGEMENT TIP?

Running a family and a business calls for time liberating strategies. Domestically, I bought stocks of generic birthday cards and batch cooked ready-to-go food, etc. Professionally, I amassed an impressive collection of (unused) Filofaxes and tinkered with numerous types of digital diaries. Neither had any real effect.

Eventually I realised I was trying to make the impossible happen. I was never going to make more time - what I needed to do was plan my time and use it better.

So now, every Friday afternoon I plan my working week ahead in one, two and three-hour slots. I start by categorising tasks into 'urgent', 'must do' and 'do'.

Urgent gets a fixed (unmovable) time in my diary for the next week. Must do tasks are allocated a movable time, but immovable day. Do tasks get done if there is ever a free moment.

Every evening I review my to-do list for the next day, adding in the smaller things that inevitably crop up. I have a rule that all urgent tasks are completed on the day they're allocated. This often means working around family commitments and late into the night.

For every project, I work to a timeline. Milestones go into my long-term diary, with my time to plan the next phase of a project booked in months ahead.

Day to day, I'm clear about two other things:

Number one is getting a few of the bigger tasks out of the way first thing

and before checking my emails. While working on these I am unreachable - no phone, no email and no interruptions.

Number two is, whenever appropriate, I pick up the phone to speak to people rather than sending an email. I find emails enormously time consuming and distracting, so I mainly use them to communicate to lots of people or as a record of a meeting or conversation.

I think of my time as being packaged in different sized colourful boxes: always know what you want to achieve and by when; break that objective into smaller tasks and allocate them the right sized box; ruthlessly stick to your daily plan; and only check your emails at lunchtime and only write an email if you really need to.

### IS IT BETTER TO HAVE FIVE LARGE CUSTOMERS OR 50 SMALLER ONES?

This is an interesting question because every company will have different considerations and key strategic decisions to make in relation to managing their database of customers.

While fewer large customers may achieve the same revenue as lots of smaller ones and be more time efficient to manage, 50 smaller customers are lower risk and offer the potential for greater growth.

If five customers were to become four, then the 20 per cent loss of revenue, especially with a largely unchanged cost base, would be a big hit. If you lose a few

of your 50 customers, the hit is likely to be six per cent, so it's much easier to manage.

Growing revenues from 50 small customers should also be easier than from five large ones.

Lots of smaller customers means growth from cross-sell (new product to existing customer) and up-sell (higher value product to the customer) should be relatively easy and cheap, whereas to grow a large customer from add-on services/products (in percentage terms) will require higher value add-ons, which may be more complicated.

50 smaller, happier customers should also mean lots of advocates for your brand. In my experience, customers marketing your products and services for you is one of the best ways to attract new customers. This way, with more smaller customers you should attract more new customers, something that's critical for any healthy business.

To summarise, if my business had 50 small customers, as well as being a lower risk option, I would expect to grow new customer numbers faster and increase the average value of each customer. 50 smaller ones it is for me.

Have a question you wish to ask Angie?

Email [editor@what-franchise.com](mailto:editor@what-franchise.com)

Check out Angie on Instagram:  
[@angiecoatesmusic](https://www.instagram.com/angiecoatesmusic)

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# How to motivate your team

## 10 top tips from Hitachi Capital Franchise Finance

**T**here are lots of reasons why productivity can falter; outside influences play their part, but your business' productivity can also be affected by your team's motivation and ability to share good ideas.

Most of the tips and tools that businesses and franchises use to motivate their staff can be easily introduced as part of your everyday operations.

### TREAT YOUR EMPLOYEES LIKE PEOPLE

Find out what makes your people tick. Make a point of finding out about their interests and what motivates them in their home life.

Don't be superficial. Engaging with a small number of employees well can have far more impact than having many interactions with hundreds of team members every day.

### BE CONSISTENT

When you're trying to demonstrate that 'we're all in it together' and 'we're working for a common goal', it's vital to be consistent. Provide direction and give praise on an equal footing.

### ENCOURAGE PEOPLE TO HAVE A VOICE

Encourage your team to speak up and offer new ideas on all aspects of your business.

Recognition is important, but it's also important to recognise what you learn when new ideas don't work as expected. Ask your teams for feedback, welcome their input and remember that not everyone likes speaking up. You may need to talk to people individually to get the best from them.

### REWARD LATERAL THINKING

When your teams know you value their opinions, they'll be encouraged to speak up and make suggestions that might not have surfaced otherwise. Encourage new ideas and make it easy to offer them - discreetly if necessary.

### TALK ABOUT CAREERS - INSIDE AND OUTSIDE YOUR OWN BUSINESS

Not everyone may want to work with you throughout their working lives.

Let your employees have career goals that feel tangible. Encourage them to share their personal and career ambitions for the future - it could help you to make plans that help them and your business at the same time.

If you're able to, create a structure that offers internal progression on a regular basis. Employees who think they're stuck in a rut tend to lose motivation quickly.

### GIVE PRAISE WHERE PRAISE IS DUE

If your team is doing a great job, tell them - personally and sincerely. If they're not, find



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01844 355575 or visit

[hitachicapital.co.uk/franchise-finance](http://hitachicapital.co.uk/franchise-finance)

out why and then see how you can help the situation first.

It's easy to demotivate a disconnected employee even further by blaming them for a bad job without knowing the reasons why a target has been missed.

### BE CLEAR ABOUT YOUR PLANS

If your team can't understand what they're working for, they'll struggle to find anything that motivates them in the workplace.

Talk about the company's 'bigger picture' on a regular basis and make it clear how their everyday duties fit into that plan.

### LEAD BY EXAMPLE AT EVERY LEVEL

However large or small your business is, roll your sleeves up occasionally and check in with your core employees.

It's an excellent way to discover small changes to your operation or service that might make a big difference if they're rolled out across your business.

### GIVE EVERYONE A BREAK, SOMETIMES

There's more to life than work.

Set an example that reminds employees they'll benefit from having regular breaks, including fresh air, good food and time away from their desks or workstations.

### MAKE SURE YOUR WORKPLACE IS A NICE PLACE TO WORK

Nobody likes working in an unpleasant environment.

Find a balance for your company that fits your brand identity and takes your employees' personalities into consideration too. With a properly motivated and engaged team, you'll be amazed at what you can achieve.

Try to implement some of these into your work environment and see the difference they can make.



# Enabling environment

Canopy Children's Nurseries aims to provide children with magical experiences and an exceptional early years education

**C**anopy Children's Nurseries is a new nursery brand and franchise that aims to disrupt the traditional nursery market with its unique approach to early years education and modern childcare needs.

Managing director Sarah Beattie explains: "At Canopy, we exist to offer parents and children a 'home-from-home' day nursery experience that helps families thrive.

"We're on a mission to give children the best beginnings and give busy parents more harmony in their lives."

**"We're on a mission to give children the best beginnings and give busy parents more harmony in their lives"**

## SOPHISTICATED BRAND

Canopy is a sophisticated brand, appealing to aspirational parents who want to develop a trusted partnership with their nursery to provide their children with magical experiences and an exceptional early years' education.

The prototype nursery, which has just been completed in Solihull, provides a beautiful, enabling environment for babies and young children, promoting a warm, calm atmosphere.

Sarah describes how the Canopy brand was developed during the national lockdown period in 2020: "As Dr Seuss said: 'When something bad happens you have three choices: you can either let it define you, let it destroy you or you can let it strengthen you.'

"We decided we

would use this period to develop our nursery brand and franchise system, something which had always been on our agenda, and we're delighted with what we've achieved.

"We've now recruited our first two Canopy franchisees and look forward to supporting them to open their own Canopy Children's Nurseries in 2021."

## WINNING FORMULA

Sarah and her team already operate in the childcare franchise market with the Fun Fest for Children brand, best known for Fun Fest Holiday Clubs.

These offer children a choice from a menu of exciting



## AT A GLANCE FUN FEST FRANCHISING

**Established:**  
2016

**Number of franchised outlets:**  
23

**Location of units:**  
throughout the UK

**Investment range:**  
£2,999-£44,999

**Contact:**  
office@funfestfranchising.co.uk  
enquiries@canopynurseries.co.uk

**fun-fest.co.uk**  
**canopynurseries.co.uk**

and unique activity sessions every morning and afternoon, allowing them to design their own individual holiday programme.

All Canopy and Fun Fest services are designed to be child-led - letting the children themselves decide what they wish to play, learn or explore and supporting them in their choices.

This has proven to be a winning formula, as the network has grown rapidly while maintaining high customer satisfaction scores and Ofsted inspection ratings.

There has never been a better time to consider a childcare business. There are unprecedented levels of demand, as parents and carers return to work at the same time as there is a lack of adequate provision across the UK.

Canopy Children's Nurseries and Fun Fest for Children aim to fill this gap with the perfect solution to parents' childcare dilemmas.

## THRIVING CLUB

Daljit Kaur has been the franchisee for the Luton territory for just over a year.

He says: "I've built a thriving holiday club that is making a good level of profit, something I've achieved alongside other work, plus family commitments.

"It has been very rewarding, as I get such good feedback from my customers and love the flexibility and choice I have. This experience has given me the confidence to fulfil my ultimate ambition of having my own nursery, so I'm now making progress towards owning a Canopy Children's Nursery too."



# Mastering the art of successful delegation

Most of us know instinctively how to delegate - and I'm going to demonstrate this almost entirely by talking about sandwiches

WORDS BY MATT CASEY



## THE AUTHOR

Matt Casey is a management expert, the co-founder of DoThings.io and author of *The Management Delusion: What If We're Doing it All Wrong?*

**W**hen I was starting out in management, I was given some advice: If you're busy, you're doing something wrong. It didn't make sense to me at first, but it became clear once I'd been doing the job a little while.

There are only so many hours in the day and if mine were spent doing things myself I wouldn't be available to my team. As managers, we're not supposed to do things. We're supposed to make things happen.

## Don't overcomplicate it

Delegation is one of the things many people who are new to business ownership most commonly struggle with, but as it happens almost all of us know instinctively how to delegate successfully and we do it in our regular lives without even realising. It's only at work that we tend to overcomplicate it.

I'm going to demonstrate this almost entirely by talking about sandwiches. Consider this simple request:

*"Can you pick me up some lunch while you're out?"*

*"Sure, what do you want?"*

*"Any sandwich will do - I don't eat eggs though."*

Believe it or not, this is an example of everything a great piece of delegation needs. It avoids all the most common pitfalls and creates the best chance of a positive outcome. It achieves this by delivering the two vital components of any successful delegation:

- Responsibility - what we want someone to achieve.
- Authority - the boundaries in which they can operate.

This delegation provided clear responsibility and it gave broad authority that prevented any

bad outcomes, while leaving scope for a range of good ones.

The responsibility was simply to get us lunch, but we didn't know exactly what we wanted - we just knew that it should be a sandwich and that it shouldn't have egg in it - so we restricted the person's authority to ensure they met their responsibility within those boundaries. That's all there is to successful delegation.

## How not to do it

Let's compare that to a slightly different - yet hugely inferior - way it could have been handled:

*"Can you pick me up some lunch while you're out?"*

*"Sure, what do you want?"*

*"A club sandwich."*

***"It can be tempting to attempt to control the exact outcomes when you delegate. But it doesn't work"***

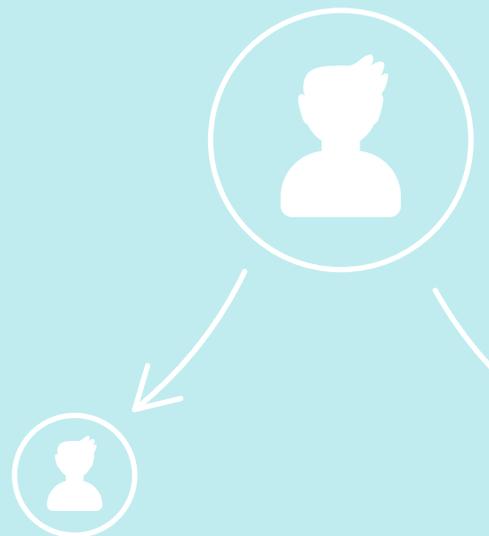
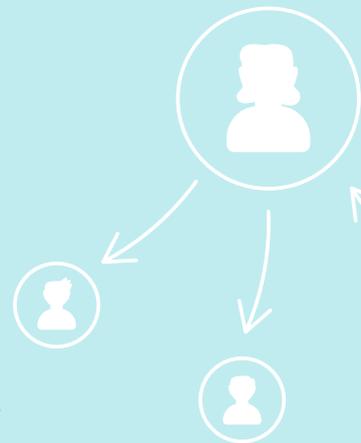
This time, the person's authority has been restricted so tightly that we have only permitted one option to meet the responsibility we gave them. This specificity does two things: it makes worse outcomes more likely and better outcomes less likely.

Let's start with those worse outcomes. What happens if they can't get you a club sandwich? We haven't provided them with any of the parameters of a good decision - we've just given them a solitary example of one - so they're immediately outside the scope of our influence as the delegator. In order for them to proceed, they must either call us to ask for more

guidance or just pick something else and hope for the best.

If they call us, more of our time is taken up, so this is immediately a failure of delegation. But if they pick something else, with no information about the reasons we asked for a club sandwich in the first place, they might pick something we hate. We didn't tell them that we wanted a sandwich and we didn't tell them we don't eat eggs. We just told them one specific way they could meet the responsibility we gave them.

Even if they're able to meet the responsibility the way we requested, things can still go wrong. Let's say they get us the sandwich we asked for, but at the





same time they get themselves an amazing sandwich that the place they visited is famous for.

When they come back and give us our boring sandwich, we will look at theirs with envy. We only asked for a club sandwich because it was safe and easy. We didn't want to spend ages thinking about what to eat because we were really busy.

So instead of trusting them to think and relying on them to make a good decision for us, we threw out the first acceptable solution we could think of. It wasn't like we were specifically craving a club sandwich, we just didn't know about this amazing one.

If we'd just said "any sandwich that doesn't have egg in it", then we'd have ended up with a great sandwich. The person who was going out to get lunch had access to all the options and they had all the information we didn't have.

They were far better placed to make a great decision for us. All they needed was the parameters of what a good decision would have looked like for us.

If we'd given them those, they could have applied their knowledge and situational information and made a great decision for us. Instead, we just gave them one example of an acceptable decision and we got the mediocrity we asked for.

### **Use the broadest authority**

This is what happens when you delegate with restricted authority. When you tell people exactly what to do, you deny yourself the benefit of their knowledge and ability. But when you delegate with the broadest authority possible and provide people with the parameters of a good decision, you make worse

outcomes less likely, better ones more likely and life easier for everyone.

I sometimes think of the authority I give people when I delegate as if it were a fence I place around their responsibility. The fence doesn't just prevent the bad outcomes, it also gives them confidence to know that as long as they stay within the boundaries of that fence the decisions they make are okay with me.

Autonomy is one of the four vital things we all need from work in order to be fully engaged. Successful delegation is crucial when it comes to providing autonomy, so it's a skill every business owner should master.

It can be tempting to attempt to control the exact outcomes when you delegate. But it doesn't work. If you try to do that, you're going to end up constantly disappointed and very busy. And as someone once told me: if you're busy, you're doing something wrong.

# Virtual spotlight falls on industry successes

The British Franchise Awards showcased first class examples of what sector excellence looks like

WORDS BY EMILY PRICE



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

**N**ovember 30 was an historic date in British Franchise Association history, as the bfa HSBC British Franchise Awards streamed live to an audience of almost 1,000 people.

If you're considering becoming a franchisee, I hope some of the winner's stories will provide the motivation you need to join our vibrant industry.

## Next Generation

Focusing on the new blood entering the sector, judges were looking for a relatively young franchisee who had established a profitable franchise, but didn't necessarily have a business background.

Showing tenacity and strength beyond his years, James Burke of ActionCOACH had an amazing story to share. The judges agreed his personal transformation and determination

to have a positive impact on others was inspiring.

## HSBC Best in Class Multi-Unit

This was a new award specifically for franchisees trading for a number of years who had built successful franchise empires.

The four finalists employ well over 10,000 staff and together turned over more than £120 million for year ending 2019.

Leading with his heart and putting people first, category winner Raja Adil has instilled a family ethos at The Adil Group.

This culture has had a trickle down effect and, as a result, all 4,000 employees put their customers and teams first too. This has fuelled robust growth, with individual teams delivering for each of the franchise brands operated by the company.

## Business Transformation

This award showcases franchisees who have taken over an existing franchise and built on its success.

Siva Kugathas from ServiceMaster won this one by successfully taking his business from good to great.

He personally built relationships with customers and staff, meaning the franchise was able to continue to make an impact on people's lives. Staff retention rates,

net promoter scores and customer growth are all exceptional evidence of the transformation.

## Lifestyle

The award is for franchisees who have improved their work-life balance by investing in a franchise.

Judges were looking for people who demonstrated passion and enthusiasm for their business, while living a fulfilling life away from work.

Catherine Watmough of Monkey Music walked away with this accolade. The judges couldn't ignore the fact she uses her talent and passion for music to the advantage of her loyal customers.

## Local Focus

Highlighting the community heart of franchising, the judges wanted to see more than just bottom line results. The winner had to be a franchisee who understood what it means to be an integral part of their community - and there were some amazing finalists.

Aaron Doherty of Footlights took both the Local Focus and People's Choice Award. He's an inspiring entrepreneur who has not let a difficult start in life stop him from improving other people's lives.

He uses his franchise to achieve social change through drama, provides valuable employment scholarships and has developed numerous ambassador and charity relationships to benefit his local area.

All in all, the evening was a roaring success and both finalists and winners were first class examples of what excellence looks like in UK franchising.



*"The awards were streamed live to an audience of almost 1,000 people"*

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We have 10 general sessions that showcase keynote speakers and panelists on business growth, the outlook of the economy, accelerated trends, leading through turbulent times, reimagining your brand, handling international expansion in a COVID-19 world, and other relevant topics that impact your business. Learn from experts and peers and engage in learning both formally and informally through 85 breakout sessions, problem-solving and networking sessions and business solution roundtables. We have content-specific tracks focused on international, emerging franchisors, marketing, franchise development, operations, policy issues/impact, labor and employment and more.

Now is your chance to join us to discover how to manage through change and emerge as stronger leaders, together.

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**Simon Ellson** - ActionCOACH West Hertfordshire

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\*Less than 136 out of the 230 territories are available - all territories expected to be awarded by the end of 2021



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