



EXPERT INSIGHTS

What Franchise



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MAKING A SPLASH
The spectacular success of Puddle Ducks

SMASHING DIVERSITY
The franchise sector is open to all

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19-PAGE SPECIAL

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FROM THE EDITOR



Franchising offers a great way to reap the rewards of being your own boss using the tried and tested systems and know-how of an experienced franchisor that has a vested interest in your success.

That message was delivered loud and clear at the British Franchise Association HSBC Franchise Awards in June, where a number of franchisees and franchisors

were recognised for their achievements - from young male and female franchisees of the year and operators of multi unit businesses to high flying franchisors and brands with an emphasis on social enterprise.

We have something to shout about too, as both What Franchise and Global Franchise were announced as the winner of the bfa Professional Affiliate and Supplier Award for Industry Contribution. It was great to be recognised for our continued support for ethical franchising and our efforts to bring the franchising industry to a wide and diverse audience.

The diverse nature of the industry was also on display at the event, which is why we've taken an in-depth look at the subject in this issue. Far from just a buzzword, research has shown that organisations with higher gender and ethnic diversity were more likely to perform better than competitors that were lacking in this area. Best of all for people wanting to start their own businesses by investing in a franchise, the inclusive nature of the industry means, providing they have sufficient funds, possess the right skill set and are able to follow a proven system, they can!

Elsewhere this month, we look at how becoming a franchisee has changed people's lives for the better, have a special report on how food



and drink franchises can provide proven opportunities in a competitive market and interview Jo Stone, the remarkable co-founder of Puddle Ducks.

Along with her business partner Tracy Townend, Jo has built a small village enterprise into an award winning franchise network that teaches around 20,000 babies and children how to swim every week. As well as discussing the challenges of building her company, Jo provides an insight into what she looks for in a franchisee, as well as some expert advice on how to franchise your business.

While our focus is on the UK franchise industry, we also like to cover topics that effect all business owners.

Avoiding burnout is crucial if you want your business to flourish. Admittedly, for busy entrepreneurs this is easier said than done, but there are some simple steps you can take to avoid the modern day menace, which is now recognised by the World Health Organization as a legitimate medical diagnosis. Tania Diggory, founder of Calmer, which helps individuals maintain good mental health and well-being, reveals all in this issue.

We hope you find your perfect franchise partner within these pages.

Jeff James

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FROM THE
PUBLISHER OF



UPFRONT

Facts and figures from the world of franchising

NUMBER CRUNCHING

93%

THE NUMBER OF FRANCHISEES WHO SAID THEY WERE MAKING A PROFIT IN 2018.

Source: British Franchise Association/



QUOTE ME ON THAT



“When you put people in boxes, it can feel demeaning - discrimination is still discrimination, whether it’s positive or negative.”

*Joshua Barker, Head of Marketing, Neighborly
Read why the franchise sector is open to all in our special feature on diversity in this issue.*

be just as high. We weren't wrong - the impressive growth of the brand so far resulted in 700 franchise enquiries in just 14 days.

TELL US ABOUT YOUR UK EXPANSION PLANS

We're confident the UK will replicate, if not surpass, the US in terms of growth speed and breadth of coverage. Studies show that nine out of 10 parents want their children to learn how to code. We want to provide that service to every community in the UK that will support it.

BEHIND THE HEADLINES

US kids coding franchise Code Ninjas has launched in the UK. We spoke to founder and CEO David Graham to get the inside track.

TELL US ABOUT CODE NINJAS

Founded in 2016, Code Ninjas offers afterschool programmes and camps that teach kids how to code by building video games that they love. Our centres are called Dojos, teachers are called Senseis and our little Ninjas progress through a game-based curriculum made up of nine belts, just like martial arts.

Students work through the self paced curriculum during weekly drop-in visits to Code Ninjas centres.

WHY DID YOU DECIDE TO LAUNCH IN THE UK?

Coding is a global language and with so many cultural and commercial similarities, making the trip across the pond was a natural progression for us. We'd had approaches from investors in the UK asking when we were coming, so we had an inkling that demand would

WHAT TYPE OF FRANCHISEE ARE YOU LOOKING FOR?

People who are passionate about empowering kids to unlock their potential. That could be anyone from white collar professionals looking for a more rewarding career, to IT and technology professionals who already understand the value of learning to code, as well as educators.

The most important thing is being able to follow the proven system. If you're business savvy and are willing to learn the Code Ninjas way, we want to hear from you.

HOW MUCH DOES A CODE NINJAS FRANCHISE COST AND WHAT DOES A FRANCHISEE GET FOR THEIR MONEY?

The initial franchise fee is £24,000, with working capital depending on personal circumstances making an overall investment of between £80,000-£100,000. Franchisees get comprehensive training and a lifetime of support in all aspects of the business.





SAVE THE DATE

Scottish Franchise Week 2019 is taking place in September and the bfa will be holding a series of informative and inspirational events to promote and showcase franchising opportunities. "Scottish Franchise Week is bringing you a host of networking and educational events across 2 days in Glasgow, along with Franchise Opportunities to showcase what the industry has to offer prospective franchisees," states Pip Wilkins, CEO of the bfa.

10 th September	Prospective Seminars
11 th September	Scottish Regional Forum HSBC Social Evening
12 th September	bfa Business Breakfast Ask The Expert Franchise Opportunity Exhibition

For more details go to www.thebfa.org and check out their events.

DRIVING GROWTH

Subway has opened its first drive-thru in the south of England. Situated at a new development in Swindon and conveniently located underneath a Travelodge hotel, the franchise also has seating for 32 customers.

The outlet is owned by Steve and Sue Pasco. The duo own 15 Subway stores in Bristol and the surrounding areas and are also business development agents for the company in the Bristol and West region.

The store is Subway's sixth drive-thru in the UK and Ireland, with existing ones located in Rochdale, Salford, Wakefield, Guisborough and Belfast.



FIT TO FRANCHISE

An award winning gym has announced plans to franchise its business in September.

Opened in January 2018, onePT in Rochdale recently won the National Club of the Year and Regional Club of the Year for the North accolades at the UKactive Awards.

Set up by Dr Neil Fell, onePT provides members with personal training, nutrition plans and assessments, unlimited gym access and a range of classes.

Neil played a key role in the development of Total Fitness health clubs before setting up the sports medicine and human performance facility at St George's Park, where the England national football teams train.

The concept was always designed to be franchised, Neil says, who adds: "We have ambitions both in the UK and abroad."

FLYING START

If you need proof of the benefits of investing in an established franchise brand, read on. The Anytime Fitness franchise in Fleet, Hampshire is celebrating a global record after it opened its doors with 1,396 members.

Owned by franchisee Gurpreet Singh, the UK's 163rd Anytime Fitness club beat the previous record of 1,300 members, which was held by a club in Australia.

Stuart Broster, Anytime Fitness UK CEO, says: "I'm proud that the global presale record is now held by a UK club. This shows both the current network and prospective franchisees the potential of the Anytime Fitness brand and that even in uncertain economic times the fitness industry continues to prosper."

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DIARY DATES

The National Franchise Exhibition
NEC, Birmingham
October 4-5

Women in Business Expo
Farnborough International
Conference & Exhibition Centre
October 16-17

The Business Show
ExCeL, London
November 27-28

The British & International Franchise Exhibition
Olympia, London
January 31-February 1

International Franchise Show London
ExCeL, London
April 3-4



The choice is yours

The four broad types of franchise business you can invest in

WORDS BY CATHRYN HAYES



THE AUTHOR

Cathryn Hayes is franchise director at Revive! Auto Innovations

Always wanted to run your own business, but don't know where to start? Maybe you're fed up with the corporate rat race and want to take your future into your own hands.

Investing in a franchise could be the answer. It gives you an existing brand and structure to operate within, as well as training and support to help you build a successful business, for yourself but not by yourself.

To help you understand what's the right franchise for you, you should consider the different types available:

1 Job or operator franchise

These owner operator franchises are usually home based, which keeps overheads down to a minimum. The franchisee is the key driver of the business, although as the business grows it may be

possible to take on staff and step back a bit from the day to day running of it.

Costs are often at the lower end of the franchise range, so they are a good opportunity to get into business without having to take on any property leases or other big financial commitments at the outset. There are a wide range of opportunities in this lower cost bracket, including children's activities, window cleaning, oven cleaning, van-based sales and delivery franchises.

2 Management franchise

The franchisee manages the business operations, typically with employees carrying out the work involved. These will often be in the business to business sectors.

Your leadership and organisational skills will be relevant to this type of franchise, as you will need to drive the business forward

and manage your team. You will often need higher levels of working capital and office premises could be required.

Typical franchises in this category could be in the care sector, expense reduction franchises, commercial cleaning or franchises where you will be managing a team of people delivering the services you provide.

3 Retail and fast food franchises

This type of franchise needs a much higher investment level at the outset, as premises will be required, normally in good locations, so there's plenty of footfall to generate sales.

Many of these franchises will expect their franchisees to run multiple outlets and sometimes a development agreement will be signed, committing the franchisee to opening an agreed number of outlets within a set period of time.

4 Investment franchise

This type of franchise needs a significant amount of financial investment and the franchisee will not normally expect to be working in the business on a day to day basis.

An example of this type of operation could be large hotel chains, where the franchisee is a corporate investor who already has an executive team in place to take on the business operations.

Although buying a franchise should reduce the risk of going it alone, it stills involves lots of hard work and commitment on your part to ensure success. Therefore, you need to make sure the business is one you will enjoy and can see yourself doing day to day, so always do your research at the outset.

"Owner operator franchises are usually home based, which keeps overheads down to a minimum"



Winners of bfa HSBC Emerging Franchisor of the Year 2019

“The fact Radfield Home Care has taken this top award, is testament to the company’s values and culture.”

Pip Wilkins, bfa CEO



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A franchise will change your life

Embrace the positive effects the smart route to self employment can have

WORDS BY LINDA WHITNEY

A franchise will change your life. All franchisees will testify to this.

Changing your life is exciting, but it also involves risk, which can be frightening. Fear of change sounds weak, but rebranded as caution it's a positive feeling that encourages you to investigate the potential changes, how you feel about them and how the risks can be mitigated.

While the changes are different for each person, some changes face everyone investing in a franchise.

Goodbye monthly salary

Most new franchisees have formerly been employees and the lack of a regular pay cheque can be frightening.

Dugan Aylen, head of franchisee recruitment at franchise consultancy The Franchising Centre, says: "This is one of the biggest fears, but planning how you handle the transition can alleviate the fear."

It may take around two years to replace the salary you earned as an employee, but you can plan and budget for this.

Dugan says: "This is no different from the kind of forward planning you do with employed income. Your business plan should take into account the money you will need to fund your own life as well as the business, until you get into profit."

If you are investing savings, set aside a calculated sum to cover this or assuming you start the business as a limited

company, you may be able to borrow the money. "Paying yourself an income as part of a loan is not the same as a salary, but it can help keep you going until the business starts to pay you directly," Dugan says.

Changes for others

"Doubts on the part of spouse and family are the most common reason I see for people failing to invest in a franchise," Dugan says.

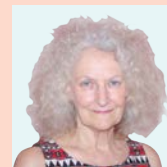
He explains that often the motivation to set up a business is the result of your painful experiences as an employee. However, your spouse has not been on the same journey and

"It may take around 2 years to replace the salary you earned as an employee"

does not understand why you want to become self-employed. Often, they will worry about a drop in your income.

"It's important to explain to your closest circle, right from the beginning, why you are planning to invest in a franchise and what the practical and financial arrangements will be," Dugan says.

"You may have to work hard to convince them this is a good idea, but your



THE AUTHOR

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



experience of selling the idea to them will stand you in good stead for being a successful franchisee.”

Franchise recruiters usually want to speak to your spouse as well as you when you are considering a franchise to ensure they fully support your idea.

Changing your skills

All franchises require sales skills and the majority of aspiring franchisees assume they don't have them. Worse, they are often afraid of selling. However, most people have sold ideas - they just do not recognise it as sales. If you have ever talked enthusiastically about a new product or service you've received or convinced a friend to try out a particular restaurant, you have sales experience.

Ian Christelow, co-founder of business coaching franchise ActionCOACH UK, says: “Most franchisees struggle with the sales process because they think it is something scary like cold calling. They worry about someone saying ‘no’ to them or because they don't know where to start.”

If you're afraid of selling, explain this to any franchisor you are talking to. They will explain their methods and the training they provide. Few use hard sell sales techniques these days - they rarely work - preferring relationship selling and networking. Many provide you with leads, so there is no cold calling.

Being your own boss

“I could never get anything done if I didn't have a boss to tell me what to do and when.”

The self-employed frequently hear this from friends who are employees and it's true that some people find it hard to work without the boss breathing down their neck.

However, it's amazing how motivating the prospect of no pay cheque can be and most franchisors have systems to help you organise your work, such as customer relationship management software, route planning software, accounting systems and monthly reports that must be completed. You just have to adapt to a different organisational system and most franchises have a franchise manager to help you adjust.

Changing ‘the employee mentality’

While being a franchisee means you are not in business alone, you are not an employee. You are responsible for your own success.

However, unlike someone who starts a business entirely alone, you always have someone to help you. Support from the franchisor is part of the franchise package

you buy, so make use of it.

“Franchisors typically offer telephone help to franchisees, sometimes 24/7, so if you have a problem or a question, call them,” Dugan says. “Don't be too proud to ask any question, however simple. Many franchisors say that the franchisees who asked the most questions at the start are the ones who go on to be the best performers.”

Some things won't change

If you think a franchise will banish all the unhappiness you felt as an employee, think again. Even successful franchisees have bad days. There will likely be nights you lie awake worrying, often about things no employee has to fret about, such as VAT returns, employee problems or the accounts.

“It's not always going to be easy being a franchisee, but hopefully there will be many more good days than bad. In any business, you must expect downsides as well as upsides - just as you would in a job.”

“Planning how you handle the transition can alleviate the fear”



CHANGE IS NEVER GUARANTEED TO GO WELL

There are people who do not weather the change to franchising.

One franchise consultant says: “I knew a man who went from a white collar role in marketing to a mobile franchise. He started by driving a van, but with a view to moving into a management and marketing position in the business later.

“He found it hard being a van driver, taking a cut in income and being treated by clients like a blue collar worker. He's now back in marketing, as an employee.

“It was not the end for the franchise though. His business partner replaced him with a van driver and the franchise was so successful that it later sold for far more than the initial investment.”

The lessons? However carefully you prepare for change, there is still a risk you will not like it. Before investing in a franchise, spend time with existing franchisees doing the job. Practical experience will tell you things that no amount of discussion ever can.

I MADE MY SECRET DREAM A REALITY

"It was always my secret dream to own a hair salon, but I had no hair or beauty qualifications," Magda Deaconescu says. Nevertheless, she became the first Just Cuts hair salon owner in the UK in March 2019.

Now she owns two salons and says: "This is my dream career and I still get to take my two daughters to school and attend their activities.

"As a software developer in South Africa, I didn't enjoy sitting behind a computer all day, so when I moved to the UK I became a project manager in the NHS. That gave me management and client communications experience, but when the children came along I became a stay at home mum."

When Just Cuts was launched as a franchise in the UK by its Australian franchisor, Magda invested.

"I always wanted my own business and I'm fascinated by hair and beauty," she says. "It's empowering to see a client walk out of the salon with a spring in their step, transformed.

"It's a huge change from my previous careers, but I love working with the staff and interacting with clients - and I can bring my two girls in after school, so it's great for work-life balance."



"This is my dream career and I still get to take my two daughters to school and attend their activities"



BREAKING THE TIES OF RED TAPE

A world trip and a franchise helped Guy Baldwin-Brown escape red tape. He launched his Snap-on franchise in Ellesmere Port in 2009. Guy studied to be a PE teacher, but soon decided it was not for him and joined the fire brigade.

He says: "I loved the active job, changing scene and helping people, but then accepted promotion. It meant sitting at a computer all day working on strategy and policies and it didn't suit me. I wanted to escape the public sector and its red tape."

Guy resigned, went backpacking around the world with his wife and came back determined to be his own boss.

"I'm out on the road selling tools to garage staff, meeting different people daily and enjoying the thrill of making sales," he says. "I'm in charge of my own income, earning more than I would have in the fire service and seeing more of my wife Helen and our girls, Isabella, seven, and Molly, four. I've escaped the office - and the red tape."

"I'm in charge of my own income, earning more than I would have in the fire service and seeing more of my wife Helen and our girls"

I LEFT THE LONG HOURS CULTURE BEHIND

Gary Riches, a former HGV driver and transport manager, says: "I was working 11-hour days, extra at weekends and was a retained firefighter too. I was making good money, doing 70-hour weeks, but something had to give.

"I'd take my kids to the cinema and sleep through the film. I was grouchy and snappy. Eventually, the stress made me feel like I was having a breakdown. My GP sent me to a counsellor and when she heard about my lifestyle she said: 'You're not getting enough sleep. It's killing you.'"

Keen to work for himself, in 2012 Gary bought the Colchester Driver Hire recruitment franchise - a resale - with three staff. "I had the transport experience and the franchise provided the recruitment training," he says. Turnover is now over £1 million a year.

"Now I work 8.30am to 5pm and I'm in charge of my own workload," Gary adds. "It's hard work, but I love it. Family life is better, my wife is happier and I can go to midweek Norwich City games."

Last year he had a three-week holiday for the first time ever and this year he is taking two-day holidays every month - so far, to New York, Germany, Cromer, Sicily, Germany and York.

"I could cut my staff numbers and make more profit, but it would mean longer hours, for me and them," Gary says. "If more workplaces adopted this attitude, there would be fewer mental health problems."



"Family life is better, my wife is happier and I can go to midweek Norwich City games"



"I used to hate working inside buildings because I've always loved the outdoors. I'm from Malta and used to holiday in England just to see the countryside"

I ESCAPED TO THE OUTDOORS

Clinton Bondin used to work in a dark printworks. Now he runs a Countrywide Signs franchise from an office in the Peak District.

He says: "I used to hate working inside buildings because I've always loved the outdoors. I'm from Malta and used to holiday in England just to see the countryside."

Six years ago Clinton moved to the UK and in 2015 became the Huddersfield franchisee with Countrywide Signs, driving around his territory managing sign boards for estate agents. He now has three territories, a team of five drivers and is usually office based, managing the business and setting strategy, but he still loves to get outdoors.

"Our office overlooks a farm and if I want space to think, I go out and look at the animals - they have lamas, sheep and horses," Clinton says.

"I still go out in one of the vans if we are short staffed or if there's a new territory to learn about. I particularly love one of our rounds in Nottinghamshire, where the countryside is especially lovely. I like to take my lunch and sit outdoors listening to the birds.

"Even in the winter, the snow makes the Peak District particularly beautiful. We're lucky - the business is growing and all of us are very busy, but driving around managing sign boards means we can appreciate the scenery every day."

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Junior Einsteins Science Club®

By now **Junior Einsteins Science Club®** is a household name. Thousands of children in Ireland have been a "Junior Einstein" at science birthday parties, science camps, school science events or seen their amazing science show in action at many of the family events and festivals across the country."

The company has been growing its franchise offering since winning top prize at this year's Richard Branson's Voom Pitch Competition and extending its business globally. "This is Brilliant, I want my grandkids doing this" – *Richard Branson on JuniorEinsteins Science Club*

"We teach participants; how to think...not what to think', which prepares students for the unpredictability of the future challenges they will face in our constantly changing world." *CEO Tracey-Jane Cassidy MA MSc*

The benefits of Joining the Junior Einsteins Team are many. The business can be run as a home-based mobile franchise. Recurring revenue is generated and their is significantly high turnover potential. Comprehensive training is provided.

All Junior Einsteins Science Club franchisees will receive initial equipment required to run events and a programme of continuous ongoing support and training as well as full access to our bespoke booking system. Prospective franchisees should be ambitious & hard working. An enthusiastic science-lover with a disciplined approach to business. They would ideally be fun, independent and personable. If you feel you have what it takes to become a Junior Einsteins Science Club® franchise owner and join our network of selective franchisees, simply contact Franchise@junioreinsteinscienceclub.com

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PROFITS ON A PLATE

Forward thinking food and drink franchises provide proven opportunities in a competitive market

WORDS BY LINDA WHITNEY



THE AUTHOR

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

Everybody has to eat, so setting up a food business should be a sure-fire winner. Yet opening up your own restaurant or takeaway can be risky.

An average of two restaurants closed each week in the year to the end of March 2018, according to analyst CGA and corporate advisory firm AlixPartners. Casualties included upmarket and independent establishments, as well as casual dining chains.

Just ask Jamie Oliver. His Jamie's Italian chain, which boasted 42 restaurants at its peak in 2015, went into administration in May this year. Even though his expertise in the food business has earned him a personal fortune estimated at £150 million, he has admitted that 40 per cent of his ventures have ended in failure.

CHALLENGES FACING FOOD BUSINESSES

Karl Chessel, business unit director at CGA, in the fourth Future Shock report produced in

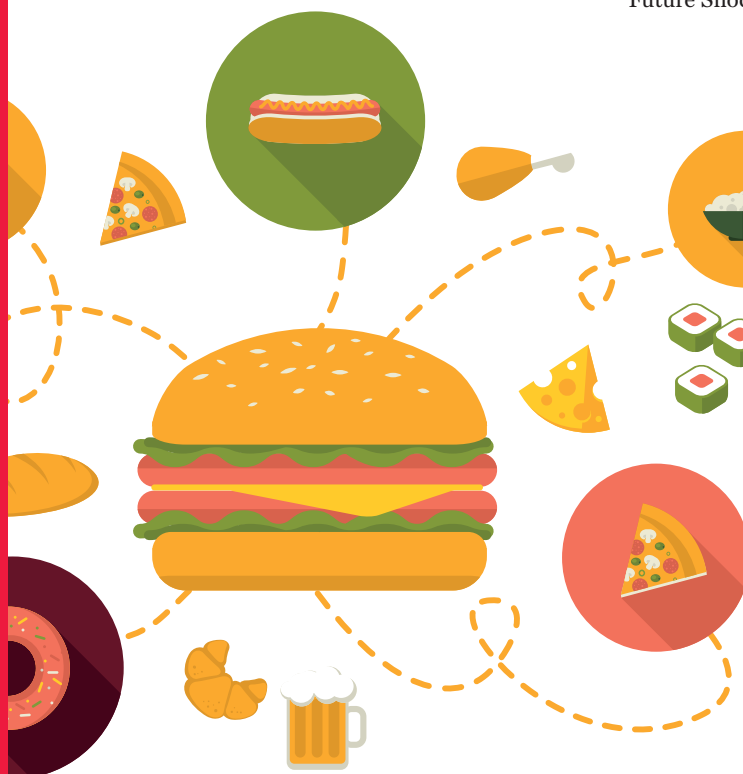
conjunction with trade association UKHospitality, says: "Like for like sales growth is sluggish, key input costs are rising and competition is fiercer than ever."

However, people are still going out to eat and drink and in the last four years a net 4,000 new restaurants have opened. Fast food outlets averaged 61 per 100,000 people in 2018, up from 47 in 2010. But more outlets does not mean higher sales or increased profits. The Future Shock report showed like for like sales grew by just 0.6 per cent in the year to August 2018

4 TRENDS TO LOOK FOR

If you're considering a food and drink franchise, look for one that addresses one of these four trends:

- 1 Healthy food.** Research by trade association UKHospitality and analyst CGA found that nearly two thirds of eating and drinking out customers said they tried to lead a healthy lifestyle. Healthy food franchises are becoming more common.
- 2 The rise of food and drink businesses in 'third space' venues,** such as community spaces, events and festivals. A survey of food and drink supply sector leaders showed that 50 per cent of them listed festivals and events as among their top three marketing targets in 2018. This is likely to be an ongoing trend. Does the franchise address this market?
- 3 Home delivery.** While sales of food and drink in restaurants and bars have been flat recently, the home delivery market has been booming. In the last six months of 2018, figures showed that 58 per cent of the UK's adult population had had food delivered to their home.
- 4 Ethical sourcing.** Consumers want to know where their food and drink comes from and that it's ethically sourced. Coffee chains have been promoting their fair trade credentials for some time and this is spreading to other food and drink sectors.



and that many large brands were relying on new openings for sales increases.

“New openings are fuelling growth, but have pushed the market towards saturation point,” Karl says.

Restaurants and pubs face food price inflation of 11 per cent, driven partly by the Brexit effect on currencies, and staff costs are rising. Finding staff - especially chefs - is getting harder. Meanwhile, restaurants and pubs face increasing competition from home delivery services and the rise of pop-ups and events catering outlets.

But it's not all gloom and doom, according to Karl, who adds: “There are plenty of opportunities too. Forward-looking operators who properly understand the habits, needs and motivations of different consumer groups, and who deliver memorable experiences, can still thrive.”

“In the last four years, a net 4,000 new restaurants have opened”

DON'T ABANDON YOUR DREAMS: A FRANCHISE COULD BE THE ANSWER TO THEM

Despite the bad news, many people still dream of welcoming the hungry and thirsty public into their own food outlet, be it a five star establishment or a neighbourhood takeaway. So rather than abandon the idea of setting up a business in the food and drink sector, it's worth looking at franchise offerings, because a franchise may well be a

IS FOOD AND DRINK FOR YOU?

Is food and drink for you?

A food and drink franchise won't suit everyone. If you dream of setting up a restaurant to showcase your own personal style of cooking, it's probably not for you. However, food franchises are not just about profit and nothing else - you must care about quality and customer service as passionately as the most dedicated chef patron.

Consider a food or drink franchise if:

- You have spent time front of house in a pub, restaurant or fast food outlet. It's hard on the feet and the face - the pressure to smile at customers can become wearing after a few hours. Some people just can't take it.
- You care passionately about quality of food and service. Customers can soon detect 'don't care' attitudes and franchisors will be expecting high standards too.
- You want the safety of an already established brand and don't mind the need to conform to the preset standards that go with it.

Think carefully if:

- You are not prepared to put in long hours. Most food and drink franchises, even where you're the manager rather than front of house, require long hours.
- You are not willing or able to make a fairly hefty investment. A high street coffee shop or takeaway can cost hundreds of thousands of pounds. Don't let money rule you out though: you can start a mobile coffee and snacks delivery franchise, such as Cafe2U, for under £20,000.
- If you have had no catering and hospitality shop floor experience. This is a Marmite sector - you either love it or hate it. If you have none, try working in a pub or coffee shop part-time to see if you enjoy interacting with customers enough to do it all the time or ask franchisors if you can spend time working in their outlets. Even as a manager, you need to understand what customers want and the pressures your staff are facing.
- You are not keen on expanding to multiple outlets fairly soon. Many food and drink franchises - fast food franchises in particular - expect franchisees to open extra outlets within months of starting the first one.



less risky way of getting into it.

With a well established franchise, you get the benefit of an existing brand that consumers recognise and a tried and tested business model. The franchisor should provide help choosing a suitable site, which is particularly important in the food and drink sector, where walk in trade is usually your largest source of income.

Added to this, the franchisor should be able to help negotiate site leases with commercial landlords, who will often only deal with big businesses with a long track record of success. You will be able to access sites that would normally not be available to small start-ups.

Franchisors, especially in the fast food sector, know what sells to their target customers, provide delivery of the necessary products and help you fit out your business with everything from ovens to tableware.

All this means a franchise is likely to be far less risky than starting up alone. Nevertheless, starting a food and drink business with a franchise

is not totally without risk. You need to be realistic about what it can offer and do your research carefully.

EXPLOSIVE GROWTH HAS BROUGHT FIERCE COMPETITION

Franchise consultant Len Rainford, says: "The food and drink sector has seen a huge success over the past few years, but this explosive growth has also brought fierce competition and increased commercial rent and rates for everyone involved.

"Oversaturation is another major problem, with some companies having too many franchisees competing against one another, often in secondary locations and poor catchment areas."

Make sure the management team of the franchise you're contemplating investing in is responsive to changes in the sector. "In this market, there is always a need to change in line with customer's expectations and franchises that don't, have suffered," Len says. "Wimpy is a

good example, going from over 500 outlets to around 80 in the UK because of its failure to adapt to consumer preferences."

As well as checking out the franchise management and its future plans, talk to as many franchisees as possible to gauge the level and quality of support they get. "A franchise is only as good as the collective value of its franchisees and it's essential that franchisors help their franchisees to achieve maximum potential," Len says.



Robbie Jones

"I had a desire to unleash my entrepreneurial spirit"

GROWTH POTENTIAL ATTRACTED FORMER BANKER

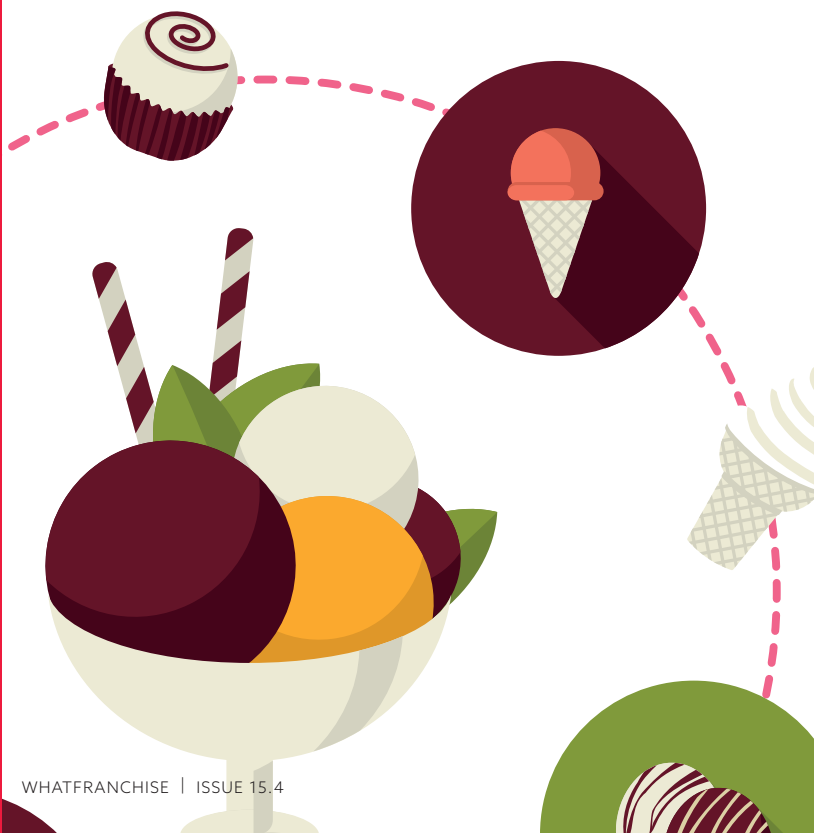
The food delivery sector attracted former senior banker Robbie Jones. He is now the Wiltshire Farm Foods franchisee for Newcastle, Northumberland and the Scottish Borders, running a service that delivers ready made foods, mainly to elderly people at home.

Robbie says: "I had a desire to unleash my entrepreneurial spirit and wanted a business with a strong social conscience and customer service ethic."

"I was immediately struck by the strength of the brand, the quality of the product and the importance placed on customer service. The growth potential was significant in terms of market share and our target market is growing."

He was also attracted by the Wiltshire Farm Foods business model: "It is straightforward, relatively low risk and there is support from the franchisor when you need it. It has taken hard work and dedication, but with our fantastic team we are achieving our objectives and having fun in the process."

"Make sure the franchise you're contemplating investing in is responsive to changes in the market"





Steven Prime

“Franchising is the ideal way to open your very own store”

MY FRANCHISOR HELPED ME SURVIVE THE STORM

Steven Prime became an Esquires Coffee franchisee in 2008. He says: “The franchise business, like any other, has its ups and downs and I have experienced both sides in the hospitality sector, but it’s taught me that the important thing is to keep going and with your franchisor on your side you can get out the far side. I’m happy now driving my own business and my franchisor has helped me survive.”

When Steven wanted to start his own business, his dad, who was in hospitality, suggested he consider a franchise. Steven

chose Esquires Coffee. The UK was in recession and he was only 22, so it took five funding refusals before he got a loan from NatWest and opened his Esquires Coffee shop within Coventry Transport Museum.

“After struggling through two tough, recessionary years with advice and help from Esquires and my family, it got into profit in 2010,” Steven says, who earned himself the British Franchise Association Young Franchisee of the Year Award on the back of his success.

By 2015, he had the money to open a second outlet, in a shopping centre. “I researched all the numbers, compared the site to those of other Esquires stores and felt confident enough to sign a lease with the centre’s landlord,” Steven says. “Unfortunately my numbers, which were based on footfall figures provided, were not being met, with the centre experiencing a huge drop in footfall, information that was not provided to us at the time.”

Steven approached the landlord on this basis for a reduction in rent: “Initially they were understanding, but suddenly changed their minds and demanded the full rent overnight. Following a breakdown in communications, I had no choice

but to ask to get out of my lease and was pleasantly surprised when they agreed to it with no extra charge. Clearly, there was a mutual benefit here that I was not aware of at the time.”

The benefit to the landlord turned out to be a larger, corporate group willing to pay more rent. “I learnt that success is not just about location, but about finding a good, progressive and probably smaller landlord - as I have at the Transport Museum,” Steven says.

“You need a mutually beneficial relationship with your landlord and your franchisor. In my case, the power Esquires had, as a bigger business than mine, helped when I was negotiating with the landlord.”

He adds: “I’d still recommend anyone wanting to get into the food and drink business to do it via a franchise. It marries your enthusiasm and skills with a proven model and if you choose a franchisor you can work well with, they will support you.

“Indeed, when you join a franchise like Esquires Coffee, you gain the support of an industry leading brand with huge customer loyalty, while also being able to run your own unique coffee shop in the heart of your community. This balance of business support and personal freedom makes franchising the ideal way to open your very own store.

“Esquires listened to me and now I’m building up the business again, I know they’re interested in my continued success.”



RAISE A GLASS

CAVAVIN, the French franchised wine merchant, is looking for partners to grow its business in the UK

CAVAVIN, is the French leader of franchised wine merchants. Franchising its business since 1996, it now has over 150 franchisees.

Founder and chairman Michel Bourel is in his second term as president of the French Federation of Franchise, while CEO Olivier Mermuys, who is Michel's son in law, joined the company in mid-2016 to continue to internationalise its development.

CAVAVIN has over 11 units in the UK, Belgium, Switzerland, Luxembourg, Ivory Coast, Guyana, Reunion Island and Congo.

UK FRANCHISEES

One of the company's UK outlet is in Sheffield, where 'le bon vin' was the first international partner, and has

been established in 1986.

Building an extensive network of trade and retail customers over the years, the company has grown from strength to strength and Patrick Jouan, along with his Yorkshire born wife, Dianne, employs a tight knit group of over 20 staff, reaching a turnover of £6 million last year.

Another CAVAVIN wine shop was opened in Hertford, Hertfordshire in mid-2017.

Both operations benefit from CAVAVIN's large range of French and world class wines and spirits.

The UK is a priority for CAVAVIN because, thanks to its key success factors and its two successful UK franchisees, the company knows there is room for a differentiating positioning on a market oriented on good value for money and wide ranges.

WIDE RANGE OF SUPPLIERS AND PRODUCTS

The company and all CAVAVIN wine shop franchisees share a strong spirit of entrepreneurship and have common strengths, thanks to CAVAVIN's franchise logistic and purchasing power.

CAVAVIN has long-term partnerships with 150 international vineyards. It offers 2,000 authentic and exclusive products at competitive prices because for many suppliers the company is their main distributor, representing more than 50 per cent of their own sales.

As a result, franchisees can offer more affordable wines and spirits than their competitors do.

EACH CAVAVIN WINE SHOP IS SINGULAR

Depending on each shop's location and customer portfolio, CAVAVIN and its franchisees fine-tune a selection of 600 products out of the 2,000 wines and spirits available on the company's logistic platform.

Each wine shop offers a selection of wines adapted to its customers and each franchisee can buy out of the logistic platform up to 30 per cent of additional beverage products (wines, spirits or beers).

Each entrepreneur or investor can use the CAVAVIN franchise to develop the business model they want, whether that's owner operator, a multi-channel company or multiple units.





More than a wine shop, CAVAVIN has created a modern, refined and enhanced universe for the wines and spirits it presents”

DIFFERENTIATED MERCHANDISING AND EFFICIENT CUSTOMER EXPERIENCE

More than a wine shop, CAVAVIN has created a modern, refined and enhanced universe for the wines and spirits it presents.

The wide range available is underlined by a warm and friendly atmosphere. The customer experience is reinforced thanks to the wideness of the ranges at affordable prices. Each customer can understand quickly the way the wines and spirits are presented per region and per price positioning.

The Wine Sign is a customer oriented experience used to recruit new customers and gain their loyalty. It can be sold through a wine tasting animation or a Do It Yourself animation if the customer buys a box.

Once each participant has answered questions on six wines and six questions on their cooking preferences, an algorithm defines their own ‘wine sign’ and sends them a personalised wine cellar book, which details the CAVAVIN wines that will suit their tastes.

Based on this knowledge of each customer, CAVAVIN franchisees can send them information on products suitable for their tastes, including newsletters, invitations for tastings and special offers.

TRANSFERRING ITS KNOW-HOW TO FRANCHISEES

From the feasibility study to the opening of the store, CAVAVIN assists franchisees with the validation of the location, technical and commercial assistance, transmission of know-how and assistance with launching the store.

The company also helps franchisees design and fit-out their wine stores, specifying their decoration.

Franchisee training lasts for three weeks:

- + One week devoted to products with all wine areas training, including food pairings and high end wine.

- + One week in an established CAVAVIN wine shop, where training on wine advice and sales takes place.

- + One week of tools training at CAVAVIN headquarters in La Baule, France.

EXPRESS YOUR SPIRIT OF ENTREPRENEURSHIP

CAVAVIN offers prospective franchisees three different franchise options:

- + You can run your business as an owner operator, which is what CAVAVIN’s Hertford franchisee does. Year three average turnover target is around £300,000.

- + A multi-channel approach, which is what CAVAVIN’s Sheffield franchisee took. This business employs 28 people, deals with hotels and restaurants and trades on the internet, in addition to its bricks and mortar wine shop business. 2018 turnover was £6 million.

- + A multi unit business, with supervisors monitoring each unit’s results.

MORE INFORMATION

Visit www.franchise-cavavin.fr/en or email o.mermuys@cavavin.eu.

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Brave decision

Kareemaa Musa became a Subway franchisee as a tribute to her late husband



Taking the leap into business ownership doesn't always come easily, especially when going it alone.

One of Subway's most recent franchise owners, Kareemaa Musa, took the brave decision to continue with the plans she started with her husband after he sadly passed away.

The couple investigated locations in both Barnsley and Derby, but while waiting for a new store location to become available Hamid passed away suddenly due to a heart condition.

POSITIVE EXAMPLE

After taking some time to reflect, Kareemaa made the bold decision to continue with the Subway franchise in tribute to her late husband, but also as a positive example to her two daughters, aged thirteen and nine.

Kareemaa says: "I think it was probably the hardest decision of my life. My business development agent, Rachana, was fantastic. She didn't pressure me into making a decision - in fact, she said I could

walk away from it if I wanted to.

"It was my girls who gave me the courage and self belief that I could do it on my own. I explained it would be a very busy time, but they backed me all the way. I decided I wanted to do it for them, to show them that whatever happens in life you can still be a success."

In early 2018, a new site became available at The Peel Centre in Barnsley - a place Hamid had said would make a great location for a Subway store. Kareemaa jumped at the opportunity and started the process of leasing the unit from the landlord.

As with all new franchise owners, Kareemaa completed two weeks of training at the Subway training centre in Cambridge.

"The training was brilliant," she says. "It made me feel so much more confident. I realised I could do this and would have the support of the business development team, which is the beauty of being part of a franchise network."



AT A GLANCE SUBWAY

Established:
1965

Number of franchised outlets:
43,000 globally

Location of units:
worldwide

Investment range:
£85,570-£221,240

Contact:
0800 0855 058 (UK) or 1800 413 076
(Eire). franchiseopportunities@
subway.co.uk

www.subwayfranchising.com

"It was my girls who gave me the courage and self belief that I could do it on my own"



EXPERT ADVICE

All Subway franchise owners have access to a local business development team, who provide support during the opening of a new store and beyond. Made up of a team of Subway experts, franchise owners can look to them for support and advice, seven days a week.

"The training taught me so much about the importance of customer service," Kareemaa says. "This is something that stayed with me and was a crucial factor in selecting staff for my store."

"I also completed 40 hours of in-store training, working in one of my business development agent's stores, where I was able to get hands-on and understand what is required to run a Subway - from serving the customers and making sure the store was clean, through to managing other members of staff."

Appetite for a new career?

Muffin Break franchisees benefit from the backing of a global brand

The Muffin Break brand was created almost 30 years ago and now the company has opened more than 300 franchised cafés worldwide.

The first UK café bakery opened in Derby in 2001 and since then, Muffin Break has gone from strength to strength, with over 65 outlets in the UK from Aberdeen to Eastbourne and further expansion planned.

RELIABLE AND TRUSTED

Muffin Break's success is based on using the best ingredients, locally sourced and seasonal where possible, as well as the fact that all its food is baked and freshly prepared in the instore kitchens, giving it a significant competitive edge.



Menus are constantly expanding and evolving and franchisee feedback and product ideas are always welcomed. The company has also developed its own award-winning signature blend coffee using the finest coffee beans.

Becoming a Muffin Break franchisee gives owners the opportunity to run their own business while benefiting from the experience and expertise of a global brand.

Craig Free, who opened his first franchise eight years ago, believes that his "hard work and commitment, coupled with the strength of the fresh food choice, luxury coffee and contemporary shop design" have enabled him to expand and open a further ten outlets nationwide.

EXCEPTIONAL TRAINING AND SUPPORT

Exceptional training and operational support is provided to all franchisees, while an in-house marketing team delivers national campaigns and local store marketing initiatives.

Muffin Break has strong relationships with major retail landlords, which ensures first choice of prime retail sites. Once a site has been chosen, the company will design



AT A GLANCE MUFFIN BREAK UK

Established:
2001

Number of franchised outlets:
65

Location of outlets:
nationwide

Investment range:
£250,000-£270,000

Minimum capital required:
approximately £70,000

URL: www.muffinbreak.co.uk

Contact: franchisee@muffinbreak.co.uk,
01223 308781

“The strength of the fresh food choice, luxury coffee and contemporary shop design”

the store, manage the construction programme, supervise store fit out and provide all necessary equipment.

In addition, the company provides help with business planning, training, baking and barista skills, staffing and product presentation. Muffin Break charges a franchise fee of 6 per cent of net sales and an advertising fee of 2.5 per cent of net sales.

Hamid Qayyum, a franchisee in Kent and Essex, explains: “The continual operational support has enabled me to grow my business rapidly and expand - I purchased my seventh store this year.”

CREATE YOUR OWN BUSINESS

Muffin Break gives franchisees the opportunity to run their own business, while being part of an internationally recognised brand with a proven track record in the UK, Australia and New Zealand.

Joining a network of experienced industry professionals allows new business owners to create their own business path in order to achieve goals and fulfil lifestyle dreams. The company understands that franchisees businesses are their own, but will support you and nurture your business without running it for you.



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30 YEARS
EXPERIENCE

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o.mermuys@cavavin.eu

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UK

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LUXEMBOURG

SWITZERLAND

IVORY COAST

CONGO

Wake up and smell the coffee

Cafe2U, the world's largest mobile coffee business, looking for its next success story



Cafe2U is officially the UK's premier mobile coffee business. Since 2004, they have been providing their customers with a welcome break to their working day through a gourmet coffee experience that simply cannot be recreated in the workplace.

Their growing network of almost 100 vans, serves thousands of satisfied customers every single day in "non-traditional" locations all across the UK. From office parks and industrial estates, to community and sporting events - they are ready to serve!

"Our baristas love what they do and it shows"

NOT JUST A COFFEE EXPERIENCE

Cafe2U are different from any other coffee business. They take pride in delivering at a consistently high-quality, whether it's coffee, food or customer experience. They

recruit, train and support the best franchisees to the utmost of their ability and more importantly, they really do care about their customers, their people, their suppliers and the planet.

The vast majority of their baristas are franchisees - independent business owners who are passionate about delivering a consistently high-quality experience. Each and every one of their franchisees and employees are trained to weigh the coffee to one-tenth of a gram from the grinder and then to time each shot to the second, producing the perfect cup of coffee every time. "Our baristas love what they do and it shows," says Martyn Ward, CEO. "The coffee industry is booming and we are looking for our next success story. The industry is now worth more than £9.6 billion in the UK - and growing."

For more than 14 years, Cafe2U has been providing opportunities for small business entrepreneurs to profit from this explosive growth with its



AT A GLANCE CAFE2U

Established: 2004

Number of franchised outlets: 90

Location of outlets: All across the UK

Investment range: From £19k-£75k

Minimum capital: £10,000

Contact: Martyn Ward

0113 232 0118

cafe2u.co.uk

high margin / low overhead business model. More than 250 people are now running their own successful Cafe2U businesses, making it the largest mobile coffee business in the world and the fourth largest coffee brand in the UK.

VALUABLE SUPPORT

Each Cafe2U franchisee receives a comprehensive four week training package at the Cafe2U Academy in Yorkshire. Our Acceleration Package is proven to propel a new franchisee to a level that would usually take at least three months to achieve, both in terms of skills and revenue.

The ongoing support and coaching provided by a franchisor is as important and valuable as the initial training. Our support is designed to suit your needs at different times of your franchise journey. Through a system of phone calls, visits, operational updates, and opportunities to meet other franchisees. You really are in business for yourself, not by yourself. Interested? Get in touch

Training includes:

- Comprehensive one week training in barista skills and business processes
- One week's supervised in-territory pre-launch activity
- Two week's business launch accompanied by your Franchise Development Manager, helping to fast track the development of the business and find customers
- Guaranteed revenue of £275 per day during launch



BECOME YOUR OWN BOSS, TODAY

By joining the Muffin Break franchise family you can benefit from being your own boss, alongside the expertise and reputation of an established bakery cafe business. We have over 17 years of experience in the UK market under our belt, not to mention our international successes, we've done this before! We have an expert team of people in place to support you.

WELL CONNECTED: Strong relationships with landlords to acquire prime retail sites.

MAKING YOUR STORE A REALITY: We design each store to make best use of your site. We manage the construction programme for you. We supervise the fit out, ensuring you get the perfect environment with equipment of the highest quality.

THERE FOR YOU: We give you advice and full intensive online and in-store training on everything from baking to business planning, marketing to product presentation.

FANTASTIC FOOD: We love good food and constantly develop fresh and delicious recipes within our dedicated product team.

THE BEST COFFEE: You're going to love making and selling our coffee. It's second to none, with beans sourced from eight of the world's best coffee growing regions.

THERE WHEN YOU NEED US: We're there when you need us and we step back when you don't. We understand that our franchisee's businesses are their own. We support and nurture your business, we don't run it for you.

If you are interested in investing in a Muffin Break Franchise, please contact Heather in the Franchise Recruitment Team on:

E: franchisee@muffinbreak.co.uk

M: 07824 880273

W: muffinbreak.co.uk



Passionate about Pretzels

Auntie Anne's, the world's largest soft pretzel chain, is searching for franchisees to share in their success



AT A GLANCE AUNTIE ANNE'S

Established:
1988

Number of franchised units: 38

Location of outlets: 39 in UK and Ireland

Investment Range: £145,000 - £180,000

Minimum capital required: £40,000

Contact: Victoria Gale,
franchising@auntieannes.co.uk

www.auntieannesfranchising.co.uk



FROM HOT DOGS TO PRETZEL PIZZAS

Whilst they are best known for their delicious soft pretzels, they have evolved from the classic original and cinnamon pretzels from 30 years ago (although these are still best sellers!), and now have a huge range of products. As everything is made by hand at each store from the original pretzel mix, they can make an extensive variety of products to cater for a wide range of customers, at any time of the day. All come freshly baked with a 30 minute shelf life to guarantee freshness.

And it's not just about the pretzel! Their pretzel hot dogs are very popular - delicious tasty hot dogs wrapped in a golden pretzel - yum! Nuggets are a perfectly bite-sized and portable tasty snack - which can be either sweet, original or stuffed with cheese or a mini hot dog. The pretzel-based breakfast buns are made from their pretzel dough and filled with various combinations of breakfast sausages, bacon and eggs - a great way to start the

Auntie Anne's are seriously passionate about pretzels. Handcrafted on site, freshly baked and sold within 30 minutes, they guarantee their pretzels are something to be remembered.

When 'Auntie' Anne baked her first pretzels over 30 years ago in 1988 at a Pennsylvanian farmer's market, she wanted to create a great product and give people an amazing experience. After some experimentation, she created something far better than 'great' and customers kept coming back for "the best pretzel they had ever tasted".

Fast forward to 2019, and Auntie Anne's is now a global brand with over 1800 stores worldwide in more than 25 countries including Thailand, China, Russia, Egypt and UAE.

In the UK and Ireland, they currently have 38 franchised stores with one corporate store. This year they have already opened two new sites in Solihull and Fulham, plus reopened their Hammersmith site after moving to a more prime location. They expect to open another 5 this year in locations including Dublin, central London, Sheffield and Bristol.

day and super popular at travel hub locations. Pretzel pizzas are shaped like a pizza, but using pretzel dough as the base, to give the pizza a delicious sweetness, complementing the savoury toppings wonderfully. And that's just to name but a few! They also have an array of limited-time-only products which are launched for specific campaigns to keep the menu new and exciting. For example, Mini Smores Bites will be released in October – pretzel bites filled with melted chocolate and marshmallows.

Drinks to accompany their pretzels are also a major focus for Auntie Anne's. Their cold drinks include their famous homemade lemonade, dutch ice and in some stores milkshakes. This summer they are relaunching their flavoured lemonade range – Lemonade Mixers – in three great flavours, blueberry, passionfruit and strawberry. Some sites also have a range of hot drinks and the best-ever gelato.

EXPANSION IN THE UK

Stores are classically located within shopping centres, either in shop units or mid-mall kiosks. However, they are now looking at high street shop units for more café style stores, travel hubs, mobile units, outdoor schemes and shopping parks. “As long as we have the power and space to make our products, we truly believe customers all around the country will be queuing to buy them, wherever they may be, and we need excellent franchisees to grow with us on this journey”. Says Victoria Gale, Marketing and Franchise Recruitment Manager.

“When ‘Auntie’ Anne baked her first pretzels over 30 years ago in 1988 at a Pennsylvanian farmer’s market, she wanted to create a great product and give people an amazing experience”



YOUR SUCCESS IS OUR SUCCESS

“We want franchisees who have the passion to turn perfect pretzels into a successful business and our team will be there to support you every step of the way”, says Victoria. “From your initial meetings with us, to finding a location using our London-based property agents, we will find the perfect store for you and negotiate the best deal with the landlord. From there we will guide you through the various steps to make sure you feel happy with the process at all times.

You will go through our training programme which consists of two weeks at our Head Office in Buckinghamshire, including a week of operations training in our purpose built training kitchen. We will help with recruiting your first team of employees and planning your

Grand Opening event. During your training and recruitment stages, our experienced shopfitters will be building and fitting your very own store. Finally, you will have another week of training in store with your newly recruited team of employees. Once the store is open, we will be there to ensure everything is going to plan and that you are hitting your financial targets, this, after all, is a partnership - your success is our success.

“We’re looking for franchisees from all over the UK (especially Scotland and the North East currently) and Ireland. A new kiosk start-up cost is around £145,000 with a shop unit around £180,000 (dependant on the size and state of the unit). From this we advise about 30% - 40% of your own cash, with the rest raised through leasing and bank loans. We will put you in touch with our trusted franchise finance broker who will be able to guide you through the finance process.”

If this franchise sounds like everything you have been searching for, contact Victoria Gale, Franchise Recruitment Manager for more information on the brand and the opportunity: franchising@auntieannes.co.uk

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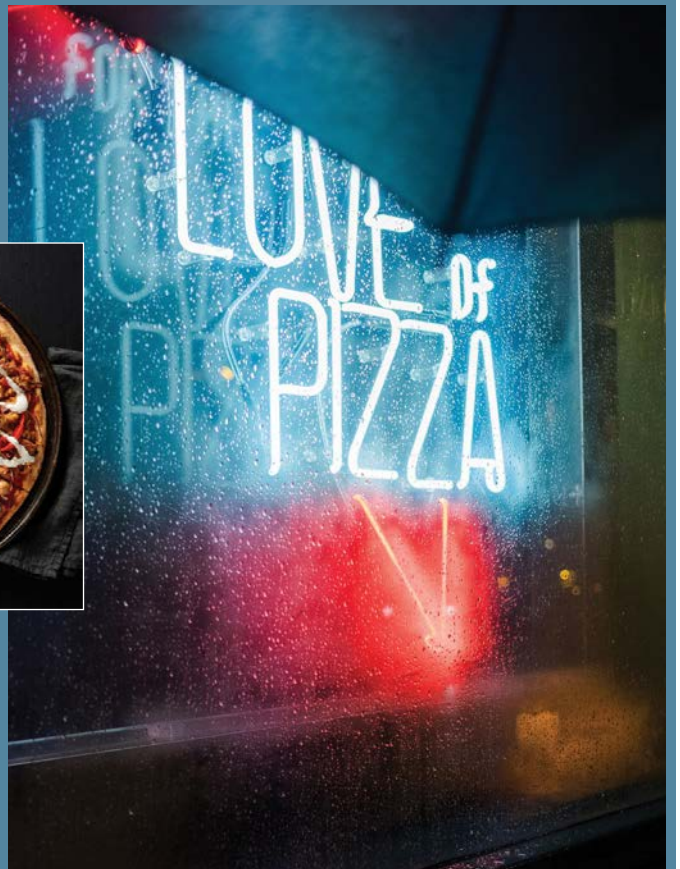
Donut King is expanding across the UK and is looking for like-minded motivated Franchise Partners to take their mission of happiness to UK consumers.

For more information, please contact jabbar@retailfoodfranchising.co.uk



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A Crust Pizza franchise will cost circa £140k plus VAT

Both of the above include all equipment. Franchise licences are 20k per brand plus VAT

The Delight of the Donut

Donut King is on a mission of happiness in the UK

The squishy, creamy delights of the cream and jam donuts, experiencing the magic of the warm cinnamon donuts bouncing along that mini conveyor belt and landing in a delicious carousel of cinnamon and sugar, ready to be devoured. This is the heart of Donut King.

Donut King stores are renowned for offering a fun environment and the brand's mission is to bring a moment of happiness to everyone - young and old.

Quality and service, along with uncompromising cleanliness and compliance to its system have been

vital to the success of Donut King outlets.

EXPANDING GLOBALLY

The first Donut King store opened in Sydney, Australia in 1981 and it's now one of the most recognised and successful franchise systems in Australia. The brand is expanding globally, recently opening in Shenfield, UK to a 50-metre queue of excited customers, looking forward to trying a delicious warm cinnamon donut.

Donut King also sells other food and drink items, including signature Quakeshakes, soft serve ice cream



and hot dogs.

Behind the 'fun' of Donut King is a hard-working team, continually developing the brand and creating innovative products or new flavours to keep the joy and magic of Donut King alive and relevant in today's demanding marketplace.

Donut King is expanding across the UK and is looking for like-minded motivated Franchise Partners to take their mission of happiness to UK consumers. For more information, please contact Jabbar Mumtaz at retailfoodfranchising.co.uk

Boutique pizza

Bringing innovative Australian Crust pizza brand to the Brits

In 2001 the first Crust store opened its doors in Sydney, Australia with the vision to deliver restaurant quality pizzas to their customers. The locals fell in love with Crust's pizzas, not only for the premium quality ingredients used but also for the interesting flavour combinations that Crust pizzas are famous for, such as Truffle Beef Rossini, Peking Duck and Szechuan Chili Prawn pizza. And so began the rich heritage of Crust, from that first store in Sydney to the first UK store which recently opened in Shenfield, UK.

INNOVATIVE MENUS

Our pizza makers take the finest ingredients and rely on instinct, authentically topping our pizzas by hand rather than to a strict formula. The way we make our pizzas makes us special and allows us to stand out from the crowd. From the dough made fresh in store to the many ingredients that we lovingly house cook, every detail ensures our pizzas are deliciously unique.

We lead the way in menu innovation, delighting customers with many first to market offerings, including the first range of rectangular pizzas which today is



our premium Upper Crust range.

Our boutique style extends beyond our menu all the way to the customer, delivering a premium localised experience. Stores vary from being predominantly take-away and delivery, to containing a small dine-in area.

Crust is excited to offer our high-quality gourmet pizzas to Brits, and are looking to expand nationwide. For more information, please contact Jabbar Mumtaz at retailfoodfranchising.co.uk

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Going above and beyond

Why the founders of the UK's largest childcare franchise believe that detailed, regular training is the key to a healthy franchise business

Monkey Puzzle Day Nurseries is more than just a franchise to owners Mark and Rebecca Crosby. The dynamic husband and wife duo launched their first Monkey Puzzle nursery in 2002, with the franchise following three years later. Childcare has always been part of their history, with Mark's family having run nurseries for the last 30 years.

Mark says: "Ever since my mother set up her first nursery in 1976, our family has understood the unique criteria required for looking after an extremely precious part of people's lives: their children."

DELIVERING CONSISTENCY

But with the franchise seeing exponential growth, with more than 60 settings nationwide from Glasgow to Portsmouth, how does the team ensure consistency across its nurseries?

Since the beginning, the team at Monkey Puzzle made it their aim to

work as closely as possible with parents, staff and Ofsted to deliver childcare of the highest quality and provide children with unlimited opportunities to learn, develop and grow within a safe, secure and caring environment.

For all staff - from managers to nursery practitioners - Monkey Puzzle places enormous emphasis on making sure all employees offer more than just the relevant qualifications. All are carefully selected for their caring nature, ensuring each childcare setting provides a warm, stimulating environment for the children and a harmonious working atmosphere for staff.

However, it's Monkey Puzzle's emphasis on training and development that differentiates it from the competition.

Rebecca says: "Looking after people's children is a huge responsibility. Our franchisee process ensures we only work with passionate and committed staff. However, we want to give parents more than that.

"We want to give staff all the tools to do their jobs properly to the highest standard possible, which is why we put so much emphasis on our custom in-house training scheme.

"In all our childcare settings, we focus on every aspect of children's well-being, from safety and their education, to our nutritionist-designed meal plans. Our training allows our nurseries to deliver the highest quality childcare available."

The bespoke training for franchisees includes first aid for different age groups, compliance in the early years, safeguarding, school readiness, positive behaviour management and quality teaching and learning.



DEVELOPING VITAL SKILLS

On top of the practical day to day training, franchisees are offered a two-part development and leadership programme.

"As well as providing the best possible setting for the children in our care, it's important that everyone is given the opportunity to develop vital skills and feel empowered in their job," Mark says.

Our training allows our nurseries to deliver the highest quality childcare available"

Monkey Puzzle's development and leadership training establishes essential business skills, such as people management and performance, project and change management.

"Working in nurseries is both a rewarding and viable career, something we want to instil across the Monkey Puzzle family," Rebecca says.

Franchisees can also expect end to end support in the areas essential to establishing their new business, from help with market research and locating a suitable site, to nursery design, marketing support and educational coordination.

Those dreaming of a challenging, but highly rewarding new career running a thriving business that can generate a high financial return, as well as offering excellent job satisfaction within a highly respected sector, should look no further than Monkey Puzzle Day Nurseries.



AT A GLANCE MONKEY PUZZLE DAY NURSERIES LTD

Established: 2005

Number of franchised outlets: 60

Location of outlets: nationwide

Investment range: £250,000-£300,000

Minimum capital required: variable

Contact: info@monkeypuzzledaynurseries.com. Or call 01442 878887

monkeypuzzledaynurseries.com

Top UK Franchise in 2019

What makes Driver Hire such a successful award-winning franchise model?

Driver Hire Nationwide has been named the UK's top franchise, winning Gold at the 2019 bfa HSBC Franchisor of the Year awards. This is the second time that Driver Hire has won the franchise industry's top award.

The annual awards are the most prestigious event in the franchising calendar and celebrate excellence in franchising from both franchisors and franchisees. According to the bfa, those shortlisted in the Franchisor of the Year category demonstrate 'a passion and commitment to ethical franchising' and 'strong infrastructure and support for their network, ensuring franchisees have the best environment to succeed and reach their full potential.'

There are 935 franchise brands in the UK and in a separate

independent survey earlier in 2019, Driver Hire was listed in the UK's top 10. Commenting on Driver Hire's award win, the bfa HSBC award judges highlighted the company's 'consistent excellence in franchising over many years' and appreciated 'an enviable training programme and onboarding process, as well as committing £3 million to technology in just three years to help the network thrive.'

Driver Hire is the largest specialist logistics recruiter, supplying temporary and permanent staff across the UK. Its network of 100+ offices certainly has thrived. Franchisees enjoy a proven and robust model in a market with high and growing demand (the UK temporary driving market is estimated to be worth up to £3bn annually). Average turnover of a single Driver



AT A GLANCE DRIVER HIRE NATIONWIDE

Established:
1983

Number of franchised outlets:
93

Location of Units:
ationwide

Investment range:
£32k to £500k

Minimum required capital:
£32k (Start-up Franchise Fee)

Contact:
franchise@driverhire.co.uk
driverhirefranchise.co.uk

Hire franchised unit currently exceeds £1.2m, and in 2018/19, two franchisees achieved over £3m turnover. Average net profits for a Driver Hire franchise are over £140k per annum.

SHARING SUCCESS

On top of their Gold award, Driver Hire celebrated a second bfa HSBC award as its Uxbridge franchisee, Ed Pockney, was named Franchisee of the Year in the Business Transformation category. Ed's success reflects that of many franchisees in the Driver Hire network have built multi-million-pound businesses through the powerful combination of the Driver Hire model and their own ambition, dedication and hard work.

Ed bought the Driver Hire Uxbridge business in November 2014 and today Uxbridge is one of the top 20 performing offices, with annual turnover in excess of £1.5m. Ed came to Driver Hire with no previous transport and logistics recruitment experience, having spent 28 years working globally in the financial markets, returning to the UK in 2014.

To build up his franchise, Ed identified the key metrics that drive business performance in temporary employment, building a culture that delivers high service levels and strong customer relationships. He concentrated on customer visits and driver retention, identified potential customers, invested in driver training and created a positive workplace culture.

"My previous experience showed me that it is possible to build a new team and create a network of relationships





and trust if the right ingredients are in place. Having met the support teams at the Driver Head office and spoken with existing franchisees, I knew that the combination of my personal skills and commitment, along with Driver Hire's brand reputation and support, would be a powerful one. So that's what I set out to do at Driver Hire Uxbridge."

Ed concludes, "Whilst the financial side is key, I just enjoy running a Driver Hire franchise. We've taken people who were unemployed on to our books and found them full-time jobs. That's an amazing feeling."

AWARD-WINNING BRAND

Driver Hire's recent award win is no flash in the pan, having now won a Franchisor of the Year award podium position six times, as well as being a finalist in 13 out of the last 14 years. It's an outstanding record that no other franchisor has matched.

At the core of Driver Hire's success is the proven business model and back-up and support offered from day one to its franchisees. The central support team at Driver Hire Group Services comprises over 80 people across specialist departments,

"We've taken people who were unemployed on to our books and found them full-time jobs. That's an amazing feeling."

including: sales support (from an area manager), marketing, compliance, training, finance and HR. In addition to this, the National Accounts team delivers significant business for franchisees, generating around 20% of the network's turnover. Combined, these resources have helped scores of franchisees develop worthwhile, profitable and highly marketable businesses.

ETHICAL APPROACH

As an ethical franchisor, Driver Hire strongly believes in establishing a true partnership with its franchisees. The company's selection process thoroughly vets every prospective franchisee to establish not only whether they can afford a Driver Hire franchise, but also whether there is a match in terms of business culture and the skills needed to succeed.

"We're looking for sales and customer service skills, leadership ability, drive and ambition," says Graham Duckworth, Driver Hire's Franchise Sales Director. "Whether buying an existing franchise or a greenfield site, any new business venture requires commitment and a strong work ethic. When the efforts of both franchisee and franchisor are aligned, our experience shows it's a real recipe for success."

driverhirefranchise.co.uk
franchise@driverhire.co.uk
01274 361073

Start-up franchise fee: £32,000
Start-ups and resales available throughout the UK

6 REASONS TO TAKE A CLOSER LOOK AT DRIVER HIRE

- 1 Established brand. First franchise opened in 1987
- 2 Six times bfa HSBC 'Franchisor of the Year' podium award winner
- 3 Average 2018/19 franchise turnover for a single unit is £1,214,978
- 4 Driver Hire was ranked the top recruitment franchise in an independent
- 5 Top 100 list for 2018 & 2019
- 6 Over 80 head office staff, providing your comprehensive training and support



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Put your People First

Three ways to create a happy franchise culture

WORDS BY PIP WILKINS



THE AUTHOR
Pip Wilkins is CEO
of the British
Franchise Association

Workplace culture may seem like a trendy subject, but it's important to discuss, especially as the next generation are putting good work culture ahead of pay and status when looking for that ideal role.

It's imperative for businesses to acknowledge that workplace culture revolves around more

"People want to know what the company can do for their individual needs"

than providing a comfy couch and board games in the break room. People are genuinely more concerned with the ethical standards of a business and how it treats its staff and network.

Franchisees are no different and expect to invest in a franchise that has met with minimum standards, provides adequate ongoing training and support and is constantly working to improve how it engages with the network.

The British Franchise Association is determined to celebrate and promote franchise systems that go above and beyond to create a culture of 'people first'. This is reflected by the recent changes to the 2019 bfa HSBC Franchise Awards. The categories of Leadership & Culture and Social Enterprise were added to recognise the importance of providing essential services and being people centered.

The bfa hopes to encourage more systems to build on their culture and evaluate what more could be done for the people in their businesses. Here are three ways to cultivate a happy and healthy franchise culture:

1 Recognition
Face to face acknowledgement of achievements and success will leave franchisees feeling appreciated. No matter how big or small, understand that a success for them is also a success for you, so appreciate the hard work that goes into building the brand as a whole.

Denise Hutton-Gosney, founder and managing director of Razzamataz, a UK-based theatre school franchise system, found that recognition was the number one motivator in her business. She says: "We surveyed our franchisees about what motivates and makes them happy and the highest percentage was for 'recognition', so we work hard to recognise all successes. To reward growth and teamwork, Razzamataz offers a number of

incentives to franchisees, including afternoon teas and overnight stays in luxury hotels, to make them feel valued. It's not just about the big successes - there is plenty of recognition for all."

2 Individuality
Outside of recognition, people want to know what the company can do for their individual needs. Gone are the days when people accepted they were just a name in a large organisation. Franchisees go into franchising for many reasons, but a big motivator is being able to take back control of their lives.

Denise agrees: "The Razzamataz ethos is about flexible working to give people a better life/work balance. We pride ourselves on being family friendly and creating businesses that people can run around their other commitments."

3 Communication
No franchisee would be happy unless they had a clear line of communication with their head office. So if they have feedback, ideas, need help or want advice, there needs to be an open and easy way for them to communicate this to the franchisor.

Finding a way to regularly speak with individual franchisees through reviews, conferences or meetings will make the network feel more respected. Some franchise systems organise annual conferences to bring the network together to update on strategy and vision. Franchisees deserve to hear this, as they are partners in your business and must be able to execute the brand's vision. It also gives them the opportunity to provide some input or pitch ideas, as well as meet and work with other franchisees.



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Betterclean Services is one of the lowest cost management franchises on the market, with a successful business system built around the provision of commercial cleaning services to local businesses.

The company believes in working hard, building strong working relationships with clients, taking pride in the quality of its work, and is always looking for innovative ways to provide the services clients are looking for.

EXCELLENT SUPPORT

Managing director Dan van Kuyk's experience as a franchisee has ensured the Betterclean Services franchise package has been designed with particular focus on the provision of excellent support throughout every step of your business.

It provides initial and ongoing training and support across all areas and takes an active role in ensuring you succeed. This, teamed with Betterclean Services' growth potential and earning opportunities, means you can be more successful than you ever imagined.

The introduction of the company's Business Development Scheme in 2019 means franchise owners get the best possible start. Betterclean Services' guarantee to generate a minimum of £150,000 worth of business enquiries in year one, means you don't need to worry about the sales process in the early stages of business growth.

Using the company's tried and tested methods, Betterclean Services will get you in front of decision makers who want to buy your services. A member of the company will even attend your first appointments with you, so you can see first-hand how to sell the service and win the business.



FRANCHISEE SUCCESS

Caroline Spiller, who bought Betterclean Services' Exeter and Taunton franchise in 2016, says: "Betterclean provides franchisees with robust operating systems and procedures that have allowed me to focus my energies on building a staff team I'm proud



AT A GLANCE BETTERCLEAN SERVICES

Established: 1995

Number of franchised outlets: 9

Location of outlets: Plymouth and Cornwall, Torquay, Exeter and Taunton, Brighton, Manchester, Maidstone, Bristol and Bath, York, Swindon

Investment range: From £24,995 (plus VAT)

Minimum capital required: £15,000, subject to status

Contact: call the franchise team on 0800 772 0810 or email franchise@bettercleanservices.co.uk

bettercleanfranchise.co.uk

of, on developing strong client relationships and delivering a service that differentiates Betterclean from other cleaning providers.

"The support I have received from head office has been invaluable, in terms of advice on operational delivery, HR matters and business development, all of which have facilitated steady business growth. That, combined with a friendly network of fellow franchisees, has meant I have never felt alone when encountering challenges along the way."

Being able to work from home has given Caroline personal flexibility and kept her operating costs low while the business grows.

She adds: "In addition, the BLISS online management system enables me to run my business on the go and means I have a healthy work-life balance, unlike with previous businesses I have run. The low management service fee has been critical in contributing to a sustainable profit margin in a very competitive industry."

"The Betterclean model provides a strong operational framework on which franchisees can build their business in line with their own strengths, interests and personal goals."

Betterclean Services offers a rewarding opportunity for smart investors wishing to combine their ambition and drive with the company's guidance and support to build their own management franchise in the commercial cleaning industry.

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Taking a franchise to new heights

Don Porter tells us why you don't need to be a performer to perform well with Stagecoach

Twenty eight year-old Don Porter has grand aspirations for his Stagecoach Performing Arts franchises in south west London. As with his hobby of flying gliders, Don has plans to take his business to new heights and transform the lives of children in the process.



“Many of the Stagecoach franchisees are former performers but my background is in IT and Account Management, which has proven invaluable for the success of my franchise. I’m hoping to build a large portfolio of Stagecoach schools and manage a team who will handle operations. Despite a real sense of ambition, the thing that most inspires me is my passion for supporting my students and helping them grow in confidence. That’s something every Stagecoach franchisee has in common – no matter what their background.”

After studying English Literature at Brighton University, Don travelled the world for two years. His interest in the Stagecoach franchise opportunity came just months after his return to the UK. Having initially worked in IT and Telecoms, he made the decision to shadow fiancée, Georgina, whilst she managed her own Stagecoach franchise.

“There was something about Stagecoach that appealed to me. It became apparent that a background in the performing arts wasn’t essential to run a successful franchise, as business acumen is just as useful. I could also see why Stagecoach is known as the best in the business. The support offered is second-to-none and the brand is so well-respected. I wanted in on the action, so I took time to formulate a long-term business plan, rather than jumping in and hoping for the best.

“It was evident to Stagecoach I’d really done the groundwork – they were keen to support me and agreed to set the wheels in motion. Georgina



AT A GLANCE STAGECOACH PERFORMING ARTS

Established:
1988

Number of franchised outlets:
350+

Location of units: UK-wide and International

Investment range: From £14,995 + VAT

Minimum required capital: £28,000 to include initial launch requirements

URL: www.stagecoachfranchise.com

Contact: +44 (0)1932 254 333
franchiserecruitment@stagecoach.co.uk

“I had just six weeks between signing my franchise agreement and welcoming students in the autumn term.”

and I discussed how to proceed with managing her existing franchise and it made good business sense for me to take over the operational side of things. I also took over from the previous franchisee at Stagecoach New Malden. I had just six weeks between signing my franchise agreement in mid-2016 and welcoming students in the autumn term.”

Don took time to get to know his students and to fully integrate himself into the Stagecoach way of life. He quickly increased student numbers by 250% and is reaping the rewards of a successful business. Although he’s the first to admit the performing arts aren’t his forte, he has a great respect for the industry and the many teachers who have built careers using their creative flair.

“I’m very proud to run a Stagecoach franchise. Making a positive change for children and building a business which offers teachers a long-term career is what drives me. When you take away the finances and bottom line, that’s really what Stagecoach is about – improving the lives of the people around you.”

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Step out of your slippers and into your office

Six compelling reasons why you should invest in a home-based franchise

WORDS BY FRANK MILNER



THE AUTHOR

Frank Milner is the president of Tutor Doctor

According to the 2018 British Franchise Association NatWest franchise survey, almost four in ten franchise systems can be run from the comfort of your own home.

Home-based businesses offer a multitude of advantages, ranging from financial efficiencies to simple convenience. And with modern technology making virtual connections available at the touch of a button, feelings of isolation are becoming a thing of the past.

Here are six homeworking benefits that franchisees enjoy:

1 Lower start-up costs and overheads

It stands to reason that working from home is going to be significantly cheaper than renting office space or a retail unit. Your lighting, heating and floor space already form part of your monthly outgoings and there are no hidden costs to pay. This is a huge advantage for many people when considering the various franchise options open to them.

“People regain a staggering two hours every day by not travelling to and from work”

In addition, the entry fee for most home-based franchises is lower and they usually require less working capital to get you up and running.

A couple of small things to consider though are that you will need

business insurance for your home office on top of your personal contents insurance. It's often easy to add this on to your existing policy, but if you want to keep things separate a quick internet search will point you in the right direction.

Also, you may want to check that your internet capability and Wi-Fi are up to scratch, depending on the nature of your business, and consider upgrading if not.

2 Freedom and flexibility

Being your own boss does not necessarily mean you can, in the first instance, set your own schedule. For retail or premises-based businesses, it's likely you'll have set opening or customer facing times. These will have a direct impact on your flexibility, until you reach a point of employing staff or a manager you can trust to be there at crucial times.

On the other hand, the undeniable flexibility of a home-based franchise offers a major advantage. For maximum productivity, it's still best to set a working day and stick to it. That's exactly how our franchisees operate at Tutor Doctor.

However, as a home-based business owner, you have the freedom to allow yourself time off to run errands and for personal appointments for things such as the doctors or dentist during the daytime. You just have to be certain that you can - and do - commit to doing a few hours in the office that evening to make up for it.

Accepting parcels, being around for plumber/electrician visits and even having the option to look after a sick child are just a few more benefits of working from home. However, as with anything, it's crucial to

maintain full-time commitment. The beauty of a home-based franchise is that you can choose to fulfil this requirement at a time that best suits you - whether it's working around your family or maybe you simply find you're more productive earlier in the mornings or later at night.

3 Family life

Parents can often find that a home-based business fits their family life incredibly well. Having the flexibility to take your children to school and be there at the end of the day to pick them up again is a luxury we can't all enjoy.

Many Tutor Doctor franchisees have children and their work/life balance is all about making the most of family life. Being around for mealtimes and participating in things like afterschool clubs and sports days are just a few of the benefits homeworkers can enjoy.



Then, once the kids are in bed, it's back to the office for a couple of hours to get the most out of the day and keep the business moving forwards.

4 Say goodbye to the commute

It seems like such a little thing when you see it written down. But if you find the mere thought of your daily commute stressful, you're definitely not alone. For many people, the duration and frustrations of the daily commute to the office or a place of work is one of the strongest driving factors - excuse the pun - for making a change.

Working from home eliminates this nightmare from your daily routine. Aside from the occasions on which you need to travel for meetings or events, the only commute you'll be doing is through the house to your home office. Bliss.

Time saved on the daily commute means you have more opportunity to spend quality time with family and friends or doing the things you love. On average, people regain a staggering two hours every day by not travelling to and from work - just think what you could with that extra time.

38%
The number of UK franchise systems that can be run from the comfort of your own home.

5 Tax advantages

When you work from home, you can offset certain expenses through your business. Use of your office space and a proportion of utilities, including internet and telephone, can be charged as business expenses, for example.

However, this isn't something you can just decide on your own and there are rules and exceptions

that must be followed.

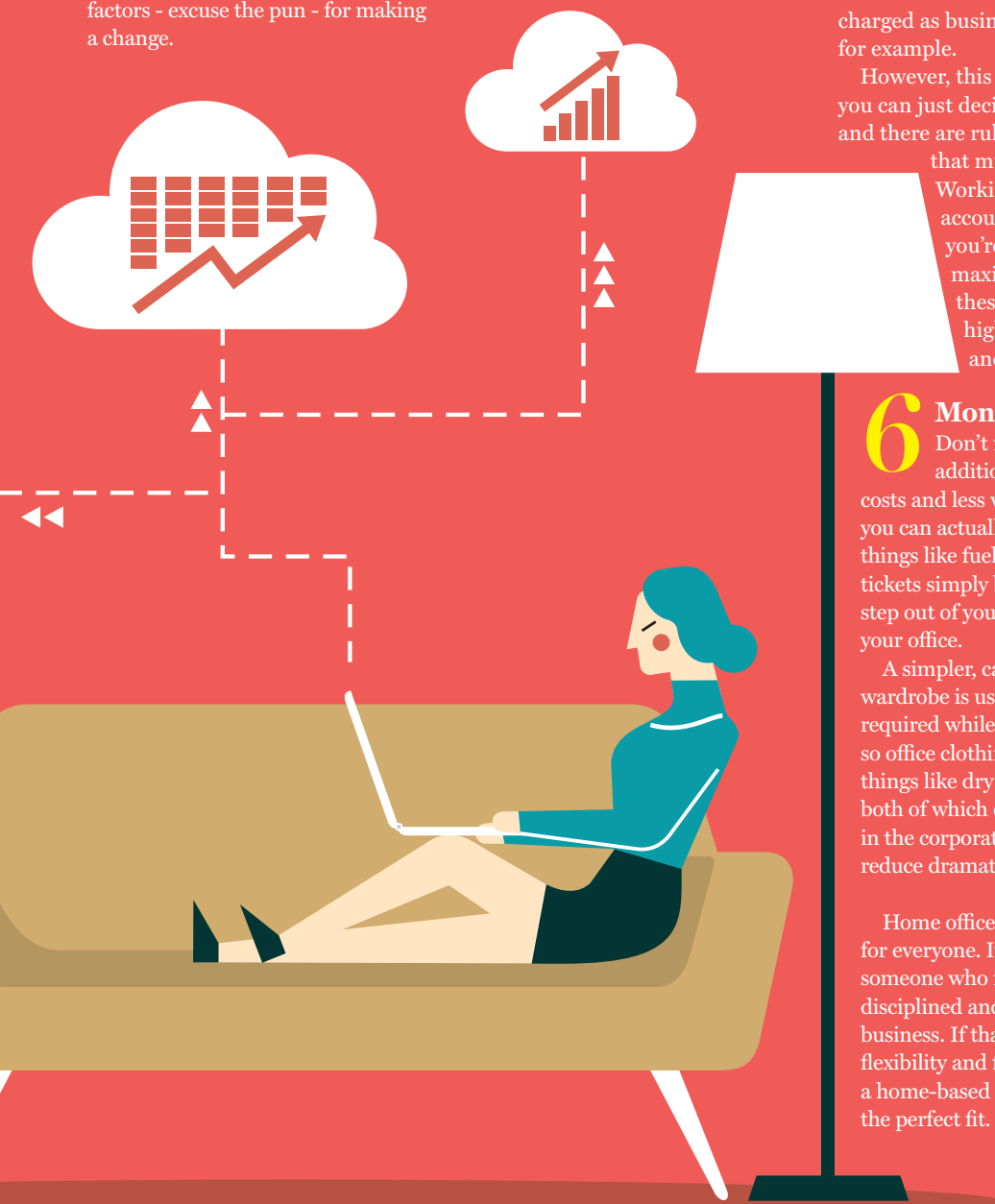
Working with an accountant to ensure you're getting the maximum benefit out of these opportunities is highly recommended and well worth it.

6 Money saving

Don't forget that in addition to lower start-up costs and less working capital, you can actually save money on things like fuel, parking and rail tickets simply by being able to step out of your slippers and into your office.

A simpler, capsule work wardrobe is usually all that's required while you're at home, so office clothing costs and things like dry cleaning bills, both of which can be significant in the corporate world, can reduce dramatically.

Home office working isn't for everyone. It's best suited to someone who is organised, self-disciplined and committed to their business. If that's you, then the flexibility and freedoms offered by a home-based franchise could be the perfect fit.



From start-up to scale up

Ambitions to build a multi-unit business? Here's what you need to know

WORDS BY PAULINE COWIE



THE AUTHOR

Pauline Cowie is partner at law firm TLT

The latest British Franchise Association NatWest survey recently confirmed that franchising is firmly on the boardroom agenda as a way of achieving faster expansion, whether that's in the UK or overseas.

This is being driven by trends like multi-unit franchising, which is a win-win for both parties. Franchisees can use their existing infrastructure to manage and acquire a number of sites and leverage their expertise and franchisors can enjoy accelerated expansion with a professional and talented franchisee.

Share your ambitions

Franchisees with long-term goals to develop a high growth franchise business, need to consider their strategic plans and appetite for risk and how these will fit with the expectations and requirements of the franchisor.

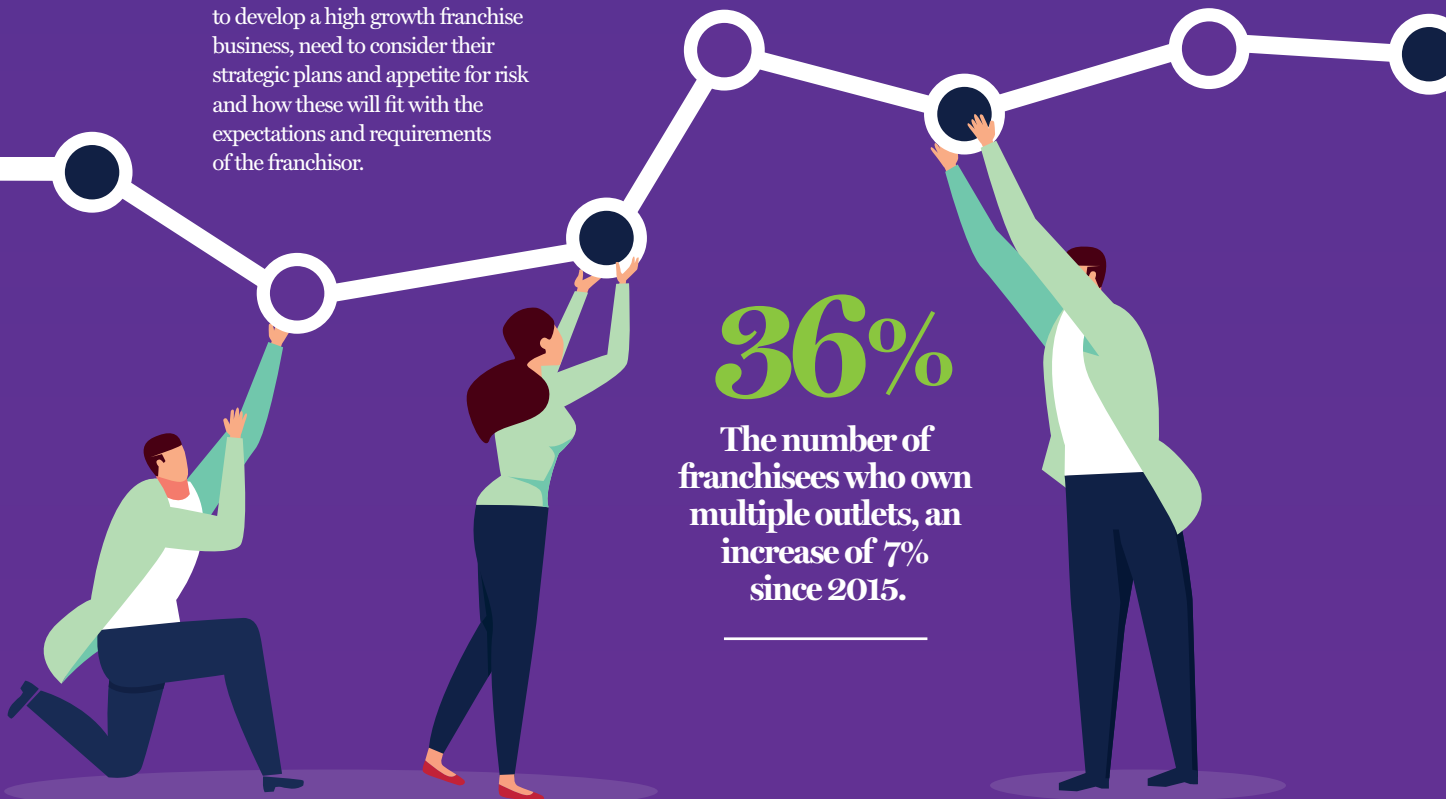
Unless the franchise proposition has been developed with high growth franchisees in mind, it is likely that the franchisor will need to change its standard approach to accommodate the prospective franchisee's ambitions. This will give them the confidence to make their investment and put the building blocks in place to achieve accelerated growth.

With this in mind, the franchisee must consider the constraints of the proposed franchise agreement and any changes that may need to be discussed with the franchisor when negotiating the terms of the agreement and documenting the franchise relationship. To be clear, a prospective franchisee shouldn't be looking to change the

fundamental operating model of the franchisor. It is more a case of the parties mutually recognising that what works with a smaller franchisee isn't necessarily an attractive proposition for a more sophisticated one with substantial management experience and/or investment levels and plans to either establish a multi-unit operation or to add the franchise brand to an existing portfolio.

Of course, the franchisor may not agree to make any changes, but our experience shows that there are advantages to be had by addressing these issues early on for more experienced investors with high growth plans, or higher investment levels.

Commercial considerations will



dictate whether the deal on the table will work for both parties and whether the franchisor will be willing to deviate from its tried and tested approach.

The key issues to take into account

The franchisee must consider how its proposed structure will impact the franchise agreement, particularly where there are a number of different shareholders involved that may have other investments and business interests.

11 Issues to consider include:

1 Onboarding of new investors and changes to investors and how they will be managed under the franchise agreement. For example, if the franchisor benefits from pre-emption rights (giving the franchisor first refusal when the company issues new shares or shareholders transfer shares between themselves),

agreeing that this no longer applies after they approve a new investor.



2 In light of this and other business interests, do the restrictions set out in the franchise agreement need to be varied, as they apply both during the term of the franchise agreement and post-termination?

For example, an obligation on the owner to devote their full time and attention to the business will probably not be appropriate where they intend to appoint one or more managers or they have other non-competing business interests.

3 If any guarantees or other security are required and necessary, how should they be structured?

“Commercial considerations will dictate whether the deal on the table will work for both parties”

In the case of personal guarantees, can they be limited to each investor’s percentage shareholdings in the franchise, rather than being given on a joint and several basis? If there are changes in those shareholdings, can a mechanism be agreed to amend the guarantees and will they be released on predetermined events, such as a share sale?

4 Are there any restrictions in the franchise agreement that prohibit security being taken over the franchisee’s business and/or franchise agreement and how can this be addressed?

5 Can the approach to opening new sites or operations be agreed now? Will development rights be granted at this stage or are they conditional on the successful opening of one or more sites?

6 On what basis will the parties contract? If a separate franchise agreement is to be entered into for each new site, it seems appropriate that any terms that have been specifically negotiated should apply to all franchise agreements.

7 Can a better deal be done on applicable fees on new openings and any ongoing payments, particularly if calculated on the basis of sales or turnover?

8 What happens if one site fails or is terminated and how does this affect the other agreements? In most cases,

it wouldn’t be appropriate for the franchisor to have a right to terminate all other agreements.

9 What management and financial information is to be provided to the franchisor? Can this be ring fenced from other confidential information relating to the franchisee’s other separate businesses, for example?

10 If the franchisee or investors operate other businesses in the same sector, does there need to be any special consideration regarding competition issues?

11 If the franchisee has in-house capability where it would normally be obliged to use third party contractors approved or nominated by the franchisor, does the franchisee need to request a change to the agreement?

Similarly, with regard to supplies, does the franchisee wish to use an existing supply chain apart from those products that are demonstrably necessary to be purchased from the franchisor or specialist suppliers?

There’s no standard approach

While there is no standard approach, investors should consider their appetite for risk and the impact that certain standard provisions in franchise agreements might have on their other business interests and investments. This will help them structure their relationship with the franchisors.

For franchisors, none of these potential adjustments should come as a surprise or adversely affect their position with franchisees.

The important thing is to make sure that the agreement with the franchisee and its investors reflects what needs to happen in practice and that everything is properly addressed at the outset. This will help to ensure that all parties are protected in a fair and reasonable manner.

The Power of Coaching

Working for a company counting £75m annual turnover didn't quench Sean Purcell's thirst. Once a young business owner himself, he wanted to ease the pains millennial entrepreneurs face today



Sean Purcell with ActionCOACH founder Brad Sugars and Rik Cridland from HayPigs! at the Business Excellence Forum

Before investing in an ActionCOACH franchise in 2017, Sean Purcell was sitting on an executive board at a company turning over £75million. But it was always his dream to help owners of smaller businesses, having experienced the trials and tribulations of business ownership himself at the tender age of 24.

"I took charge of a family restaurant when I was younger. With only a really basic understanding of running a business, I had to learn everything myself. If I wanted to find something out or learn something new, I had to do it on my own -

I didn't have anyone there to help me. That's where my passion for business coaching stems from - I wanted to provide that support mechanism for others."

THE APPEAL OF COACHING

"The birth of my first son left me completely re-evaluating my life, thinking about both mine and my family's future. This was my opportunity."

Sean's process to discovering ActionCOACH was relatively organic. A simple Google search for 'business coaching' was enough to spark his interest and send him on to a meeting with ActionCOACH UK Co-founder, Ian Christelow - at which point they both realised Sean was a great fit for the franchise.

"I wanted to work with a proven model, as doing it on my own from scratch was going to take too long. There are thousands of people these days calling themselves business coaches, but meeting with ActionCOACH made me see that the strength of the franchise would help me stand out from the crowd."

Sean's next step was to go through due diligence. He spoke to

"I was blown away by the sheer support of the franchise and the model, so to say I was very eager to get going would've been an understatement"



AT A GLANCE ACTIONCOACH

Established:
1993 in Australia/2002 in UK

Number of franchised outlets:
240 in UK

Location of units:
UK-wide

Investment range:
£69,000

Minimum required capital:
£20,000

Contact:
Call Rainy or Kerry-Ann on 01284 701 648
or email freedom@actioncoach.com

many other Action Coaches, went to an event to see the franchise in action and prepared himself for the hard work ahead. In November 2017, Sean was ready to attend ActionCOACH University.

GETTING FIT FOR BUSINESS

"It was an incredible week. I already had experience as a business coach, so it was the ActionCOACH systems I had to get to grips with. I was blown away by the sheer support of the franchise and the model, so to say I was very eager to get going would've been an understatement. The whole team was friendly and helpful and we were fully prepped to start trading as soon as our training week was completed. I felt confident I had the backing of a reliable support team."

Fresh out of ActionCOACH University, Sean was raring to go. He had decided on the focus of his coaching: millennials. Sean wanted to give young people the opportunity he never had, helping them to achieve the high-growth business they had initially set out to achieve.

"Throughout my whole career, I never had anybody who understood what it's like to grow up in this generation -



“I knew I wanted to have my own business and investing in a franchise allowed me to have control but also gave me a lot more support than I expected”

that’s why I wanted to become a champion for budding entrepreneurs. They need someone who has been there, and who has learnt from both their successes and mistakes!

“Most of my clients have created a business by accident, grown it to a point where they employ a few people and then are unsure about where to take it next. That’s when I step in. I’m currently engaging with 250+ businesses a year and I hope to double that number by 2020.”

TAKING THINGS TO A NEW LEVEL

In late 2018, ActionCOACH introduced a new Senior Partner licence where existing and prospective franchise partners could apply to operate within an exclusive territory containing 10,000 businesses. It also means

they can start employing coaches to build a firm. Sean decided to invest in the new licence in March 2019.

“Business was very good in my first year, but I wanted to step it up a notch. To become a fully-encompassing firm, I would need to have more coaches by my side with skills I don’t necessarily possess – the new licence allows me to do exactly that. We’ll be able to reach a much wider audience.

“I’ve currently got 25 clients on the books. With all of the business coming in, I’m taking on a Business Development Manager to help with the operations in the office, and I plan to have my first employee coach in the team by the end of 2020. The next year will be a busy one!”

He won’t just be busy with work. When he’s not training for marathons, Sean spends time with his family. He fits coaching around his family life and that’s had an influence on his sessions too - his coaching has a positive impact on the work-life balance of his clients.

Rik Cridland from HayPigs!, a guinea pig accessories company says, “One of the most powerful statements from ActionCOACH is the concept of working ON the business and not IN it. When I first started out, I used to sit on my living room floor with my wife, individually packing

products. Working with Sean made me see that investing in a fulfilment warehouse would be more beneficial – I could focus on managing the business, as well as being able to spend more valuable time with my wife and son.”

Reflecting on his first 18 months with ActionCOACH, Sean talks about what has stood out for him.

“It’s been a serious commitment but with the systems and the team behind me, I’ve felt fully prepared. I knew I wanted to have my own business, and investing in a franchise allowed me to have control but also gave me a lot more support than I expected. All the business growth strategies ActionCOACH gives me to use with my clients, I can use to grow my own business too - we practise what we preach and that really pays off.”

If you’re looking for a new challenge, want to make a difference in both yours and others’ lives, and you’re the kind of person who:

- A) loves learning and developing yourself;
- B) has enjoyed success in your career or sport; and
- C) is willing to invest if they see substantial returns can be made...

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



Making a splash

Puddle Ducks founders Jo Stone and Tracy Townend have grown a successful local business into an award winning national franchise network

WORDS BY TONY JAMES



THE AUTHOR

An award winning journalist and author, Tony James specialises in business and sport

How soon should children learn to swim? Everyone, it seems, has their own opinions on that, but Jo Stone and Tracy Townend's belief in "starting them young" is pretty convincing.

After all, it's led directly to the spectacular success of Puddle Ducks, now one of the UK's biggest providers of specialist swimming classes for babies and toddlers, which encourages mums to let their babies take the plunge when they are only a few days old.

"The younger they come to us the better, because tiny babies have an instinctive affinity with the water - it's a natural environment

for them," says Jo, who with her friend and business partner has built Puddle Ducks from a tiny village enterprise into an award winning 32-franchise network teaching 20,000 babies and children swimming and water safety every week.

The pair were recently crowned Woman Franchisor of the Year and Overall Woman in Franchising winners at the ninth annual NatWest Encouraging Women into Franchising Awards.

Things haven't always gone swimmingly

However, three years ago Tracy was struck down by a near fatal

virus that put her into intensive care for months, unable to speak or see and communicating through hand squeezes.

Now she is on the mend and back at work. "She had the sheer determination to recover," Jo says, while Tracy adds: "Jo has been wonderful. She kept the business thriving and was a tower of strength, not only for me and my family, but for the whole Puddle Ducks team."

It all started in 2002 after Tracy and Jo met at antenatal classes in the Cheshire village of Cranage - their babies were both born on the same day. But as their friendship grew, they realised they had more in common than the birth of their first children.

"We had both had successful careers in corporate management, but we felt we still had something to prove and wanted to create something of our own that would give us the work-life balance we had always wanted," is how Jo remembers it.

Tracy was a Shell Chemicals

supply manager and Jo an IT project manager at Barclays - pretty impressive business experience - but the path of entrepreneurialism was still something untried and unknown for them.

I dreamed of being my own boss

For Jo, the pull of working for herself wasn't an entirely new experience: "At school, I dreamed of being my own boss and starting my own company. Although at university I had a maths background, I was always keen on sport and the outdoors.

"But until I met Tracy, I didn't have the confidence to go it alone. She was the ideal partner for a business venture and, like me, she felt that a corporate career was not what we wanted any more."

What they did want fortuitously dawned on them during weekly swimming sessions with their baby daughters. Jo says they had found a book on baby swimming and tried out some of the techniques in a pool with their babies.

"We realised there were virtually no specialised swimming classes for small children," Jo explains. "Many people still thought it was unwise to teach a child to swim under three and there was still a quite widespread belief that tiny babies might stop breathing under water. The experience with our own babies had shown us this was not true - there was great joy and value in teaching tiny children to swim."

It also dawned on Tracy and Jo that there was a gap in the market - and



Jo Stone with the 2019 EWIF Awards

Puddle Ducks was born.

"At first, our classes were just called 'Baby Swimming,'" Jo says. "I was on holiday when I saw a canal boat called Puddle Duck and it seemed the perfect name."

Now the partners dived head first into setting up the business. They found a swimming pool for classes and attended swimming and leadership courses to prepare them for the venture.

"It was full-time from the beginning," Jo recalls. "It was never just little part-time jobs - we always intended to be something bigger."

From the beginning, it was clear they were on to a winner. "We did a bit of local advertising, but we really didn't need to advertise, as classes filled up as quickly as we could organise them," Jo says.



Thinking big

Looking back, the partners realised almost from the beginning that the business could progress two ways: as a purely local enterprise with its own swimming venues or as a nationwide franchise.

"The younger they come to us the better, because tiny babies have an instinctive affinity with the water"

"While we weren't thinking about franchising at the very beginning, we always had the vision that the business would grow into something that would replace our corporate salaries," Jo says. "Eventually it became evident that franchising was the way forward."

Tracy and Jo spent two years meticulously planning their franchise launch, which finally took place in 2007. Determined to get everything right, they worked with consultants to formulate the franchise model and put legal and commercial strategies in place.



“Our vision is to have 50 franchises by 2020, teaching 50,000 children”

JO STONE'S TOP TIPS FOR FRANCHISING YOUR BUSINESS

1 Make sure your franchise operation is a separate business and build every process on the assumption that it will be scaled up.

2 Document everything and update it as changes occur. Make sure franchisees will understand every last detail.

3 Employ as much top grade specialist help as you can, particularly legal and business experts.

4 Recruit a support team to run the original business you are franchising. Give the team clear job descriptions and honest appraisals.

5 Take time to recruit the right franchisees and listen to their concerns.

6 Trademark your business from day one. This provides legal back up and the confidence to grow your brand.

7 Invest wisely in IT and consult your franchise network on major decisions. It must work for them in order to make their businesses more streamlined and profitable.

8 Make a three to five-year business plan and keep it up to date. This helps to stop you getting bogged down in tasks you should be delegating.

9 Get the best possible advice when compiling your franchise agreement. Cutting corners here can result in major problems later.

They remember: “We learned early on that we had to have all our ducks in a row before we even thought about franchising what had become a very successful local business. Once we felt happy with the systems and processes and realised that local relationships with pools, teachers and customers were vital, we decided it was time to franchise.”

By 2006 they were ready. They had grown Cheshire Puddle Ducks to a good size and knew that to achieve further growth they had to entrust others to carry the brand forward. This involved recruiting a head office team of experts in their field, which enabled the partners to work on the business rather than in it, freeing their time to concentrate on growth.

From the beginning, Jo and Tracy believed in doing things professionally to the very highest standard. They articulated their values with the acronym EXPERTS - Exceeding Expectations, Professional, Enterprising, Respectful, Trust and Supportive.

As Jo says: “The main challenge of working with independent franchisees is to ensure that you are working to the same goals. Finding out the reasons behind a potential franchisee’s decision to join Puddle Ducks was key. We had to be sure their end goal was consistent with that of our brand mission and vision.”

Testing the concept with a pilot

To make sure they had got it right, a class teacher was recruited to run a pilot franchise and bench test the ideas and processes.

“It wasn’t easy to construct a completely new business, but luckily we had understanding husbands, and before the children were old enough for school we took turns to look after each other’s kids while the other worked on the business,” Jo says.

“It was a struggle in the beginning and a lot of work was done in the evenings, when the children had gone to bed. We



obviously couldn’t go on like that forever and it was agreed that when the business began to make a profit it would be ploughed back, so that we could employ more staff and improve our work-life balance.”

Only recruiting the best

From the start, Jo and Tracy took infinite care to select the very best franchisees. “We have learned that it’s far better to say no than to recruit someone you aren’t sure about,” Jo says. “Puddle Ducks may sound like a fluffy, fun place to work, but at the end of the day we and our franchisees are business people.

“Puddle Ducks has a very clear mission, vision and set of values that is at the heart of everything we do. Everyone who joins the brand must have a passion for swimming, an ambition for growth and an ambition to become an expert in every aspect of the business.



“We followed all the guidelines from The Swimming Teachers’ Association, which stipulates that progress must be led by the child rather than the teacher. From the start, we firmly believed that the aim was not only to help young children to swim, but to be confident and safe in the water and, of course, have fun.

“Where franchisees are concerned, drive and determination are really important. Franchisees must be self starters, follow the model, get their heads down and push on with the business, no matter how challenging it might seem. If they don’t have any tenacity and ambition, they won’t get anywhere.”

But stick to the Puddle Ducks script and the rewards are impressive. A successful franchisee can make a profit of at least £100,000 a year, often a lot more, and the network regularly rakes in franchisee of the year awards and has won the WorkBuzz five star franchisee satisfaction award six years running.

The franchise package

A Puddle Ducks franchise costs around £24,000 and franchisees’ backgrounds range from solicitors and accountants to midwives and, not surprisingly, swimming teachers. What do they get for their investment? “They get all the training and equipment to run their first classes,” Jo explains. This includes 300 hours of classroom training, pool work and working alongside experienced teachers.

New franchisees also get marketing material, clothing, equipment, financial tools and software, plus access to a head office team that provides business health checks and guidance. “I don’t think there’s anyone more experienced in the UK swimming industry than our team,” Jo believes.

Even so, it takes about nine months for a franchisee to be fully trained, with a mixture of distance learning, on the job training and consulting a vault of online manuals, which cover every aspect of running the business.

But Jo cautions: “Some skills you can’t teach, like staff management and inspiring your team. These are instinctive and you must be certain they are already in place with a prospective franchisee. Puddle Ducks is basically a management franchise and at least half our franchisees no longer go into the water, but they know how to run and grow a successful business – and that’s the important thing.”

Nothing at Puddle Ducks is left to chance. To make sure every process works, Jo and Tracy painstakingly wrote out every single activity in their lesson plans, supplementing them with videos, so that teachers can log on and follow the procedures down to the last detail.

All documentation is to the highest possible standard, achieved by bringing in experts to create an IT system that analyses the weekly intake of youngsters and detecting business patterns, which are shared with franchisees.

Communication is key

But initial training is only the start of joining the Puddle Ducks family. The partners have always believed

that communication in the network is the key to success, encouraging it with newsletters and Facebook forums.

Communication is two-way: when some franchisees suggested having their own swimming pools, Jo and Tracy happily gave the go ahead, provided expert advice and recommended specialist suppliers and contractors.

There are also events throughout the year, including an annual conference, a franchise summer school, regional marketing meetings, business health checks and technical visits. “The support franchisees give each other is phenomenal,” the company says. “Emotional and practical support is given in bundles.”

Community spirit also abounds among Puddle Ducks: the network has raised over £130,000 for franchisees’ local charities. “Of course it’s a business, but over the years it has become a lot more than that for all of us,” Jo says.

What’s next for Puddle Ducks? “Our vision is to have 50 franchises by 2020, teaching 50,000 children,” Jo says. “We want to make sure our services are available to as many people as possible.”

Puddle Ducks dived head first into franchising. Now it looks like making a splash for a long time to come.

WHAT JO STONE LOOKS FOR IN A FRANCHISEE

1 Consistency is vital in someone taking on a franchise. Customers expect the same high standard of service from every franchisee. To ensure this, Puddle Ducks provides 300 hours of training in all aspects of the business, including marketing, teaching methods and customer service.

2 Puddle Ducks picks ambitious, hard-working people who have the company’s standards and values, plus drive, ambition and determination. They should be trustworthy and professional, but showing respect to customers and colleagues is the most important thing the company looks for.

3 Franchisees must have an instinct for staff management and running and developing the business. Previous management experience is not essential, but the potential must be there.

4 Find out why a franchisee wants to join your network. Make sure their ambitions and end goals are consistent with yours.



Ask The EXPERTS

Our panel of industry specialists answer your franchise questions

Q WHAT SECURITY CAN I USE TO SECURE FUNDING FOR A FRANCHISE?

BRIAN DUCKETT WRITES:

The most common asset used for security for a small business loan is property, including residential, commercial and rural land, although in some instances a lender may accept other balance sheet assets to secure a loan, including your cars and equipment.

In the end, it usually boils down to your home, assuming there is sufficient equity in it once any existing mortgage is taken into account, or perhaps the home of another family member or friend, depending on your circumstances. Possibly, commodities such as gold, silver or even antique

furniture or paintings can be used, but not personal pension funds.

Whatever asset you use to secure your business loan, you can still sell it if you need to during the loan term, provided you obtain consent from the lender and offer another form of security to take its place.

Deciding whether or not to provide personal security for a business loan is a big decision, but then so is going into business in the first place. It's also a sign of confidence and commitment. If you're not prepared to back your own business plan, why should anyone else?

Q WHY WOULD A FRANCHISOR DECIDE NOT TO RENEW A FRANCHISEE'S FRANCHISE AGREEMENT?

SHELLEY NADLER WRITES:

It's usually the practice for franchisors to grant a franchisee the right to renew their agreement at the end of the initial term. However, there are conditions attached.

It's usual for renewal of the franchise agreement to be subject to the franchisee's compliance with the terms of the agreement during the initial term. If a franchisee has been served with notices of breach of the franchise agreement by the franchisor, the franchisor may decide not to renew, even if these breaches were remedied.

A condition of renewal may also be a requirement for the franchisee to make significant improvements to their business to bring it up to the standard to which a new franchisee would

adhere. There may be a requirement for retraining or the purchase of the latest technology. If a franchisee does not comply with these requirements, a franchisor may decide not to renew the franchise agreement.

There is usually a requirement that the franchisee gives notice to the franchisor that they wish to renew within a certain period prior to the expiry of the initial term. If the franchisee doesn't do this, the franchisor could decide not to renew the franchise agreement, particularly if the legal term 'time is of the essence' is used, which means that if the notice is not provided strictly within the time period set, the right to renew can be lost, even if there is only a slight delay of one or two days.

Q WHY DOES A FRANCHISOR WANT MY PARTNER TO ATTEND ONE OF ITS DISCOVERY DAY EVENTS WITH ME?

LOUISE HARRIS WRITES:

Franchising, done well, is a balanced relationship between franchisee and franchisor. The franchisor has to decide if a franchisee has the skills, aptitude and attitude for the business - and if they'll fit with the team. The franchisee has to decide if they have the interest, ability and enthusiasm, plus the skills, aptitude and attitude, and if the business will suit them and their lifestyle.

Good franchisors will want to meet a partner, as running a business can be hard work. However much support is offered by a franchisor, partners are there for the long haul and their support day to day is equally as important.

The meeting also allows a prospective franchisee a second opinion from someone who knows them - warts and all. Franchisors find that partners are especially honest.

The ultimate goal is that all parties are as satisfied as possible that the franchise partnership is the right one for them.

Q IS SUCCESS GUARANTEED IF I INVEST IN A FRANCHISE?

JOHN PRATT WRITES:

There are few things in life where success is guaranteed and investing in a franchise is not one of them. Having said that, the whole point of franchising is that a franchisor is able to say to a prospective franchisee: "I have created a system that works and which can be replicated successfully."

The franchisor must then prove that what it's saying is true. It is, as a result, essential that prospective franchisees carefully evaluate the offer. This means they need to have a full list of all franchisees who they can talk to, plus information about their turnover, profitability and start-up costs or the average position across the network.

The second step is to take a long hard look at yourself and establish whether you have what it takes to be successful. That inevitably means establishing whether you have the support of your family and whether you are the sort of person who would be prepared to work seven days a week for the first few years in order to achieve success.

All that a franchisor can do is say that if you follow its system, you will not fail. How successful you are will depend on a combination of how good the franchise is and how much effort and skill you bring to it.

Visit what-franchise.com for more information

OUR PANEL



BRIAN DUCKETT is chairman of The Franchising Centre, part of the world's largest network of specialist franchise consultants.



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.



LOUISE HARRIS is franchise network manager for NIC. She's been a franchisor, franchisee and franchise induction and support training provider.



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



5 minutes with...

DENISE HUTTON-GOSNEY

Denise launched her performing arts business, Razzamataz in 2000, and after braving the Dragon's Den in 2007, and securing the backing of Duncan Bannatyne, her success has rocketed. She now runs a network with 46 franchisees, and over 400 employees. We grab 5 minutes from her busy working day.

WF: Sum up your business in 5 words.

Exciting, fun, fast paced & rewarding!

WF: When was your light-bulb moment?

After establishing seven schools that operated on a part-time basis, single-handedly, and seeing the difference I was making to young people and the local communities. That's when I knew I had something special.

WF: Thing you love most about your job?

Seeing young entrepreneurs like me start their journeys and watching a shy child blossom into a confident young adult.

WF: Greatest sacrifice you've made to get where you are today?

Probably sacrificing some family time. Running any business, in the early days you work very long hours.

WF: Biggest risk you've taken and how did it work out?

I remortgaged my house to

franchise the business when I didn't really know if anyone would want to buy into my brand. It worked out great! We have an amazing network of very passionate hard working people.

WF: Proudest achievement – work or otherwise

Gaining charitable status for our 'Razzamataz Future Fund', which offers grants to our students to go to PA Colleges, and of course my two gorgeous boys - both my legacies.

WF: Who gives you advice?

My PR Karen Keeman and I go a long way back! We've been colleagues and good friends for 26 years. Also I work closely with Suzie from Platinum Wave who always has great advice when it comes to the franchise world.

WF: Who do you most admire?

I most admire anyone who grafts really hard for what they have in life. Or do you mean a famous person? I guess Duncan. You have to admire him, as he started out in

business quite late on in life, with no money, and grafted really hard for his wealth and success.

WF: Biggest lesson you've learned along the way?

Be kinder to yourself, it's OK to have a day off.

WF: Why do you love franchising?

It's a great way to grow your brand with like minded people, together we are stronger. You're always stronger as a network

WF: What advice would you give a younger you?

Try not to take things personally. With it being your brand it's also your 'baby' so sometimes it's difficult to not take it personally, I know this now.

WF: If I'd know then what I know now....

Be really careful and choose who you bring into your network wisely - which I do and have done for some time now.

WF: What next?

Our 20th Anniversary celebrations! Starting in London in January with a huge conference for our network and some surprises, then a West End Gala Performance followed by around 400 of our students leading the parade at Disneyland! After that, who knows? The sky's the limit!

The true costs of buying a franchise

Here's what to look out for before you sign on the dotted line

WORDS BY SUKI DEHAL



THE AUTHOR

Suki Dehal is the Franchise Development Manager at Lloyds Bank

More and more people are looking at investing in a franchise as a potential route into business. Investment in a tried and tested business model with the training and ongoing support from the franchisor are all compelling reasons to choose a franchise rather than starting your own business independently.

When you also take into account that an established brand name will attract customers from day one and the franchisee network will provide the opportunity to pick up national account work and negotiate better terms with suppliers, then franchising becomes an even more attractive prospect. Add to all that, the fact that the failure rate for franchisees is considerably lower, at fewer than 2% and it becomes a compelling argument.

However franchising is not a get-rich-quick scheme and thorough research is necessary before making any commitment to invest. Running any business, even with the backing

of a franchise, will take a lot of energy, commitment and hard work in order to succeed. Research is the key to finding the right franchise opportunity to suit you. With so many brands out there, each will be looking for different key skills and will offer different levels of investment.

Do your research

There are many places to research franchise opportunities, however it is not always clear what the true investment costs are as there is no standardisation across the franchise media, which can be confusing. You need to know the likely total investment costs including all tools, equipment and working capital needed. Ask the franchisor for a full breakdown of the investment plus the ongoing costs. As an investor you should also consider how much personal income you will need to draw from the business to maintain household costs, which should also be factored in..

Check the small print

When you've selected your chosen franchise you will be asked to sign a franchise legal agreement. These contracts are lengthy and are rarely written in plain English, so it is essential that you get the agreement checked and explained to you by an experienced and reputable franchise solicitor, preferably affiliated with the British Franchise Association.

The legal agreement will



set out all the ongoing costs, however some of these are not always entirely transparent. It is right that the franchisee should be paying for the support and guidance they benefit from, but be aware of all of the upfront and ongoing costs before you make a commitment to invest. Most franchisors do provide transparency once they know a potential investor is genuinely interested in buying into the franchise; however make sure you fully understand the commitment you are entering into.

Franchising remains a less risky route into self-employment and it is likely that there is a perfect fit for you out there, but there is no substitute for methodical research and understanding the true costs before you commit to your chosen franchise brand. Covering the cost can be done by either using your own savings or with the help of bank funding, so speak to your bank to see how they can help support your business ambitions. Lenders with a specialised franchise department, such as Lloyds Bank, have a team of trained managers who understand franchising and are likely to have a track record of funding existing franchisees in the brand you are looking to invest in.

THE HIDDEN COSTS

- + A mark-up on any goods or services that are provided by the franchisor
- + A commitment to spend a minimum amount on local marketing
- + A commitment to purchase a minimum amount of product from suppliers
- + Software licence fees
- + Vehicle leases
- + Additional training fees
- + Charges for new business leads
- + Bookkeeping services, central invoicing and payment collection
- + Licence renewal fees
- + Be aware of a fixed management services fees or where there is a minimum amount payable, to ensure that these are set at reasonable levels.

Money Matters

How Research and Development Tax Relief Could Benefit Your Franchise

WORDS BY CARL READER



THE AUTHOR

Carl Reader is the Chairman at d&t, award-winning chartered accountants and expert business advisors

You may not be aware of it, but HMRC is currently actively promoting research and development (R&D) tax relief for qualifying organisations. The R&D tax relief is designed to support companies that work on innovative projects in science and technology and can be claimed by companies that seek to research or develop an advance in their field.

This is an interesting and important tax break which could be relevant for any franchisor working on new products or services, or for any company considering longer-term R&D projects. Tax relief can even be claimed on unsuccessful projects, so it is worth being aware of the significant financial benefits this could bring.

How do you qualify?

The key point is that for qualifying companies, the R&D expenditure attracts an additional 130% of the qualifying costs being claimed for tax purposes. So, for a company qualifying for £100k worth of R&D, there are additional qualifying costs of £130k, taking the total which can be reclaimed to £230k.

Meeting the qualifying criteria is key to being awarded the rebate. There is further information on the gov.uk website but briefly, HMRC states: “The work that qualifies for R&D relief must be part of a specific project to make an advance in science or technology. It cannot be an advance within a social science like economics or a theoretical field like pure maths. The project must relate to your company’s trade - either an existing one, or one that you intend to start up based on the results of the R&D. Your project may research or develop a new process, product or service or improve on an existing one.”

This means, any advance in a field of science or technology which extends the overall knowledge in the given field and not just the company’s own state of knowledge or capability, could qualify for a significant tax rebate. It can’t just be an existing technology that has been used for the first time in your sector. The technological challenge will not have been able to

be readily resolved by a ‘competent professional’ in the industry and it will be necessary to show how the scientific or technological uncertainties were faced and how these were overcome. According to HMRC: “This can be a simple description of the successes and failures you had during the project.”

“Meeting the qualifying criteria is key to being awarded the rebate”

Getting the right advice

Dealing with the detail of HMRC rules and regulations often requires guidance and so working with accountants and business advisors who can cut through the jargon to guide you through the process is a worthwhile investment. If as a franchisor, you are considering an R&D project, it would be worth discussing the scope of the work in advance, with qualified individuals to ensure all your hard work is recorded correctly and therefore recognised by HRMC to qualify for this valuable tax break.

Last year, d&t won the bfa Innovation & Development Award at the British Franchise Association conference. Our team of experts are always happy to discuss ideas and projects and provide guidance to franchisors and other companies about the world of tax and business planning.

For further information please see: team-dt.com



Strength in numbers

Collaboration and learning featured prominently at Expense Reduction Analysts' latest European conference



Last month in the beautiful Spanish sunshine, more than 300 guests gathered on the Costa Blanca for the opening of Expense Reduction Analysts' annual European conference.

It's very much a key event in the ERA calendar, with insightful presentations, engaging workshops

“Learning and sharing knowledge is what enables this great network of professionals to grow”

and thought provoking seminars delivered by the franchisor and franchisees alike.

At the same time, ERA franchisees had plenty of opportunity to meet with their European colleagues, forge new relationships and discuss opportunities for international collaboration, including a warm welcome from the company's Spanish network.

VALUE THROUGH INSIGHT

This year the theme of the conference was delivering 'Value Through Insight' - mirroring ERA's recently introduced strapline - a reference to how the company's franchise partners, through their expertise, experience and insight, can create additional value and provide bespoke efficiency solutions for their clients in the areas of cost optimisation, supplier management and process efficiency.

While enjoyment and franchisee recognition were among the key components when organising the conference, ERA operations manager Florian Damien wanted to promote an environment that facilitated collaboration and personal development.

Florian adds: "Collaboration and development are core principals of the Expense Reduction Analysts business model and annual conferences are a great opportunity for franchisees to meet and network with their international colleagues and



AT A GLANCE EXPENSE REDUCTION ANALYSTS

Established: 1992

Number of franchised outlets: 650-plus

Location of units: UK and internationally

Investment range: £44,900 (plus VAT)

Minimum required capital: 30 per cent of total start-up costs

Contact: Matt O'Neil moneil@expensereduction.com. 07753 966651

European support staff.

This event enables us to build stronger relationships, as well as develop new ones, which ultimately results in more opportunity for everyone involved."

LEARNING AND SHARING KNOWLEDGE

Key highlights from the conference included insightful presentations delivered by ERA support staff, helping franchise partners to understand how to take advantage of new technologies and embrace the digital world for business development and workshops that fostered the sharing of knowledge and best practice.

Steve Beadle, head of the ERA Academy, says: "Learning and sharing knowledge is what enables this great network of professionals to grow and improve their franchise businesses. It's essential that as a franchisor we not only provide our franchise partners with the tools necessary for success, but also guide them on how to best take advantage of these tools, especially within this fast changing business environment we all work in."

Other highlights included a creative opening ceremony by ERA's Spanish team, a networking tapas tour, an excellent keynote speech delivered by Jeremy White of Wired magazine and the annual franchisee gala dinner, which also featured a special awards ceremony recognising the excellence and dedication of the company's franchise network.

The three days were enjoyed by all and preparations have already started for next year's conference, which will take place in Italy.

Ahead of the curve

TaxAssist Accountants franchisee Dave Forrester is online not in line when it comes to business

Dave Forrester joined TaxAssist Accountants, the UK's largest network of small business specialist accountants, in 2009 after purchasing a franchise resale.

He has grown his business consistently over ten years, building his practice up to almost 1,000 clients, who are serviced from three shops across West Yorkshire in Keighley, Ilkley and Bingley.

wanted a change of direction. I also had young children and wanted to spend more time with my family."

TaxAssist has been operating successfully for 24 years and is a game changer for both the accounting industry and small businesses, in the way it 'retails' tax and advisory services through open and welcoming shops. This concept has proven to be an effective way to build a practice,

with many franchisees opening multiple shops in their territory. It's also popular with small businesses, which enjoy the friendly, convenient local service.

For Dave, a typical day is varied and includes seeing clients, meeting with new business contacts or attending regular networking events. He acknowledges his team of 13 is key to his success, embracing the staff training that's offered by the TaxAssist support

centre and offering clear career progression.

"I am passionate about staff development, as this is key to enabling me to take more of a back seat and let the business run itself," Dave explains.

EARLY ADOPTER

Dave was one of the early adopters of online bookkeeping products, adding: "We're in a digital age and the natural progression is for everything to be online as it's



AT A GLANCE TAXASSIST ACCOUNTANTS

Established:
1995

Number of franchised outlets:
329

Location of units:
UK-wide

Investment range:
£100,000-£130,000

Minimum required capital:
£40,000

Contact:
Nikki Haythorne:
franchiseenquiries@taxassist.co.uk
www.taxassistfranchise.co.uk

quicker and so much easier to access than working on a desktop. With Making Tax Digital being rolled out, it's fantastic for both myself and my clients, as we are ahead of the curve, already used to working in this way.

"I think for a client, if they went to a practice that wasn't using the current leading software, both could be losing out, whether it be with the functionality or the time saving aspect. Clients benefit from, and are aware of our commitment to online accounting and refer to us for this reason regularly."

GETTING THE BALANCE RIGHT

For Dave, the main highlight of being a TaxAssist franchisee has been: "Building my own business whilst having quite a young family. I've been able to balance my home and work life.

"Being your own boss is a massive benefit of being a franchisee. Ultimately, you're responsible for staff and for growing your business, but the rewards are yours if you are successful. With our model, it takes time for your business to develop and build, but if you follow the road map that TaxAssist lays out for you, you've got a very good chance of success."

TaxAssist attracts both accountants and business/finance professionals, as franchisees can employ accountants, leaving them free to concentrate on building their practice.



"we're in a digital age and the natural progression is for everything to be online"

A CHANGE IN DIRECTION

On his decision to join the TaxAssist network, Dave says: "I had been working as a chartered management accountant for a large American bank in controllership and financial systems roles, but was at the stage of my career where I was a bit fed up with the job and

When Do I Start?

Discover the hybrid skills of the perfect franchisor

WORDS BY SUZIE MCCAFFERTY



THE AUTHOR

Suzie McCafferty
is CEO of franchise
consultancy
Platinum Wave

When it comes to franchisee recruitment, having high expectations of the person opposite you at the interview table is very much a two-way street. Franchisors can spend so much time drawing up a huge list of things that their future franchisees **MUST** have or be, that they forget that a well-prepared prospective franchisee always has a big list of their own.

We are in conversation with candidates from the time they first start considering the idea of a franchise, right through to signing up to one - so we know what attributes they consider make for a good franchisor.

The most important thing you need to understand from the start, is that your former role as the owner of a successful business has changed, and you now have a multitude of new job titles. Here's what your prospective franchisee is looking for.

The Investor in People

You had an idea, built a successful business and now you're expanding. Your success as a franchisor however, now depends on the ongoing success of your franchisees - and that is something you need to be properly invested in. Training, support, ongoing development, providing the best tools for the job, marketing, future proofing... good franchisors don't leave their franchisees' success to chance, they invest in it.

Head of Product Development

Think of the most successful hamburger franchise. I guarantee we're all thinking of the same one. That continued success is in large part due to having the foresight to move with the times. Customers have demanded healthier options, more variety, more certainty over food providence, a more engaging dining/ordering experience. If they had stuck to the belief that the original model was too perfect to change, then, with so many competitors in the market, people really would have moved on. Remember, no franchisor is too big not to look ahead.

Director of Long-Term Commitment

In franchising, the opposite of long-term commitment tends to be the franchisor who is solely interested in selling franchises. A good franchisor, however, is all about the long game. Only quality franchisees are accepted into the network; initial training is thorough and comprehensive; ongoing support

is provided by an effective support staff; the financial rewards of the franchisor depend on building a network of highly successful, happy franchisees who wish to grow their businesses and support the big picture ambitions of the brand.

Chief Quality Officer

The best franchisors are obsessed with quality, right across the board. Within most business sectors you can see which franchise brands are intent on becoming the biggest, or the loudest or the cheapest, and then you can see which ones are intent on truly becoming the best. Surprisingly, being the best is not always what clinches the deal for a prospective franchisee. For my money, I'd choose the Franchisor who is dedicated to quality. Then I'd know that everything from my training, my fellow franchisees, and yes, my long-term prospects will likely be best.

So, if you want to be a great franchisor, with a future-proofed business and a top performing network, interview yourself for these four roles - did you get the job?



Pets Win Prizes

OSCAR Pet Foods win a coveted Silver 'Franchisor of the Year' accolade at the 2019 bfa HSBC Franchise Awards



“Winning silver in our 25th Anniversary year surpasses the excitement we shared at being shortlisted for two categories, and shines a light of sparkling achievement on our dedicated network of franchisees,” says Richard Martin, Managing Director. “Working tirelessly, alongside our outstanding Head Office Team, they provide invaluable support and professionalism to customers and their pets, and this award would not be possible without

their enthusiasm and pursuit of fact-based knowledge.”

Innovative approaches and strategies to help their network has ensured their credibility as a franchisor. Promoting the importance of animal welfare through a uniquely recognised qualification focusing on health, disease, and animal behaviour, has paved the way for both franchisee and customer confidence.

“We are constantly evolving and listening, to ensure that OSCAR is so much more than pet food, and this accolade demonstrates the external recognition of these efforts. The future of OSCAR Pet Foods rests in the hands of our talented network of franchisees, and allowing them to thrive is essential to our business.” explains Richard.

The British Franchise Association (bfa) is the voice of ethical franchising in the UK and has been running its flagship franchising awards for nearly 30 years.

Web Platform

You can become a What's On In franchisee for under £1,000



“Of the What's On In franchise, managing director Stephen Smith (pictured) says: “It was simple, we know the UK online advertising market is worth £89 billion 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 £789. The return on investment is amazing. We also offer an interest free finance package.”

USER FRIENDLY

Dani Smith, joint managing director, says: “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.”

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

Potential monthly incomes are £5,000-£8,000, depending on commitment.

Franchisees receive a fully exclusive postcode area.

Stephen and Dani Smith believe What's On In offers the perfect low cost entry into the profitable franchise arena.

Visit www.woifranchise.com or call 07860 833822.

The 4 Pillars Approach

How to strengthen, protect and grow your franchise business

WORDS BY CHRISTY WILSON DELK



THE AUTHOR

Christy Wilson Delk is a business professor at Rollins College in Winter Park, Florida and author of *Adventures in Franchise Ownership*.

You are officially qualified to read this article if you either own an existing franchise or are convinced that owning a franchise is the best path forward for your personal and financial freedom.

I was once you. At 35, I made a decision that changed my life: the decision to buy a franchise. I had a wonderful relationship with my franchisor and made plenty of money. Then, after 15 years of ownership, I made another big decision and sold my business. This is what happened during the in between years.

Peaks and valleys

In the early days, there were many times when I wondered: “What if this doesn’t work?” and had my share of sleepless nights. Usually, the tough days were due to cash flow not being what I had counted on or a key employee giving insufficient notice - one time I had to learn to drive a bus over a weekend!

Staying motivated and engaged was by no means a given. The work was exceedingly challenging. When I discovered a thief in my ranks, I fantasized about selling and doing something else. Then I’d put my head down and trudge through the valleys until the outlook was bright again.

The work was also exceedingly rewarding. There were many

months and years when the pride of ownership and the income and lifestyle it afforded led to feelings of joy, confidence and thoughts of: “Why would anyone not want to own and operate their own franchise?” Those exhilarating peaks can often sustain one’s drive and motivation for prolonged periods.

The epiphany

By the end of year four, with two challenging valleys under my belt, the question I kept asking myself was: “What’s missing from my business?” I realised the 2001 post 9/11 recession and the ensuing dot.com economic tumble were, to a large extent, things I could not control. But they got me thinking about what I could control.

It was during that time I came across the book *Peaks and Valleys* by Spencer Johnson. I read it voraciously. The general concept of the book is that in order to be successful long term, the wise business owner will learn to adapt their business in a way that smooths out the peaks and valleys of cycles and other challenges. Spencer purported that with the right planning, a wise business owner could continue to build and grow, even during market downturns.

I wanted to be that wise owner. I decided then that I would learn how to strengthen, protect and grow my business the best way I could. This new

knowledge led me to start thinking and acting differently.

I would stay aligned with franchisor processes and programmes and strategically focus my business on four essential areas going forward. Those four areas gradually became the foundational pillars that guided and drove my business for my remaining tenure.

As the leader of your business, these aspects must become your number one priority.

The 4 Pillars Approach

Try visualising the 4 Pillars this way: when you sign up to be a franchisee, you buy plans with detailed daily, weekly and monthly processes and a basic structure for a proven, successful enterprise.

Once your franchise is established, in order to ensure your continued success and maintain your passion as an owner, it’s imperative you fortify what you have built. The 4 Pillars Approach provides the framework and strategy you need by strengthening, protecting and growing your business in a methodical and streamlined way.

No one pillar is more important than the other. They are built in tandem to create synergies and unexpected benefits to your business. As long as they are balanced, your business will thrive.

Pillar 1:

Layers of loyalty:
strengthen your business.

Building layers of loyalty is the pillar that adds long-term stability to a high performing franchise.

All stakeholders contribute to the long-term sustainable growth and success of your franchise, including employees, clients, the local community and your franchisor.

“As the leader of your business, these aspects must become your number one priority”



Loyalty ensures market forces and competitors don't have a lasting impact on your profitability and extends your reach and goodwill with negligible costs. It's never too soon or too late to strengthen your business strategically by layering loyalty internally and externally.

I would not have been able to expand my business twice if it weren't for the good relationships and loyalty I had built with my franchisor and the others who mattered most. These relationships are a significant component of your success and make being a franchisee more personally rewarding and enjoyable.

Pillar 2:
Strategic leadership:
protect your business.

Leading strategically is a fresh take on leadership, aligning practical leadership processes and methods with your time constraints and vision for your franchise.

Categorising leadership as 'planned', 'unplanned' and 'responsive' opportunities and challenges, allows you to efficiently

and effectively use your leadership capital and build your pillars to fit your values and goals in the local market.

I was one person with 50 employees, 500 families to serve and a child to raise. Being strategic about how I invested my leadership time and energy was imperative to my success and my sanity. I'm confident it will work for you, too.

Pillar 3:
Money metrics:
grow your business.

Knowing your money metrics is foundational for building and growing your franchise and increasing your annual income.

More detailed than your basic company finances, money metrics include franchisor data, industry norms and measurements of your own performance history for comparing and then projecting into the future.

In its basic form, understanding your metrics means you know your key numbers and can predict with reasonable certainty how an increase in one expense or metric will add or detract from your bottom line and therefore how much money you will make in a given year.

For me, there was simply no substitute for incorporating

metrics-based planning and performance measurements to achieve annual profit and revenue goals. Developing and maintaining a true competitive advantage are also part of this foundational pillar.

Pillar 4:
Method management:
focus your business.

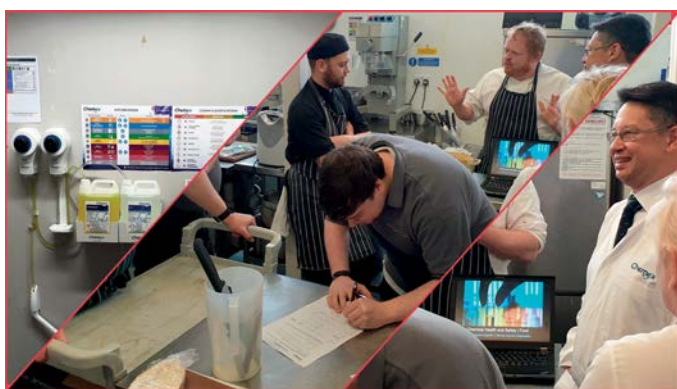
Method management puts success directly within your control because it's the 'how to' part of building the pillars.

Starting with an annual review and organisational accountability, method management gives you the framework and timeline to build loyalty and lead strategically using your money metrics as a baseline. Frankly, it's the least sexy part of how franchisees become successful, but it's perhaps the most important pillar because this is the cement that holds your business structure together.

By methodically and simultaneously building your pillars - layer by layer and year after year - your success and the income you make will be solely determined by you. Your franchisor will always play an important role in your success, but the 4 Pillars Approach will ensure that you make the most of your time, opportunity and talents.

A Clean Environment

Chemex offers customers a range of sustainable and biodegradable products



formulated using natural biological agents (rather than harsh chemicals) to give incredible cleaning results. The company supplies super-concentrates, which are diluted on site using refillable trigger bottles, minimising packaging and transport costs and environmental impacts. This smart thinking saves valuable resources and

cuts costs for customers.

DYNAMIC TRAINING

New franchisees benefit from a dynamic, hands-on initial training scheme and continual learning. This helps them to become the trusted expert customers can turn to for guidance and advice on all hygiene matters.

They learn how to improve customers' hygiene outcomes, how to offer great advice, pinpoint solutions to customer needs, identify and implement preventative measures and train customers to use products safely, effectively and efficiently.

SUPER SUPPORT AND OUTSTANDING OPPORTUNITY

Field-based franchise support teams, as well as dedicated head office staff, provide support to take franchisees from start-up through to profitability. Franchisees benefit from low royalty fees, an exclusive and extensive territory, effective lead generation, cutting edge mobile technology, sales, marketing and technical support, plus great returns.

Chemex franchisees have been offering a van-based, business to business hygiene service to hotels, restaurants, cafes, care homes, NHS trusts and others for more than 30 years.

The diverse and impressive mix of customers is a testament to the excellence of the company's range and the value it adds to client's businesses. Chemex franchisees become trusted partners to their customers, who rely on the expertise they can offer.

“A repeat business model with excellent returns”

As a manufacturer and innovator of cleaning, hygiene and infection control products, Chemex offers unique, environmentally friendly hygiene and cleaning solutions.

The Chemex range is sustainable, biodegradable and environmentally responsible, with many of its products



AT A GLANCE CHEMEX INTERNATIONAL

Established:
1985

Number of franchised outlets:
45

Location of units:
Nationwide

Investment range:
£23,500

Contact:
leads@chemexuk.com

www.chemexuk.com

Application and motivation are considered critical success factors, rather than background or sales skills. Franchisees who demonstrate enthusiasm for developing their business will reap excellent rewards. Unlimited opportunities for growth mean franchisees may decide to employ staff or operate more than one van.

Stephen Crinks, a long-standing Chemex franchisee, explains: “Running a Chemex franchised business is hard work, always challenging, but immensely rewarding. No two days are ever the same.

“You have the satisfaction of helping your customers run their own businesses to the highest standard, being compliant with ever changing legislation, as well as getting to know them and their needs and establishing working relationships that last for many years.”

Chemex is a stable and successful franchise business that offers opportunities for growth, profitability and satisfaction. The company has operations in Europe, Scandinavia, the Middle East, North America and Australasia, as well as more than 70 branches in the UK.



Taking care of business

Rising star Raspinder Singh reflects on his first year as a Caremark franchisee

Raspinder Singh, 29, launched his Caremark franchise in his hometown of Gravesend, Kent in February 2018. It's already thriving, with care worker retention and community outreach at the core of his business and an industry recognised award under his belt.

"My first year in business has exceeded my expectations," Raspinder says. "The care industry is one of the most challenging sectors to operate a business in, with more demand than suppliers can currently meet.

"According to the Financial Conduct Authority, it's estimated that by 2040, one in seven UK citizens will be aged 75 or over, so demand for high quality care is only going to increase."

CAREER CHANGE

Raspinder began his career as a financial analyst, having completed a degree in accounting and finance. But



before long he realised that, instead of feeling fulfilled by his career path, he was essentially 'ticking boxes'.

"I took a step back to reassess my priorities," Raspinder says. "I've always been entrepreneurially minded and take pride in supporting others - I'm an integral member of the Sikh community and had been working with my local temple as a volunteer. This opened my eyes to the support I could offer to the vulnerable residents in the area - launching a care business would combine my passion for supporting others with my determination to succeed."

Raspinder considered the options available to him and opted to invest in a franchise that most suited his values.

"A Caremark franchise appealed to me," he says. "The brand is respected within the care community, but I was more intrigued by the level of support available. I was instantly impressed by the collaborative nature of the network - everyone

was more than happy to exchange best practice."

DRIVEN TO ACHIEVE

Raspinder's initial business plan incorporated a projected rate of growth. Within nine months, he had increased client hours from zero to 500 per week. In addition and in line with his original estimations, care workers have consistently joined the team. But despite this rapid growth, it's the quick rate at which his Caremark franchise is able to support charitable causes, that continues to drive Raspinder to achieve.

"My priority as a business owner was to put my standing in the community to good use by regularly contributing to local and national charities," he says. "Within months of launching the business, we had submitted our first financial grant. That gave me an immense sense of satisfaction and continues to do so one year in. While this benefits those who certainly deserve the support, it also raises the profile of the business and increases the credibility of our brand."

"Demand for high quality care is only going to increase"

As a testament to Raspinder's dedication, he was named the Caremark 'Rising Star' at its annual conference, for demonstrating early promise and commitment to the local community.

He adds: "We've come so far in one year and I can say, hand on heart, this is just the beginning."



AT A GLANCE CAREMARK

Established: 2005

Number of franchised outlets: 100-plus

Location of units: UK-wide

Investment range: £100,000

Minimum required capital: £30,000

URL: www.caremarkfranchises.com

Contact: 01903 266392



Start a lucrative and rewarding business offering business coaching and consulting services to the many millions of prospective clients across the UK and beyond.

Chrysalis Partners has many benefits, including:

- Excellent cash flow from an early stage – clients pay in advance
- Fully inclusive 4 day residential training course
- Full access to the Chrysalis Partners Coaching and Consulting system
- Chrysalis Partners operating license
- Unlimited support from Head Office
- Attendance at regular Head Office events
- Ongoing training to include new materials developed
- Initial supply of stationary and supplies
- Personalised biography on the Chrysalis Partners website
- Partner advancement program
- Use of Chrysalis Partners branding for your practice
- Money back guarantee on your license fee

Low start up costs

Unlike some franchises, the initial outlay for Chrysalis Partners is very affordable. Not only is the fee payable very reasonable but you have very little that you need to buy to get started. If you are mobile and have a telephone and a laptop you are ready to go – everything else you need is provided within the franchise system.

01403 888339

www.chrysalispartners.co.uk

david@chrysalispartners.co.uk

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Matt O'Neil
Head of Franchise Recruitment
07753 966651
moneil@expensereduction.com



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LIGHTS, CAMERA, ACTION

If you were at the recent British Franchise Association (bfa) Conference, you would have spotted the What Franchise team – and our rather eye-catching film equipment – conducting video interviews with some of the biggest names in the UK franchise industry. To check out the videos and hear from franchisors talking about what makes their business ahead of the curve and truly investment-worthy, make sure to bookmark what-franchise.com/video today

RECOMMENDED VIEWING

The British Franchise Association (bfa) has just released a news and current affairs style-programme called 'Franchising the Next Generation', produced in partnership with ITN Productions. Presented by newsreader Natasha Kaplinsky, it explores the value of franchising, highlights the people behind the success stories, and demonstrates why investing in a franchise is a career choice with great potential for new talent. "We are excited to launch with a programme showcasing the opportunities that franchising can bring to both businesses looking to grow and investors looking to build their own franchise unit," said Pip Wilkins, Chief Executive of the bfa. Watch it at thebfa.org



WHAT'S TRENDING

"When it comes to the categories that receive the most traffic on what-franchise.com, it's tough to knock the formidable food and beverage sector off of its perch. However, our web team is noticing a substantial up-tick in pet-related franchise enquiries over the last month. Whether this is down to budding business-owners enjoying summery walks with their furry friends and wishing to turn it into a career is anyone's guess, but my hunch is that the relatively recession-proof nature of the sector is the main appeal. The pet and animal franchises currently attracting a lot of attention from our online visitors include Oscar Pet Foods and Barking Mad. To take a look at these business opportunities and a wide array of many others, head to what-franchise.com."

James Fell,
Head of Content
james.fell@aceville.co.uk

THE POWER OF VIDEO

Haven't factored video into your franchise's marketing strategy? Well, these stats will have you scrambling for the nearest camera.

- Video now accounts for half of all mobile traffic
- 75 per cent of business execs watch

work-related videos at least once a week

- Using the term 'video' in an email subject line boosts open rates by 19 per cent
- 96 per cent of B2B companies are planning to incorporate video into their content marketing plans over the next year

*Stats from mwpdigitalmedia.com



Partners in Profit

Chrysalis Partners offers the latest Business Coaching platform



Imagine a business model where you work the hours you choose, the days you choose and with whom you choose. How does that sound? Too good to be true, right? Wrong.

Chrysalis Partners' business coaches enjoy all these benefits and can earn in excess of £1,000 per day helping small business owners grow and scale their businesses using the company's proven business models.

And that's not all. During its next training course Chrysalis Partners is running a marketing campaign that will target new clients for you at no extra charge. This activity will generate leads and appointments with potential clients to target after your training. Many of our coaches win their first clients from this activity and it's all funded from Head Office and is included within your franchise fee.

In addition, Chrysalis Partners will team you up with a coach's coach on its Enhanced Support

Program during your first three months in business, so you can learn from someone who has been successfully consulting and coaching for more than 20 years. The plan is designed to help you win your first two to three clients and is a structured 90-day program to ensure that you start to make money as quickly as possible.

BUT WHAT DO OUR COACHES SAY?

Gareth Johnson, franchisee in Surrey says "the system represents the best practice in business growth with years of experience from the top people in the field. The quality and depth of the material is first class and importantly, you leave the course with a step-by-step action plan to start building a successful business based on years of experience".

Steve Mahony, franchisee based in the West Midlands says "the training is fantastic and the systems are so clear and thorough it provides each



AT A GLANCE CHRYSLIS PARTNERS

Established:
2017

Number of franchised outlets:
6

Location of outlets:
UK

Minimum required capital:
£40,000, including working capital

URL: chrysaliscoach.co.uk

Contact: David Watts. 01403 888339

“Run a flexible business, working as few or as many hours as you want”

business with a huge range of tools, it just can't fail. I would highly recommend the course, the systems and the amazing support from David and all the team".

Manish Kapur, franchisee from London says "it was evident to me from the first day that the training and systems used by Chrysalis Partners are world class. The training was enjoyable and very comprehensive and gave me all the tools and systems I will ever need to become a world class business coach. Within a week of leaving my previous employment, I had secured my first client, generated from the initial inclusive Head Office appointment program".

WHAT'S INCLUDED IN THE FRANCHISE FEE?

Chrysalis Partners provides a fully inclusive, five-day initial training programme at a high end facility, which will give you a comprehensive insight into its methodologies, systems and how to become established as a business coach and build your own practice. We will train you on our comprehensive but easy-to-follow systems and programs. Following training you will be given a website which will be preconfigured to

generate prospects, as soon as you leave the course. This is all included within your franchise fee.

You can work from an office or from home and following training you will have access to unlimited support from Chrysalis Partners' head office team. The model enables you to run a flexible business, working as few or as many hours as you want.

EXCELLENT RETURN ON INVESTMENT

The cost of the franchise is very competitive with any similar franchise, at just £29,950 including full training. However, the potential returns are significant for those individuals who follow the activity guidelines and systems which we recommend. You should be cash positive within a few short months and highly profitable in your first year of working with the system.

FRANCHISEE TRAINING AND SUPPORT

World class training is held in a luxury facility with full residential facilities included for the duration of your training. You will find the training ground-breaking, and it will certainly open your eyes to the infinite possibilities to develop and grow a business. You will receive training on all of the systems, which are constantly evolving, and any new materials developed over time are given free of charge to current franchisees. Once training is complete we offer unlimited ongoing support and enhanced one-to-one support to help drive your business. We are totally committed to the success of our franchisees and we support this with a money back guarantee on your license fee in the event that you cannot be successful.

DEMAND IS HUGE AND ONGOING

With 5.7 million small to medium-sized businesses in the UK, the demand for Chrysalis Partners' services is huge.



CHRYSALIS
— PARTNERS —



“Unlike the majority of our competitors we make most of our fees from the success that we deliver to the client”

Most new businesses fail in the first few years, therefore the requirement for a business coach to help steer them to success is greater than ever.

Unlike the majority of our competitors we make most of our fees from the success that we deliver to the client, therefore the clients love working with us, knowing that we are ‘partnered’ on a journey to joint success.

New franchisees join a community of business professionals who share their experiences and thoughts about how they are using the Chrysalis Partners models and strategies to best effect.

David Watts, who heads up Chrysalis Partners, says: “Through regular group meetings, we encourage franchisees to work together and share successes to broaden their knowledge base and leverage one another’s strengths.

“Chrysalis Partners uses the very latest coaching and consulting systems and models to enable franchisees to work with clients of all sizes, unlike many of our competitors.

“What this means is that attracting and winning new clients becomes far simpler and offers you greater diversity in the clients you choose to work with.”

Kare to Meet Us?

Kare Plus, the nursing and healthcare provider is hosting an informal coffee morning for prospective franchisees



This August, Kare Plus is welcoming prospective franchise owners to a coffee morning at its head office in Telford. Established in 1989, Kare Plus is a nursing and healthcare provider with a national network of franchises working in local communities through the provision of clinical and non-clinical care.

This is the perfect chance to learn about the Kare Plus opportunity in an open and informal setting alongside like-minded individuals. Numerous

members of the company's support team will be available during the two-hour session to talk with attendees about the different head office functions and their role in the day-to-day of running of a franchise.

Not a big coffee drinker? Don't worry, Kare Plus will have tea and soft drinks alongside some tasty pastries.

Register your interest now to ensure your space on what will be a fantastic morning of discovery, franchising and great coffee.

To register visit <https://discover.kareplus.co.uk> or call 01952 783 338.

MORNING PROGRAM

The two hours will cover:

- An introduction to Kare Plus
- The Kare Plus opportunity
- Any questions you may have

You will also have the chance to talk with representatives from:

- Marketing
- Compliance
- Contracts
- Support
- Finance

Feel-good factor

The Raring2go! Awards are a win-win for all concerned



The Raring2go! Awards are now in their fourth year and are being run by more and more of the company's franchisees across the UK.

They champion local businesses that provide a service to families of primary school age children and are a highly effective way to reward outstanding performance.

The goodwill generated translates into written business for Raring2go! franchisees - an accidental yet welcome by-product of this 'feel-good' initiative.

BIG MAC MOMENT

Freddie St George, managing director of Raring2go!, says:

"The idea for the awards was pitched by one of our franchisees. We liked the idea so much, we ran with it. Looking back, we're so pleased we decided to do so. It was our 'Big Mac moment'."

In 1967, McDonald's franchisee Jim Delligatti created the Big Mac and urged the company to let him sell it in the McDonald's restaurants he ran. They eventually agreed and it became an icon of the McDonald's corporation.

Freddie adds: "An open mind to business is what we, as the franchisor of Raring2go!, strive to maintain. This means engaging with our franchisees, listening to them and carefully evaluating all suggestions they make."

"We've no idea what they'll come up with next, but we're always up for another Big Mac moment."

Call 01273 447101 or 07702 186787. Alternatively, email freddie@raring2go.co.uk or visit www.getraring2go.co.uk

Quality care across the network

Right at Home's commitment to finding the right franchisees has resulted in high standards across all areas of the business



When it comes to establishing a homecare business, it's vital to build trust with prospective clients. But how can you deliver confidence quickly when starting a new business? Right at Home understands that trust is built through consistent quality and the selective route it has taken to build a network of 60-plus business owners, has paid dividends.

“Right at Home's experience will help you build a business to be proud of”

As a homecare provider, the network closely adheres to the Care Quality Commission guidelines

for outstanding care. As a result, over the last 12 months almost 40 per cent of businesses inspected by the CQC were rated as 'Outstanding' - compared to just 3 per cent across the homecare industry.

Right at Home is also the most highly recommended national provider on Homecare.co.uk, the UK's biggest homecare review site, with a group score of 9.8/10. This offers new franchisees a fantastic platform from which to market their services, giving potential clients confidence in the quality behind the brand.

EXCEPTIONAL CARE

The emphasis placed on providing exceptional care means you receive expert training and support to help you attain the highest CQC rating and client satisfaction scores. When clients are confident in your services, it allows you to build a profitable business with a strong future.

The Right at Home UK franchise launched in 2010 and its business owners are committed to becoming the UK's most trusted providers of homecare. The system is so strong, there have been no financial failures in its eight years of trading.

You may be in business for yourself, but when you join the Right

at Home franchise network you are not alone. You have a network of people to call upon for advice and support. The company understands the challenges of moving from employment to business ownership and starting up your business, as well as the importance of identifying the right franchise to join.



AT A GLANCE RIGHT AT HOME UK

Established:
2010

Number of franchised outlets:
60

Location of outlets:
England and Wales

Investment Range:
Up to £130,000, including working capital

Minimum capital required:
£40,000

Contact:
Kate Dilworth: kate.dilworth@
rightathomeuk.com or 07825 047344.
rightathomefranchising.co.uk

THE FRANCHISEE STORY

In 2017, James Levine and Jonathan Beckett established Right at Home Sefton. They shared a desire to deliver person-centred homecare and raise the bar for the standard of care in their area.

By following the business model and making the most of the training and ongoing support of both the Right at Home national office and network, James and Jonathan are already seeing outstanding results - breaking records in the network by reaching the £1 million turnover milestone in less than two years of trading.

In June, Solent and Southampton franchisees, husband and wife team Kev and Amy Popat, who run an outstanding rated £1.5 million business, became the first Right at Home franchisees to win the British Franchise Association's coveted Franchisee of the Year Award.

OPEN TO ALL

Greater diversity and inclusivity in franchising
are part of a cultural transformation

WORDS BY CATHERINE EADE



Diversity has become a buzzword in recent years, but it's far more than just a trend. As demographics within the UK workforce constantly change and new international markets continually emerge, diversity in franchising has become increasingly important.

Diversity is about access, fairness and equality for everyone, regardless of what ethnicity, age, disability, gender and sexual orientation they are. But rather than being just a banner some companies wave to prove a commitment to embracing difference, diversity has become a necessity in business - and franchising is no different.

Research from business consultancy McKinsey & Company reveals that organisations with higher gender and ethnic diversity were more likely to outperform those that did not.

Business in the Community is a business-led membership organisation dedicated to 'responsible business'. In partnership with the government, the organisation launched the Race at Work Charter, an initiative designed to improve outcomes for black, Asian and minority ethnic (BAME) employees in the UK.

Employing people of all races, ages and backgrounds can breathe new life into a franchise, industry experts say. More women and young people than ever are also entering the franchise sector, with one in five franchisees who started a business in the past two years being under 30.

A wonderfully positive time

"It's a wonderfully positive time for women and young people in the franchise industry," Helen Mansfield, managing director of Encouraging Women into Franchising, says. EWIF holds regular regional meetings, an awards ceremony and an annual conference where women from various sectors, both inside and outside of the franchise industry, can meet and network.

Helen adds: "In the past two years, 52 per cent of all new franchisees under 30 have been female and over the last 10 years we've seen a massive

increase in the number of women starting their own businesses through franchising.

"In 2018, 37 per cent of all new franchisees joining the industry were female and today 30 per cent of all franchisees are female - that's a huge rise of 20 per cent since 2015.

"Women bring their own skill set and character to the table. Some bring a softer approach in dealing with people and a more empathetic standpoint that balances out the boardroom. Women are more risk aware and bring a different perspective, weighing up decisions and analysing issues in a different way."

At the core of all our decisions

Joshua Barker, head of marketing at multi brand franchisor Neighborly, says: "We prefer to speak about inclusivity rather than diversity at Neighborly and view it not just as the right thing to do, but at the core of all our decisions. Our commitment to being inclusive is enshrined in our company's code of values and permeates our entire organisation.

"We also want to attract the best possible people when it comes to recruiting employees or franchisees, regardless of their ethnicity, disability or gender identity."

To achieve its goal of creating an inclusive franchise community, Neighborly is working towards a culture that reflects the interests, contributions and values of members of diverse groups, according to Joshua.

"When you put people in boxes, it can feel demeaning - discrimination is still discrimination, whether it's positive or negative," he says. "The nature of franchising is founded on the ability to run a successful business and if franchisees have the right skill set and show strong leadership, that is what really matters to us."

Franchising is forever evolving

Pip Wilkins, CEO of the British Franchise Association, points out that franchising is forever evolving, with nearly double the number of franchise systems in the UK compared to 20 years ago.

"The bfa recognises the needs

for diverse models to facilitate the commitments and needs of prospective franchisees, such as the growing number of franchising systems that can be operated from home," she says.

"The bfa understands the importance of developing opportunities for women in business, for example, which is why we created the bfa flagship event Empowering Women in Business seven years ago to bring together like-minded women who can all benefit from each other's experiences and expertise."

According to the 2018 bfa NatWest franchise survey, while around 70 per cent of franchise owners are male, 65 per cent of those employed within franchise units are female.

"It's essential we provide a platform for women to lift each other higher and combat the lack of women in leadership, which is why we created EWIB," Pip says.

Strong in the diversity stakes

Stephen Worley, senior director of communications at the International Franchise Association, believes the franchise sector is particularly strong in the diversity stakes.

He says: "On a macroeconomic level in the United States, racial and ethnic minorities, women and sexual minorities still face challenges,

"Diversity has become a necessity in business - and franchising is no different"

particularly when it comes to hiring and wage issues. But franchise businesses are ahead of the curve on many of these issues, with more equitable hiring and wage practices and greater numbers of diverse franchise business owners and employees."

He points to a recent study conducted by the IFA Foundation and professional services company PwC, which found there was a higher rate of minority (non-white) ownership among franchised businesses than in non-franchised businesses (31 per cent of franchised businesses were owned by minorities,



THE AUTHOR

Catherine Eade is assistant editor of What Franchise

compared to 19 per cent of non-franchised businesses).

The same study also found that women own franchised and non-franchised businesses at roughly the same level and that franchised businesses are more likely to be owned equally by men and women than non-franchised businesses.

“As a whole, the US is getting more diverse, not less,” Stephen says. “Some may see this as a challenge, but it’s as an opportunity to create a diverse and dynamic talent pool for jobs and careers at all levels that truly reflects society. Franchise businesses, like all businesses, are looking to serve the customer first and their employees should reflect the

diversity in background and beliefs of the customer.”

The best approach for franchisors

To make their recruitment process more reflective of society, franchises can put a range of procedures in place, Rachel Saunders, director of Business in the Community, says.

“The best approach is to measure diversity in the organisation and then set targets”, she recommends. “Franchises can monitor the recruitment of women, ethnic minorities and older workers, using the data to identify gaps and barriers in the recruitment process to ensure it is more inclusive.”

Franchising remains one of the most successful routes to business ownership, enabling hard-working, entrepreneurial individuals to fulfil their ambition to become their own boss - whatever their age, cultural background, gender or ability.

As Pip Wilkins says: “Franchising allows people of all cultural backgrounds, religions, genders and experiences the opportunity to live out their dream of being a business owner.”

“Employing people of all races, ages and backgrounds can breathe new life into a franchise”

AN ATTRACTIVE PROPOSITION FOR THE YOUNGER GENERATION



A spokesperson for Subway told us: “Diversity in Subway’s franchise owners is key and an important part of owning a Subway store is being part of the community and identifying with those around them.

“There isn’t one type of person that makes a good franchise owner - they come from all walks of life, genders, religions and nationalities. What they have in common is their drive, ambition and entrepreneurial spirit.”

Will Bray (pictured) is the latest in a growing number of millennials to invest in the franchise, with two stores under his belt at the age of just 24. He studied agriculture and business studies at Newcastle University. But within months of graduating and with some financial support from his father, Will became the franchisee of a Subway store in Bath in August 2016. A second store in the city followed in May 2018.

Subway offers millennials all the training and support they require to build a profitable business. “This makes the franchise an attractive proposition for the younger generation, who may want to run their own business, but don’t have the experience to do it alone,” a Subway spokesperson says.

“Being part of a well known brand and being able to take advantage of everything Subway has to offer, from marketing to brand awareness, gives young people confidence to enter franchising with the support of a good company behind them.”

Will says: “The training was good fun and I was in a great group, many of whom were from different countries in Europe. We’ve stayed in touch and it’s great to hear from them and learn about their franchise experiences in their home countries. I’ve even had the chance to visit one of my fellow trainees in Amsterdam.

“I enjoy being my own boss, in charge of my work-life balance and my longer term future.”



WE RELOCATED TO THE UK TO INVEST IN A FRANCHISE



Alex Waite, director of franchise recruitment at kitchen makeover company Dream Doors, says: "Our recruitment policy is focused solely on finding people who are willing and able to run their own kitchen

showroom and drive it forward using our tried and tested business model.

"It takes a broad range of skills to achieve that, but that's the only factor that really matters when it comes to who is right to do the job.

"Dream Doors customers live all over the country and come from diverse backgrounds, so it makes sense that franchisees should reflect that diversity."

South African couple Hayley and Gary Ashe (pictured) relocated to the UK to invest in a Dream Doors franchise, opening a showroom that covered the Woking and Guildford territory. The Dream Doors franchise was well

suited to their lifestyle and family commitments, Hayley says.

The business turned over almost £250,000 in the first three months of 2019.

"Because we were moving from South Africa, we didn't know the local trading conditions and we didn't have any contacts here, so it made sense to join a franchise network," Hayley says. "We feel the franchise market in the UK is very mature."

Alex adds: "Many of our successful franchisees first learned about Dream Doors by seeing our customer advertising, so it's only natural that the country's diversity is reflected in our applicant pool."

APPEALING TO ALL CULTURAL BACKGROUNDS



When husband and wife team Chris and Andrea Rai (pictured) began selling spicy Indian wraps at UK music festivals such as Glastonbury and Bestival in 2007, they could not have foreseen just how successful the concept would become.

Inside the wraps were the authentic curry recipes Chris had grown up with, made by his mother Martha - and their instant popularity cemented the launch of the Chapati Man brand.

Chris and Andrea were both in full-time employment to begin with, with Chris leaving his

job as a civil servant in April 2009 to fully concentrate on building Chapati Man, with the support of Andrea, a former textile designer and now full-time mother to their son, Cassius.

"We built the Chapati Man business, concept and brand before going down the franchising route and launched the franchise model in summer 2018," Chris explains.

The couple were contacted by The Franchise Company initially, which believed it was a great brand and concept. "They assisted us with building our franchise model and Mashud Choudhury is still our franchise sounding board," Chris says.

He adds: "Franchising is about obtaining franchisees who have the knowledge, skills, passion and vision of a business to make it a success and that means attracting people from all cultural backgrounds and walks of life.

"Franchising is extremely hard work. It takes a great deal of time, effort and investment to make it a success and there is no quick fix. We have sold Chapati Man master franchises for New York and Sri Lanka, along with the franchise rights for London, in our first year of franchising. These are huge achievements, but there's still a great deal of hard work ahead, with Chapati Man definitely on the right track."



It all adds up

Mathnasium a global success now generating phenomenal interest in the UK



Mathnasium, the children's education franchise, continues in its quest to spread its unique style of teaching across the globe. We now have eight learning centres in England and plan to open a further eight this year, with many other franchisees at various stages of start-up. Mathnasium came to the UK from a base of over 1000 centres worldwide, and the level of interest has been phenomenal.

The vast majority of our franchisees are not from an educational background and very few of them describe themselves as being excellent at maths. However, our franchisees see this as an opportunity to help ensure that no child has to struggle the way that they did.

Our system identifies the gaps in children's knowledge and creates a bespoke learning plan designed to fill those gaps. Our achievements and the success of the families we serve are linked directly to the passion and commitment of our franchisees. It is truly revolutionary, and that's why it's generating such extraordinary results for both students and franchisees.

To find out more, request a Franchise Information Pack from: ukfranchise@mathnasium.com or call 0161 791 0686

Can you put your carers at the heart of what you do?

At Visiting Angels we understand that to be a successful care franchisee you need to put the interests of your staff at the heart of your business. We are one of the UK's first Carer-Centric franchise businesses.

- * Join a worldwide network of 600+ franchisees
- * A new approach to running a care business
- * Specifically addresses the challenge of recruitment
- * Model proven over 20 years
- * Reduced franchise fees for development franchisees
- * Liquid capital required of circa £30,000



Our mission is to become the UK Care Sector's Employer of Choice by 2022. Join our mission and change the way care businesses are run.

Learn more about one of the world's largest care franchises by speaking to Dan Archer

on **0114 433 3000** or **07584 178 458**

www.visitingangelsfranchise.co.uk | darcher@visiting-angels.co.uk

VisitingAngels. 
QUALITY AT HOME CARE

Winning Home Care

Radfield Home Care wins BFA Emerging Franchisor of the Year Award 2019



Radfield Home Care franchising was announced as the winner of the British Franchise Association's Emerging Franchisor of the Year 2019 Award. Specialising in private care at-home services for the UK's ageing population, Radfield was selected by the judges due to its franchise support systems, ethical business model and community involvement - beating numerous franchise brands, both home care and non-home care.

Founder and Franchisor, Dr Hannah MacKechnie was delighted to receive this major franchising award: "I am so proud that Radfield has been recognised at the UK's most prestigious franchising awards! When we began franchising just two and a half years ago, we knew we had spent the time over the past eight years to develop a strong, rewarding and successful

opportunity for franchise partners - but this recognition is the icing on the cake and acts as a seal of approval for our current and future franchise partners.

"This would not have been possible without our fantastic support team that helps make our franchise partners' goals a reality. They are all experts in their field and have the experience, knowledge and expertise to guide our franchise partners to success. With this prestigious industry award and ongoing investment, we look forward to supporting more franchise partners in the coming months!"

In order to be shortlisted for the award, Radfield Home Care's franchise model went through rigorous rounds of judging, to be narrowed down to one of three finalists. During this process, HSBC's Head of Franchising and awards judge, Andrew Brattesani said: "Radfield Home Care is a great



AT A GLANCE RADFIELD HOME CARE

Established:
2016

Number of franchised outlets: 12

Location of units: Nationwide

Investment range: £80,000

Minimum required capital: £25,000

Contact:

franchising@radfieldhomecare.co.uk
01743 548 550

www.radfieldhomecarefranchising.co.uk

"A great example of how a business can scale up and help the community"

example of how a business can scale up and help the community. Run for over 30 years as a small business before becoming a franchise, the company started franchising in 2016 and has scaled up with the customer at its heart."

With franchise partners currently operating across the UK, Hannah and her brother and co-founder, Alex spent eight years developing Radfield's award-winning home care business model. As a result, the model was rigorously tried and tested prior to launch in late 2016. Before developing Radfield Home Care, the siblings grew up and worked within the residential care home owned and operated by their parents, and Hannah went on to become a qualified and experienced GP - providing them both with a lifetime of extensive healthcare knowledge to share with franchise partners.

If you would like to find out more about Radfield Home Care's franchise model and how this award could help you develop a rewarding home care business, contact franchise recruitment manager, Ed Gill on 01743 548 550 or franchise@radfieldhomecare.co.uk. Alternatively, you can find out more or book your place at an upcoming Discovery Day at www.radfieldhomecarefranchising.co.uk

A new outlook on life and business

John McHale talks about how his decision to become an ActionCOACH franchisee has led to his success

In 2014, John McHale re-evaluated his priorities and made the decision that would change his outlook on life altogether. He'd spent many years working in operations management but was left wanting more, so began searching for something that would benefit both his business and personal life. That's when he stumbled upon ActionCOACH.

"I completed my MBA at Aston Business School whilst working for a large steel producer. After the master's course, my focus shifted to

working with various teams within the company on their personal and professional development. I mentored staff on upskilling and project managed groups too, which made me think about the possibility of business coaching full time.

"When I found ActionCOACH, I immediately realised I could use the systems they have developed for over 20 years for my own business. One thing that stood out was the lifestyle it offered - I could have an impressive work-life balance and be part of a brand



AT A GLANCE ACTIONCOACH

Established:
1993 in Australia/2002 in UK

Number of franchised outlets:
240 in UK

Location of units:
UK-wide

Investment range:
£69,000

Minimum required capital:
£20,000

Contact:
Call Rainy or Kerry-Ann on 01284 701 648
or email freedom@actioncoach.com

"When I found ActionCOACH, I immediately realised I could use the system they have developed for over 20 years for my own business"

with a culture of abundance. I really wanted to be able to spend more time with my wife, Catherine, and our four children."

the
business excellence
forum & awards

John McHale with ActionCOACH founder Brad Sugars and client Tilletts Clothing winning Best Overall Company at the Business Excellence Awards



NO SNAP DECISIONS

Despite being keen, John still took time on his due diligence. He looked at other franchises in a similar sector and did extensive research into what they could offer him. However, ActionCOACH still stood out from the rest.

"During my career in the steel industry, I myself had been coached and therefore I recognised the benefits of having someone to bounce ideas off. I have to say, I was very impressed with the structure of the ActionCOACH franchise support model and the level of detail that goes into the systems. Combining those with the positive coaching experience, I knew an ActionCOACH franchise could be a winner."

John spoke to many other Action Coaches to confirm that this was the right decision and prepared himself for the hard work ahead.

One-on-one coaching with
Tilletts Clothing



In 2014, John was ready to attend ActionCOACH University.

GETTING FIT FOR BUSINESS

“The initial training was absolutely first-class. I spent ten days in Las Vegas with fellow franchisees and three of the best coaches from around the world. We learnt everything from securing the first client to putting on events such as group coaching sessions and seminars.”

John launched his ActionCOACH franchise in Yorkshire and Lincolnshire in October 2014 and with the knowledge of the systems under his belt, he got to work straight away.

“I have to admit, my first two years were very challenging but that’s the same for every new business owner. I spent that time getting to grips with it all and, with the help of the ActionCOACH team and their world-class systems, I was able to really establish my position in the marketplace. I don’t know of any other franchise that offers such exceptional and thorough ongoing support.”

DRIVEN TO SUCCEED

Now, almost five years later, his business is thriving, for which he gives credit to the ActionCOACH UK support team. With events like their annual Business Excellence Forum & Awards, bringing together global thought-leaders, entrepreneurs and

speakers, John is constantly learning more strategies to help him win new clients and retain existing ones.

“I entered three of my clients in for awards this year and they all won - the most a coach had won for that year. It was such a great achievement - both for myself and my clients - and an amazing opportunity that wouldn’t have been made possible if it wasn’t for the strength of the UK support team. They actively support franchise partners throughout the year to constantly better themselves. The ongoing support is exceptional.”

John now has plans to grow his business substantially. Having 20 clients and an aim to double that number in the next 18 months, he has recruited a PA to help in the office. His next steps include taking on a Business Development Manager and creating a healthy basis for his retirement.

“Although I’m still quite far off retirement, I know that coaching will be my job right up until the day I do decide to step back. It’s something I feel so passionate about. In a previous role, I sat at a very senior level, had my own coach and was physically able to see the benefits of coaching. I want to be able to give that opportunity to other business owners for as long as I can.

“My main advice for people considering a franchise is to conduct your due diligence very thoroughly.

“I don’t know of any other franchise that offers such exceptional and thorough ongoing support”

And if you think ActionCOACH sounds like the right option for you, you’ll need to get to grips with how to market yourself alongside the ActionCOACH brand - people are attracted initially by the help an Action Coach can offer but it’s you as a person they finally commit to working with. Enjoying self-development is vital too - both as a pre-requisite for being a business growth coach and as a business owner yourself.”

If you’re looking for a new challenge, want to make a difference in both yours and others’ lives, and you’re the kind of person who:

- A) loves learning and developing yourself;
- B) has enjoyed success in your career or sport; and
- C) is willing to invest if they see substantial returns can be made...

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

Securing a future for her children

FASTSIGNS franchisee Achi Atanda is building a strong family business

When her son suggested starting a family business, Achi Atanda became open to the idea of creating a career opportunity that would secure a future for her children. The family started to search for a business that would satisfy her three children's aptitude for design and provide a stable foundation for their business.

It was her eldest son who came across the FASTSIGNS franchise. The design and creative elements of the brand satisfied his interests, while his parents were impressed by FASTSIGNS' business model, which offers a business to business management opportunity that supports companies with high quality, high impact signage solutions.

FORWARD THINKING

Achi explains: "We saw the purchase of our business as a foundation for our children's future. It was important that whatever we did, we needed to pique their interest and get them excited for our business, so that when the time is right for them, they can join us in operating it."

As a family, they were attracted to FASTSIGNS' range of products and liked the future focus the business has.

Achi adds: "The digital signs, augmented reality and interactive products were a great pull for my children. They are from a generation that is so au fait with technology, these types of signage solutions are not only great for customers, they

also intrigued my youngsters.

"Even the more traditional building signs and vehicle, window, wall, door and floor graphics are created using cutting edge technology, so we see the signage industry as a very dynamic and exciting sector to own and operate a business in."

INVALUABLE SUPPORT

While her children are completing their educations, Achi operates the centre herself with a team of sales and production staff. Not having had any experience in the signage industry didn't hold her back from investing in a FASTSIGNS franchise and she found the support offered by FASTSIGNS to be invaluable.

Achi worked with the FASTSIGNS UK support team to identify staff who would complement her skill set and fill the required skills gap. Based on its extensive knowledge, FASTSIGNS supported her as she



AT A GLANCE FASTSIGNS

Established:
1985

Number of franchised outlets:
over 700 worldwide - 22 in the UK

Location of units: worldwide

Minimum capital required: £36,000

URL: www.fastsigns.co.uk

Contact: john.davies@fastsigns.com

"I am honoured to be the one to bring to life the future of our family dream"

set up her centre and prepared for opening, including providing her with access to the company's tools, equipment and resources.

"Although there have been some challenges, it has been extremely rewarding running my own FASTSIGNS centre," Achi says. "I love meeting people from different backgrounds, understanding their signage requirements and creating a diverse range of signs for them."

Of the family business she has started, Achi says: "My husband and children are not yet working with me. I have a great team who are supporting me in the meantime. I am honoured to be the one to bring to life the future of our family dream. When my eldest son finishes his A Levels, who knows what the future holds for FASTSIGNS Leicester?"





CHRISTIE DAY

Event Director for the Women in Business Expo



WF: What was the thinking behind launching the Women in Business Expo?

There has never been a large-scale exhibition in the UK dedicated to women in business and now is the perfect time to launch, as there is a gap in the market.

The subject matter is topical and the timing is perfect, as businesses have to now declare their gender pay gaps, while the 'me too' movement, diversity and inclusion are at the top of the agenda for many companies.

There is so much talent going to waste. Many women don't

“We would like visitors to find their perfect career match”

want to commute into a city, as some might need flexible working options to fit around childcare, so many talented and educated women are not being inspired to climb the career ladder.

WF: What can visitors expect from the event?

The event is designed to provide women with inspiration, guidance and services to support an existing business, start a new business or franchise and find an employer that encourages women in senior roles and mothers returning to work after having children. We would like visitors to find their perfect career match.

WF: Can you tell us more about the franchise element of the show?

Women are the fastest growing market for franchise uptake, as franchise opportunities offer support, flexibility and the ability to be your own boss with less risk. They're also attractive to people who want to run their own businesses, but might not have that great idea yet.

There are a large variety of female-friendly franchise exhibitors to suit all interests and budgets. Plus there will be a lot of guidance with our franchise matchmaking

service, women in franchise theatre and industry leading media partners. The event, of course, welcomes men and couples, as many franchise investors will be considering moving forward with a partner.

WF: Which keynote speakers and seminars have you got lined up?

We have four dedicated theatres: Women in Tech, Women in Franchise, Women in Business and the main Keynote Theatre, which will be headlined by Baroness Karren Brady, Lady Michelle Mone and Caprice, who are among the top female entrepreneurs in the UK.

WF: How can attendees get the most out of the show?

Join the LinkedIn Women in Business Expo Group for regular updates about the event. In addition, you can also meet independent consultants at our 'plan your day' service, who can help visitors to decide which exhibitors to visit and the best seminars and networking events to attend.

There is also a franchise matchmaking service, where consultants will recommend the most suitable franchise businesses based on their objectives.

“There is so much talent going to waste”

Brexit means Business

For home care franchise Visiting Angels, that's exactly what it means!



Whether you voted to remain or leave the EU, the country was not anticipating the problems that would be faced in resolving Brexit.

Successful home care franchise Visiting Angels has launched its UK operation in the last three years. They have built a successful pilot business in South Yorkshire and also recruited the first 4 franchisees to join the growing national network. UK Managing Director Dan Archer is very much of the opinion that Brexit can mean Business for the right opportunity with the right approach.

Many would assume with thousands of European citizens working in the care sector that uncertainty over Brexit would be a problem for Dan's business. He explains that this could not be further from the truth. Dan says, "Many home care providers staff from the European Union. Our business is very different to the majority of home care providers. It is common for home care businesses to complete

contracts for local authority care packages, where the charge rates are low, and as a result the pay rates have to be low. At the minimum wage end of the market, caring roles can often be filled by European staff. Our business is a private client home care provider, we charge more and we can afford to pay more. As a result we do not struggle to find care staff because working for Visiting Angels is an attractive alternative to working for many of our competitors. We also find as many as 50% of our caregivers are new to care and wouldn't consider working for a typical home care provider."

Dan understands the European staffing business model well, having previously run a care provider which recruited in Poland and the old Eastern Block countries. He feels however that the uncertainty over Brexit is putting European workers off coming to the UK. "Since Brexit there has been a decline in the numbers of people willing to come to the UK to care. Some of this is because they do not know whether



AT A GLANCE VISITING ANGELS

Established:
2017

Number of franchised outlets:
4

Location of units:
UK

Investment range:
£90,000-£110,000

Minimum required capital:
£30,000-£50,000

Contact:
Dan Archer 07854 178 458

www.visitingangelsfranchise.co.uk

"For Visiting Angels if you are able to say yes to a new care client when your competitors cannot, then Brexit can present an opportunity"

they will be able to stay and some of it because they feel less welcome than they did. We find though that this makes staffing harder for our competitors which is actually good news for us. In my franchise (which is the pilot) in South Yorkshire we are winning business from other care companies because we have a solution to the staffing problem."

For Visiting Angels if you are able to say yes to a new care client when your competitors cannot, then Brexit can present an opportunity. For this franchise taking an approach which puts the carers at the heart of the business, it means Brexit hasn't been a barrier to growth. Dan concludes, "The shortage of people working in other care businesses and the lack of capacity in residential care means that there is unprecedented demand for the Visiting Angels service. We have an aging population and that will be the case no matter what flavor of Brexit we get.

For more information on joining a very different care franchise call 01144333000 or visit www.visitingangelsfranchise.co.uk



Your Local Specialist

Ableworld is the country's largest mobility retailer selling products to the elderly and disabled which change people's lives for the better.



There are currently 15 million people aged over 60 in the UK today and the Government predicts that in just over 10 years' time nearly 25% of the population will be over 65.



As the population ages the demand for products such as mobility scooters, stairlifts, adjustable beds, wheelchairs and home aids will see a dramatic increase.



Ableworld are looking to expand further over the next 12 months and have franchises available across the UK mainland. You do not need to have previous experience as full training will be given on all aspects of the franchise.

Ableworld - at the Heart of the Community, helping others lead more active and comfortable lives

Franchises will get:

- ✓ A generous exclusive territory
- ✓ Good earnings potential
- ✓ A first class training programme
- ✓ The chance to make a difference in your community
- ✓ Up to 70% finance is available*

For more information please email: franchise@ableworld.co.uk or telephone: **01270 613599** for a free information pack or visit our website: www.ableworldfranchise.co.uk

*subject to status

SCHMIDT

Kitchens and Interior Solutions

Success for over 50 years, Schmidt Kitchens are the leading kitchen retail brand in Europe with a turnover over £500 Million. Since 1989 we have been developing an exclusive showroom concept and now have more than 700 showrooms spread around 25 countries.



Why choose a Schmidt Kitchen franchise?

Financing

- £80,000 minimum personal investment
- Cash positive business with a good ROI
- Average showroom turnover in excess of £1million per year (after year 2) with an average GM of 40%
- No franchise fee
- No royalties
- No stock

Support

- 14 weeks of intensive training before and after the opening
- Assistance with finding a premises
- Create a business plan and secure the funding
- Full design and project management
- Recruitment
- Dedicated Specialist to help with IT, logistic, marketing...

Next steps: If you would like to learn more, please contact: expansionuk@groupe.schmidt

Opportunities available nationwide

Looking for a brighter future?

Partner with the UK's leading supplier of premium wooden shutters.



Run your own Shuttercraft management franchise and you'll get tailor-made profit potential. We've already done the heavy lifting for you by becoming the UK's leading, and award-winning supplier of shutters (UK Enterprise Awards - Best Custom Window Shutters Provider 2019), now all you need to do is tap into the opportunity and build a business that works for you. Shuttercraft are one of the UK's largest shutter companies, expertly installing premium, made-to-measure shutters and blinds that transform homes up and down the country. The market for interior window shutters has exploded over the last ten years due to the powerful 'wow factor' they provide. In the US, one in every six windows is shuttered, while in the UK the industry is now worth approximately £60m-£80m per annum.

“The training and support has been first class and I already feel like a seasoned expert”

As a management franchise, Partners can expect to generate revenues exceeding £500,000, with a gross profit margin of 40-50 per cent. Combined with a high cash-flow and low staff numbers, you have all the ingredients for a business to be proud of.



We are looking for partners who can see the potential and want to get involved while the market is still growing.

Exceptional training Exceptional service Exceptional growth

Shuttercraft is all about being exceptional - from the Franchise Partner journey through to the end consumer experience. The opportunity is tailored to help you launch your business and hit the ground running: a fast track into self-employment; accelerating your learning as you enter a new sector and providing an established brand to build on. You will be working both in and on your business, planning to be both structured and sustainable, with a strong focus on lead generation and exceptional customer service.



AT A GLANCE SHUTTERCRAFT

Established:
2011

Number of franchised outlets:
22

Location of units:
Uk

Investment range:
£25,000 to £60,000

Minimum capital required:
£25,000

Contact:
Lisa Stead, Franchise Manager
shuttercraft-franchise.co.uk

All Franchise Partners follow the Shuttercraft no hard-sell promise: no pressure to generate sales, no outstaying your welcome. Shuttercraft builds trust with customers, sharing advice without obligation to buy and ensuring competitive quotes based on accurate, high quality surveys.

Shuttercraft is also setting new standards in franchise support. With a dedicated team of experts on hand from day one: mentors, business managers, technical specialists and account managers, everyone unites to provide outstanding support and the foundations for successful business growth.

Book a call with Shuttercraft via shuttercraft-franchise.co.uk/book-a-call or visit shuttercraft-franchise.co.uk.

Ambitious expansion plans

Schmidt Kitchens wants to establish a network of 100 franchised showrooms in the UK by 2023



Schmidt Kitchens is the number one retail kitchen brand in Europe, with a turnover of over 500 million euros. It's been manufacturing innovative products that play a major part in home improvements in the kitchen, bathroom and interior solution marketplace for over 60 years.

The company's constant innovations keep it at the forefront of the industry in terms of both quality and design, while the brand's recent TV campaign illustrates its willingness to push boundaries and do what other furniture manufacturers consider impossible.

WIDESPREAD APPEAL

All Schmidt products come from its six factories in the heart of Europe - five in France and one in Germany. Since 1989, it's been developing an exclusive showroom concept and now has more than 700 showrooms in 25 countries.

In the UK, Schmidt currently has 26 showrooms and this year has opened new showrooms in Ruislip, Cheltenham, Reading and Norwich. New showrooms in Milton Keynes, Islington, Maidstone and Guildford will be open before the end of the year. The company has opportunities for the right people to take over a limited number of existing Schmidt showrooms and to open in new locations nationwide.

COMPREHENSIVE TRAINING AND SUPPORT

Schmidt's comprehensive 14-week training programme allows the company to work with new franchisees who have no previous industry experience, as it covers all aspects of new business ownership, in addition to practical and theoretical training on its products and systems.

When it comes to ongoing support, Schmidt has experts on hand to assist you throughout your journey with the company, including a dedicated area manager to support you after opening your showroom. In addition, network progress meetings are arranged on a regular basis to



AT A GLANCE SCHMIDT KITCHENS

Established:
1959

Number of franchised outlets:
26

Location of units:
nationwide

Investment range:
approximately £400,000

Minimum required capital:
£80,000

Contact:
Rosalyn Hastings, UK Expansion Manager,
Rosalyn.hastings@groupe.schmidt;
07432553713

www.openaschmidtshowroom.com

“A positive cash flow business with a healthy annual income”

share ideas and best practice across the network.

INVESTMENT LEVEL

The investment level for a Schmidt showroom depends on its size and location, but will usually require a personal investment of around £90,000. The total project costs are typically financed by three parties: the franchisee through a personal investment, funding from a bank and interest free Schmidt funding. Franchisees pay no franchisee fees or royalties.

Once established, the Schmidt Kitchens franchise opportunity is a positive cash flow business with a healthy annual income.



Get active

Ableworld's mission is to help customers live more comfortable and active lives as they get older



With around 15 million of us aged over 60 in the UK and government predicting that in 10 years' time almost 25 per cent of the population will be over the age of 65, there has never been a better time to enter one of the fastest growing sectors in today's retail space.

Mike Williams' struggle to find products for his elderly father led to the foundation of Ableworld in 2001. Mike found poorly packaged and highly priced goods sold from unattractive back street shops and established Ableworld to challenge and change the situation.

“There will never be a better time to join in the inevitable growth of the sector”

The company opened 10 stores before offering the model as a franchise opportunity and now has 35 outlets across the country - from Scotland to Southampton and Colchester to Cardiff. Ableworld's target expansion over the next few

years is 60-70 stores nationally, with at least 60 per cent of the total coming from franchisee owned outlets.

UNRIVALLED SUPPORT

Ableworld franchisees come from a wide variety of backgrounds, including sales, retail, construction, the armed forces, teaching and various health professions. The company has a comprehensive training programme and franchisees benefit from unrivalled support from an experienced head office, which offers help, from arranging finance and finding premises, to accounting, marketing and recruitment.

The “training in the administrative aspect of running our own franchise and shop, and the extensive product training by Ableworld and many of the suppliers” impressed franchisees Stuart and Jacky Simpson from Ableworld Paisley. After launch and store opening, a team of roving business support managers provide across the board support.

Gerald Roper from Colchester, Ableworld Franchisee of the Year 2018, appreciates the company's “proven



AT A GLANCE ABLEWORLD

Established: 2001

Number of franchised outlets: 35

Location of units: nationwide

Investment range: £75,000-£80,000

Minimum capital required: £30,000

Contact: franchise@ableworld.co.uk
or 01270 613599

ableworld.co.uk

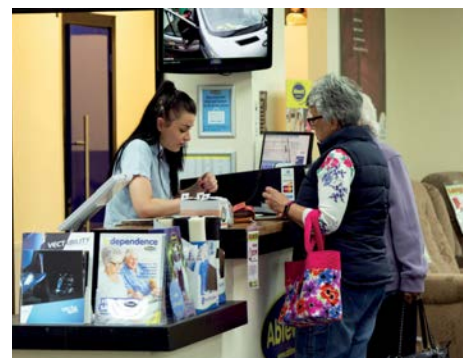
systems and processes, which take away a lot of the risk and worry from a start-up.”

As the largest mobility retailer in the country, Ableworld has significant trade advantages. Franchisees benefit from the unrivalled buying power of the group and from having access to all the support functions you would expect from an established retail chain.

ETHICAL AND SUCCESSFUL

Ableworld's strategy from the beginning was to build a trustworthy brand. Southampton co-owner Jeff Newman says of his franchisee experience: “It has met all our expectations, especially the satisfaction we get from providing the right products for our customers.”

Jeff and his son Steve took over the Southampton franchise more



than five years ago and in that time have increased annual turnover to more than £1 million.

The proven Ableworld franchise system, together with franchisees who combine a desire to help others with an enthusiasm to succeed, ambition and determination, creates an ethical and successful business, making a difference in the community. Ableworld continues to grow and aims to maintain its position as the number one mobility retailer in the UK.

THE BRANDS EMPOWERING WOMEN

Behind every successful franchisee and franchisor is a great brand. We take a look at the winning brands of the NatWest EWIF awards 2019



Popolo Ceramico

Christina Taylor-Chisholm, winner of New Woman Franchisor of the Year 2019, is the franchisor of Popolo Ceramico - a business specialising in capturing children's handprints and footprints in paint, clay and plaster.

Christina won as a result of being an innovative and hardworking franchisor.



It'seeze

Sarah Johnson, winner of New Woman Franchisee of the Year 2019, is an It'seeze franchisee, a franchise specialising in responsive web design and development. Sarah won this award because she and her team achieved a

new goal of 100 sales in September 2018 - something no one had come close to achieving in the previous 10 years since It'seeze became a franchise.



Puddle Ducks Franchising Ltd

Jo Stone & Tracy Townend winners of Woman Franchisor of the Year 2019 are franchisors of Puddle Ducks, delivering nurturing, fun swimming classes to babies and children from 0

to 10 years across the UK. Puddle Ducks offer simple steps to a lifetime love of swimming. Jo and Tracy won this award as a result of their hard work and innovation within their business. They also won the Overall Woman in Franchising award, adding yet more credibility to their brand.



diddi dance

diddi dance managed to collect two wins at the awards this year; Charlotte Foxley, winner of Woman Franchisee of the Year 2019, is a diddi dance franchisee and Anne-Marie Martin, winner of Inspirational Woman of the Year 2019, is diddi dance's founder and franchisor.

diddi dance classes are designed for toddlers to enhance their coordination and rhythm. Charlotte won this award due to going above and beyond her role within the business and Anne-Marie won due to her dedication to her franchisees through training and inspirational motivation.



Right at Home UK

Helen Garland won Woman Franchisee of the Year 2019 for Right at Home UK. Right at Home UK offers a management franchise opportunity delivering person-centred home care services. The brand is built around quality,

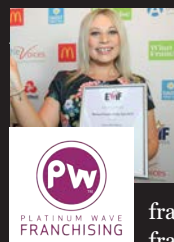
with a focus on delivering the kind of consistent care and support that you would want for your family members. Helen won this award as she leads by example, undertaking regular personal development.



Caremark

Hannah Drury, winner of Young Woman in Franchising of the Year 2019, is the Operations Director of Caremark Sutton. Caremark is an established and highly

regarded home care provider, offering home care, personal support, home help and companionship services. She won this award through implementing initiatives for her franchisees, helping them to connect better with both customers and the local community.



Platinum Wave Franchising

Suzie McCafferty, winner of Service Provider of the Year 2019, is the CEO of Platinum Wave Franchising. Suzie won this award having worked with 25 brands on everything from

franchising their business and improving franchisee performance, to recruiting great franchisees and even international expansion.

Encouraging Women into Franchising (EWIF) is dedicated to supporting women who are looking for a route into the franchising industry. Their mission is to **educate, inspire and empower** women, and one way they do this is by hosting an annual conference. This year's conference takes place on Thursday 19th September and offers you a chance to network with other women across the franchising industry, so you can share ideas, and gain expert knowledge. To find out more visit ewif.org. #EWIFConf19

EWIF would like to thank the 2019 Award entrants, guests, hosts and sponsors. If you were unsuccessful this year - why not give it a go in 2020?! You never know, it might just be your year...

Be your own boss

The five-stage process to franchise success

WORDS BY JOHN DAVIES



THE AUTHOR

John Davies is managing director of FASTSIGNS

Franchising allows you to be in business for yourself, but not by yourself, with most franchisors offering tried and tested methodologies for setting up your own business.

The above statement is true, yet franchising can sometimes be misinterpreted as a 'silver bullet' to business ownership. While there are many advantages to owning a franchise, don't be lulled into a false sense of security.

Although you are using your franchisor's methodology, resources and training as a 'platform for launch', owning a franchise still takes a lot of hard work and dedication from the new franchisee

to ensure the long-term success of their business. Before you start, here are five things you may want to consider when choosing your future franchise:

1 Decide what your mid to long-term goals are

Although this may seem like a strange place to start when looking to invest in a franchise, having a clear understanding of what these goals look like and knowing this at the outset could help you make strategic and informed decisions about your choice of franchise. At the start of any business, franchised or otherwise, your time will be consumed by setting up your premises, employing, training

and managing teams, and targeting customers.

But as your business moves out of the start-up and growth stages into maturity, how do you want your time to be spent? If having a work-life balance is key, consider business to business franchises. Do you want to pass your business on to future generations? Or do you want to own your franchise for a short period and sell for a profit?

Whatever your goal is, be sure to ask your franchisor about exit strategies and ensure you understand the length of the franchise agreement and its stipulations before signing up as a franchisee.



2 Consider if your franchise will always be relevant

Consider the longevity of the product or service you plan to sell. Ask yourself the question: will this still be desirable in five years' time?

Franchising covers a whole host of industries and while any one of those industries could experience a boom period, with customers flocking through your doors, there could come a time when people may not need your product or service. How easy will it be to go back to basics and actively sell your product and service if there is a downturn in the market?

At FASTSIGNS, we offer a diverse range of products and services and focus on testing new signage trends, equipment and substrates to ensure that if one particular type of signage slips out of vogue, we have new and exciting products hitting the market every year. This dedication to research and development ensures we continue to cater to changing customer tastes and remain relevant.

3 Be clear on your sums

Many new franchisee's catalyst for choosing to own their own business is their desire to build something for themselves. Some franchisors capitalise on this dream, making it feel attainable by only divulging their initial investment costs. It's highly likely there will be additional costs, which franchisors should outline clearly to you once you are past the initial enquiry stage.

Depending on the sector you choose to enter, additional costs could include set-up fees, rents, rates, start-up equipment and opening stock requirements, training and marketing costs, legal fees, telecoms and vehicles.

It's important you understand your set-up costs, so you can calculate your break-even point. If you decide to proceed with your chosen franchise, you'll be able to project how long it will

take to reach this point and begin making a profit.

A good franchisor should be able to provide you with an accurate breakdown of these costs in an easily digestible and transparent manner. For these fees, you'll receive a defined territory, access to funding, economies of scale when purchasing equipment, recommended machinery, tried

in the same sector and sell similar products will have unique selling points - these could be product based or integral to the structure of the franchise model. It could be that their offering is more suited to your needs.

Other places you could look to assure yourself of your potential franchisor's viability is Companies House, where you can review

"Once you understand the franchisor's offering, speak to some of its existing franchisees - these people once stood in your shoes"

and tested marketing materials and a reputable brand name that customers are more likely to purchase from you than if you were to set up your business as a brand new entity.

4 Do your due diligence

While all franchisors are keen to complete deals with new franchisees, they should be confident enough in their offering to actively encourage you to speak to their stakeholders, including their current franchisees and even their competitors.

Once you understand the franchisor's offering, speak to some of its existing franchisees - these people once stood in your shoes. Take this opportunity to tap into this font of knowledge, understand the challenges as perceived by the franchisee and ask how the franchisor helped them to overcome these challenges.

You should also take the opportunity to explore the industry. Franchised businesses that operate

its success rate. Also, see if the franchisor is registered with any of its industry's accredited bodies. FASTSIGNS is accredited by the British Franchise Association for franchising and the British Sign and Graphics Association for the signage industry.

5 Be willing and able to learn

When you launch your franchise, no franchisor should expect you to know everything, no matter how comprehensive its training programmes and onboarding processes are.

If you follow its prescribed model, use the resources available, ask questions, talk to your support team, engage with your network and undertake additional training you'll get to grips with your franchised business quickly.

Award winning partners

Revive! franchisees provide SMART repair services to a wide range of trade and public customers

Running your own business with your partner is something many couples dream of, but few can achieve. For Mike and Liz Haselden, Revive! has provided the opportunity to do just that.

Mike bought Revive! Chester in 2005. He'd heard about the franchise's business potential from a friend who was already a Revive! franchisee and was looking for an opportunity to become his own boss and take control of his family's future. In the early days, Liz worked part-time in a marketing role, helping Mike out in their home office with admin.

board and play devil's advocate quite often. Although the admin role is still required of me, there are now more demands from an accounting point of view, as well as purchasing, specifically where budget planning and strategic thinking are required."

As a team, Mike and Liz share the task of making big financial decisions and setting goals.

Mike says: "We find that discussing important things like the three-year plan and staffing requirements makes the task more manageable and meaningful. We work well together and there's a huge sense of satisfaction looking back on how far we've come."

The couple have won the Revive! Franchisee of the Year award two years running. They employ six technicians and plan to expand their business even further by taking on the neighbouring territory of Wrexham and employing two more technicians.

SMART SUPPORT

Revive!'s head office business support team works closely with franchisees to provide training, advice and mentoring. The comprehensive training programme is designed to meet the needs of the individual and

"There's a huge sense of satisfaction looking back on how far we've come"

the business at each stage, from start up right the way up to running a million-pound business.

With growth come new challenges and as his business grew Mike



AT A GLANCE REVIVE! AUTO INNOVATIONS

Established: 2004

Number of franchised outlets: 60

Location of units: nationwide

Investment range: £32,000

Minimum capital required: £15,000

Contact: Nikki Haythorne, franchising@revive-uk.com, 0800 046 8128

revivefranchise.com



THINKING BIG

Soon the demand for Mike's SMART repair service from car dealerships and the general public meant there weren't enough hours in the day. Buoyed by his success, he realised that the way forward was to get more vans on the road and start employing technicians. That was when Liz stepped up her involvement.

She says: "My role with Revive! Chester had always been in a minor admin capacity, until Mike started to grow the company and 'think big'. I've been able to act as a sounding



was invited to join the Revive!

Accelerated Growth Programme, a mentoring and training initiative run by the head office support team to help Revive! franchisees grow and develop their businesses.

"This has been great for me, as you get to see how the larger franchisees are running their businesses and learn how they got there, and it gives you the extra push to keep moving forward," Mike says.

SMART SUCCESS

Over the years, Revive! have established an experienced team to support franchisees, as well as a leading edge IT platform that has transformed the business. No wonder that in 2018 the company won the British Franchise Association HSBC award for franchisee support.

A cut above

Just Cuts is already enjoying success on the UK hair salon scene

A franchise brand's first year in a new territory is the most important and, equally, the most uncertain. But with 30 years' experience behind it, Just Cuts, which was founded in Australia, has had a fantastic start in the UK. After an influx of enquiries from prospective owners and salon fit-outs underway, 2019 is turning out to be a great year for the hair salon franchise.

In March, the company's first franchisee owned salon launched in Wandsworth, south London. In June, Just Cuts' second salon - operated by the same franchise owner - opened in Walton-on-Thames. In the same month, the UK website for Just Cuts' own branded products, JUSTICE Professional, went live. The company's commitment to putting its stamp on UK soil is admirable.

GLOBAL AMBITIONS

The buzz started in the 1980s, when Denis McFadden had the idea that customers should be able to benefit

“It's a chance to build a profitable business with great personal satisfaction”



from a no appointment, no fuss \$6 haircut. After holding a special promotion that proved to be an overwhelming success at his salon in Sydney, he wanted the whole world to get a piece of the action.

Fast forward to the present day and Just Cuts is the largest hairdressing company in the southern hemisphere, with over 200 salons in Australia and New Zealand alone.

Magda Deaconescu was the first UK Just Cuts franchise owner. After spending a few years away from the rat race looking after her two daughters, she decided to take up the challenge of business ownership.

When she realised the scale of the success of her Wandsworth salon, opening a second salon seemed like a no brainer. She now plans to open 15 salons within the next three years.

Magda says: “I was initially interested in becoming a multi-site franchise owner, having seen that regularly happen within the franchise network in Australia. The success of the salon in Wandsworth brought it home for me and I knew I could manage multiple salons through the franchise's systems.”

CUTTING EDGE TECHNOLOGY

Like Magda, you don't have to be a hairdresser to own a Just Cuts franchise. Despite the



AT A GLANCE JUST CUTS

Established:
1989 in Australia. 2018 in the UK

Number of franchised outlets:
two in UK

Location of units:
available UK wide

Investment range:
£90,000-£120,000

Minimum required capital:
£75,000

Contact:
07577 700 397

www.justcuts.co.uk



company's success in entering new markets, it continues to keep ahead of the game by developing its franchise system on an ongoing basis.

Franchise owners can manage multiple salons using Just Online, an app that helps you to see, in real-time, exactly how your salon is performing. Even though over half the network own more than one salon, most franchise owners spend around 30 hours a week in the business.

Amber Manning, the UK CEO of Just Cuts, feels privileged to bring the opportunity to the UK.

“For franchise owners, it's a chance to build a profitable business with great personal satisfaction,” she says. “Our Australian franchise owners feel proud of their businesses and we're confident that Brits will too.”

Beating Burnout

Six simple ways to conquer this modern menace

WORDS BY TANIA DIGGORY



THE AUTHOR

Tania Diggory is founder of Calmer, which empowers entrepreneurs to nurture good mental health and well-being.

Burnout has long been talked about as a leading cause of working days lost in the UK, and in certain cases for franchisees, it can be debilitating enough to put your business and investments at risk.

While there are plenty of professional guides to franchising available, there is less of a focus on how to prepare emotionally and mentally for self employment and setting up a business of your own.

With burnout now recognised by the World Health Organization as a legitimate medical diagnosis, I'm delighted to see mental health in entrepreneurs being taken more seriously. It's why I set up my training organisation, Calmer, a number of years ago with the aim of supporting business owners, entrepreneurs and small and medium-sized enterprises to nurture good mental health and mental resilience.

What is burnout?

If you're unfamiliar with the term, burnout means the loss of meaning in one's work, coupled with mental, emotional or physical exhaustion as the result of long-term, unresolved stress.

I believe burnout can affect anyone. However, there is a growing number of entrepreneurs, business owners and freelancers who are reporting symptoms of burnout - studies reveal over 60 per cent in the UK. We've also seen an increase in the number of people struggling with burnout in the past few years, which seems to coincide with the rise of people starting their own businesses.

Despite the social acceptance of workplace stress, it can become a problem if you or your team struggle with it. Stress is a leading cause of working days lost and is also a cause of physical illnesses too.

How to conquer burnout

While there are more than 40 ways to experience stress, there are a number of easy ways you can reduce its effect.

Across The Reignite Project, the free course we set up at my company to support professionals with reducing stress and burnout, I provide a number of strategies to put out the fire of burnout in your work and life and reignite your passions. Here are six to get you started:

1 Start prioritising your mental health

To start nurturing your mental health, the first step is to recognise how you feel. Mental health problems affect one in four people and for UK entrepreneurs, over 60 per cent report experiencing stress and burnout.

If you feel stressed or anxious, try to accept that feeling without any self judgement. Allocate some time to reflect on your mental health, as well as your professional journey, and pinpoint where your stressors lie.

"Valuing your downtime is just as important as monitoring the financial returns on your investment"

You may find it easier to tackle these once they have been broken down.

2 View downtime as an investment in productivity

Many business owners prioritise their work over all else. This is especially true during the start up stages of setting up a business, where you may work extra hours, taking on more and more tasks until they catch up with you.

Wherever you are on your professional journey, valuing your downtime is just as important as monitoring the financial returns on your investment. Giving yourself ample downtime will enable you to work more efficiently and produce better results.

Small changes, such as ensuring you get enough sleep, will set you up for better cognitive function.

You may also want to practice the affirmation that you deserve downtime, that you have truly earned it. Recognising your efforts and hard work will enable you to 'treat' yourself to time off.

3 Be the best boss you've ever had

New business owners tend to push themselves far harder than they would if they were managing someone else. As a result, not appreciating your efforts, spending too much time working and subsequently experiencing burnout is common.

Would you instruct another person to work the hours you do? Wouldn't you want them to enjoy themselves alongside their work? Most crucially, wouldn't you appreciate a more enthusiastic, productive team member for set business hours than a less productive, worn out team member doing twice the hours?

Try viewing your work as if you are your own manager and treat yourself reasonably. Set fair working hours, give yourself realistic goals and celebrate your successes, no matter how small.

4 Maintain a healthy lifestyle

Nurturing good mental health is similar to nurturing good physical health. In fact, maintaining a healthy lifestyle can play a key part in achieving good mental health and, as an extension, clarity at work.

Three questions you may want to ask yourself when you're feeling fuzzy headed or tired at work are:

- How much water have you drunk today?
- What have you eaten today?
- When was the last time you did exercise?

Take some time out to resolve each of these and stay in touch with your body's needs to achieve better productivity and experience less

stress at work. Leisure and fitness are important - it can boost your productivity, enhance your creativity and keep you feeling centred.

5 Start talking about mental health at work

If you're looking to create a mentally healthy culture in your workplace, one of the easiest steps to take is to start talking about mental health.

The first step is to recognise how you feel and communicate with others. It can be something as simple as saying you feel frustrated with a held-up project or sad about a missed opportunity.

With every conversation, you will break down the stigma around mental health a bit more.

6 Join the Reignite Project for free

If you're looking to embed long lasting burnout prevention strategies that work, join in with our Reignite Project. The 10-week course is sent straight to your inbox, with quick and easy challenges to complete each week.

If you're a franchisee, you can follow the entrepreneur course and if you have a team, invite your employees to take the business teams course.

1 in 4

People affected by mental health in the UK





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The financial projections are our estimates based on our experiences of operating children's day nurseries. They should not be taken as a warranty or guarantee that you will achieve the same results. Your success will depend on a number of variables, including local market and general economic conditions; competition within the childcare sector; and your own hard work.



£80,000
estimated liquid
capital required
£130,000+
estimated net profit
in 3rd Year



Inside the bfa

Emily Price shares all the latest news, views and events from the British Franchise Association

EMILY PRICE



Emily Price is the COO for the British Franchise Association.

INCORPORATING THE BEST IN BUSINESS AT THE BFA'S ANNUAL CONFERENCE

June saw the British Franchise Association provide a content-rich learning platform for franchisors, franchisees and industry professionals, with insights from keynote speakers, franchising experts and industry influencers at their annual conference. The theme 'transforming your business for the next generation' was created to raise awareness about the opportunities available within franchising, along with the need to adapt in order to remain competitive in an increasingly digital world.

Although franchising was very much at the heart of the event, key notes focused

on the pace of change and how to use it to your advantage, whilst ensuring people are empowered, and able to deal with it. There were some powerful messages from the association's CEO, Pip Wilkins too 'Together, we are franchising and the association's focus is to connect with its customers and lead on innovation to continue protecting the industry'. This all comes as the association embarks on its conversations with government to ensure franchising has the recognition needed to participate in legislative conversations.

September delivers a 'national month of learning' in franchising

Six member forums, a content strategy specialist seminar and Scottish Franchise Week all with a focus on supporting careers and business ownership in franchising. The Scottish Franchise Week promises to offer opportunities for anybody interested in franchising in Scotland. We are looking forward to a franchise debate in chambers, a PR outreach campaign with a local MP, the launch of a Scottish franchising Supplement in partnership with DC Thomson and of course the Scottish Business Breakfast, the place to be if you want to make things happen in Scotland.

CELEBRATING SUCCESS IN A £17.2BN INDUSTRY

The bfa HSBC Franchise Awards saw some new categories introduced to showcase industry trend. The best in UK franchising walked away with accolades including leadership & culture, young franchisee, brand awareness & innovation, and the ultimate franchisor of the year - this year won by Driver Hire. All finalists and winners will benefit from a six month PR campaign and we are excited to see how this will help build on their success for the year ahead. Congratulations to all of the finalists and winners this year.



Franchising the next generation

Throughout 2019, ActionCOACH, Cash Converters, Driving Miss Daisy and Angela's Swim School have all participated in 'Franchising the next generation', an ITN Productions industry news programme, hosted by Natasha Kaplinsky, OBE. The programme showcases the positive impact franchising has on individuals, business, society and the economy, and are hosted on the bfa's website and YouTube channel. The campaign will run for the next 12 months, so keep an eye out for features and insights.



THE FRANCHISE TRUST AIMS TO REDUCE UK UNEMPLOYMENT RATES

In partnership with Prime 2 Learn, the Franchise Trust has launched a Franchise Trust Employment Academy. The programme identifies people who, with the assistance of an employability programme, can fulfil entry-level jobs in franchising. The training is worth £1,000 per individual, funded by the government. Franchisors and their networks can benefit by detailing vacancies so the Academy can match candidates to their local opportunities.

The British Franchise Association creates standards for the UK franchise industry, through educational programmes, support and connectivity. They represent and protect the industry in partnership with their members. To find out more or to become a member please contact mailroom@thebfa.org or visit www.thebfa.org

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