

Global Franchise

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MASTER, REGIONAL AND INTERNATIONAL FRANCHISING

INSIDER INFO

Nuanced expansion
Cultural differences for franchisors

New Zealand
Updates on the Kiwi market

Franchise expos
The biggest events coming up

FASTSIGNS

The leading signage and graphics franchisor

FASTSIGNS

MULTI-UNIT FRANCHISING SPECIAL REPORT

Make Your StatementSM
GLOBAL FRANCHISE AWARDS 2022:
Custom Signs & Visual Solutions

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Master deals: look before you leap

Sanjeev Sanghera and Laura Bruce are the Co-Founders of Döner Shack.

Döner Shack



Sanj and Laura at the Döner Shack branch in Manchester, UK.

Scottish-based businessman, Sanjeev worked his way up through the hospitality trade...

From kitchen porter to executive chef, before meeting Laura and moving on to restaurant operations and new concept development. Success, however did not come easy and the couple have overcome many setbacks and hardships over the years.

Starting their journey with only £3.29 in their bank accounts, Sanjeev and Laura are now leading restaurant

entrepreneurs with 100+ units sold (and expanding) in the UK.

With a shared 40 years of experience, the dynamic duo have created an unrivalled restaurant concept with a business that is growing internationally. Their ambitious vision is to revolutionise the kebab industry and for Döner Shack to become the number one kebab franchise brand worldwide.

Bringing their exciting and innovative brand to North America is a testament to their hard work, dedication and self-belief; and a bona-fide journey in realising the mighty American Dream...



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Döner Shack

Our values and what we offer...



Kebabs With A
Conscience



We Live And
Breathe Innovation



We Win When Our
Franchisees Win



Creating Unique Food
Experiences For Millennials



Tremendous Unit-Level
Economics



World Class
Training & Support



Industry
Recognitions



Streetfood
Entrepreneurs of
the Year - Finalists:



Fastest Growing
Food Brands
in the UK:



Döner Shack



**The Newest Fast Casual
Phenomenon in the USA**

Trust in Shack and you won't look back...

Döner Shack is an innovative and groundbreaking restaurant franchise set to become the number one kebab franchise brand worldwide, by providing unrivalled products with the convenience, quality and taste that customers crave.

"In creating this new fast-casual concept and delivering the high service levels and products for our customers, we have created a unique offering in the food industry with the perfect formula for success."

*-Sanjeev Sanghera,
Co-Founder & Managing Director*

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Email: franchise@donershack.com
www.donershack.com/franchise

The background image shows a blurred interior of a Harry Ramsden's restaurant. It features plush red leather seating and a table in the foreground with a menu, a bottle of ketchup, and cutlery. A green plant is visible on the left side of the frame.

Harry Ramsden's

Investing for the future

Harry Ramsden's franchisees are investing for the future,
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www.harryramsdens.co.uk

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UPFRONT



Despite handing out the much-deserved trophies to our winners at the Global Franchise Awards 2022 a couple of months ago, we're still riding high on their success here at *Global Franchise* HQ. That's why in this issue, we're including

several of our favourite snaps taken on the night by our friends at FranchiseFilming, as well as in-depth interviews with all of the winners about why they believe they were recognized for their respective categories. Make sure to check these out from pages 13 and 20, and then head over to **global-franchise.com/awards** to watch the ceremony in its entirety.

As much as we're looking back on memorable moments, this issue is also dedicated to the future of franchising; namely, how brands are beginning to utilize the metaverse as more than just a gimmick or undercooked marketing tool. In fact, social media giant Facebook recently committed a \$10bn investment into the metaverse, which is said to create upward of 10,000 jobs across Europe over the next five years. Franchises like TRIB3 and McDonald's have already dipped their toes into the digital realm, so it's not ridiculous to assume we'll see a flurry of activity soon. Want to learn more? Make sure to check out Raghav Patel's overview from page 28.

I also got the chance to catch up with Charlie Chase recently, who many will know as the newly-appointed chair of the IFA; succeeding Catherine



Monson, who occupied the position for two years in a row. If you didn't manage to catch Charlie's insightful (and hilarious) sit down with Shaq at this year's IFA Annual Convention, his passion and enthusiasm certainly comes through in our interview on page 97.

And as always, you'll find a plethora of unmissable guidance, timely news, and exciting opportunities throughout the rest of the magazine.

To your success,

Kieran McLoone

Editor, *Global Franchise*

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Global Franchise



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UPFRONT

Facts, figures and trends from the world of franchising

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FRANCHISING AROUND THE WORLD

While the West has strong connections to the franchising model, it's important to not forget that countries within Australasia and Asia are equally adept when it comes to expanding a business into a new, exciting market. That's why in this issue, we're taking a deeper look at New Zealand and China – two incredibly different regions, each with a wealth of nuance and benefits.

P.56 NEW ZEALAND

"While New Zealand franchising has demonstrated great resilience, COVID-19 has brought considerable disruptions to trading, greater stress and mental health considerations, adjusted hours of operation, supply chain interruptions, significant sales reductions and many other issues. Franchise brands want clearer guidelines on when NZ will reopen, more access to government support, and access to highly trained international staff" - Dr. Callum Floyd, Franchise Consultants

P.74 CHINA

"The path to franchising in China is fraught with mystery, but not to those in the know. The truth is franchising in China is no different than in any other country. You need to have a brand, your intellectual property properly registered and, of course, a franchise disclosure document. This serves as the public pronouncement detailing what the franchise is all about and what a franchisee, unit developer or master franchisee ought to know, so there are no misunderstandings"- Peter C. Pang, IPO Pang Xingpu



THE GLOBAL FRANCHISE PODCAST

We've touched on the cannabis franchise industry in the past on *The Global Franchise Podcast*, but this is one sector where a few years can result in a deluge of difference. That's why we recently caught up with Mike Weinberger, CFO of Unity Rd. And Andrew Bowden, CEO of parent company Item 9 Labs Corp to touch base on this burgeoning segment.

To listen to this exclusive conversation, as well as all other episodes of *The Global Franchise Podcast*, make sure to head to global-franchise.com/podcast.

EVERYTHING YOU NEED TO KNOW ABOUT MULTI-UNIT FRANCHISING

As part of this issue's deep dive into the multi-unit franchising model, we take a look at all of the essentials that any franchising professional would need to know in order to build their own multi-unit or multi-brand empire.

That includes the six characteristics of successful multi-unit operators, as well as why we're seeing an increasing trend toward this kind of ownership. By checking out our report from page 34, you'll lay the groundwork to be able to then build your own empire.





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Franchise
AWARDS 2021**
CATEGORY WINNER
Best Property Maintenance Franchise

FRANCHISING: BOTH DIRECT FRANCHISE AND MASTER OPPORTUNITIES, DEPENDING ON BRAND/COUNTRY.
NETWORK \$50K TO \$500K DEPENDING ON TYPE OF FRANCHISE (DIRECT vs. MASTER)

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(UK & IRELAND QUERIES ONLY)

FASTSIGNS

FASTSIGNS of Brantford, ONT



"We've had a great experience with FASTSIGNS. They are really excellent, and if I were to go back, I'd do everything the same way. If you're willing to work hard and stay focused, FASTSIGNS can open many doors."

*Jackie Raymond & Donna Bilodeau
FASTSIGNS of Windsor, ON*

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Global franchising updates

The latest highlights, expansions, and goings-on in the world of international franchising



SR and fast-casual developments have been at the forefront of international news as of late, with many of the largest American brands exploring untapped markets around the world.

This is a round-up of the latest news and updates you need to know, but to keep up with all new developments, make sure to visit global-franchise.com/news.

Unleashed Brands: Planning for the future

Unleashed Brands recently announced the acquisition of Class 101, the U.S.' largest college planning service. Details of the transaction were not disclosed.

"The acquisition of Class 101 is the first, strategic acquisition Unleashed Brands is making into the teen market, further expanding our reach into the education segment," said Michael Browning, founder and CEO of Unleashed Brands.

"The addition of Class 101 aligns perfectly with Unleashed Brands' goal to provide top-notch opportunities to help kids learn, play and grow from birth until they exit the home and go to college or the working world."

Class 101 exists to provide students and families with roadmaps to chart their courses for higher education. It helps students navigate the complex web of higher education, and act as mentors for students from as early as their freshman year of high school.

Dave's Hot Chicken: Investing in Illinois

Dave's Hot Chicken has announced the signing of a multi-unit agreement to bring 15 new restaurants to Illinois, mainly in the Northwest Chicagoland area. The chicken brand signed the deal with brothers Rocco and Anthony Armocida.

"I fell in love with the quality, the spice customization and flavor profiles of the chicken and other delicious menu items right off the bat," said Rocco Armocida.

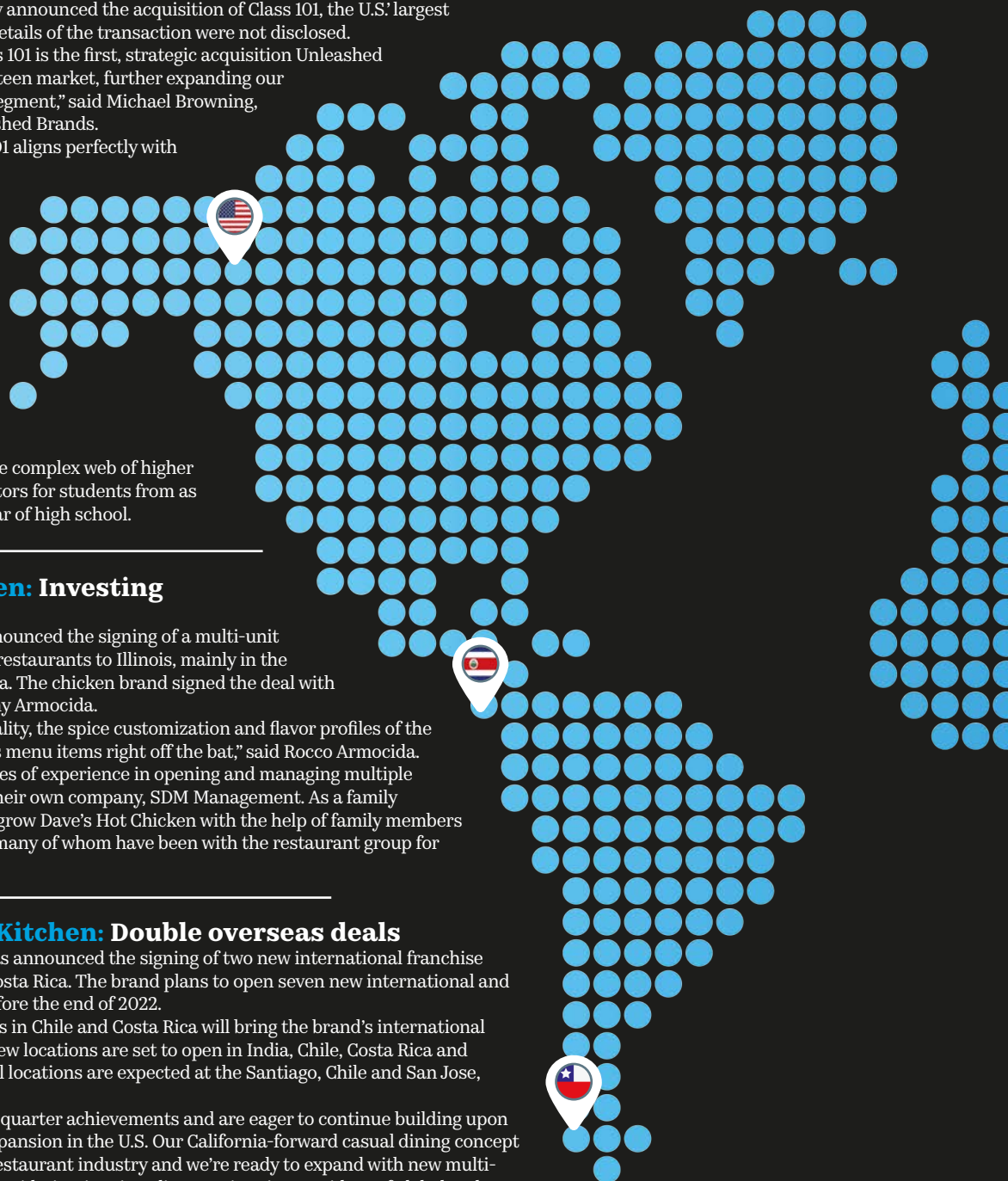
The brothers have decades of experience in opening and managing multiple restaurant concepts with their own company, SDM Management. As a family business, the brothers will grow Dave's Hot Chicken with the help of family members and dedicated employees, many of whom have been with the restaurant group for over two decades.

California Pizza Kitchen: Double overseas deals

California Pizza Kitchen has announced the signing of two new international franchise agreements in Chile and Costa Rica. The brand plans to open seven new international and two airport restaurants before the end of 2022.

The recently signed deals in Chile and Costa Rica will bring the brand's international portfolio to 50 locations. New locations are set to open in India, Chile, Costa Rica and Alberta, Canada. Additional locations are expected at the Santiago, Chile and San Jose, Costa Rica airports.

"We're proud of our first quarter achievements and are eager to continue building upon our success to drive our expansion in the U.S. Our California-forward casual dining concept is unlike any other in the restaurant industry and we're ready to expand with new multi-unit restaurant operators," said Giorgio Minardi, executive vice president of global and franchise operations.



Johnny Rockets: Middle Eastern expansion

Johnny Rockets, the FAT Brands-owned burger franchise, has announced the signing of a new developmental deal to bring ten Johnny Rockets restaurants to Israel over the next ten years. The brand signed the deal with franchisee F and J Master License LTD.

"The demand for all-American fare continues to grow in Israel," said Taylor Wiederhorn, chief development officer of FAT Brands.

"We saw great opportunity in partnering with F and J Master License LTD. and their real estate portfolio to capitalize on this by bringing one of the most iconic American burger brands to the country, Johnny Rockets. On an international level, we continue to invest in the Middle East market, which enjoys strong performance in the region across the FAT Brands portfolio."

Mathnasium: Success in Saudi Arabia

Mathnasium has announced the signing of a master franchise agreement in Saudi Arabia with Asma Aldehlawi. The brand is hoping the deal will return at least 45 centers across the country. The first center will be built in the capital city, Riyadh.

"A first center in Riyadh will be a great opportunity to demonstrate the value Mathnasium provides in helping maximize children's math capabilities through a fun and enjoyable learning experience," said Bill Schreiber, executive director of international development of Mathnasium. "We're very excited for Mathnasium to be seen, talked about, and experienced in Saudi Arabia."

Russo's New York Pizzeria & Italian Kitchen: Kicking off in Qatar

Russo's New York Pizzeria & Italian Kitchen has announced the signing of a multi-unit franchise agreement in Qatar for five locations. The first location is planned to open in November 2022, just ahead of the opening of the FIFA World Cup. It will be situated in the Doha Oasis mixed-use district.

"We're thrilled to grow our international footprint and showcase our elevated fast-casual dining experience in Qatar, an incredibly exciting global market that I have become very fond of," said Russo.

"We are honored to have the support of our new Qatari franchisee. And opening just ahead of the World Cup is the perfect opportunity to grow brand awareness among an influential, global audience."

Paik's Noodle: Franchising Down Under

Jong-won Paik, the celebrity and entrepreneur behind The Born Korea Inc. has announced Paik's Noodle's intentions to begin franchising on Australian shores. It has already secured its first location at 470 Little Lonsdale Street, Melbourne. Paik expects to open nine locations across the country.

This Melbourne location marks the brand's first in Australia, and plans are already being drawn for the next two. Another two stores are expected to open in Melbourne by 2022, and interstate expansion into Brisbane and Sydney is on the cards for 2023.

The brand will feature an open plan kitchen that allows customers to see the chefs cook their meals up, as well as the signature nine noodle dishes, Korean soju, beer and soft drinks.

EXPOSURE

The what, when, and where for your franchising calendar

Upcoming expos



MADRID

WHAT: EXPOFRANQUICIA

WHEN: 5 - 7 MAY, 2022

WHERE: IFEMA MADRID

ExpoFranquicia is Spain's premier franchising event, held at IFEMA Madrid on the 5-7 May, 2022. Spain's major franchising event attracts a large crowd of 15,000 visitors and 500 companies from 20 sectors, of which 17 per cent are international brands. The attendance numbers certainly have something to do with the fact that there have been 25 editions of the show. The show organizers have built up significant know-how and expertise, and know how to run a successful and worthwhile show.

The organizers have built out a special enclave for VIP investors and franchisors called the Business Room, to create a unique space that encourages efficient business development. The show will give away free hotel nights and discounts to investors who schedule meeting in the Business Room.

Last year, the show attracted 15,428 visitors, and 5.9 per cent of those visitors indicated that they were there to secure a master franchise deal. The show organizers have also put on a free legal advice area for attendees to get some tips and information.

Things to do:

Madrid is a bustling Spanish city and steeped in culture. Visitors can enjoy one of the many museums around the city, including the prestigious Prado Museum which houses works by the likes of Goya and El Greco. If sports fans are willing to stay an extra day, they can watch the local soccer teams, Real Madrid and Atletico Madrid face-off in a fierce local derby.

There will be a number of sessions and workshops put on during the expo, from 'A to Z's of Buying a Franchise' to 'COVID-Proof Franchise Sectors'; everything will be covered. A number of franchise brands will also be present and available for face-to-face discussions, both small and large.



SYDNEY

WHAT: THE FRANCHISING & BUSINESS OPPORTUNITIES EXPO SYDNEY

WHEN: 27 - 28 MAY, 2022

WHERE: INTERNATIONAL CONVENTION CENTER, SYDNEY

The Franchising & Business Opportunities Expo Sydney comes together for two days in May to bring together the country's franchisors, franchisees and potential franchisees for two days of

learning and exposure. Alongside a packed show floor, the organizers put an emphasis on education.

Seminars will be held on topics such as 'Franchising for the new decade', 'Five facts you absolutely need to know about buying a franchise', and 'Is franchising right for you?'. These seminars are ideal for someone considering buying a franchise, and serves as the ideal first expo for someone interested in the model.

International brands will have the Franchise Council of Australia (FCA) on hand to discuss expanding into the country. The show organizers have also put together two-hour 'Start Your Own Business' workshops that will provide the information necessary to know whether franchising is a viable option or not for its attendees.

Things to do:

Sydney has no shortage of tourist attractions, from Harbour Bridge to the Sydney Opera House. Visitors to the city can also enjoy a visit to the world-famous Bondi Beach in the day and camp out on Cockatoo Island overnight. The city has no shortage of natural beauty spots with the Blue Mountains nearby. Show attendees will have no shortage of tourist attractions to take up the spare time in their day!



Global Franchise AWARDS 2022

— Recognizing excellence —

MEET THE WINNERS

Learn more about this prestigious line up of award-winning franchise brands and organizations

BEST CHILDREN'S SERVICES & EDUCATION FRANCHISE + REGIONAL CHAMPION: AMERICAS

SCHOOL OF ROCK

Rob Price, CEO

GF: What does this award mean for the wider School of Rock franchise network?

RP: Our franchisee network has a strong passion for providing students in their community the opportunity for creative and personal development through music education. They are equally committed to local success and global impact.

This award recognizes our team's dedication and perseverance in the face of unprecedented challenges. We are overjoyed to see that our concept is reaching a larger audience than ever before.

GF: What is your secret to international franchising success?

RP: We create deep value with our customers. Wherever there are parents who have the desire and resources to invest in their children's creative growth, School of Rock can prosper. Our global expansion is exciting, and we are only scratching the surface.

GF: How does it feel to win the Regional Champion: Americas accolade, too?

RP: We are so proud to be awarded the first-ever Regional Champion title for the Americas region by *Global Franchise*, and given the high standards of our incredible franchisees, there is no greater honor.

I am continuously astounded by the impact of our school teams, franchisees, and corporate staff. Obtaining this recognition validates the significance of our mission and the strength of our business model.

BEST FITNESS FRANCHISE

SNAP FITNESS

Ty Menzies, global CEO, Lift Brands

GF: Why do you think Snap Fitness was recognized for this accolade?

TM: At Snap Fitness, we are all about the idea that how fitness makes you feel is just as important as how it makes you look. Our goal is to make our members, franchisees, and anyone who steps foot into our gyms feel fantastic. We believe that this brand positioning and messaging, and ultimately the member experience, is different and more relevant, inclusive and holistic than other gym concepts out there, and that's what makes us stand out.

GF: What upcoming plans from Snap Fitness should the community look out for?

TM: We will keep leaning into our new mission, values and brand repositioning, which will allow for rapid expansion across our key regions, and lastly, will continue to push the boundaries of what is expected from fitness!

BEST PROPERTY MAINTENANCE FRANCHISE

CHEM-DRY

Joe Manuszak, vice president of international franchise development

GF: What is Chem-Dry's secret to international franchising success?

JM: Simply, our franchisees. We have been quite selective with those we choose to partner with in our global markets and it is greatly rewarded by the quality of

"We have been quite selective with those we choose to partner with"

work we achieve. We grew during the pandemic and continue to grow afterward.

GF: What upcoming plans does Chem-Dry have that the franchising community should watch out for?

JM: Continue to look out for our deep cleaning and sanitizing program to make your home and office safe.

BEST FRANCHISE LAW FIRM**HAMILTON PRATT***John Pratt, partner***GF:** What makes your organization truly unique when it comes to international support?

JP: In a word, contacts. Hamilton Pratt has been involved in international franchising for 35 years. I've chaired the International Bar Association's International Franchising Committee and the American Bar Association's International Committee, as well as being the legal advisor to the British Franchise Association for six years.

We know every franchise lawyer advising on international franchising and have worked with many of them. Most are friends. We know their strengths and weaknesses and can guide franchisors in their choice of overseas lawyers.

We also have an unparalleled knowledge of franchising law. A member of Hamilton Pratt co-edited the American Bar Association's "Fundamentals of Franchising in Europe" and members of the team have lectured on franchising throughout the world including South Africa and Mongolia!

"We know every franchise lawyer advising on international franchising and have worked with many of them. Most are friends. We know their strengths and weaknesses"

"Receiving this accolade validates the Home Instead client-first, personalized approach to care"

BEST NURSING & CARE FRANCHISE**HOME INSTEAD***Jeff Huber, CEO***GF:** How does it feel to be named the Best Nursing & Care Franchise?

JH: It is an incredible honor to accept this Global Franchise Award. Receiving this accolade validates the Home Instead client-first, personalized approach to care, as well as our ongoing work to revolutionize the future of elder care.

GF: How has Home Instead achieved such commendable international success?

JH: People and relationships are at the heart of what we do. We believe the only way to ensure high-quality care is to invest time and energy in people working together to offer world-class home care. Home Instead is proud of the work our committed international franchise partners do across 13 countries to enhance the lives of older adults and their families.

We understand that each market is unique. Fostering a collaborative partnership approach which empowers our international franchise partners to adapt our model to their specific markets while remaining true to our ethos to deliver high-quality, relationship-based care is vital to our success.

**BEST SIGNAGE & COMMUNICATIONS FRANCHISE****FASTSIGNS***Catherine Monson, CEO, Propelled Brands***GF:** How does it feel to win this award for the fourth year in a row?

CM: We are honored and thrilled to be recognized with the Best Signage & Communications Franchise award for multiple years. We know this would not be possible without our network of outstanding franchisees and team as we continue to lead this industry.

GF: What does winning this award mean to your wider network?

"This recognition is the perfect bookend to having had the honor to serve as chair of the International Franchise Association"

CM: This recognition is the perfect bookend to having had the honor to serve as chair of the International Franchising Association for the past two years. FASTSIGNS regularly set the bar in the industry and as a result, is regularly recognized with industry awards such as this one.

We are always seeking ways to help others succeed in the franchising world. As Propelled Brands continues to grow and add more brands, we look forward to adding those newcomers in future recognitions.

BEST WHITE COLLAR FRANCHISE

EXPRESS EMPLOYMENT PROFESSIONALS

Bill Stoller, CEO

GF: What is Express' secret to international success?

BS: We now have more than 850 locations across five countries including the U.S., Canada, South Africa, Australia, and New Zealand. Our concept resonates within each of these markets, first and foremost, because of the high demand for staffing services despite the culture and business differences between the countries.

Additionally, with our Express global headquarters handling payroll funding, processing invoices and other important paperwork for clients, franchise owners can spend more time building relationships with local businesses in their community.

"Franchise owners can spend more time building relationships"

GF: What's next for your franchise network?

BS: Going forward, our team at Express has aggressive expansion plans for the U.S., targeting growth in markets such as Queens, New York; Long Island; Houston; Providence, Rhode Island; and College Park, Maryland.

We will also continue to focus on franchise opportunities in Australia and New Zealand following the acquisition of Frontline Recruitment Group in February 2020. We were excited to award our first Australian office in Canberra in May 2021 and our first office in New Zealand in July 2021!



"This is truly an incredible honor to win this award"

CONTRIBUTION TO INTERNATIONAL FRANCHISING AWARD

ANTHONY GEISLER, XPONENTIAL FITNESS

Anthony Geisler, CEO

GF: What does winning this award mean to you, personally?

AG: This is truly an incredible honor to win this award. Winning this award is representative not just of me, but rather our entire team at Xponential. Together, we have shown that through relentless efforts and support we can set our franchise partners up for success, no matter their market. We have the ability to take what works in North America for our brands, the model, the branding, and our playbook and make it relevant and successful in other countries.

That's really an accomplishment I am proud of, and I want to thank all of my team for making our international growth possible.

GF: How did your career in franchising begin?

AG: In the early 2000s, I joined a boxing gym called LA Boxing. I saw the brand's potential at a larger scale, so I purchased the gym's two studios. I built a team and franchised the concept, which became the largest boxing, kickboxing, and mixed martial arts fitness franchise, before ultimately selling the company to UFC Gym and staying on as its president.

In 2015, I began looking at other boutique fitness concepts and specifically, Club Pilates, which is when I recognized how much growth there could be in reformer-based group Pilates and scheduled boutique fitness.



BEST EMERGING FRANCHISE

ICE CREAM LAB

Sachin Pradham, operations director

GF: What does winning this award mean to Ice Cream Lab?

SP: We have strong faith in our brand and this award is a well-deserved recognition. We have been waiting for this moment for quite some time. We have always won our customer's heart in every country we opened our franchise in.

Ice Cream Lab as a brand itself is all about great taste and creating a theatrical experience for our customers as we create their favorite ice cream flavors through smoke waterfalls in front of their eyes – and all that in a matter of minutes.



GF: Where does the brand go from here?

SP: Our plan is to grow the Ice Cream Lab presence across the globe; multiply Ice Cream Lab outlets across the world and in each and every country. We are planning to come up with different modules such as small, medium, and large Ice Cream Lab outlets with affordable capex.

We also plan to open biggest training institute in the U.A.E. to train our franchisees and give them real hands-on experience. By 2025, we wish to have 500 outlets across the globe.

"We have strong faith in our brand and this award is a well-deserved recognition"

BEST FRANCHISE CONSULTANCY**MSA WORLDWIDE**

Andrew Seid, senior consultant & Kay Ainsley,
managing director

GF: What makes MSA Worldwide an attractive option for franchisors seeking growth guidance?

AS & KA: Our goal is always to work with our clients long term, to develop the systems needed to help them grow into established, successful franchisors with healthy franchisee networks.

Our practice standards deliver a value-added level of service to clients and we look for opportunities throughout our relationship with each client to exceed



"Our goal is always to work with our clients long term"

their expectations. We've been in this business for over 30 years, and the only way you can do that successfully is by delivering on what you promise and treating people with the respect they deserve.

GF: How does it feel to win this award?

AS & KA: We are incredibly grateful and humbled to win this prestigious award. We'd like to thank *Global Franchise* magazine and the judges for this honor. Most importantly, we'd like to thank our clients, who trust in us and give us the opportunity to contribute to their continuing success. They are truly what makes this award important to us.

BEST LIFESTYLE FRANCHISE**MR JEFF**

Peter Stern, managing director U.S.A.



GF: What does this award mean to you all at Mr Jeff?

PS: This award is a testament to hard work, perseverance, continued effort, and breaking down barriers, especially after the past two years of battling the pandemic, where many different restrictions arose across the globe.

We are an international team, which requires adapting to the different business and cultural needs of each country. By having an international presence, we are able to place local members of our team who are experts in their region, ultimately helping us adapt to differentiating cultural needs in the most efficient way possible. This award is total reassurance that we are doing things right. We are constantly striving to offer the best service to our global entrepreneurs, so in return, they can offer the best service to their customers.

"Since we constantly evaluate and compare the results of every campaign, we know exactly what works optimally and where"

BEST PR & MARKETING FIRM**LOCAL FAME**

Dani Peleva, director

GF: How would you describe Local Fame's service offering?

DP: We have been operating in the franchise marketing space for over eight years. Our experience is bolstered by the fact that most of our employees come from the marketing departments of franchises, which means they already have an existing and solid understanding of the franchise model. This has proven to be extremely beneficial for our clients, as the support, guidance, and advice they receive is highly specialised and tailor-made to suit their specific needs.

Over the years, we have overcome challenges that have improved our service offering and we also successfully completed projects that have increased our confidence and boosted our high-quality service provision. Since we constantly evaluate and compare the results of every campaign, we know exactly what works optimally and where.

What's more is that when we begin negotiations of terms with new franchises, we provide them with peace of mind on the way forward from a new perspective and this is highly appreciated by them. As a result, Local Fame has been recognized as an authoritative source of information and advice.



**READ THE FULL INTERVIEWS
WITH OUR GLOBAL FRANCHISE
AWARDS WINNERS AT
GLOBALFRANCHISE
MAGAZINE.COM/WIRE**

REGIONAL CHAMPION: EUROPE

BODYSTREET

Matthias H. Lehner & Emma Lehner, co-founders



GF: What do you think makes for a successful franchise in Europe?

EL: Exceptional and ambient customer experiences, a great corporate culture with franchisees of integrity, a top positioned headquarters, a maximum of digitalization, and service orientation – as well as a strong brand.

GF: Why do you think Bodystreet was recognized as Europe's leading brand?

ML: Every franchise is a brand. And every brand tells stories. These can be stories about success and growth. They can be exciting stories about challenges and innovations. And they can be stories that show how the brand makes the world a little better.

I believe that the international jury judged Bodystreet on a combination of success, innovation, and sustainability activities.

"Every franchise is a brand. And every brand tells stories. These can be stories about success and growth"

GLOBAL FRANCHISE HALL OF FAME INDUCTEES

BRAD & SHERRI FISHMAN, FISHMAN PR

Brad Fishman, co-CEO & Sherri Fishman, co-CEO

GF: What does this induction mean to you and the Fishman PR brand?

BF & SF: It's humbling to be recognized as inductees into Global Franchise's Hall of Fame. Dedication to promoting, enhancing, and growing franchise brands is part of our DNA. It's our shared passion that motivates us to strive do better for our clients and the franchising community at large.

We truly believe in supporting and improving our FranchiseFam community. We are proud that our children Zack and Jake share our passion for the franchising model and have chosen franchising as their career paths.



REGIONAL CHAMPION: ASIA-PACIFIC

JUST CUTS

Amber Manning, CEO



GF: Why do you think Just Cuts was recognized as the leader of this region?

AM: While many franchise networks are currently focused on rebuilding their business, at Just Cuts, we're embracing the 'next normal' to ensure our network of owners emerge stronger from the pandemic.

With over 220 locations in Australia and New Zealand, we've grown to be the largest hairdressing company in the Southern Hemisphere and we perform over 100,000 Style Cuts for our clients each week, and 53 per cent of our franchise owners operate more than one salon.

GF: How does it feel to win this award?

AM: At Just Cuts we're incredibly proud to be named Regional Champion in the Asia-Pacific region, especially when late last year we opened our very first salon in Taiwan.

It's a concrete reminder that even after three decades, as a network and a franchise we have the robust and peer reviewed systems and processes in place to deliver internationally recognized business success for our Just Cuts owners across the region and internationally.

REGIONAL CHAMPION: MIDDLE EAST & AFRICA

DANUBE HOME

Sayed Habib, director of business development

GF: What makes for a successful franchise operation in this region?

SH: With over eight years of experience in the franchising industry, I can vouch that a transparent relationship needs to be cultivated between the franchisor and the franchise client for the operation of a franchise business. There should be a mutual understanding of the needs along with effective cooperation. We at Danube Home International welcome each franchise partner to the Danube family with open hands!

Seamless communication is another essential element for the successful operation of franchise stores, in my opinion. We offer intensive know-how on the brand as well as the technical knowledge required for setting up the franchise. Some of the services offered to our franchise partners include market research, site selection, recruitment and training support, and marketing support.



**Global
Franchise
AWARDS 2022**

CATEGORY WINNER
Global Franchise Champion

**Global
Franchise
AWARDS 2022**

CATEGORY WINNER
Best Food & Drink Franchise

“Our brand is only as strong as the people within it and partnering with the right people and businesses continues to be critical to our global expansion”

WINNERS PROFILE

Juice that's worth the squeeze

Australia-based Boost Juice won big at this year's Global Franchise Awards, taking home both the Best Food & Drink Franchise, as well as our Global Franchise Champion titles

Founded in 2000, Boost Juice is now the largest smoothie and juice franchise in the southern hemisphere. The brand has a core offering that includes the likes of fruit smoothies, crushes, fresh juices, indulgent smoothies, protein smoothies, vegan smoothies, and a wide variety of complementary products such as protein balls, banana bread, and yoghurt pots.

Thanks to this wide offering and a dedication to sustainable, smart franchising, the brand has since grown to 596 stores; 256 of which operate outside of its home market of Australia. In fact, the brand now has a presence in 13 countries, including the likes of Malaysia, Chile, and Indonesia.

It's for this impressive growth and success that Boost was recognized twice in this year's Global Franchise Awards: for both the Best Food & Drink Franchise – a category that remains the most hotly competitive of the entire award program – as well as the Global Franchise Champion title.

To learn more about Boost's impressive growth and its plans for the months and years ahead, *Global Franchise* spoke with Callum Mackay, head of international business for the smoothie success story.

GF: How does it feel to win both Best Food & Drink Franchise, as well as the Global Franchise Champion award?

CM: For Boost to be recognized on the global stage by such an esteemed judging panel and amongst many exceptional brands is something we are very proud of. The last couple of years have challenged us all in ways we had never imagined, so it's incredibly encouraging that our brand has been acknowledged for both our core business and how we responded to the pandemic: keeping the blenders on, supporting our franchise partners, and ultimately ensuring our customers could continue to rely on us for a nutritious and delicious drink!

The Boost brand has been built from

the ground up over 22 years by passionate and driven people. We couldn't be prouder of our franchise partners all around the world, our front-line teams (aka Boosties), and the talented people behind the scenes for all their continued collaborative efforts that have resulted in this achievement.

GF: What will this award mean to your wider franchisee network?

CM: It means so much! Our franchisee network lives and breathes the brand every day and there was an overwhelming excitement and positivity amongst the group when the news came through. They are very proud and so they should be!

It was also extremely reassuring to our newer franchisee partners who have recently joined our system, to know that they are part of a global award-winning brand. The franchise network has enjoyed celebrating this achievement with their hard-working teams.

GF: How does Boost Juice distinguish itself among the competitive food and beverage landscape?

CM: The food and beverage landscape is absolutely a competitive beast! Where Boost wins is we have very simple and efficient operations that allow us to produce a high volume of drinks within a very small footprint.

It's a win-win: customers receive a freshly made, nutritious alternative to fast food in under four minutes and investors can generate significant revenue from a small footprint.

GF: What is Boost Juice's secret to international franchising success?

CM: Exceptional people, products and processes.

Our brand is only as strong as the people within it and partnering with the right people and businesses continues to be critical to our global expansion. Without the right people on the ground driving the business and putting



their soul into it, we wouldn't have the international presence we are so proud of today.

Ensuring we get the balance between localizing our product offering to particular markets whilst staying true to our core and proprietary flavours/recipes is very important to us. Ultimately the taste is what keeps our customers coming back time after time and ensuring we get this right whilst offering new and exciting product innovations and annual menu updates is a strong focus for the business.

And finally, having bulletproof operational processes that hold up under peak periods allows us to deliver a consistent product, minimise wastage and do this in a safe and energetic environment for team members and customers.

GF: Why is Boost Juice a solid choice for franchisees looking to broaden their portfolio?

CM: As a market leader in a high-growth category, Boost has all the ingredients for a

successful franchise. Now more than ever, customers are seeing food and drink as medicine. Being able to offer a grab-and-go, nutritious and refreshing option in under four minutes is highly desirable.

Boost is recognized the world over as a cool and aspirational juice and smoothie brand. It's loved by many from A-list celebrities to millennials and our iconic green cups are splashed all over Instagram.

We are the largest juice and smoothie brand in the southern hemisphere and in the top five worldwide. With over 22 years of experience in creating such hits as its All Berry Bang and Mango Magic smoothies, Boost now generates over AUD\$320m in annual sales and has a scalable international model which is present in 13 markets.

GF: What upcoming plans from Boost Juice should the franchise community look out for?

CM: We have another exciting year ahead! In the coming months, we are launching a new European market and will also be continuing our international expansion

“We have another exciting year ahead! In the coming months, we are launching a new European market and will also be continuing our international expansion developing our existing territories in 2022”

developing our existing territories in 2022.

The franchise community will see more plant-based alternatives in our stores to meet the ever-changing nutritional needs of our customers and we are also rolling out self-serve kiosks in several locations to ensure our customers can get their Boost even faster.

GLOBAL FRANCHISE AWARDS 2022: A NIGHT IN PICTURES

THIS YEAR'S CEREMONY WAS THE BIGGEST AND BEST YET, WITH MANY OF FRANCHISING'S FINEST JOINING THE GLOBAL FRANCHISE TEAM AT AN EVENTFUL CEREMONY TAKING PLACE ALONGSIDE THE IFA'S ANNUAL CONVENTION IN SUNNY SAN DIEGO

After many long months of distanced gatherings during the pandemic, it was truly exciting to host the Global Franchise Awards 2022 in San Diego this year as part of the IFA's Annual Convention. On the evening of Friday 25, 2022, hundreds of franchising professionals joined the Global Franchise team at the Manchester

Grand Hyatt to network, socialize, and celebrate this year's prestigious line-up of winners.

Winners were announced by *Global Franchise* editor Kieran McLoone, with digital content writer Raghav Patel conducting post-acceptance interviews with all of this year's award-winning brands. If you were unable to attend in-person, make sure to check

out the full ceremony video at [**global-franchise.com/awards**](https://global-franchise.com/awards).

To commemorate such an exciting event, here is a selection of photography from the evening, captured by the team at Franchise Filming. Next year we'll be jetting off to host an even bigger ceremony in Las Vegas, so make sure 2022 is filled with success and you could be joining us on the stage!





AND THE WINNERS ARE:

- **Boost Juice** - Global Franchise Champion and Best Food & Drink Franchise
- **School of Rock** - Best Children's Service & Education Franchise and Regional Champion: Americas
- **Mr Jeff** - Best Lifestyle Franchise
- **Chem-Dry** - Best Property & Home Maintenance Franchise
- **FASTSIGNS** - Best Signage & Communications Franchise
- **Express Employment Professionals** - Best White Collar Franchise
- **Ice Cream Lab** - Best Emerging Franchise
- **Snap Fitness** - Best Fitness Franchise
- **Hamilton Pratt** - Best Franchise Law Firm
- **MSA Worldwide** - Best Franchise Consultancy
- **Local Fame** - Best PR & Marketing Firm
- **Anthony Geisler, Xponential Fitness** - Contribution to International Franchising Award
- **Brad & Sherri Fishman** - Global Franchise Hall of Fame Inductees
- **Bodystreet** - Regional Champion: Europe
- **Danube Home** - Regional Champion: Middle East & Africa
- **Just Cuts** - Regional Champion: Asia-Pacific





IMAGE CAPTIONS

Page 21 – 1. Members of the Summa Franchise Consultants team | **2.** Red Boswell and his son | **3.** John Pratt, Katalin Mandel, and David Paulson | **4.** Dr. John P. Hayes, CFE and AJ Titus | **5.** Catherine Monson, CEO of Propelled Brands

Page 22 – 6. Tom Portesy with Jennifer Brandeen and Matthew Haller from the IFA | **7.** School of Rock accepting their award | **8.** Peter Stern collecting Mr Jeff's award | **9.** MSA Worldwide collecting their award | **10.** The InXpress team picking up 2021's trophy

Page 23 – 11. Matthias Lehner celebrating Bodystreet's win | **12.** Members of the Global Franchise team among the audience | **13.** Matthew Haller delivering his keynote | **14.** The Fishmans being inducted into the Global Franchise Hall of Fame | **15.** Callum Mackay collecting Boost's multiple awards

An award-winning sign of success

FASTSIGNS is the leading franchise in the signage and graphic sector

With over 750 retail locations that can be found in eight countries around the globe, FASTSIGNS is one of the largest sign and graphics organizations in the world.

Founded in 1985 in Austin, Texas, FASTSIGNS International, Inc., franchisor of FASTSIGNS, is a business-to-business franchise that creates custom signage and graphics for companies of all sizes. Since the brands' inception, it has gone on to be recognized globally as the leading sign, graphics, and visual communications franchise in the world.

FASTSIGNS is a constantly growing and evolving brand that continuously adapts to stay relevant and provide its customers with the best signage experience possible. Today, FASTSIGNS is a brand under the corporate umbrella of Propelled Brands, a franchisor with a focus on assisting and encouraging the operations and development of service-industry franchise brands.

RICH HISTORY

The concept of FASTSIGNS was, initially, to provide signs and banners on a quick turnaround basis, using a new sign-making technique. This computerized process of making signs out of precision-cut vinyl allowed FASTSIGNS to offer signs next-day, something that was not readily available before. This next-day turnaround for signs led to FASTSIGNS' first slogan, "One Day Sign and Lettering Experts."

In 2003, FASTSIGNS was acquired by Roark Capital Group. The brand hired Catherine Monson to be CEO in 2009, bringing over 25 years of franchising and management experience. This evolved into Propelled Brands in 2021, creating an umbrella corporation that allowed FASTSIGNS to grow and add additional brands to its successful portfolio.

Today, FASTSIGNS is a leading visual communications company in growth and innovation, with more than 750 franchised centers operated internationally, including in the United States, Puerto Rico, the United

Kingdom, Canada, Chile, Grand Cayman, Malta, the Dominican Republic, and Australia (where centers operate as SIGNWAVE).

WHAT FASTSIGNS OFFERS

FASTSIGNS locations provide comprehensive sign and graphic solutions to help businesses and organizations – including manufacturers, schools and universities, retailers, construction companies, healthcare facilities and many other industries – extend their brand's reach and communicate messages to their specific audiences.

Companies work with FASTSIGNS because they have a need to solve visual communications challenges such as building brand awareness, increasing location "findability," promoting a product or service, helping people find their way around a facility or campus, hosting an event, communicating with employees, improving workflow, meeting safety and compliance regulations, and more.

FASTSIGNS creates more than the simple signs such as banners, posters, or safety and identification signs. FASTSIGNS does complex projects that require discussions about objectives and obstacles and often involve multiple people in a company and

outside vendors. Measurements, permits, and installations are part of a FASTSIGNS center's daily processes. These complex projects include interior and architectural décor graphics, digital signs and digital signage content, fleet vehicle graphics, and many more, depending on the needs of their client.

PLACING THE SUCCESS OF FRANCHISEES FIRST

One of the largest reasons for the success of FASTSIGNS is its stance of placing the success of its franchisees first. FASTSIGNS is known throughout the industry for equipping its franchisees with tools vital to securing the ongoing success of each individual location.

In addition to the brand's online FASTSIGNS University, FASTSIGNS partners with 1HUDDLE, a workforce-training platform that converts unique training content into science-backed, quick-burst training games that are proven to accelerate workforce productivity.

"All of our achievements and successes are only possible thanks to the dedication and commitment of our franchisees and executive team who work tirelessly to support each other," said Mark Jameson, chief support and development officer at Propelled Brands. "At FASTSIGNS, we believe that our franchisees' success must always come first. We are by their side every step of the way when they join our brand to ensure our franchisees become the go-to resource for visual communications in their communities."

This dedication is proven every day as FASTSIGNS franchisees receive ongoing training and support to exceed the needs of their local business community and stay ahead of any competitors in the market. The roadmap for FASTSIGNS' continued growth also includes the progress made and the continued investment in building FASTSIGNS to be a diverse community of franchisees from all walks of life. This dedication can be seen in FASTSIGNS' commitment to help veterans and the formation of a Diversity and Inclusion Committee.

"All of our achievements and successes are only possible thanks to the dedication and commitment of our franchisees and executive team who work tirelessly to support each other"



DIVERSITY IS THE KEY TO SUCCESS

The FASTSIGNS Diversity and Inclusion Committee was created to foster an environment that promotes and prioritizes diversity and inclusion within the FASTSIGNS system.

The committee is composed of eight members who tackle major and minor subjects concerning the diversity and inclusion of FASTSIGNS as a whole. These subjects include increasing the number of minority franchisees within the FASTSIGNS system, training protocols, promoting more open dialogue and collaboration, education, workplace environments, and other topics to create more inclusive initiatives. Additionally, the committee works to ensure the diverse individuals within the network can lead a rewarding career at FASTSIGNS

locations worldwide.

“It is essential that every company values diversity and inclusion due to the richness and strength it brings to their business,” said Catherine Monson, CEO of FASTSIGNS International, Inc., CEO of Propelled Brands, and former chair of the International Franchise Association.

“Every person has different points of view, different backgrounds, different circumstances, and I think it’s crucial that every member of our network understand that for the good of our business. If our franchisees let a preconceived bias control them, they may lose what could have been a great customer or even a future franchisee. FASTSIGNS is proud to lead the way, as the leader of our sector, as the signage and franchising industries continue to become more diverse and inclusive with every passing year.”

THE IDEAL FRANCHISEE

FASTSIGNS is always seeking qualified franchisees to become owner-operators and help the brand grow across the United States. To facilitate this growth and find productive franchisees with good work ethics, FASTSIGNS views veterans as ideal candidates for the skillsets they cultivate during their military experience.

Many of the elements that allow veterans to excel within the military environment also make them ideal for owning a franchise. The world of franchising represents a marriage between the self-start world of entrepreneurship and the rigorous discipline needed to follow a set of instructions and execute on a proven plan. The ideal franchisee is someone who can take direction and work within guidelines provided by the franchisor, but who can also effectively lead a team and



achieve the targeted goals.

“Over the past several years, we have seen many veterans become highly successful franchisees due to their strong work ethic and motivation to succeed,” said Mark Jameson. “Because of this, we look forward to each chance we get to add a veteran to our growing network of FASTSIGNS franchisees as we know their dedication and mindset allows them to work through challenges to gain success.”

In addition to being suited to business leadership, military personnel are also often offered benefits or cost concessions as incentives to become franchisees. Already associated with low start-up costs, FASTSIGNS provides veteran-friendly financing options, including 50 per cent off the initial franchise fee for veterans and first responders as well as reduced royalties for the first 12 months of business.

To date, of the more than 750 locations FASTSIGNS operates worldwide, more than 20 per cent are owned by veterans.

DO YOU WANT TO BUILD A FRANCHISE?

Overall, FASTSIGNS is recognized as an invaluable resource for any potential franchisees. As the winner of countless awards, such as one of Franchise Business Review's top 100 recession-proof franchises, as well as the current leader in its sector,

“Every person has different points of view, different backgrounds, different circumstances, and I think it’s crucial that every member of our network understand that for the good of our business”

FASTSIGNS is an ever-evolving brand that has helped numerous individuals and business owners achieve success by meeting the growing demand for signs, graphics, and visual communications.

“We encourage everyone – from the next generation to people who have been working for many years – to consider a career in the sign and graphics industry,” said Catherine Monson. “Our franchisees’ role of being the go-to resource for visual communications in their communities

continues to grow stronger every day. The growth and momentum we’ve experienced is a true testament to the strong FASTSIGNS network, our brand’s adaptability, and the rising demand for our services.”

The total investment for a FASTSIGNS franchise is approximately \$233,555 to \$307,308 including a \$49,750 franchise fee. Ideal candidates have a net worth of \$300,000, of which \$80,000 is liquid.

Additionally, the special incentive for veterans and first responders, including paramedics, emergency medical technicians, police officers, sheriffs, and firefighters, is a 50 per cent reduction on the franchise fee – a savings of \$24,875, along with reduced royalties for the first year of business.

At a Glance FASTSIGNS

Established: 1985

Number of locations: 750+

Location of units: Eight countries globally

Franchise investment: \$233,555 - \$307,308

Franchise fee: \$49,750

Net worth required: \$300,000 (\$80,000 liquid)

Contact: Mark Jameson,
mark.jameson@propelledbrands.com, 214 346 5679

fastsigns.com

(FRANCHISING
SINCE 2017)

19 OUTLETS

(SIX FRANCHISED
AND ONE MASTER)

£1 million

INVESTMENT RANGE

MINIMUM CAPITAL REQUIRED

MANAGEMENT OPTIONS AVAILABLE FOR LANDLORDS

CONTACT RICHARD LANG, CHIEF DEVELOPMENT OFFICER
RICHARD@GRAVITY-UK.COM | GRAVITY-UK.COM/FRANCHISING

Will franchise brands embrace the metaverse?

We've seen a handful of brands make cautious moves towards the digital realm, but should franchisors concern themselves with this new trend?

WORDS BY RAGHAV PATEL



THE AUTHOR

Raghav Patel is a digital content writer for *Global Franchise*

In an era of constant technological innovation, experimentation and tech dollars running awash, it is difficult to know what will last the test of time.

Facebook, or Meta as it's now known, has invested over \$10bn into the metaverse through its Reality Labs segment. Its commitment to the metaverse is meaningful, and the tech giant has committed to creating 10,000 jobs in Europe over the next five years in support of its metaverse ambitions. Banking giant J.P. Morgan is the first to open a bank in the metaverse, and strongly believe the metaverse will become a \$1tr a year opportunity.

NFTs have been controversial, and many simply refuse to interact with – and once again – do not see its point or problems that it is fixing. However, many brands see NFTs as a comfortable way to interact with the new generation of internet users and technologists. They represent powerful marketing opportunities, and brands are unlikely to forgo this.

Overall, the metaverse is an

interesting proposition and one worth investigating. It's an industry that's set to be worth \$800bn by 2024, and franchise brands will want a piece of it.

What exactly is the metaverse?

Technically, there is no single and all-mighty 'metaverse'. The metaverse is a collection and connection of 3D virtual worlds that focus on social networks.

These individual words may be connected,



but they do not need to be.

"The metaverse is a digital playground which is hosted on a blockchain, in which users will workout, play, create, work and interact with each other, all through avatars representing themselves," said Andy Hall, head of commercial at OliveX, the company building TRIB3's metaverse offering.

"Whilst many industry experts are touting a scenario similar to the Hollywood movie *Ready Player One*, the reality is that the technology required for that is either

"The metaverse is a digital playground which is hosted on a blockchain, in which users will workout, play, create, work and interact with each other"



still in development, or is out of reach for the majority of the world.

“This doesn’t mean, however, that we cannot see some of the possibilities of the metaverse realized with our current generation of technology.”

Aspects of what is considered the metaverse already exist in many ways, just without the use of virtual reality (VR) and augmented reality (AR) headsets. Many video games such as *Fortnite* represent a virtual universe in which characters can interact with each other. Video games also contain an essential element of metaverses today – e-commerce and the purchase of digital products and services.

Fortnite has amassed 350 million players as of May 2020, many of whom are likely to take the next step into the metaverse with AR and VR. The global VR, AR and mixed-reality (MR) market is estimated to be worth \$300bn by 2024, undoubtedly supported by growing interest and interaction with the metaverse.

The digital economy within the metaverse is the key. Currently, many games allow customers to buy items like digital clothing that they can wear throughout the game, but this concept can be extended to an entire social metaverse.

The Sandbox, which TRIB3 will release its services on, allows users to purchase NFTs, which will undoubtedly raise the profile of the brand in different circles.

The long-term notion is one of integration between the metaverse and the real world. A clothing brand could enter and build a store in the metaverse, allowing customers to shop in the metaverse, and have that order fulfilled in real life.

McDonald’s filed a patent for that very purpose, to be able to build virtual restaurants and deliver the chosen menu items in real life. Various meta-cyberspaces will become the place where many people – especially younger – will spend a lot of their time with their friends. It, therefore, stands to reason that a brand must be present where its customers are.

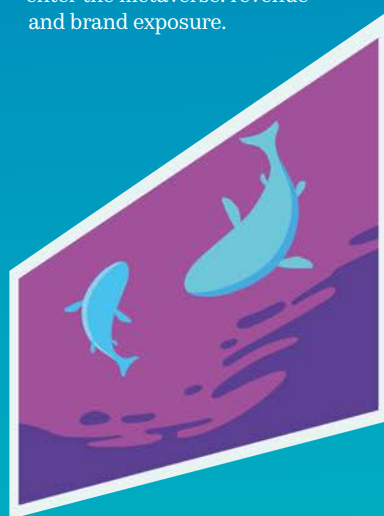
“I think we will see all sectors making a play. McDonald’s filed for trademarks for an entirely virtual metaverse restaurant that delivers your food,” said Hall.

“If you’re in the metaverse and you get hungry you won’t have to leave you can just place your order online and then it will be delivered to your door in real life. The beauty of the metaverse is that it blurs the lines between on and offline.”

As a revenue generator and marketing opportunity, the metaverse’s limits are endless, but it entirely relies on the degree to which people adopt it, and based on previous trends, it’s no guarantee.

What are the opportunities available in the metaverse?

The nebulous nature of the term ‘metaverse’ makes it difficult for brands and marketing teams to understand what the purpose of the metaverse is, and therefore its reason for entering the virtual space. There are two main reasons why brands would enter the metaverse: revenue and brand exposure.



“The opportunity the metaverse presents to brands is incredible – but only for the brands which can realize and recognize it”

“From a brand and PR point of view it’s driven wide-reaching coverage and excitement but commercially speaking, we have the ability to drive serious revenue and reach,” said Kevin Yates, CEO of TRIB3.

“The opportunity the metaverse presents to brands is incredible – but only for the brands which can realize and recognize it.”

Gucci reached a new generation of customers by re-creating its Florence store in the Roblox game ahead of its centenary. It was a great success, and Gucci shared the profits of the campaign with the game creator, demonstrating that there are platforms that can promise a strong ‘virtual footfall’. Roblox has 47 million daily active users, and 9.5 million ‘developers’ who create games and experiences on the platform.

The global giant, Coca-Cola has gotten in on the act too. It collaborated with 3D creators at Tafi to host an auction for ‘loot-boxes’ of NFTs, meaning customers would pay for an NFT locked in a virtual box, not knowing what it is until it is opened. This auction brought in \$1m, insignificant for Coca-Cola, but worth a lot more in marketing and brand exposure to a different audience. Some of the NFTs were wearable and could be worn on other platforms, such as Decentraland.

“NFT investment is still one of the hottest trends right now. An important factor to recognize is that good NFTs can add value to what you might be doing in the metaverse/gaming world and aren’t always a vanity piece,” said Hall.

“Part of our metaverse play will be the launch of a series of TRIB3 NFTs. We can’t say any more than that right now, but we are working with the OliveX developers on this and it’s going to be incredible,” said Yates.

Who is already in the metaverse, and what are they doing?

Franchise brands tend not to make quick decisions, or foray into something without intricate plans and contingencies. It’s the nature of a business that may have hundreds of individual owners and working with a standardized operating procedure. It’s no surprise that a majority of the industry is still watching and waiting.

TRIB3 was one of the first, when it announced its partnership with Sandbox. TRIB3 will deliver its services, construct a virtual gym and sell its products through its presence in the Sandbox. Helping TRIB3 in this quest is OliveX.

“TRIB3 is all about doing things differently and breaking the mold. We sold our first franchise for bitcoin in 2021 and are going to be offering the option to pay in cryptocurrency at our stores, in the near future, so the metaverse was always going to be a key play,” said Yates.

“We are expanding and growing at pace in the real world – so why not take it

‘out of this world’ as well? We’ve partnered with OliveX, an organization really pioneering how the fitness metaverse is going to look, on this venture. They were looking for innovative brands to be part of their Sandbox land and we are going to be the first-ever boutique fitness brand to enter the metaverse.”

An opportunity worth investigating

While many are understandably skeptical about the metaverse, that shouldn’t stop a brand from exploring new opportunities in the virtual world. There is no real way of knowing the future of this trend, but if it does grow and become a part of everyday life, it will become a non-negotiable area to market and potentially sell services/products.

“I think more brands will certainly enter the metaverse and more brands will certainly start to use cryptocurrency more broadly across their operation but we see it as a positive if more brands can come together,” said Yates.

Fashion brands have already made profits from their collaborations with these platforms, but is there truly any space for business-to-business brands, or brands that don’t have an element of entertainment to find a home in the 3D virtual world?

There may be in the long run, which is why brands should make an initial investment into the infrastructure so that they can enter any metaverse if and when the time is right.



Readying the next generation

Franchising can be taught and learned just like any other concept in business, and it doesn't get better than Palm Beach Atlantic University's Titus Center

Aaron Rose's early investment in franchise education is paying off. A mere three years after graduating from Palm Beach Atlantic University's Rinker School of Business, Rose is North American operations manager at SuperGreen Solutions, which is based in Bel Air, Maryland.

Rose was the first student to enroll in franchising courses with Dr. John P. Hayes in the Titus Center for Franchising at Palm Beach Atlantic, which is where he met SuperGreen Solutions CEO and Titus Center Advisory board member Dan Dubell — who immediately wanted to hire him, Hayes said.

Students like Rose earn a concentration in franchising by completing 12 credit hours, including a paid internship, to prepare them for work with franchisors or franchisees across various industries.

Members of the Titus Center Advisory Board like Dubell get the first chance to recruit highly-prepared students who rise to the top of hiring lists. Now, Rose is paying it forward by hiring an intern from among the Titus Centers' current crop of students.

STUDY AND GO INTO BUSINESS AT THE SAME TIME

Titus Center students don't need to wait until they graduate to start doing business. Senior Hogan McFadden owns and operates a screen printing and embroidery business, which he started about two and a half years ago with fellow business student Chris Pappas.

Recently, McFadden and another franchising student, Micah Droescher, bought a franchise of The Patch Boys, a drywall repair company. Hayes taught them to 'ask good questions' as they vetted potential franchisees and franchisors vetted them, McFadden said.

McFadden and Droescher aren't the first Titus Center students to buy a franchise, either, Hayes said. Cole Sossamon bought Challenge Island, a science, technology, engineering, arts



and mathematics (STEAM) educational enrichment program.

As a graduate, he was awarded \$130,000 from the Kobel Franchise Challenge to buy and operate a Talem Home Care franchise in Nashville, Tennessee. Sossamon said he felt confident in his research to buy Talem because of the preparation he received from the Titus Center.

Students have the opportunity to go on international study tours to learn about global franchising. Paul Brockley, a 2020 graduate, leveraged connections from the trip to earn a fellowship with the German Franchise Association and multiple job offers. He now works as a franchise development specialist for TBC Corporation.

Titus Center students also receive sponsorships to attend conferences such as the International Franchise Association Annual Convention and Springboard, a conference for emerging franchisors.

ONLINE CERTIFICATES ARE ON THEIR WAY, TOO

Soon, the Titus Center will expand its operations to include an online franchise certificate for professionals who want to

get a competitive edge or switch careers. The certificate is for non-degree-seeking students and can be completed anytime, anywhere, including internationally. Topics covered include how to franchise your business, how to buy a franchise and franchise operations and management.

For current franchising professionals, the Titus Center hosts the Selling Franchises Bootcamp every January. The bootcamps aim to ignite growth for emerging and mature franchise concepts.

The Titus Center for Franchising Advisory Board is accepting new members. Members get to know highly-qualified graduates, give classroom talks and network with the international franchising community.

At a Glance Titus Center

Year established: 2017

Location: West Palm Beach, Florida

Contact: john_hayes@pba.edu

tituscenter.com

Join a growing, multi-award-winning musical education franchise opportunity with School of Rock!

Winner of both Best Children's Service and Education Franchise and Regional Champion: Americas, School of Rock is a sound investment

School of Rock is the fastest-growing music education franchise in the world, hitting multiple milestones in 2021 including expanding into three overseas markets, opening its 305th school, and growing its student count 127 per cent from 22,000 to over 50,000.

The U.S.-based brand broadened its curriculum to include a greater range of diversity, including Black and female artists as part of its established repertoire of iconic musicians and expanded into retail musical instruments and accessories sales with the School of Rock GearSelect program through partnerships with 40 of the world's most recognizable gear brands.

School of Rock's proven track record earned it the honor of "Best Children's Service and Education Franchise" for the second year in a row and "Regional Champion" in the Americas category for the 2022 Global Franchise Awards.

A GLOBAL BRAND WITH PATENTED TECHNIQUES AND METHODS

The franchise's global footprint continues to grow rapidly with over 500 School of Rock locations open or in development in 15 countries: the U.S.A., Canada, Mexico, Peru, Chile, Brazil, Colombia, Paraguay, Portugal, Spain, Ireland, South Africa, Philippines,



Taiwan, and Australia.

School of Rock's mission to enrich lives through the power of performance-based music education is made simple with a concept that travels well, due to low logistical, supply chain, technological, language and operational complexity. Popular music and child enrichment is universal, and the business model allows customization to celebrate local popular music.

"Few brands resonate equally in markets as different as Minneapolis and Madrid, but the

School of Rock model has universal appeal," said Rob Price, CEO of School of Rock.

The concept is more potent than traditional music programs, combining private lessons powered by the patented School of Rock Method with weekly ensemble practices. Students learn theory, practice, and life skills through intensive, but fun preparation for live shows in real venues. Group learning teaches both technical and soft skills and this revolutionary approach increases retention, results and brand consideration.



“Students learn theory, practice, and life skills through intensive, but fun preparation for live shows in real venues”

The program serves children as young as four years old through grandparents who want to release their inner rock star. This core program, combined with camps, workshops, global touring opportunities and other special events is helping us build the largest community of music creators in the world.

UNPARALLELED FRANCHISEE SUPPORT

The brand understands what it takes to succeed as a franchise, and has a proven track record going back to the mid-'90s. Over the years, School of Rock has developed the techniques, the business processes, and the franchisee-centric culture that provides its franchisees a blueprint for their own success.

From the moment you sign a franchise agreement, the School of Rock team springs into action to help create your personal road to success. From the real estate search to making sure you open with a sufficient number of students, this team is at your disposal.

The brand has a comprehensive process that starts months in advance of opening a franchise location. New owners participate on a kick-off call with the project manager and use a project management application to keep your school opening on track and on budget, and keep clear lines of communication. Cohort calls and sessions with the operations and IT teams are also part of the opening process.

Master franchise partners will, in turn, learn how to build their own support strategies following the ones School of Rock have created in other countries.

The support continues after the opening. School of Rock has teams in place to help with operations, marketing and IT, including a 24-hour help desk to address technology-related issues. After they develop plans, the company

goes into execution mode, providing tools so master franchisees can chart their own progress as they build up their business, and we make sure support teams are available and responsive.

School of Rock walks franchisees through every step of the process while still allowing them latitude to adjust its systems in a way that best suits their individual markets.

School of Rock is excited and passionate about its current international growth and future potential. The criteria is simple: if there is a love of rock music and a desire to learn in a group format, then there is potential for School of Rock.

THE BENEFITS OF BECOMING A SCHOOL OF ROCK MASTER FRANCHISEE

- A proven business system in the form of complete strategies around sales, marketing, supportive system lesson plans, instruments, including the patented School of Rock Method
- Protected industrial and intellectual property rights
- Full knowledge and support of an experienced franchisor team from School of Rock headquarters in the U.S. including set up, integration, pricing strategy and marketing material
- Know-how on being a master franchisee, promoting, managing and developing a network of unit level franchisees in your territory
- The opportunity to form part of a franchise system, including the setup of a unit level pilot franchisee in your country with School of Rock
- The expertise, experience and commitment of the highly qualified



franchisor team in order to help achieve the best results

- The knowledge to successfully replicate the proven concept and success of School of Rock in your territory
- The benefit of utilizing fully developed sets of policies and procedures refined over many years thereby reducing the risk of failure
- Full training and support in all preparatory and operational aspects of the School of Rock business
- Content management information system to help you manage your pilot school as well as your sub franchisee network
- Effective accounting packages and practices
- A system that has generated continuous positive results and unique return-on-investment since 2010
- Continuous research and development to add new rock music products to existing programs.

School of Rock is searching for well-qualified candidates interested in acquiring the master franchise rights for their countries. Whether it be the U.K., Italy, Germany, Japan, Korea or Singapore, among others, there is an opportunity to bring the most revolutionary music education school in the world home to your country.

At a Glance School of Rock

Established: 1998

Number of locations: 305

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

Investment range: \$1.5m+ for master development, \$395,800 – \$537,400 for individual units

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

Contact: franchiseopportunities@schoolofrock.com
franchising.schoolofrock.com

YOUR 2022 GUIDE TO MULTI-UNIT FRANCHISE GROWTH

A comprehensive report on all things multi-unit franchising; covering the latest stats and trends, what an ideal multi-unit operator looks like, and why brands are increasingly seeking these kinds of experienced, motivated partners



MULTI-UNIT FRANCHISEES ARE READY FOR EXPLOSIVE GROWTH – ARE YOU?

When it comes to rapid expansion in franchising, few methods offer the proven success rate of multi-unit ownership. But what is multi-unit franchising, and who is best suited to reap its many rewards?

Multi-unit franchising is big. In fact, just before the pandemic, it was reported that 54 per cent of all franchise units in the U.S. were controlled by multi-unit operators. Unsurprisingly, most of these were found in the QSR industry, where successful operators build up their brick-and-mortar empire with proven food concepts that synergize successfully.

Here at *Global Franchise*, we use this time of year to celebrate multi-unit franchising through our Multi-Unit Month campaign. This includes four podcast episodes in May, four webinars with experts and insiders from across the world of franchising, and exclusive content (like this very report) to cover the latest happenings and updates from the multi-unit sphere.

In this instalment of your multi-unit franchising update, we're looking at everything from why multi-unit ownership has boomed in recent years, to the various methods that an entrepreneur may use for multi-unit franchising growth.

"Many operators fail when expanding quickly without proper financial support," explains Michael Cullom, whose expert piece on considerations for multi-unit operators can be found from page 40. "Research the working capital needs of supporting multiple locations, site managers, landlords, payrolls, and taxing authorities."

Expert insight from the professionals

As well as these insightful think pieces aimed at franchisees looking to broaden their multi-unit knowledge, this handy

guide also features essential advice on multi-brand ownership; something of a parallel model to multi-unit franchising that sees the owner open multiple units under a variety of franchise brands.

"By spreading your investments across a range of assets in several sectors, you can protect yourself from serious loss if one business faces unforeseen challenges," explains Sanjeev Sanghera, co-founder and MD at Döner Haus and Döner Shack. "It is for this reason that it is so important to vary your franchise portfolio and avoid putting all of your eggs in one basket." Make sure to check out his full piece from page 42.

And last but certainly not least, Dr. John P. Hayes, CFE, outlines the ideal profile of a multi-unit operator from page 44 by laying out six characteristics of successful multi-unit owners. As he explains: "How do you know if you're a good candidate for multi-unit franchising? First comes the desire and capacity to own more than one unit – it's not for everyone – and then you will need to prove your value to a franchisor."



THE MULTI-UNIT FRANCHISE *STATS YOU NEED TO KNOW*



As of 2019, multi-unit operators
controlled **54% of all**
franchise units in the U.S.

Multi-unit franchisees own around
228,000 locations
throughout the U.S.



The sector with the most
multi-unit operators is,
unsurprisingly, **QSR**.
This is followed by
**BEAUTY, SIT-DOWN
RESTAURANTS,
AND AUTOMOTIVE**

11% OF MULTI-UNIT OWNERS
operate their
units **ACROSS
MULTIPLE
BRANDS**



Over the past decade, the average
number of units
owned by multi-unit operators has
increased from **4.8 to 5.1**

**ALMOST ONE-FIFTH OF
MULTI-UNIT OPERATORS
CONTROL 50 UNITS OR MORE**



Why do franchisors want multi-unit franchisees?

Growth is the name of the game in franchising, and why grow one unit at a time when you can expand with multiple locations at once?

WORDS BY RAGHAV PATEL



THE AUTHOR

Raghav Patel is a digital content writer for Global Franchise

Franchising, like all business models, is one that focuses heavily on growth. This growth can take many forms, and while profitability is usually the holiest indicator that guides strategy in many businesses, it's not so simple in franchising.

Franchising relies on outsiders who have a desire to open their own business, and believe they can succeed with a specific brand. While there are many who are considering open their own single unit, there are far fewer franchisees who can sign a deal for multiple units.

Multi-unit operators are picky people; they know they're in demand and don't just opt for the first brand they speak to and receive a glossy brochure from. They conduct painstaking research and many expect a more VIP process from the franchisor than single-unit developers. However, successful multi-unit franchisees will bring more success and profit.

"Speaking on behalf of PuroClean and our growth year over year, franchise owners with multiple locations have the ability to generate more cash flow in the home service category if managed and scaled appropriately," said Tim Courtney, vice president of franchise development at PuroClean.

"We've seen tremendous success

with multi-unit owners who follow our system and utilize our full support team that we have available."

Approaching multi-unit franchisees should involve some sense of planning to put a brand's best foot forward. Many franchisors have cited the importance of trade shows to make those strong in-person connections with multi-unit operators searching for their next brand, as well as trade publications. Multi-unit franchisees tend to be strongly plugged into the world of franchising.

Some brands turn to franchise consultants to secure those multi-unit franchisees as they simply promise more sustainable growth.

Why are multi-unit operators in such great demand?

Single-unit operators can take a lot of work. Many are inexperienced and are just venturing into the world of business for the first time. Even after the work has been put in and the new franchisee has been

educated in their new role, it can still all end in failure. There is often a gulf in difficulty between what the brochure promises, and how things work out in reality.

It's for this reason, among others, that franchisors are always searching for multi-unit franchisees. While nothing is guaranteed in franchising, multi-unit operators are more likely to get their units successfully off the ground. Their experience means they already have the connections to run a site, whether that's staff or securing funding from a lender.

"Multi-unit franchisees tend to be more experienced in the sector, they tend to have some sort of organization they can rely on," said Matteo Frigeri, founder and director of Seeds Consulting.

"There already may be layers of management and a significant level of staff available. Also,

"Trade shows and trade publications represent strong opportunities to reach multi-unit operators, who are often plugged into the world of franchising"



because they are multi-unit franchisees, they will have already some connections for the funding and most of them will have relationships with banks.”

Franchisors also need to consider managements costs when the system begins to grow. It might have been fine at an early point, but consistent recruitment of single-site franchisees will result in the growth of the management team. Franchisors would prefer to keep their own teams nimble, and speak with a single franchisee who owns 20 units, as opposed to 20 individual owners and operators.

“Franchisors prefer them because, obviously, to deal with 20 franchisees, it’s different than dealing with one franchisee,” said Frigeri.

“Multi-unit franchise owners that have experience in business, sales, finance or other related backgrounds are very attractive to brands because franchisors see the determination and current business acumen”

“And brands like Domino’s Pizza versus Pizza Hut, for example, has shown exactly that in the U.K., where Domino’s has a much smaller number of franchisees.”

Experience counts for a lot, and multi-unit franchisors are replete with it. From funding to staffing, they will require less maintenance than single-unit owners, and will expand the brand that much faster, and probably with more success.

“Multi-unit franchise owners that have experience in business, sales, finance or other related backgrounds are very attractive to brands because franchisors see the determination and current business acumen within that

individual to set him or her up for immediate success,” said Courtney.

How do brands attract multi-unit franchisees and what do they expect?

Multi-unit operators know their value when they begin making enquiries with a brand, and to some extent, expect the brand to be cognizant of that value.

Prospective multi-unit franchisees ask a lot of questions and want a lot of information before diving in head-first and investing potentially millions of dollars. The type of forecasted and projected information that is provided to single-unit franchisees is often not good enough for multi-unit operators; they want to see how an actual site is working, more often than not.

“Prospective franchise owners in the home service category normally ask to connect with current franchise owners in the system to get a feel for PuroClean, which offers a wealth of knowledge from current owners who have completed the start-up process,” said Courtney.

“We host “Meet the Team” days, where we conduct virtual and/or in-person sessions at our home office in South Florida with each department for prospective franchise owners. These sessions touch on a multitude of aspects of our franchise owner support, from growth and financing to marketing.”

Multi-unit operators are not new to the business – they know what success looks like. By spending time at a store and looking at its numbers, they won’t be convinced by persuasive sales talk or a glossy brochure. The best brands will happily give franchisees that access, as they want prospective multi-unit franchisees to see the success and open their units.

Competitor analysis is important, operators want to know that they can turn a profit without too much competition in the area or sector.

“If they are investing for example, in an established,

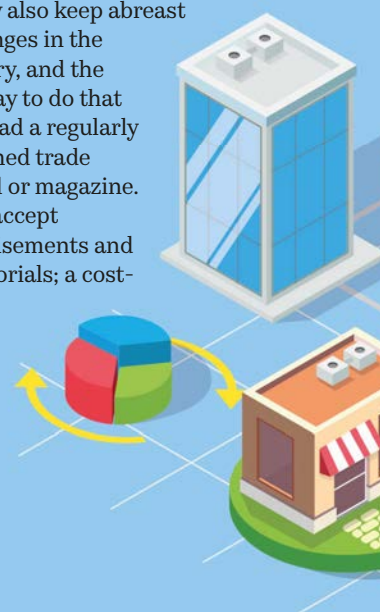
competitive category, which could be coffee, for example, they will want to know how that coffee brand trades against their direct competitors,” said Frigeri.

Where can multi-unit operators be found?

Trade shows and trade publications represent strong opportunities to reach multi-unit operators, who are often plugged into the world of franchising. Franchisors can bring franchisees along to trade shows for multi-unit operators to speak to. Having franchisees to speak to can allay fears and tell multi-unit operators that franchisors are confident in the model, and are happy for prospective franchisees to pick the brains of current franchisees and learn about the good and bad.

The Multi-Unit Franchising Conference represents one of the best trade shows, if not the best for multi-unit franchisees and franchisors. Motivated and eager franchisees attend these events, not just to network, but to learn. There are numerous education tracks that present intimate and interesting ways to connect with possible multi-unit operators on their level, as opposed to an advert.

They also keep abreast of changes in the industry, and the best way to do that is to read a regularly published trade journal or magazine. Many accept advertisements and advertorials; a cost-



Networking is essential in this echelon of franchising. Prospective multi-unit operators tend not to send queries through contact forms; they can likely source a phone number or email address of the head of franchise development to get a direct line. Facetime with such candidates is essential to gaining their trust, and initial contact is always easier to make in the conducive environment of a trade show, and gives them an opportunity to meet with members of the executive leadership team.

While franchisors can create amazing brands, streamlined operations and world-beating marketing campaigns, it's the franchisees who actually perform and do the work of the franchise. Multi-unit franchisees amplify this effect by opening multiple locations at once with more success and normally, fewer costs.

Any established brand that seeks to grow rapidly will have to use multi-unit franchisees eventually. Perpetual single-unit growth cannot work for every brand and category.



Key considerations before becoming a multi-unit or multi-brand operator

A lot of introspection is needed to ensure that this kind of venture is beneficial

WORDS BY MICHAEL CULLOM



THE AUTHOR

Michael Cullom leads the Restaurant and Hospitality Consulting Practices for Moss Adams. Michael has served in these industries in financial, operational, and board leadership roles for concepts ranging from early-stage to large, multi-national organizations. He can be reached at (303) 226-7002 or michael.cullom@mossadams.com

It's a natural evolution. A one-location franchisee gains traction with customers and its franchisor and aspires to grow. There are many considerations around expanding in a way and pace that fits a franchisee's situation without running the business into trouble.

This is a high-level look at expanding within the same franchise system as well as becoming a multi-concept franchise operator.

Why Do You Want to Become a Multi-Unit Operator?

Besides the hope of financial success, there are other considerations. You'll need confidence in yourself, your team, systems, processes, and procedures, and excitement around the brand, its momentum, and what it stands for.

Think of insights and experience you have that can set you apart. You'll need solid financial results from your existing unit and a vision for where you see yourself in one, three, or 10 years. You'll also need access to financing sources, internal or external, that will support growth.

Ask yourself these questions:

- Are you happy with the brand, franchisor, and the system?
- Are you receiving the support and interaction you envisioned when you started?
- Are you aligned with the franchisor around brand positioning, operational rules, and expectations?
- Do participants in the franchise system – the franchisor and individual franchisees – work together or against each other?

Gauge the ability to grow and how that fits your current situation. Consider geography, number of units, and methods you can use to expand your number of units.

Do you have the team and access to financing necessary to build and grow? Can you build, develop, and work with people on a continuous basis?

Becoming a multi-unit operator should include writing a development plan with your franchisor. This is a legal agreement spelling out how many units you should open and when. Be warned: missing your goals could result in a loss of your development rights and a sale of your development territory by your franchisor.

Research Cash and Operational Needs

Many operators fail when expanding quickly without proper financial support. Research the working capital needs of supporting multiple locations, site managers, landlords, payrolls, and taxing authorities.

Work with your business partners and lenders to gauge whether you have enough cash to survive in down times. Have more cash in the bank than you think you need. Keeping a minimum of three months' total payroll cash

costs in reserve can be beneficial. Understand all the costs and timelines associated with building and operating a new site until it's cash self-sufficient.

Consider what it means to you personally to run two, five, or 20 units day to day. Ask other multi-unit operators in your system about things they did well and what they would have approached differently.

Do you have the right people at all levels to manage multiple units? You won't be able to do everything yourself, so what do you need to add or change? What do your best people need to learn and what will you need to pay them? Would you ever consider giving your best people an equity stake in the business?

Assess yourself. Are you the right person to maintain many locations under your leadership? Can you delegate without worrying about how business is handled? Can you give managers latitude in applying their decisions and creativity? Does your family understand how your lifestyle could change?

How to Expand Number of Units

There are numerous ways to grow with your existing franchise system. You can open new locations if your franchisor includes that in a development agreement.

If the decision is based on geography, ensure your territory is clearly defined. Understand how other franchisees can and can't develop around you.

Units can be acquired from company-operated locations or other franchisees. Find out the seller's motivation for selling, and the market rate for acquiring locations.

Some financial and operational records should be made available

"Gauge the ability to grow and how that fits your current situation. Consider geography, number of units, and methods you can use to expand your number of units"

to you prior to committing to a purchase. Detailed financial results should be inspected carefully to ascertain what's in the numbers. Often, franchisees might include other expenses in their profit and loss statement that you might not.

Gauge whether employees are happy and effective, and whether they might leave if you buy. It's important to work with the seller to protect the confidentiality of an impending transaction, because employees could become fearful and depart prematurely when a sale becomes public knowledge. When it is disclosed, manage the message carefully.

Reasons to become a multi-brand operator

Franchisee growth can come through enhancing performance of existing units, expansion of existing brand operations, and adding new brands.

Owning and operating multiple brands can generate more complexity and leverage efficiencies and synergies between concepts.

The approach to adding a brand can be similar to choosing your first brand. You should consider excitement around the brand, track record of the franchisor and system, willingness of existing operators to provide positive references, fit with your experience and knowledge, and potential for positive financial outcomes.

Check the terms of your existing franchise disclosure documents (FDD) carefully. Not all brands permit franchisees to operate additional brands.

There can be well-founded concern that franchisees will become competitors, or lose focus. However, some franchisees more recently have become large, equity-backed entities with many brands.

Have a solid business plan. Lenders and prospective equity partners will be looking for cogent business reasoning to add more brands to your portfolio of businesses.

Identify synergies between the existing brand or brands and a new one. Look for a trajectory in the new brand that makes combined businesses financially positive. Consider how the operational elements – people, purchasing power, systems, administration – will work together.

Overall Recommendations

Grow your infrastructure and capabilities ahead of your unit growth.



"Assess yourself. Are you the right person to maintain many locations under your leadership"

If not, you can fall behind, which can drag down morale and performance.

Choose outside advisors who can grow with you for your systems, insurance, legal, finance and banking, accounting, and real estate needs.

Consider your staffing. Hire and train ahead of growth. Anticipate turnover before it happens. Promote leaders. Support underperforming people with extra attention. If they don't meet the needs of the business, consider making changes.

Assess whether your systems will support your needs as your business expands.

For some period of time, don't focus on your exit – the sale of the business.

Focusing on an exit in the near term can lead to running the business with a short-timer's mentality, impacting the quality and nature of the performance of the business, as well as the attitudes of employees. Work to generate a great business with great people and outcomes. At some point, your exit could take care of itself with great performance.

Desire to expand and improve is natural for ambitious and effective franchise operators. Do your homework, ask a lot of questions, and don't be afraid to ask for help. Support gained through a franchise system is a key benefit of that business model.

The benefits of building a diverse multi-brand franchise portfolio

In this post-pandemic world, putting all of your eggs in one basket can be setting yourself up for failure

WORDS BY SANJEEV SANGHERA



THE AUTHOR

Sanjeev Sanghera is the co-founder and managing director of Döner Haus and Döner Shack. With over 25 years' experience, Sanjeev is a leading restaurant entrepreneur with a business that is growing internationally, including in North America, Europe and the Middle East. donershack.uk

Diversification is key to a successful business portfolio. Similar to you keeping a portfolio of different stocks to diversify your investments, as a franchisee, you would profit from owning several franchises.

By spreading your investments across a range of assets in several sectors, you can protect yourself from serious loss if one business faces unforeseen challenges. It is for this reason that it is so important to vary your franchise portfolio and avoid putting all of your eggs in one basket.

To grow your franchising portfolio, you do need to be strategic when choosing your concepts. By following your passion rather than randomly selecting franchise brands, you will achieve long-term success and be a more engaged franchisee. Having seen the disruption brought on by the pandemic, many people are cautious to start a new business right now. But for those with an entrepreneurial mindset, this is the ideal time to diversify and grow your portfolio.

Adding concepts in different industries will not only add further income and stabilize your portfolio, but it will reduce volatility and risk. It will also provide you with the opportunity to apply your business acumen, market knowledge and creative energy to another brand.

Here's how to diversify your franchise portfolio and the key areas you need to consider to ensure long-term success.

Protecting your investments

Business ownership can be unpredictable, so by having all your investments tied up in one brand you are exposing yourself to greater risk, particularly if that brand loses some of its value.

With a larger portfolio, however, you will experience far less of a hit and be able to recover your losses through your other ventures. Diversification can help you remain competitive in more than one market, increasing the opportunities for greater return.

Reduces risk and volatility

One of the main reasons for diversifying is that it reduces your overall risk. The more you broaden your investments out, the less likely it is that one event, such as a pandemic or global recession, will negatively impact your whole franchise portfolio.

Likewise, the volatility of a market is a key variable in the decision to make investments. For example, if a particular market has high volatility, your risk may increase but your opportunity for greater returns is increased.

Cross-promotion with complementary concepts

There are some franchise brands that naturally complement each other and provide an opportunity for owners to grow through cross-promotion.



Within the food and beverage sector, for example, it would seem right for a coffee shop owner to diversify with a fast-casual restaurant business, developing crossover sales and building relationships with customers through two different businesses.

Though it might be alluring to invest in a number of similar concepts, it is, however, important to make sure they are suitably differentiated, and not direct competitors.

Multi-units or multi-brands?

When diversifying your portfolio, one of the biggest decisions to make when expanding your franchise portfolio is whether to buy multiple units of the same franchise or invest in another or several more brands.

There are obvious benefits to buying multiple units within the same brand as you already know the system, have a relationship with the franchisor

and know the product or service you are selling.

Investing in different franchise brands, however, may take more work in the initial stages as you have to learn new systems, but it may offer opportunities where your portfolio could be lacking, and at low risk to you.

Dynamic brands

Experienced franchisees are attracted to concepts that are both forward-thinking and profitable. As proven by the pandemic, brands that can adapt with the times have more staying power and will continue to be dependable revenue streams in the future.

This is a mark of a good investment, so you should bear this in mind while researching concepts to add to your portfolio. For example, fast food concepts have been gaining traction for years, but with consumers

"Put your eggs into different baskets and this will help reduce some of the risks"

now leaning into brands that are socially and environmentally friendly, fast-casual restaurants are able to meet this demand and become a more appealing choice for many – these concepts are not passing fads, so look for franchise brands with products or services that are agile and will be long-lasting.

"The key to intelligent investing is diversification – it's all about minimizing risk when investing capital," says multi-brand and multi-unit franchisee and CEO of Döner Shack, Suj Legha. "Having been involved in franchising for 20-plus years, I know the industry well and believe there are plenty of benefits of diversification in franchise ownership. It allows for a certain amount of high-return investments by offsetting possible risks through more stable alternatives.

"From my experience as a franchisee who has had successful businesses, including ActionCOACH and Papa Johns, I've always felt that entrepreneurial pull to open another business. Having a diversified franchise portfolio is an attractive option that can lead to success if you have solid foundations in place and a good track record to secure funding and approvals by franchises.

"I am always looking for new opportunities, but for the moment I'm 100 per cent committed and focused on scaling Döner Shack as we have an aggressive growth plan this year to open new sites across the U.K. The diversification is more likely to come from different markets as opposed to different franchise brands for now, as we grow in the U.K. and take our first steps into the U.S.A.," added Suj.

If you are looking to diversify your franchise portfolio, now might be the ideal time to make the leap. As the events of 2020 showed us, anything can happen, and sometimes that can impact a business's source of income.

With diversification already in place, should something happen to one revenue stream, you are able to pivot to another area of the business to shore up your sources of income. A franchising portfolio that combines your aspirations with long-term concepts is central to successful diversification.

So put your eggs into different baskets and this will help reduce some of the risks.



Six characteristics of successful multi-unit owners

Multi-unit franchising may be a huge trend in the industry, but not everybody is cut out for this degree of responsibility. Are you?

WORDS BY DR. JOHN P. HAYES, CFE



THE AUTHOR

Dr. John P. Hayes, CFE, directs the Titus Center for Franchising at Palm Beach Atlantic University in West Palm Beach, Florida. He has written extensively about franchising and speaks at conferences worldwide. Students at the Titus Center earn a Concentration in Franchising along with a baccalaureate degree and most go to work in franchising after graduation

Multi-unit franchise ownership – owning multiple units of the same brand – has gained popularity in recent years and for good reasons. Many franchisors now seek franchise candidates who desire a “package” of franchise units rather than just one unit, and many franchise prospects are only interested in franchising if they can buy multiple units or units of multiple brands.

According to FRANData, which tracks franchise development in the United States, 54 per cent of all franchises are multi-unit operations, with 43,212 multi-unit operators controlling most units. It's a trend that FRANData has observed for more than 30 years. Between 2010 to 2018, FRANData reported that entry-level multi-unit ownership increased by 23 percent.

The benefits of the model

What created the trend? If owning one unit of a popular brand is a good idea, owning multiple units is a better idea in the minds of many owners. Overall, the benefits of multi-unit ownership satisfy thousands of owners. These benefits include multiple revenue streams, economy of scale resulting in lower operating costs, staff flexibility, and less hands-on commitment by owners providing a more satisfying work-life balance.

A franchisee who successfully opens one unit may find it easier to open the second unit, and so on. Why build infrastructure for just one unit? With one unit, a franchisee needs accounting, HR, a CRM, and other services, and in most cases the same services, perhaps with expanded capacity, can serve multiple units and even multiple brands.

Many franchisees, especially if they have business experience and capital, won't consider a single-unit franchise because it won't return the results they desire. What's more, nowadays an experienced multi-unit operator of one brand is likely to buy a “package” for a second brand. Successful multi-unit operators not only learn how to operate a specific model, but they also learn how to operate successfully in a specific market.

With market knowledge comes the opportunity to introduce multiple brands in that market.

“Using the right technology boosts productivity and enhances a franchisee's quality of life”

Consequently, multi-brand operators are on the rise in the U.S.A.

Meanwhile, franchisors increasingly prefer multi-unit and multi-brand operators. Who wants 1,000 franchisees each operating a unit when 200 franchisees could each own five units? (On average in the U.S., multi-unit operators own five units).

Working with the same franchisees, and a smaller number of franchisees, makes life easier and more profitable for franchisors. Consequently, franchisors will discount their franchise fees to attract multi-unit investors.

How do you know if you're a good candidate for multi-unit franchising? First comes the desire and capacity to own more than one unit – it's not for everyone – and then you will need to prove your value to a franchisor. It's not just about your financial capabilities although if you can't meet the investment requirements, i.e., the ability to open a store every year to 18 months, you won't qualify. Here are six characteristics of leading multi-unit operators. Use these to measure your value:

1) Business expertise

“The most important quality characteristic that I seek in a multi-unit franchisee is they are already a proven successful business operator and even better a proven operator of successful franchised units,” says Peter D. Holt, president and CEO of The Joint. “No franchisor has the time to teach an unsuccessful businessperson how to be successful.”

If you haven't successfully operated a business, you may not meet the franchisor's expectations. If you haven't operated a franchise business, again you may not get the franchisor's approval. Without operational success, you may be invited to buy one unit with a promise of additional units after hitting prescribed benchmarks.

2) Leadership qualities

When franchisors qualify multi-unit candidates, they look for leaders. They measure for integrity, honesty, active listening, self-confidence, communication skills, delegation skills and much more.

“We seek great leaders for multi-unit ownership,” explains

“If you don’t know how your business makes money, you cannot replicate that success across multiple franchise units”

Jeff Thompson, international sales director for United Franchise Group. “They must be visionaries and convey how they’ll implement their vision. They also must be able to organize and delegate responsibilities.”

Many franchise specialists emphasize the importance of delegation skills. “Multi-unit operators must be masters at delegating,” says Monica Feid, COO, BizCom Associates. “They don’t look at investing in a franchise to buy themselves a job. They look to create jobs for others and work on

the business rather than in it.”

Feid says that’s the mindset that’s necessary to “grow and lead great teams across multiple units” because multi-unit operators cannot physically be present at every unit.

When it comes to multi-unit, multi-brand and multi-state franchisees, John P. Clancy says it’s important not to be a “control freak.” He oversees 50 units of Planet Fitness, 30 units of Smoothie King, and several units of Buff City Soap

and does it all from Jupiter, Florida.

“You must do many things right as a multi-unit franchisee. If you cannot delegate some of those disciplines to either trusted, incentivized employees or partners you cannot operate at peak efficiency.”

3) Competitive qualities

“If you choose your brand wisely, you will have competitors,” explains Clancy. “That’s capitalism.” He says multi-unit market leaders must be competitively aggressive. “They



“Many franchisees, especially if they have business experience and capital, won’t consider a single-unit franchise because it won’t return the results they desire”

can’t be afraid to surround their competitors when they open in a territory. They have access to more capital and they use it to out-market the competition. They choose better sites, build better stores, and support better operations. They are aggressive in being the best.”

4) Tech savvy

Multi-unit, multi-state Dunkin’ Donuts franchisee, Damon Dunn, has accelerated his franchise portfolio by using technology. Whether it comes to a decision about buying an existing unit, or where to locate a new unit, Dunn depends on technology to help make decisions.

Using the right technology boosts productivity and enhances a franchisee’s quality of life.

Franchisors are more likely today to implement technology and they want multi-unit operators to be comfortable using it. In Dunn’s case, he spends time investigating technology that he can adapt to his operations.

5) Know the numbers

“Single-unit operators may be new to knowing and understanding a P&L,” says Feid, “but great multi-unit operators are vigilant about unit economics. If they aren’t personally experts at math, they hire for it on their teams. Because if you don’t know how your business makes money, you cannot replicate that success across multiple franchise units.”

Clancy says it’s important to use data to make decisions. “Test and measure. Make sure you do both. It’s great to test, but without knowing the ROI on your test you won’t know if you succeeded.

Measuring is usually nuanced and involves multiple layered technology, POS and franchisor integration. It’s not easy but it’s critical. Testing and measuring is wisdom in franchise operations.”

6) Engage in the work

Holt says he wants multi-unit operators who are engaged in the concept. “They may have competing interests that vie for their time,” he explains, “but if my concept is not at the top of their list it’s hard to imagine how they will be successful. Engagement is the foundation for success.”

Multi-unit operator Eddie J. Rodriguez agrees. His portfolio has included as many as 260 Wendy’s restaurants in seven states. He’s also a multi-unit operator for Wingstop. Rodriguez attributes much of his success to his engagement as a franchisee. First, he supports all the brand’s operating systems.

“This is important,” he says, “because reinventing the wheel in a franchise system creates confusion for the consumer” which results in lowered customer loyalty.

He also believes it’s important to engage outside of the store. “Most franchise organizations do business within three miles of their location,” he explains. “Local involvement is the best sales building technique in most businesses.” Rodriguez thinks a franchisor should consider a prospective franchisee’s involvement in networking events, civic clubs, schools, and other businesses.

Finally, engagement must extend to the franchisor’s organization. Rodriguez says, “It’s important to serve on the franchise advisory council, on local marketing councils and in other meaningful ways. This type of leadership creates future growth and opportunities to represent the brand.”

Depending on the industry, a franchisor may have other qualifying characteristics for selecting multi-unit operators. Nowadays, with the prevalence of multi-unit operations, it’s easy to find top multi-unit franchisees for a specific brand and interview them.

Successful franchising is never a one-way road; it depends on the agreement, cooperation and skill sets of both franchisor and franchisee. If you want to capitalize on what may be the “hottest trend” in franchising in decades, then consider multi-unit ownership, but be prepared to meet the franchisor’s expectations.





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Döner Shack has the appetite for expansion

The fast-growing British kebab brand has its eyes on global domination

Döner Shack, the fast-casual kebab concept, is one brand that is already proving to be a recipe for success. It has shown its strength in times of adversity and is now set to revolutionize the kebab industry in the U.K. and globally. Launched in England in 2019, with the most innovative systems and best-tasting products, the franchise has grown with two new sites since November 2020 serving unrivalled and ethically sourced ingredients with the convenience and speed that customers desire.

Founders Sanjeev Sanghera and Laura Bruce are the driving forces behind this fast-casual experience. They have an ambitious vision to become the number one kebab franchise brand worldwide by providing unrivalled products with the convenience and speed that customers crave. Ranked in the top 40 fastest-growing brands in the U.K. by smallbusiness.co.uk, the duo are already making a strong impression. They anticipate being in every major city in the U.K. by 2023 and are also looking to grow the business internationally.

"Döner Shack is all about generating memorable customer experiences that produce customer loyalty, delivering engaging experiences that drive a connection to our brand at every touchpoint. In creating this new fast-casual concept and delivering the high service levels and support for our customers, I really believe we have created a unique offering in the food industry with the perfect formula for success."

RECIPE FOR SUCCESS

The pandemic-driven boost in demand for takeout and delivery food has prompted wider and faster development. Döner Shack's multi-unit franchisees have ambitious plans to scale up the business and open between 10 and 15 new outlets this year, whilst creating hundreds of jobs. Flagship locations due to launch later this year include Scotland and London, with

many more in the pipeline.

"We've enjoyed incredible success in our U.K. venues, and we intend to replicate the same experience by bringing a new generation of street food to every location where we open a new site. We're excited to have introduced a flavorful and incredibly convenient food concept that strongly rivals the oversaturated burger and pizza market. Combined with our exceptional tasting meats, freshly baked breads, signature sauces and noteworthy vegan options, that are all of the highest quality, we have identified a gap in the market for our franchise."

"We are evolving into a multi-site franchise business with big plans for the future and understand that now more than ever, people don't want to compromise when it comes to quality, taste and their dining experience."

ONE STEP AHEAD

Döner Shack is a highly systemized, simple, and easily scalable business model. It is pioneering in its innovation and technology and is one of the most fashionable and profitable fast-casual concepts in the food industry. The network of multi-unit franchise partners is growing in the U.K. and rapidly gaining a valuable reputation as one of the leading franchise brands in the fast-casual restaurant sector.

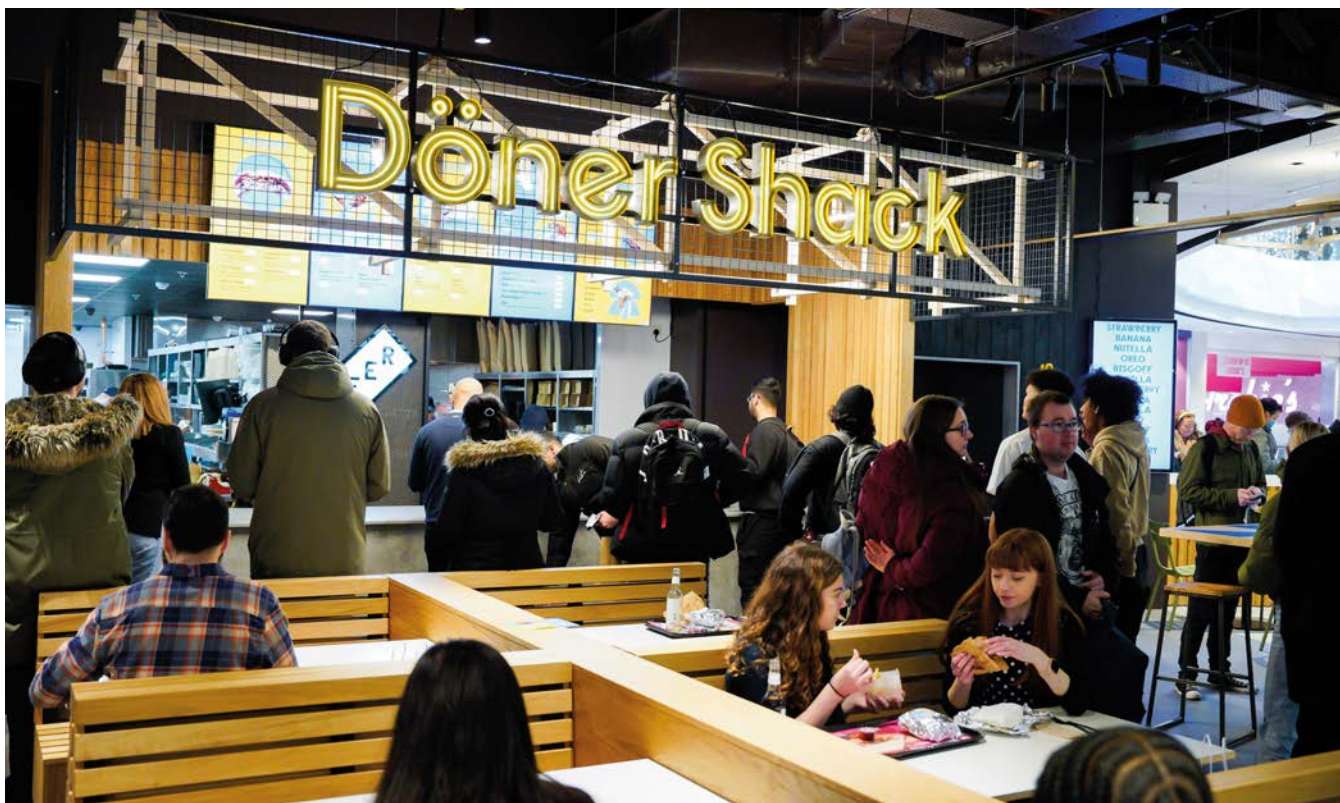
"Delivering good food is always objective number one at the franchise, but ensuring convenience and efficiency is a close second"



The brand's knowledge and expertise of the latest technological trends and developments is evident by it being the first kebab restaurant in the U.K. to introduce robotics and advanced operating procedures to prepare the food in its kitchens. They have also made sure that the restaurant operations are easily adaptable, such as Epos Systems, that are readily available in America, to create a seamless transition for global markets.

The franchisor is constantly driving toward greater efficiency in its restaurants and to ensure its speed of service is best in class, as well as creating a safe and simple place to work. Delivering good food is always objective number one at the franchise, but ensuring convenience and efficiency is a close second.

"We live for innovation in all aspects of the business and our commitment to have the most robust and efficient systems in



our industry has led to some genre-defining introductions, including a digital integration within our store designs and mobile technology. We also recently developed a new loyalty app and a click and collect system, which gives customers a seamless ordering experience whether they are dining in, collecting a takeout or ordering a delivery online."

GLOBAL FOOTPRINT

With the demand for new food concepts and a strong proven business model, Döner Shack is now looking to expand to other territories across the pond. International franchising is something the founders have

had as a goal for a long time, but before they progress their plans, it was important they had the fundamentals in place in the U.K. sites. By building a strong foundation, they can be confident to deliver the Döner Shack experience anywhere in the world.

"We are currently in collaboration with a number of American franchise professionals to develop and identify the core markets where we can open franchised outlets. Subject to this success, we will then look to roll out the brand across America and then into Canada. The U.S.A. offers a huge opportunity for Döner Shack, and we are really excited to be putting an international foot forward now. It is our responsibility to be conscientious and make

sure that we make it a good place for the brand internationally. The Middle East and Asia are also on our radar in the near future, and we are now exploring these areas to see if it is viable to expand into these countries too."

INVESTING IN YOUR FUTURE

Döner Shack is a brand with robust operational systems, authentic recipes, innovative and targeted marketing strategies, a strong financial model and a long-term growth strategy. Franchisees can build their own highly successful and profitable businesses which are simple, scalable and efficient, whether that be single or multiple restaurants.

A Döner Shack franchise is about a growing team, a growing vision and an ever-increasing appetite to be the leading brand globally. It's about remarkable products, great service and most of all inspiring people who want a long-term partnership with a successful food franchise with ambitions. It's an opportunity not to be missed!

At a Glance Döner Shack

Established: 2017

Number of franchised outlets: 4 (100 plus signed development agreements)

Location of units: U.K.

Investment range: \$450,000 - \$1.3m

Minimum required capital: \$250,000

Contact: franchise@donershack.com

donershack.uk/franchise

When going international, communication is key

How to avoid linguistic and cultural barriers when developing international franchise relationships

WORDS BY JIM GONIEA



THE AUTHOR

Jim Gonia is the general counsel of Self Esteem Brands, LLC whose franchised brands include Anytime Fitness, Waxing the City, Basecamp Fitness and The Bar Method

An English friend once told me a story about a summer during his college years when

he traveled to North Carolina and applied to work as a waiter for a restaurant that was part of a well-known quick service chain.

After landing the job, he was told that he should show up to work the next day wearing “tan pants and suspenders.” This request flustered my six foot three, two-hundred-pound, friend. In the U.K. “pants” mean woman’s panties and “suspenders” are garter belts.

After some embarrassing back and forth, it became clear that what they were actually asking him to wear was tan “trousers” and “braces.” Luckily for my friend (and the restaurant’s patrons) the misunderstanding was resolved before he showed up to work the next day.

“Franchising is a people business. People need to clearly communicate with one another to avoid misunderstandings”

What does this story have to do with global franchising? Well, it dramatically illustrates how language barriers, even between native English speakers from different cultures, can result in problematic misunderstandings. Obviously, the nuances of

communication become even more challenging when the parties to a business relationship fail to share a common language.

Whenever possible, do business in your native language

Luckily for most U.S.-based franchisors looking to expand internationally, it is not difficult to find business partners in other countries that are willing to conduct transactions in English. English is the *lingua franca* of international business and in many countries that offer attractive opportunities for franchisors English is either the primary language spoken or is the language that many educated persons in that country become fluent in and adopt as a second language.

International franchising is complicated. Franchisors cutting their teeth internationally may be able to simplify their initial ventures, and increase their chances of success, by starting out in foreign territories where business partners (and potential customers) are fluent in English.

Even when franchising involves expanding into non-English speaking territories, transactions with master franchisees or international franchisees potentially can be simplified for the U.S.-based franchisor by ensuring that the actual transaction documents between the parties are drafted and executed in English or, alternatively, the documents provide that the English language version of the transaction documents is the operative version that will prevail in the event of disagreement between the parties concerning meaning.

Don’t scrimp on translation services

Of course, sometimes problems are not so easily solved. Some international business partners won’t be fluent in English and attractive business opportunities may present themselves in territories where English is not broadly spoken.

In some countries, commercial contracts such as franchise agreements and master franchise agreements are required to be drafted and executed in the vernacular and the franchisor may find itself bound by the terms of a contract that it cannot read. In those instances, it is paramount to employ the services of a professional translation service.

I remember a Steve Martin comedy routine from my youth where the comedian, after returning from a trip to Paris, sardonically says, “Let me give you a warning. It’s like those French have a different word for everything.” Precisely.

Translating words and concepts from one language to another without the loss of nuance truly is an art.

Consequently, translation of commercial documents is not a job for your brother-in-law who just happened to take three years of Spanish in high school. It is a job for a professional. Ideally, it is a job for someone who is truly fluent in both languages and has experience translating complicated commercial concepts.

Such persons are frequently difficult to find and are often expensive to employ. However, this is an instance where an ounce of prevention is worth a pound of cure. Better to spend

money up front to make sure the contracts between the parties accurately reflect the agreement, and that both parties understand the agreement, than to have to later engage in costly dispute resolution after discrepancies in understanding suddenly become apparent.

Make sure your trademarks, product names, and tag phrases are culturally appropriate

Employing top notch translation services applies not only to document preparation, but also to translating trademarks, product names and tag phrases associated with a franchisor's brand. Due to the movie *Pulp Fiction*, we all know that in France the Quarter Pounder was renamed "Le Royale". But how many people know that the

Big Mac was supposed to be launched as the "Gros Mec", which in French actually means "Big Pimp"? Similarly, how many people know that the KFC phrase "finger lickin' good" was mistakenly translated into Chinese as "eat your fingers off"?

It's hard enough to make a name and message resonate with consumers in one's native language. Translating that name and message into a foreign language is even more difficult and should be approached with even more diligence and attention.

This is particularly so when attempts are made to transliterate the brand name into words that sounds similar in a foreign alphabet or writing system, as is sometimes done when translating a brand name from English to Chinese. An example of a company that has done this well is Coca-Cola. In China, Coca-Cola is called Kekoukele, which means "tasty

fun". Not only does the Chinese name sound like the original brand name, it also captures the brand spirit that Coca-Cola tries to personify.

Hire bi-lingual staff to help guide foreign operations

The contracts are signed. The trademarks are fully vetted for use in the foreign territory. Now is when the work truly begins.

Franchising is a people business. People need to clearly communicate with one another to avoid misunderstandings. If the franchisor has difficulty communicating its brand strategy and plans for business growth to international stakeholders, those stakeholders are unlikely to be able to appreciate the vision or implement the tactics needed to achieve those goals. Employing trusted bi-lingual staff to support the ongoing relationship between the franchisor and its master franchisee or direct franchisees in foreign territories is critical for ensuring that language and cultural barriers do not interfere with the parties' relationship.



Future-proof your legacy brand

Five learnings that showcase the true resiliency of international franchising, even during times of seemingly insurmountable crisis

WORDS BY KEVIN KORMONDY



THE AUTHOR

Kevin Kormondy is the chief executive officer of FullSpeed Automotive, one of the USA's largest franchisors and operators of automotive aftermarket repair facilities – home to flagship brands Grease Monkey and SpeedDee Oil Change & Auto Service

For every entrepreneur, running a successful and industry-leading company is the goal, but what happens when you feel you've reached that destination? What do years 10, 20, 30, and beyond look like?

Many legacy organizations become stagnant and content with producing the yearly profit they're accustomed to. But with our fast-changing world, businesses that are not adapting won't have long-term, compound success. The question is, how do you continue to drive growth and innovation in your legacy organization?

Few legacy organizations initiate actions to drive new growth and innovation, but nostalgia alone is not enough for continued brand success. There's a delicate balance between leveraging your core identity and nostalgic roots, and leaning into the future to adapt and drive change in today's landscape. By striking that balance, you can build a brand that will truly stand the test of time.

With a combined 70-plus year history, FullSpeed Automotive is one of the largest franchisors and operators of automotive aftermarket repair facilities and is home to flagship brands Grease Monkey and SpeedDee Oil Change & Auto Service. This year, FullSpeed celebrated the opening of its 700th location. Along with this huge milestone, the brands are experiencing record-breaking sales across the system, and franchise development has surged alongside

this strong performance. In 2021 alone, across the FullSpeed platform, there were 80 combined new units, including 23 acquisitions comprised of 68 competitor conversions, and 51 awarded franchises.

With a successful legacy brand, it can be easy to become complacent. But, remember, complacency is the enemy – if you're not staying up-to-date with new trends, you can quickly become obsolete.

It's important to continue to evaluate and expand your services to meet new demands of your customers and franchisees. Below are some tips for balancing your legacy brand's identity and continuing to strive for innovation.

1 Perform a culture diagnostic

When starting on your brand's journey to innovation and growth, begin with a culture diagnostic. By understanding your brand's cultural strengths and weaknesses, you'll be able to lean into the strengths and address the weaknesses.

Look at your brand through the lens of the changing market. It's critical to understand the intricacies of the new market, consumer demands, or industry shifts, and how those will impact the brand (retail landscape, labor shortage, or industry-specific updates).

For FullSpeed, an industry-specific update we've been keeping a close eye on in the last decade is the growing interest and production of electric vehicles. Popularized by Tesla, automotive brands like Toyota, Chevrolet, Audi, Volvo, and more are starting to introduce their own versions of the electric car. With the planned increased production for these vehicles, more people will have access to owning an electric car. Our team identified this trend as

something that could impact our business and has taken the opportunity to look into expanding our available services to include battery servicing and change-outs for electric vehicles.

While the electric vehicle trend won't fully impact our industry for many years to come, we've identified the opportunity and are adapting accordingly – that's the key to a culture diagnostic that will set your brand up for long-term success.

Once you have evaluated your brand with a culture diagnostic, you can then move on to creating a game plan for how to expand your current offerings to meet new industry trends.

2 Collaboration and idea generation

One of the simplest ways to combat complacency is to build a collaborative environment that drives idea generation. For ideas to flourish, you must first create a safe place to share thoughts and ideas. The more accepting and supportive your office environment is, the more innovative and creative your people will be.

It's important to encourage candor and frank discussions with your employees and franchisees. This can be done by hosting a town hall-like video call where anyone can share ideas, setting up an email account for people to send in suggestions, or holding small group brainstorming sessions to help build on ideas.

Make sure you are transparent by bringing all challenges and opportunities to the forefront, and show

“Complacency is the enemy – if you're not staying up-to-date with new trends, you can quickly become obsolete”





respect for all ideas. By asking others for their opinions, you are including them in the process and making them feel heard. When including key stakeholders in the discussion, they will be more receptive to change.

The best ideas come from the people within your organization who know your brand like the back of their hand. Your people are your best resources, tap into them and utilize them to help propel the brand to new heights.

3 Invest in your team

People are everything – and they're the ones who will execute your brand's vision. Make sure to prioritize creating a positive and healthy work culture. Having smart people in the right positions that are driven toward the same goals is the only way to drive growth in a legacy organization.

Happy employees are motivated employees, so try to listen to what your employees are looking for and keep an open mind. This could include adopting new work-from-home or hybrid options for employees, investing in leadership training, or creating more bonding opportunities.

At FullSpeed, we aim to give our people the best tools to help lead them to success. We have implemented many forms of support and professional development opportunities for our franchisees and employees. This includes a visit for our franchisees to

our headquarters to receive week-long training before opening a location, as well as employee training on-site prior to opening. It doesn't end there – we've also created FullSpeed University, a training platform that's available 24/7, with access to over 200 courses and leadership training.

Without investing in your people, their professional development, hiring fresh talent etc, you become stale. People are your greatest asset – budget for that.

4 Adopt a people-first mindset and prioritize innovation

To stay relevant, legacy brands must shift from a traditional mindset, and ultimately understand they're in the people business – this will strategically impact brand culture.

When customers feel like they can relate to and connect with a brand, they're more willing to support them. This can include brands being involved with charities, becoming engrained in the community, or offering superb customer service.

Both Speedee and Grease Monkey brands offer customer guarantees – Speedee Total Trust Guarantee and Grease Monkey's Pit Crew Guarantee.

By providing these, our brands are helping to provide ease to the customers and showing how much we value their time and business. If there are any issues, it also allows both brands to resolve the issue before it escalates.

Now more than ever, leaders must build caring, compassionate, authentic relationships with their people – both internally with their team, and externally with customers. By doing so, you'll intrinsically motivate your team for maximum productivity and with a



consumer-centric strategy, you'll be able to prioritize innovation that meets demands and prepares you to stay relevant in the future.

5 Adjust, refine and improve your customer-driven value proposition

Today, a company's value proposition must be continually tuned and re-tuned to match solutions being sought by information-rich consumers and businesses alike. Be willing to reexamine your company's value proposition and shift accordingly, rather than being stuck in your original silo.

This might be a shift in your business model, an operational change, a digital enhancement, a new product or service offering and so on. Look at what you highlighted as your company's strengths and see if there is a way to capitalize and expand on them.

In an ever-changing world, a brand should not be stagnant. For those looking to continue to grow, you must start the process of evaluating your business and you must continue to adapt and innovate to stay relevant. Your company needs to reflect the wants and needs of today's customers – this is vital for sustained success. Prioritizing and committing to innovation and growth is a great way to elevate your legacy organization.

5 Ways Drive Growth & Innovation in a Legacy Organization

- 1 Start with a cultural diagnostic
- 2 Build an environment of collaboration and idea generation
- 3 Invest in your team
- 4 Adopt a people-first mentality and prioritize innovation
- 5 Adjust, refine and improve your customer-driven value proposition



“A leader takes people where they want to go.
A great leader takes people where they don’t
necessarily want to go, but ought to be.”

– Rosalynn Carter

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Everything you need to know about New Zealand franchise expansion in 2022

A comprehensive guide for the global franchising community, with an update on the Kiwi franchising scene

WORDS BY DR CALLUM FLOYD



THE AUTHOR

Dr Callum Floyd is managing director of Franchise Consultants, New Zealand's leading franchising and licensing consulting company. He is also the immediate past chair of the Franchise Association of New Zealand

New Zealand can be a great market for international expansion, as proven by a number of well-known brands like McDonald's, Anytime Fitness, The Coffee Club and Just Cuts.

Yet there are demographic factors, important trends and other useful information that international franchisors would do well to consider when contemplating New Zealand expansion.

Latest New Zealand franchising statistics and surveys

The Franchise Association of New Zealand, with support of key sponsors, commissioned Massey University to conduct the Survey of New Zealand Franchising in 2021.

Important to know insights include:

- With a population of five million, 590 franchising brands and an estimated 32,000 franchisees, New Zealand is perhaps the most franchised country on a per capita basis – proof a large number of New Zealanders understand
- franchising and its potential
- 71 per cent of franchise systems were founded locally meaning that while there is strong local entrepreneurship, there is also an affinity with, and opportunity for, strong overseas brands and business models
- Business format franchising turnover of \$36.8bn, up 33 per cent from 2017, represents some 12 per cent (or 20 per cent including vehicle and fuel retail) of New Zealand's gross domestic product (GDP) – meaning franchising is important to the economy, and growing
- There is a seeming maturing of the sector, with less than 50 per cent of responding brands franchising since 2000
- New Zealand franchises are increasingly (80 per cent versus 60 per cent in 2017) engaging in online sales
- In general, New Zealand franchisor-franchisee dispute levels remain very low, despite a challenging economic backdrop
- Almost two-thirds of franchisors identify environmental sustainability/ethical supply chain examples. While not previously reported,

this is undoubtedly up from previous surveys and seen increasingly important.

While New Zealand franchising has demonstrated great resilience, COVID-19 has brought considerable disruptions to trading, greater stress and mental health considerations, adjusted hours of operation, supply chain interruptions, significant sales reductions and many other issues.

Franchise brands want clearer guidelines on when NZ will reopen, more access to government support, and access to highly trained international staff.

Labor shortages/lack of suitable/skilled staff was the number one challenge identified for the next 12 months, alongside supply chain issues due to COVID-19 importation issues and periodic business disruptions.

Such challenges identified also align with Franchise Consultants' New Zealand Franchising Confidence Index research, conducted annually each January since 2010. The key franchisor identified challenge identified for the 2022 year is finding suitable staff. This was followed by COVID-19 and the uncertainty it brings, finding suitable franchisees, access to funding (or funding with reasonable interest rates), government regulations, rising inflation and supply issues.

Positive opportunities were also researched, with franchisors identifying better availability of



premises/sites, increased number of potential franchisees (from people returning to New Zealand and people looking for self-employed opportunities), market share gains from failing (primarily non-franchised) competitors, diversification into other new products and services and new channels (e.g. e-commerce).

New Zealand demographic profile and considerations

While small in population (five million), New Zealand is a very strong market for international franchisors to consider. For the right profile of franchise concept, it has the potential to provide very good and stable franchising returns – the latter of which is no doubt increasingly valued at a time where there is some considerable world turmoil.

New Zealand is a highly developed free-market economy and ranks very well on indexes of freedom, ethics and general ease of doing business, and GDP per capita.

New Zealanders are also known for:

- Having an international perspective, with a large proportion having worked, lived or regularly holidaying overseas
- Rapid adoption of new ideas, technologies and trends
- Being friendly and embracing other cultures and perspectives.

New Zealand has strong GDP per capita (>\$41,000), average income (\$34,000) and simple business laws. Also, depending on your niche, there may be a relatively benign existing competitive environment – meaning good profit margin potential.

Increasing legal focus on franchising

It is important to note that while New Zealand does not currently have any specific law that regulates how franchising operates, similar to other countries, like Australia and the U.S., there are an increasing number of laws that mention or involve franchising.

It is therefore important that would-be international franchisors consider how, for example, recent cartel amendments to the Commerce Act and unfair contract term amendments to the Fair Trading Act, are considered as part of their planning. Similarly,

there are considerations relating to employment, immigration and health and safety that overseas franchisors should take into account.

It is important to note that none of the above has seemed to dampen franchising activity in New Zealand. However, franchisors today do require more planning, greater structure and direction for franchisees and, greater monitoring of franchisee compliance than previously.

A strong franchise association

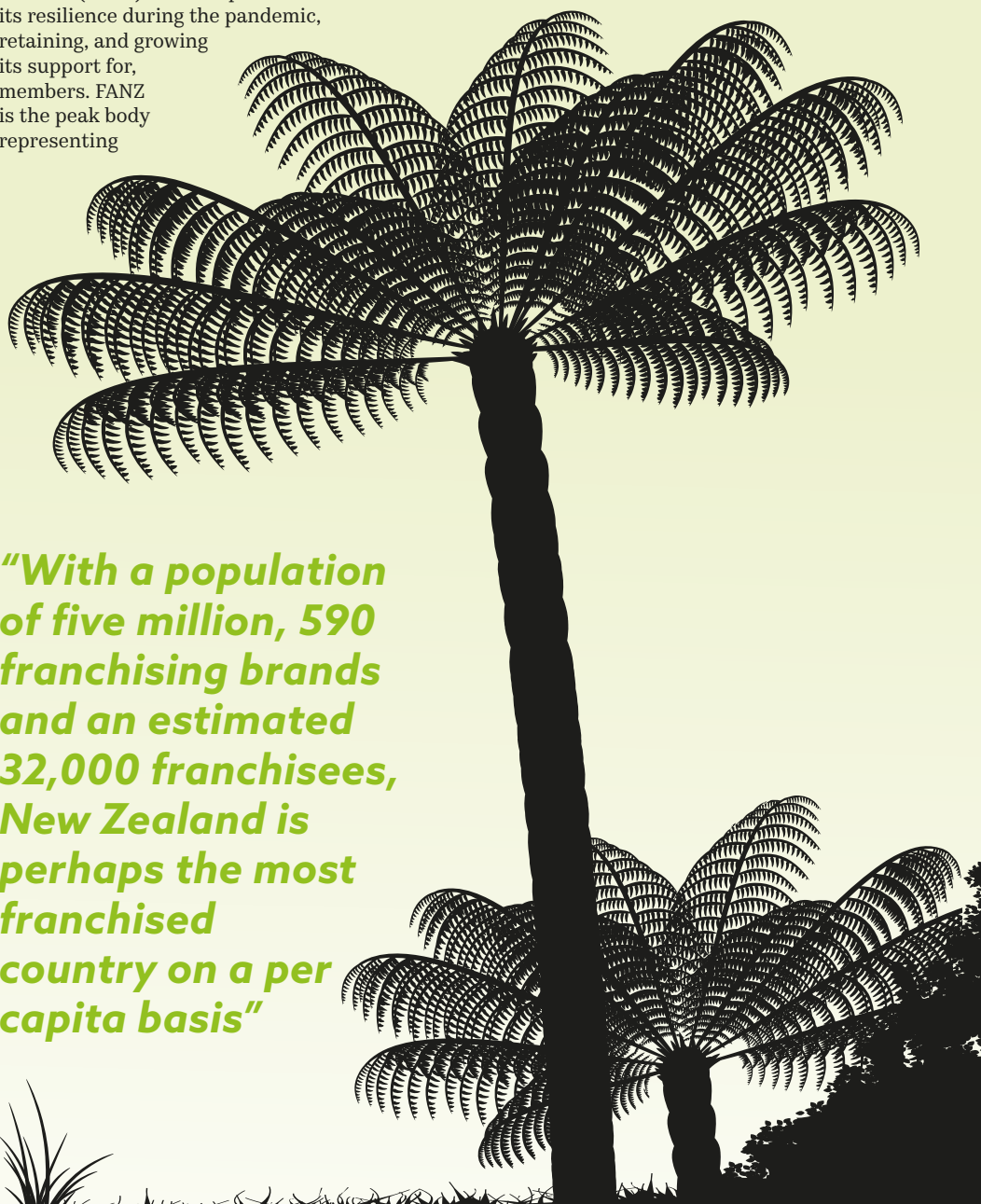
The Franchise Association of New Zealand (FANZ) has also proven its resilience during the pandemic, retaining, and growing its support for, members. FANZ is the peak body representing

franchising in New Zealand.

New Zealand does not have specific legislation governing franchising structure and management, so FANZ plays an important self-regulatory role with our mandatory code of practice and code of ethics. A key benefit to members is the status of FANZ membership, demonstrating members' franchisee-friendly commitments made in order to achieve and maintain FANZ membership status.

FANZ advocates for member issues, which has been particularly

“With a population of five million, 590 franchising brands and an estimated 32,000 franchisees, New Zealand is perhaps the most franchised country on a per capita basis”



important during the recent pandemic, but also in relation to various legislative proposals. FANZ also provides regular networking, learning and development opportunities by way of webinars, regular meetings, training and a national conference. FANZ also operates an annual awards evening recognizing franchising leaders, and undertakes surveys on franchising's size, composition and contribution. FANZ also provides members with marketing benefits by way of direct membership and strategic partnerships.

Companies coming to New Zealand should contact FANZ for insights. The FANZ team can provide background and make introductions to experienced franchisor and service provider (e.g., consultants, lawyers, accountants, banks, publishers, or brokers)

members – helpful to would-be entrants into the New Zealand market.

What are some of the key guidelines laid out by the FANZ code of practice?

Franchisors members are required to uphold the Code of Practice. Key requirements relevant to franchisees include:

- Providing a disclosure document 14 days prior to signing a franchise agreement
- Encouraging legal and financial advice
- A seven-day cooling-off period
- A simple dispute resolution process and ability to complain about a member
- Continued adherence to the code of practice and the code of ethics.

Recognizing Māori culture

Māori culture and history are very rich and appreciated in New Zealand.

While any incoming brands need to be respectful of all New Zealanders, their cultures, and beliefs, international franchisors need to know that Māori culture

and language is increasingly being integrated into business language, concept presentation, marketing and everyday use.

By way of language examples, many people will greet one another with Kia Ora, use the phrase Kia kaha instead of 'stay strong' or 'keep going,' say mahi in place of 'work,' and sign off emails with Ngā mihi which means 'acknowledgements.'

That said, it is also important to be authentic and know what you're doing in using Māori language. Consequently, while many New Zealanders (like the author) like these words and phrases, they may not feel confident enough yet to use all of them.

At the same time, New Zealand is becoming increasingly multicultural. New Zealand's ethnicity is diverse with cultural affiliations defined European descent (70 per cent), Māori (16.5 per cent), Asian (15.3 per cent), Pacific Island (9 per cent), and, Middle Eastern/Latin American/African (1.5 per cent).

In general, there is a strong unified respect and sensitivity to ensure all New Zealanders (including recent migrants) are recognised and treated as New Zealanders.

Market feasibility and forms of franchising entry

New Zealand offers a lot of potential, however it must (like many other countries) be approached with great care. Perhaps most important, overseas companies need to recognize that New Zealand has a small population that is geographically dispersed across our North Island (77 per cent) and South Island (23 per cent).

Both Islands, in turn, have a reasonable landmass (268,021 square km). That means international companies need to accept that their structure and support model may need to be optimised for New Zealand – in order to ensure a viable investment opportunity is available to all stakeholders.

Auckland, our largest city of 1.6

million (32 per cent), does need to play an important part within any international entry strategy into New Zealand. However, franchising successfully in New Zealand, and creating great and sustainable returns for all stakeholders, will most often require a total market approach. Also, it is important to recognize that many regional markets feature very strong unit-level returns, due to sometimes less competition coupled with lower operating expenses.

A strong feasibility study will help understand what is required and help entry strategy focus.

The two most common forms of entry into New Zealand are:

1. Finding a master franchisee for the whole country
2. Franchising directly with single-units.

Very few companies seek to appoint regional master franchisees, however there are examples. Domestically, most companies utilize single unit franchising as the predominant model. However, there are numerous multi-unit franchisees that have accrued units on a sequential basis. Area development is quite rare; however, there are examples – including one of New Zealand's publicly listed companies with rights for KFC, Taco Bell and Carls Junior.

Harry Ramsden's has the strategy in place for global domination

The long-established fish and chips brand is exploring non-traditional footprints, mobile catering units, ghost kitchens, and more to boost the brand's growth, says Andy Hulbert, vice president of international and commercial at Deep Blue

WHAT MADE YOU JOIN DEEP BLUE AND BECOME A PART OF THE HARRY RAMSDEN'S BRAND?

AH: I received a phone call about joining the brand out of the blue. Out of courtesy, I went to meet with David Ellison, the CEO. I came away from meeting him with this massive fire in my belly for Harry Ramsden's.

After spending a couple of hours with him, I came away thinking to myself, 'Wow, I really want to work with these guys.'

WHAT'S UNIQUE ABOUT THE HARRY RAMSDEN'S BRAND, AND HOW HAS IT SURVIVED AND THRIVED FOR SUCH A LONG TIME?

AH: Quality. It doesn't try to be a jack of all trades, it's a master of one. It's the ultimate fish and chips experience and quintessentially British. Harry Ramsden's is steeped in heritage, being one of the oldest and most well-known fish and chips brands.

The brand itself is meticulous on quality and checks on its products. I'm flabbergasted at the level of detail that the brand goes into to deliver an exceptional product. It's unrivalled in this country and abroad.



WHAT BIG THINGS DOES HARRY RAMSDEN'S HAVE PLANNED IN 2022 THAT YOU ARE EXCITED FOR?

AH: I'm looking forward to the rollout of the Mecca bingo partnership, 'Proudly Serving Harry's' as well as linking up with Sainsbury's this year to deliver over 100 Harry Ramsden's sites in Sainsbury's cafes.

Our partnership with Mecca Bingo and 'Proudly Serving Harry Ramsden's' enables them to charge more money for the product because it's a better quality. I see the 'Proudly Serving Harry's' model working in in in lots of pubs and restaurant chains, internationally, not just in the U.K.

At the end of the year, we will have an exciting and large-scale opening in Las Vegas with the Genting group. If I relate it to the flagship Bournemouth location, at its peak, it will do £230K a week in sales. We want to create big, marquee 'flag in the sand' sites all around the world.

We've also developed what we call 'Harry's Hut', which is a small catering unit that can be delivered to campsites, theme parks, hotels and anywhere where people will gather.



Andy Hulbert

WHICH INTERNATIONAL MARKETS ARE YOU LOOKING AT FOR HARRY RAMSDEN'S AND HOW DID YOU COME TO SELECT THEM?

AH: Having previously worked for British led brands, I know there is a demand for quintessentially British products in the Southeast Asian market.

We'd like to partner with somebody in the U.S. as well as the Emirati states. To me, they're my three priorities this year.

But ultimately, our products translate anywhere to any country. And we're very open to offers with open-minded partners about how we can deliver these around the world.

WILL YOU BE ADAPTING YOUR MENU OR IDENTITY AT ALL WHEN IN FOREIGN MARKETS TO SUIT THEIR TASTES?

AH: We will always have a core range of Harry Ramsden's product that is untouchable, even down to our batter mix.

But we are adaptable to change. We are a brand that's evolving. And we've just delivered a dark kitchen menu with a twist. The dark kitchen concepts can bolt on bolt into our kitchens, adding something bigger and better to the sales opportunity.

At a Glance Harry Ramsden's

Established: 1928

Number of franchised outlets: 12

Location of units: 30+

Investment range: £100,000 - £500,000

Minimum required capital: £250,000

Contact: Andy Hulbert - andyh@deepbluerestaurants.co.uk

harryramsdens.co.uk

The Nordics: A welcome opportunity for franchise brands

This region has economic growth, stable business environments and thriving living conditions, but there are nuances to consider

INTERVIEWS BY SIMON J. MILLS



THE AUTHOR

Simon J. Mills is responsible for partnership and business development at The Completely Group

The Nordic region is a very attractive marketplace for franchise brands for a number of reasons including their stable economies with high consumer purchasing power, consumers' curiosity and appetite for international brands and trends,

as well as societies that foster entrepreneurship.

Sweden and Finland in particular have strong franchise communities, with a variety of unique local concepts and international brands within service, food and beverage and retail sectors. Both are served by well-established franchise

associations providing regulation, training and insights which have raised the profile of franchising and made it a well-considered investment opportunity.

Sweden is often the testbed for brands to first enter the region to understand if their concepts should be refined prior to expanding further within the country and other markets within the region. Some of the market's potential had previously seemed restricted due to the distance between larger urban areas which have a significant proportion of the total population.

However, this barrier is being eradicated by the huge transformation of the logistics segments and the continued development of new places and neighborhoods being created as nodes to major urban areas, providing franchise brands the opportunities to serve local communities.

WHAT ARE SOME KEY CONSIDERATIONS WHEN ENTERING INTO A COMMERCIAL LEASE IN THE NORDICS AS A FRANCHISOR OR FRANCHISEE?

First and foremost, it is essential to ensure the lease term under the lease agreement is aligned with the agreement term of the franchise agreement. For example, lease terms for premises in Norway can be freely negotiated, including any notice period.

That is not the case for Swedish and Danish leases. If a franchise brand owner is seeking multi-unit operators within the Nordic markets, we always identify the best mechanism to reach an applicable lease term that can be used for all these agreements.

A franchisor often requests a right to terminate the lease if the franchise agreement is terminated, along with the right to exclude any security of tenure protection rights that may be applicable. A franchisee will generally want more flexibility, such as a tenant-only break right in case the business thrives (necessitating larger premises) or fails, leaving the tenant with payment obligations it cannot satisfy. These examples are not specific only to the Nordics; they are applicable in many jurisdictions across Europe.

For a franchisor, it is also important to be clear on the permitted use of the franchise operations and to link this to the operations conducted under the lease. A franchisee will, on the other hand, request a broad definition of the franchise brand and business and possibly also reduced rent in case the business fails.

Ideally, both parties would share the burden but also the success from a strong brand and prime location. Turnover rent is one example of where the traditional base rent is accompanied with a variable part of the rent in the form of a percentage of the tenant/franchisee's annual revenue from the premises.

Kristina Dunbring, senior associate, Baker McKenzie Stockholm

"Restaurants should also consider dedicating some of their space to operate a delivery service for corporate business nearby"



WHY ARE MIXED-USE HUBS A VERY PREDICTABLE AND STABLE LOCATION TO DO BUSINESS?

Citycon has a total of 34 mixed-use centres in the biggest cities in Nordic and Baltic countries with dozens of franchisees as tenants. In fact, most international brands enter the Nordic market through franchising.

Citycon's centres are strategically located in urban cross points and experience high footfall regardless of the time of the day or the day of the week. This comes from the mixed-use nature of our centres as well as from the fact that they are always connected to public transport stations and terminals.

Our centres have a versatile retail, restaurant, entertainment and service offering including living and working. In fact, they act as platforms for any business looking for catching the everyday life of the people in our region. We recommend that new tenants consider this during the fit-out stage as even though they are not open for business, there are many opportunities to promote their offer such as using the shop window to build excitement or recruiting VIP guests for a soft launch to text concept or create PR.

For tenants' benefit, the number of visitors and sales at Citycon centres are disclosed publicly every year, and for the tenants even weekly. This all gives a potential tenant a good indication of the customer flow which is critical when evaluating the premises options available and making the right decision on the ideal location to open business.

Now the whole shopping centre industry is experiencing a big shift from pure retail to a mixed-use service platform as a way to meet the changing consumer buying and working behaviours. We have seen this in the transformation of role of a physical premises and that its' value now goes way beyond a simple customer transaction. It provides the business owner a variety of ways develop loyal and more customers through experiences of discovery which digital alone cannot provide. There is the potential for it to be part micro / local logistics hub where, for example, fashion brands have click and collect service so shoppers can try on and return product in a more sustainable way as well as possibly shopping while in-store.

Restaurants should also consider dedicating some of their space to operate a delivery service for corporate business nearby or people in the surrounding catchment area.

Jussi Vyyryläinen, vice president, leasing, Citycon

"Ideally, both parties would share the burden but also the success from a strong brand and prime location"

LEARN MORE AT THE EVENT!

The Completely Retail Marketplace events facilitate brand entry or expansion in specific markets across Europe. Through discussions you may also forge new partnerships to help secure ideal spaces quicker, in the best locations, and in the shortest amount of time.

Next events taking place:

- **Nordics:** Stockholm on June 8, 2022

- **U.K.:** London on 27 September, 2022

For more information, visit crmarketplace.com

This is the second in a three-part series, guiding entrepreneurs on the intricacies of property and franchising. Have a question that you need answering? Make sure to email propertyguide@completelygroup.com.



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Are you an established brand looking to build your own franchising infrastructure internationally?

Or are you a new or existing franchisor who is ready to take their systems, marketing, and recruitment to the next level?

If so, this article is for you!

While the concept of franchising has been around for a long time, the 80s and 90s began to see a significant change towards a more progressive form of business relationships between franchisors and franchisees which could maximise the growth potential for both parties. The Franchising Centre was founded in 1997 to help shape the evolutionary future of franchising by becoming the first choice in ethical and professional advice to both prospective and practising franchisors and franchisees.

Our goal has always been to continue to foster a culture of collaboration and engagement between franchisors, franchisees, and their customers which has proven to be a highly successful formula for any number of top brands. Our huge range of services is designed to help business owners, and potential franchise owners, to tap into the high-level franchising expertise you need to take the next step on the franchising journey.

FRANCHISING A BUSINESS

Franchising is undoubtedly an incredibly attractive option for any business which is looking to expand. It is one of the best ways to create rapid, profitable growth, but unlocking the true potential of franchising requires careful planning and strategy. While many businesses certainly can franchise, the real question is, should they? And how do you do it right?

Many of our consultants have been both franchisees and franchisors themselves, so they have the experience to truly understand all the nuances involved in moving to the next stage of your business' growth. There's a wealth of information and advice already out there but, with our track record of helping nearly 800 different companies from all around the world, we can help you cut to what is most important.

With in-depth explorations of every aspect of your business, from financial forecasts and brand management to market analysis and viability studies, we can help you create a comprehensive franchise development plan and road map for the future.

Once you have established a solid system for franchising your brand, and have a tried and tested formula for recruitment, training, and launch, the sky really is the limit!

FRANCHISEE RECRUITMENT

Once you have your groundwork in place, franchising can begin to feel very much like a numbers game, but that's only scratching the surface. Whether you're looking for those all-important first adopters, or to spur a new wave of recruitment, our specialist advice and help is design to ensure you can expand in a manageable and scalable fashion.





“Our extensive experience of working with a huge variety of international brands means we have a unique insight into how cross border franchising can work for you”

After all, your ongoing success does not mean recruiting just any franchisees in a “the-more-the-merrier” approach – it’s about recruiting the right franchisees. Our recruitment systems are as much about targeting people with the right skillsets, motivation, and attitude as it is about simply getting your opportunity noticed.

By using advanced CRM and tracking techniques, we can help you test a variety of recruitment methods and rapidly understand exactly what works and what doesn’t. We can create a bespoke recruitment process which exactly

matches the needs of your growing franchise, as well as using a combination of tried and tested systems perfected over our 25-year history.

FRANCHISE SUPPORT AND MENTORING

Whatever stage of development your franchise is at, there can be a great number of challenges you need to overcome to fulfil its true potential. As you grow, these can easily slow down your progress and pull your focus away from other important projects, which is where our mentor and support service comes in.

With so many experienced consultants on our team, we are able to match you with an expert who has the relevant experience of your industry, as well as your own particular franchising model. By providing a range of individually tailored services and solutions, such as marketing, brand development, sales, CRM, and managing and monitoring franchise performance, we are able to enhance your offering at every level.

EXPANDING INTERNATIONALLY

Once your framework is in place and you have tested your systems in the U.K., we can continue to support you by providing a template for expansion overseas. Our extensive experience of working with a huge variety of international brands means we have a unique insight into how cross border franchising can work for you.

Our key relationships with local experts and consultants right across the globe also allow us to help you understand the different cultures, government infrastructures, and general attitudes towards franchising in other countries, and so greatly streamline any plans you have for international expansion.

By understanding how franchising works in the U.K. and around the world, and how these different international systems interact with each other, we are perfectly placed to help you achieve your dreams of going global.

For brands coming into the U.K. for the first time, we can extend our key services to any organization, at any stage of franchise development, anywhere in the world.

THE POWER OF FRANCHISING – BEING IN BUSINESS FOR YOURSELF, BUT NOT BY YOURSELF

At The Franchising Centre, we believe that those who accompany you on your business journey are just as vital to its success as you are. We take great pride in retaining clients year after year and guiding their growth and development, as well as helping them empower thousands of franchisees to achieve their personal and professional goals.

Wherever you might be on the road to franchising – taking your first step, or just planning your next one – our expert team has the skills and experience to guide you at every stage of your journey.

At a Glance The Franchising Centre

Established: 1997

Total number of clients: 750+

Number of consultants: 20+

Contact: info@thefranchisingcentre.uk
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BRAGGING RIGHTS

These five key attributes will set your franchise brand above the rest and really give you something to boast about to prospective franchisees, says Scott Greenberg



THE AUTHOR

Franchise performance expert Scott Greenberg is the author of *The Wealthy Franchisee: Game-Changing Steps to Becoming a Thriving Franchise Superstar*. scottgreenberg.com

"Scott, I'm thinking about investing in a franchise. Are there any brands you'd recommend?"

I've been advising established franchisees for a long time on how to run their businesses more effectively. Increasingly, I'm contacted by aspiring franchisees wanting me to steer them towards the best opportunities.

I feel that most success in franchising comes down to the individual franchisee's mindset and execution. It's not about betting on a racehorse, but being a workhorse, who takes responsibility and shapes one's own destiny. The greatest franchisees (who I refer to in my work as 'wealthy franchisees') operate with a mindset and skillset that would yield success with almost any proven franchise system.

Still, some franchise brands are better than others. And while all of them declare enticing prospects to potential franchisees – you'll 'be in business for yourself, not by yourself', you'll be given 'a proven system', and the franchise will help you 'achieve your financial dreams' – the best brands have more substantive bragging rights.

These are the things I tell prospects to look for. If your franchise brand can legitimately make these claims, you should be screaming about them from the rooftops. If not, they're great opportunity areas where you can improve your system and better serve your franchisees.

WORDS BY SCOTT GREENBURG

1 Unit level economics

You may have good reason to leave item 19 blank in your FDD. But making specific earnings claims is different than talking up all you do to help franchisees be profitable. The best franchise brands not only build top-level sales, but also partner with franchisees to achieve solid bottom lines.

Former IFA chair, Catherine Monson, has advocated for years about focusing more on unit-level economics. Her team at Propelled Brands (FASTSIGNS, NerdsToGo), includes a sales development specialist whose entire job is to help franchisees take home more money.

Another great example is Poolwerx, which helps franchisees increase profitability through a detailed business planning process with their franchise partners.

"Having been a franchisee myself, I know how important it is for owners to take home as much as possible," says Troy Hazard, chairman of the Poolwerx global board. "We're not doing our job unless we're able to help them make that happen, and in fact franchise partner profitability is one of our core corporate KPI's that we measure ourselves on each year."

PuroClean's president and COO Steve White also shared with me the lengths his franchise goes to help franchisees generate more profit. "We conduct an annual profitability study to identify key financial benchmarks. Each participating franchisee gets a personalized report showing them where they should be targeting improved profit performance, which our regional directors also use in personal coaching with our franchisees. We also use them in our impact groups to compare peer groups to the annual benchmarks and each other."

If your brand is committed to going beyond top line sales and actually helping franchisees make a profit, let people know and explain exactly how.

"Build a company that's truly committed to people wanting to build their own business. And when they succeed, then you'll really have something to brag about"

2 Company culture

This wasn't something I considered when I bought my first franchise (though I lucked into a good one), but today it would be an absolute priority. Franchises are so much more than business models. You're buying into a network, to a grouping of personalities that communicate and interact in their own unique way. Some brands are driven by beautiful partnerships and warm, high-functioning cooperation. Others are toxic and adversarial, plagued with mistrust, tension, and in-fighting. Great franchises focus as much on the people as they do products and processes. They vet prospects for cultural fit. They continuously

discuss their mission and values and train franchisees on how to operationalize them.

I recently keynoted for DreamMaker Bath & Kitchen after a presentation by their CEO, Doug Dwyer. The bulk of his presentation was tips on how to memorize their extensive code of values. Being able to recite them (to customers and team members) is key to being able to live them. My interviews with franchisees prior to their conference confirmed how much the culture of the company means to franchisees, and how much it impacts their daily operation. It's one of the reasons they're doing so well.

Another client of mine, Self Esteem Brands, keeps culture at the center of all they do. You can't be in business with them without being constantly reminded of their four core values - people, purpose, profits, and play - and their lofty vision of 'improving the self-esteem of the world'. I've spoken at their



conferences and spent time at their home office and can tell you firsthand; they're as obsessed with building the culture as they are with building the company. This is a huge selling point and something prospective franchisees should look for in any brand they're considering.

3 Selectivity and exclusivity

Will your brand sell to anyone or do you have high standards? This not only impacts the franchise culture you're creating but also speaks to your priorities. Some brands want to expand at all costs. One of those costs is bringing in franchisees who won't serve the network. Once these unfit franchisees are in, franchisors spend the rest of the agreement term managing the problems these franchisees create.

It also puts well-intentioned prospects at risk of investing in a concept for which they're not well suited. No one likes to be rejected for a loan, but banks really are doing them a service by preventing them from taking on high-risk debt. A great franchise wants to reserve its opportunity for those who will serve the brand, and those who will be well served by the brand. To do that, they need high standards and a willingness to turn people away.

Jersey Mike's CEO Peter Cancro told me he spends time with every franchisee on their discovery day. By the time they get there, they've already been financially vetted. Now it's about ensuring a cultural fit.

Sport Clips Haircuts founder Gordon Logan told me about the third-party assessment tool they use to vet prospects for a predetermined set of characteristics. Only five per cent of those measured are invited to their discovery day. This exclusivity makes these brands more appealing.

It's easy to have standards when the system is mature and profitable. It takes a lot more discipline when it's young and in need of cash. Play the long game.

4 Ownership

I advise prospective franchisees to consider not just a brand's system, but its owners. Who's running the place? Is it the founder? A multi-brand umbrella organization? Private equity? What's their track record and what are their plans?

I also explain that the answers to these questions may change. If prospects really like the founder of a rapidly emerging brand that makes the franchise network feel like a family, they better not get too attached. In today's environment, franchise brands are getting gobbled up as quickly as the frozen yogurt and chicken sandwiches they're selling.

There are advantages to every form of ownership. Whether it's the passion and vision of the founder, the resources and opportunities of a multi-brand, or the guidance and investment of PE, each can offer franchisees something worth discussing in the sales process.

But there are also disadvantages to each. Founders are sometimes limited in their ability to operate and/or fund a large-scale operation. They're likely to bring in outside partners or cash out altogether. Umbrella multi-brands have the desire to expand but may not have the operational experience of the new concepts they acquire. And some private equity firms concern themselves exclusively with overall brand value and not with franchisee success. (One former PE executive told me in confidence that their interests were diametrically opposed to that of their franchisees.)

If your ownership truly has franchisees' backs, that's something to talk about.

5 Franchisee satisfaction

If there was only one factor for prospective franchisees to consider, it should probably be this one. It's a reflection of all the other factors. No one is more qualified to judge a brand than those it promises to serve. If your franchise is successfully meeting your franchisees' needs, is keeping its promises and building a positive culture, the bulk of your franchisees will say so.

Typically, brands enable prospects to evaluate franchisee satisfaction through validation calls to current owners. Many offer a select list of franchisees they know will validate. But some brands offer up the entire system, inviting prospects to talk to as many owners as possible.

Great brands measure franchisee satisfaction. They use the data and feedback to improve the system. And when the numbers are good, it's one of the first things they let prospects know.

5 CHARACTERISTICS OF BRAGGABLE BRANDS

- Solid unit-level economics
- Unified culture
- Selectivity and exclusivity
- Proven ownership
- Measurable franchisee satisfaction

It's mind boggling that some of the well-known lists that rank franchise brands don't actually consider franchisee satisfaction. The most notable exception to this is *Franchise Business Review*. Its entire function is to help franchises measure how happy franchisees are and make recommendations for improvement. It also publishes lists that reveal which brands are getting the most love from their network.

"If you're considering an investment in franchising, ask for franchisee satisfaction data," recommends Emily George, senior client coordinator at FBR. "If a brand has nothing to offer, it could be a telling sign that the brand isn't actively gathering feedback from its franchisees. If the brand can share satisfaction scores, either from internal surveys or third-party research, use that feedback to have deeper validation conversations with existing franchisees – ask specific questions that will allow you to make a more informed decision."

If your franchisees aren't validating, or if your franchisee satisfaction scores aren't good, you'd do well to address these issues before pushing too hard to expand. It's not just about helping your overall franchise sales in the long run. It's also about doing the right thing. Having someone trust you with their life savings and financial dreams is both a privilege and a responsibility. Create a system worthy of their trust.

Franchisors aren't just representing themselves. Everything they do reflects on the entire business model, a model many people (and legislators) don't completely understand or trust. To promote your brand and our industry, focus on the factors that matter most. Build a company that's truly committed to people wanting to build their own business. And when they succeed, then you'll really have something to brag about.



FRANCHISE EDUCATION AND OPPORTUNITY AT FRANCHISE.ORG

As the world's largest membership organization for franchisors, franchisees and franchise suppliers, the International Franchise Association (IFA) is proud to provide industry-leading events, advocacy, education and growth opportunities to the franchise community, worldwide.

IFA supports members outside U.S. borders by working with international partner organizations on various activities including education, communications, trade missions, international conferences, research, and addressing international trade and regulatory concerns.

Visit franchise.org to learn more.



Where to go next, and how to go about it?

Key considerations for franchisors before embarking on master franchising deals

WORDS BY XIMENA COURET



THE AUTHOR

Ximena Couret is an attorney at the global firm Baker & McKenzie, which is ranked Band 1 for Franchising by Chambers Global, with more ranked attorneys than any other firm and described as a "top firm with an international footprint stretching across all continents"



One of my favorite things to do is look at a globe and imagine where I might want to visit

next. To the development officers for growing international franchised brands out there, I imagine we share this in common: you too are looking at a globe and wondering where to take your brand next. What's the next country to color on your company map and help you and your brand in your quest for world domination?

Many brands choose to expand via master franchising, where, as the brand owner, the franchisor appoints a master franchisee to manage its brand in a geographic territory – usually another country (or portion of another country). The master franchisee is granted the right to carry out the duties of a franchisor for sub franchised units in the territory.

Appointing a master franchisee sounds efficient, right? The franchisor is basically giving another party the right to act in its place to represent the brand in another country. The parties' interests are aligned. The master franchisee is local, so it knows the territory and has contacts locally that it can leverage to recruit, engage, and manage the subfranchisee network and even the local supply chain.

The master franchisee has the incentive and local knowledge to find the perfect real estate for the brand. The franchisor expects the master franchisee to grow the

territory and deal with issues that come up, all with the aim to grow.

It's a win-win. Right?

Below are three key considerations that all franchisors should analyze before signing on the dotted line.

1 Quantify the growth strategy for the target territory in realistic units and time

The master franchisee is typically granted exclusive rights to develop the target territory, but these rights should be defined carefully. There are very good reasons to grant exclusivity to the master franchisee. However, the downside is that the franchisor will not be able to develop the territory itself or through others and will have effectively locked itself out of that territory, often for a decade or two and sometimes longer.

For this reason, franchisors should impose a development schedule that outlines the realistic and specific number of units that the master franchisee is required to develop and open (either directly or via sub-franchisees) each year.

If the master franchisee completes its development schedule, it will have exclusivity over a territory that it no longer has an obligation to further develop. It is imperative that the master franchisee is obligated to develop the territory to its full potential and cannot simply squat on its exclusive rights,

preventing the franchisor from developing the territory.

Therefore, the master franchisee's exclusive rights should end if it fails to meet its development schedule obligations. At the same time, franchisors should be reasonable and practical. Interim development schedules that are re-set by the franchisor every few years to account for territory realities can be important tools for keeping a master franchisee engaged and focused on ongoing development, while keeping its ability to maintain territory exclusivity reasonably attainable.



"Without disciplined partner selection, carefully-designed development targets and fee allocation, and an appropriate level of franchisor engagement, master franchising can be a complicated and unprofitable risk to your brand"

2 Appoint the right master franchisee to avoid doing the work of a direct franchisor for a smaller portion of the fees

The franchisor will receive only a portion of the fees paid by sub-franchisees to the master franchisee. On the flip side, the franchisor should be carrying out only a portion of the work and risk that goes into being a direct franchisor.

If the franchisor is performing the duties of a franchisor vis-à-vis the sub-franchisees, then it is receiving only a fraction of the fees but is doing the same work as when acting

as a direct franchisor. This scenario may defeat the purpose of appointing a master franchisee.

Therefore, franchisors who have not traditionally grown by master franchising must have a shift in their mindset, being comfortable enough with the skills of the master franchisee to accept that the master franchisee can carry out the duties of the franchisor to justify the master franchisee's portion of the fees. The franchisor should be able to limit its role to providing the core benefits of the brand in exchange for a smaller piece of the pie.

Choosing the right master franchisee is about more than choosing an experienced operator. Even the best of

operators must also have the skills to be a master franchisee. Operators are experts at running units and servicing customers – they are leaders of the team that is delivering the products.

But a master franchisee must be the leader of those leaders. The master franchisee must recruit, select, train, and support sub-franchisees and understand them as instrumental parts of the growth strategy in the territory. At the same time, the master franchisee must carefully look after the brand's interests by enforcing obligations under the sub franchise agreements.

3 Be meaningfully engaged with sub-franchisees

If the master franchisee that is appointed ends up not being the right partner and there is a legitimate and material reason to terminate them, remember that the master franchisee will likely have the closest relationship with the sub-franchisees.

The franchisor may be able to inherit those relationships by becoming the direct franchisor if there is a termination of the master franchise, but if the franchisor has had no engagement with the sub-franchisees prior to that, such a transition can be dicey.

The franchisor should balance its need to let the master franchisee act as its proxy in the territory with a meaningful level of engagement with sub-franchisees. The sub-franchisees should know the franchisor as a trusted partner that they can approach if there are issues with the master franchisee or other problems that must be addressed at the brand level.

For the right system and with the right partner, master franchising can allow a franchisor to successfully grow its brand in a distant territory quickly and at a low cost. However, without disciplined partner selection, carefully-designed development targets and fee allocation, and an appropriate level of franchisor engagement, master franchising can be a complicated and unprofitable risk to your brand.



Breaking China

China may have the fastest-growing consumer market in the world, but gaining access remains an enigma for many foreign franchisors. However, meeting the challenge is more straightforward than it might initially seem, says Peter C Pang

WORDS BY PETER C PANG



THE AUTHOR

Peter Pang is principal attorney and managing partner of IPO Pang Xingpu, helping foreign enterprises obtain entry into highly regulated Chinese industries

Thinking of franchising in China? You're not alone. Franchising is arguably one of the fastest growing sectors in China, particularly in fast food, restaurants and the education field. With 1.4 billion eager consumers anxious to try anything that is new, trendy and foreign, China is ripe to ride the brand war and open its doors for foreign franchisors to extend their footprint.

Hundreds of well-known brands have already made their presence known and, for some, the Chinese market is the bright light in a sea of dismal performances brought on by COVID-19. As the world turns the corner on COVID, China's zero-COVID policy is gaining both traction and respect – stores are opening up, shoppers are out again and the time to launch a brand, in collaboration with local investors, is more tempting than ever. Franchisors with foresight

are seizing the opportunity and moving forward with their expansion plans. One successful example of this approach is the famous burger chain, Five Guys, which opened its first franchised outlet in Shanghai right in the midst of COVID in 2021. On opening day, lines were three to four hours long with hundreds of people prepared to wait for that special American taste that only Five Guys can deliver. The chain has never looked back.

Starting out

The path to franchising in China is fraught with mystery, but not to those in the know. The truth is franchising in China is no different than in any other country. You need to have a brand, your intellectual property properly registered and, of course, a franchise disclosure document.

This serves as the public pronouncement detailing what the franchise is all about and what a franchisee, unit developer or master franchisee ought to know,

so there are no misunderstandings. Full disclosure is the goal, so inevitably it's a seminal document crafted with care and precision by knowledgeable attorneys.

The franchise manual, the proverbial bible of what to do and how to do it, is the secret sauce if faithfully followed, enabling franchisees to manifest the 'goodness' of the brand. Although not a guarantee, as localization is critical, following the franchisor's true and tried formula allows the franchisee the greatest chance to succeed.

The 2+1 rule

To be able to franchise in China, it's well reported that the franchisor must be able to meet the 2+1 rule. This states that in order to qualify to franchise in China, the franchisor must have operated two corporate-owned outlets for a period of at least a year. In order to be eligible to franchise to a Chinese investor, the franchisor must also have direct experience operating the outlets too.

"The path to franchising in China is fraught with mystery, but not to those in the know. The truth is franchising in China is no different than in any other country"



The franchisor is defined as the applicant seeking MOFCOM approval to franchise. The rationale behind the rule is that the Chinese government needs to be convinced that the franchisor has real, practical experience in running the outlets, and only with such experience is a franchisor able to tackle issues that can arise from franchising operations in China. The Chinese government is concerned that if a franchisor hasn't operated its own outlets (two for a period of one year), it lacks the qualification to tackle China. Right or wrong, this is the rule.

What is often misunderstood about this 2+1 rule is that the franchise outlets don't need to be in China – they can be anywhere in the world. As long as the applicant for MOFCOM approval (the franchisor for China) has had corporate-owned locations for at least one year, then MOFCOM approval will not be denied as long as other aspects of the application can be proven and validated without complications.

Other crucial criteria in the MOFCOM approval process includes traceable ownership of the trademarks, clarity in corporate ownership of the applicant and the operational ownership by the applicant, with distinct and provable dates of operation.

Passing proof

The requirements are simple and direct enough, but where many franchisors trip up is in being able to present documentary proof that passes muster. Often documents from overseas (non-Chinese documents) will need to be notarized and legalized by the Chinese embassy at the country of origin to ensure the authenticity of the documents. This could be an arduous process requiring multiple steps and need for translation. When an inquiry is raised by a MOFCOM inspector, often the applicant or their attorneys are unable to promptly and comprehensively reply to queries. This kind of interaction comes only from experience and foresight, planning ahead with answers before the questions are raised.

Finally, the biggest issue

“To be able to franchise in China, it's well reported that the franchisor must be able to meet the 2+1 rule”

for many applicants is failure to simply and logically structure their own house prior to applying for approval at MOFCOM. Like with all government agencies, follow the KISS principle – keep it simple stupid.

Time and time again, our experience leads us to conclude that meandering through the MOFCOM process is not difficult if well prepared, well planned and managed by seasoned professionals.

So don't be misled or misinformed. You may qualify to franchise in China and take advantage of the 1.4 billion eager consumers as long as you have operated two outlets anywhere in the world for at least one year. The process to successfully achieve approval may take up to a year, so if the process begins even before the one year of operational experience expires, you will still be qualified when it is up for final approval review. As our firm motto says: If you have a brand, we have a plan. Don't get left behind!

SUPERBRAND is coming to the IET, London, on 15th June 2022

The bfa's flagship SUPERBRAND event, in partnership with Barclays, is returning on 15th June 2022

This high-impact event is your gateway to international franchising expansion, featuring a truly global agenda. This really is an ideal informative and established interactive learning platform for established brands both in the U.K. and those abroad that are looking to enter the U.K. market.

SUPERBRAND is very much aimed at U.K. franchisors looking to expand their business internationally.

All sessions are tailored to deliver business insights and expand your knowledge, making sure that you are asking the right questions. Furthermore, this event will give all attendees perfect access to new opportunities and a new integrated network within the franchising community.

The SUPERBRAND event has a key focus on education in a global community in the morning and connecting a global community in the afternoon. In the education sessions there will be a key focus on growth through acquisition, how to prepare for international development and what to consider when entering a new market, how to build a substantial U.K. network and finally understanding all of the key legal implications.

Stevie Borthwick, head of franchise at Barclays U.K., notes, "At Barclays we believe franchises play a vital role in supporting the local economy through job creation and the payment of taxes. Not only does it promote entrepreneurship but it reduces the risk of failure too. With this in mind, we are extremely proud to be continuing our commitment to supporting

the franchise community by sponsoring the bfa's upcoming SUPERBRAND event in London. Whether you're a franchisor or franchisee, having industry knowledge and experience is vital to make the most of new opportunities. The bfa's ambition and dedication to upskill both franchisors and franchisees whilst providing opportunities to network and grow, makes this event truly worthwhile and useful to anyone looking to move forward in their franchising journey."

The agenda for the morning

This event aims to expand the franchising journey through targeted sessions for the following audiences in the morning sessions:

- **SUPERBRAND** - designed for U.K. franchisors looking to expand their operations and take it to the next level. Focusing on growing existing franchisee profitability, brand acquisition and developing new products or services to really supercharge the business
- **U.K. developer** - ideal for international franchisors looking at entering or upscaling in the U.K. It also focuses on sustaining the network, as well as why the U.K. is a great entry proposition and exploring what potential franchise partners want

• **International expansion** - geared towards master franchising with next steps on research and wider analysis on geographical expansion, your further team development and all of the practical steps, such as legal considerations, that you will need to consider.

This event has a truly global agenda and is an informative learning platform for established brands both in the U.K. and those abroad that are looking to enter the U.K. With breakout sessions from leading franchisors with a wealth of experience this event will give you the insight you need to be able to plan the next steps of your international franchising journey.

CONNECTIVITY WILL BE THE AFTERNOON'S FOCUS

In the 'connecting a global community' sessions in the afternoon, there will be opportunities to showcase your superbrand as the Institute of Engineering and Technology (IET) venue will be transformed into a connectivity centre. This will offer opportunities to showcase your superbrand with a superbrand stand up, where you can learn more from brands looking to enter or grow in the U.K. market. You will also be able to explore a

"The SUPERBRAND event has a key focus on education in a global community in the morning and connecting a global community in the afternoon"

At a Glance **SUPERBRAND**

Where:

IET London, 2 Savoy Place, WC2R 0BL

When: 15.06.2022

Contact: events@thebfa.org

Price: £135 + VAT

thebfa.org/events/superbrand



visual and audio gallery and have the chance to get one-to-one advice from an 'ask the experts' panel, allowing you to really drill down into the questions that matter to you. The afternoon sessions are aimed at franchisors who want to further share their brand and development journey and also franchisees and prospective franchisees who are looking to grow and invest.

Richard Davies, advertising director for *Global Franchise*, notes, "*Global Franchise* is proud to be a media partner for the bfa's upcoming SUPERBRAND event, especially considering the pedigree and professionalism that the bfa is associated with. With education sessions, networking opportunities, and guidance for international brands looking to enter the U.K., this will truly be an unmissable event for the franchising community."

Pip Wilkins, CEO of the bfa, notes, "It is great to see our SUPERBRAND event returning once more, supercharged and ready to give you all the insight you need to expand your business horizons into the international arena. SUPERBRAND really is the place you need to be to better understand how to develop and expand your brand and widen franchise operation into new and existing markets. There is a blended format of keynote presentations from speakers around the world of business and franchising and interactive breakout zones to truly get to the heart of the topic. All sessions are structured to give key value for you and your business and provide the opportunity to network and learn from others, while building lasting connections."

"Global Franchise is proud to be a media partner for the bfa's upcoming SUPERBRAND event, especially considering the pedigree and professionalism that the bfa is associated with"

From downtown London to Dubai duty free, YO! is an all-weather brand

The award-winning YO! brand is on the hunt for franchisees all around the world!



A FLEXIBLE MODEL WITH FRANCHISEES AT THE FOREFRONT

Aside from the exciting dining offer, YO! was quick to recognize the growth of the 'food to go' market, and created 'YO! To Go' as a sub-brand and alternative dining solution for those needing food on the move or the opportunity to have their favourite dishes delivered straight to their door.

The YO! investment model offers flexible footprints and different food operations dependent on location, audience and unit size, making this a dynamic and exciting investment opportunity. Building brand awareness in new territories using full-service flagship restaurants with the iconic conveyor belt is recommended, these can fit footprints from only 125 – 250 sq. meters.

YO! makes an attractive partner due to its flexible footprint, allowing franchisees to open in a variety of prime locations, for example: transport with partners like Network Rail and Heathrow, locations on the busiest U.K. high streets, shopping malls with partners like Intu and Westfield, or concessions with prestigious partners like Selfridges.

Its successful grab-and-go units with seating from only 150 sq. meters are perfect for high footfall areas, such as transport locations. For units with as little as 30 – 35 sq. meters, YO! has a thriving kiosk model, which is a winning proposition in supermarkets, shopping malls, universities, and event spaces.

Due to the flexibility of the model, capital expenditure can be controlled with smaller unit operations. Sales can be maximized through additional revenue channels such as click and collect, delivery aggregators or retail, much like how the company runs its U.K. operations.

YO!, the world-famous sushi and Japanese food specialist with its iconic 'kaiten' conveyor belt and vibrant color-coded dishes, is looking to the future with its tech-led, experiential dining proposition.

Bursting onto the U.K. restaurant scene in 1997, it introduced Londoners to a brand new, unique way of eating – taking the restaurant world by storm. Since the global Japanese food boom, due to its varied cuisine and perceived health benefits, there has never been a better time to be part of the tastiest, fastest-growing food trend.

YO! is a brand that has the credentials. Its Tokyo-inspired menu is much more than the hand-crafted sushi that initially

made the brand famous. It also specializes in ever-popular Japanese classics like katsu curry, ramen, tempura and gyoza. YO! continuously dishes up the freshest hand-rolled sushi; the very best Japanese street food; and innovative, talkable, social-first small plates, larger bowls and sharers, earning the brand the 2022 Midas Award for best in Asian Casual Dining.

Most excitingly, YO! is a brand that is ever-evolving, and there's a new way to YO! in the U.K. The brand has upgraded its legendary conveyor belt, allowing guests to order food direct to table through a digital menu in conjunction with QR ordering and a unique, sensor-based traffic light system.



“YO! has a pipeline of planned openings in 2022 including Doha and Abu Dhabi, with potential openings in Scandinavia and mainland Europe, as it actively searches for new partners to help drive further international expansion”

GROWING INTERNATIONAL PRESENCE AND AUDIENCE

It wasn't long before YO! attracted attention from an international audience with its adaptable proposition; be it the full-service restaurant, grab and go unit, kiosk or delivery kitchen.

Alongside excellent service and the extensive flavour-packed menu, the YO! experience is as vibrant as the plates that made it famous and appeal worldwide. Since opening its first international site in Dubai in 2003, YO! has built a network of experienced franchise partners around the globe (SSP, Lagardere, Epigo, BTA and Gourmet Gulf), bringing its colorful offer to a host of countries.

Currently, YO! has 19 franchised locations across shopping malls, airports and train stations in France, the Netherlands, Norway, Denmark, Turkey, Dubai and Australia. Some of these franchises already operate with multiple units in airports and cities, showcasing the growth potential for area developers.

YO! has a pipeline of planned openings in 2022 including Doha and Abu Dhabi, with potential openings in Scandinavia and mainland Europe, as it actively searches for new partners to help drive further international expansion.

By franchising YO!, you'd be part of an exciting international franchise system alongside global travel retail franchise operators, including SSP and Lagardere, who have YO! franchises across multiple locations globally.

JOIN A JAPANESE CUISINE POWERHOUSE

Under the ownership of Mayfair Equity Partners and leadership from group CEO Richard Hodgson, YO! embarked on an ambitious investment and acquisition plan throughout 2017, acquiring Bento Sushi (the number one Japanese food business in Canada) in the same year.

The following year, Taiko Foods (a British company that produces sushi and food-to-go for a host of the U.K.'s leading supermarkets) was acquired, followed by Snowfox (which operates over 1000 sushi kiosks, including full-service sushi bars in the U.S.) in 2019. As of 2022, these brands form part of the Snowfox Group, a leading international multi-channel Japanese food business that exists to create better food for everyone, the Japanese way.

By being part of this global group with franchise systems across the U.S., Canada, Europe, Australia and the Middle East, you can have confidence that this business has the know-how to lead and support successful franchising operations within any market. The Snowfox Group has a highly skilled central support team to ensure successful operations across all territories.

New franchisees will benefit from the expertise within all company departments. This includes everything from preparing business plans and financing, site selection and design support, menu development, product and supplier sourcing, systems specifications and IT guidance and much more.



YO! is now a multi-channel, multi-format business with 53 company-owned, full-service restaurants across the U.K. and Ireland (including presence in every major U.K. city); over 100 kiosks in Tesco; a range of pre-pack sushi in over 1,000 retail locations with key partners Tesco, Sainsbury's, Co-op and David Lloyd; and a range of meal tonight sauces and condiments across over 1,500 Tesco, Waitrose, and Co-op stores, as well as Ocado online.

YO! is ready to enter into the next stage of its expansion strategy through franchising. YO! will predominantly be looking for high net worth, multiple unit developers in Europe and Australia in its initial phase of development.

The Franchising Centre will be supporting YO! through association in 103 countries to expedite this growth. Alongside the international expansion, YO! will also be looking to expand the U.K. operation through franchising and will be actively recruiting franchisees in the near future.

At a Glance YO!

Year established: 1997

Number of franchised outlets: 19 globally

Location of units: Norway, Denmark, France, Netherlands, Turkey, U.A.E. and Australia

Investment range: £500,000 - £700,000 per unit

Minimum required capital: £5m

Contact: David Dillon, david.dillon@yosushi.com
yosushi.com

Take the next step with Accurate Franchising

You've built a successful brand. Now what?



Congratulations – the time and energy you put into building a strong business was worth it. Now, it's time to for you to expand with a smaller amount of time and energy! Set yourself apart from other business owners and consider the smart, cost-effective benefits of franchising.

Share the workload and build up your brand! Converting your business into a franchise creates a strategic partnership in which you, the franchisor, train and support your owners. In turn, the franchisees elevate your brand and work hard within your system.

"It has been an amazing run for AFI. We have assisted hundreds of brands in getting launched in their franchise journey"

This vested interest means an ongoing revenue, for you, through continual royalties and sales.

Essentially, you are selling an owner-operator the right to use your logos, products, trademarks and name in order to gain some real financial benefits.

As a small business owner or an established franchisor looking to grow, Accurate Franchising Inc. (AFI) has the resources to help your brand thrive. With over 35 years of first-hand experience, the AFI team holds an intimate understanding of what a franchisor needs to be successful.

An affiliate of the United Franchise Group (UFG) family of brands, AFI

uses an intrinsic view of developing, growing and supporting companies on a regular basis. As the team works to help your brand thrive, they introduce you to services the UFG affiliates can provide to help keep those franchise brands strong. Franchising is all about networking and support!

Accurate Franchising Inc. uses a comprehensive, five-step proposal to aid in building a strong franchise concept, increasing growth and sales, and in providing an ongoing franchisee support that will last. These resources are tailored to fit the business model and needs of your brand – whether a new or an established franchise.

AFI'S FIVE STEPS TO FRANCHISE SUCCESS

1. Strategic business planning: A competitive advantage means growth. AFI helps you find the competitive advantage of your business through intensive research and reviews.

The team also assists in franchise economics and will even invite you to the company headquarters to better build a comprehensive plan for scaling your business.

2. Legal documentation: In order for your franchisees to launch and maintain a successful business, they will need the legal details to be finalized. AFI ensures a customized franchise disclosure document, franchise agreement and complete state registrations for their success.

3. Operations services: Every successful franchise has set guidelines, or an operations manual, to follow. The AFI team will implement a manual catered to your business, in addition to on-site analysis and consulting. A strong franchise system made of these tools and programs will attract potential investors.

4. Marketing services: Great franchises are built on distinctive characteristics that set their service and support apart from competition.

AFI will assist in your marketing plan to further your brand identity and guide your focus. The team also creates franchise collateral for you to market your business and gain potential franchisees.

5. Post-development sales and marketing: Every franchise needs to generate leads and follow sales to thrive. AFI offers several programs in which its team aids in lead generation, sales reporting, franchise development and so much more! Your business will be set for success in its hands.

AFI consultants will help you improve every aspect of your brand, from building an infrastructure to creating an effective sales strategy. The five steps above will take your business to the next level.

WHAT'S NEXT FOR YOUR FRANCHISE BRAND?

Your franchise legacy does not end with its development; it begins with it.

From here, Accurate Franchising Inc. can assist your brand in expanding both domestically and internationally.

“With over 35 years of first-hand experience, the AFI team holds an intimate understanding of what a franchisor needs to be successful”

There is no limit! Through affiliate World Franchisors, AFI can help seek master license partners in key global markets and will even grant you access to their CRM for the ongoing management of your sales leads.

You will not be left alone. AFI provides ongoing franchisor support and consulting programs tailored

to your needs as a franchisor.

Real estate needs? AFI assists in site selection, lease negotiation and build-out construction. Franchisee support? The team will give you the tools for success regarding internal staffing, programs and training.

When a franchisee is content with their business, AFI's seasoned sales team can assist with franchise resales. They will help gain the needed local efforts and sales support to promote your brand's resale opportunities. When you are content with the span of your franchise brand, AFI's affiliate Xsella Acquisitions can seek a buyer for you! Your business will have support on every front.

“It has been an amazing run for AFI. We have assisted hundreds of brands in getting launched in their franchise journey,” said Tipton Shonkwiler, CFE and president of AFI.

“We have worked multiple sectors and industries along the way, including restaurant, health, medical, retail, food and business service concepts. We have a streamlined and strategic approach to developing our clients' brands into business-format franchise models.”

CONNECT WITH AFI'S SERVICES

Accurate Franchising Inc. is servicing in an area near you! The team plans on growing its brand presence in the U.S. and Canada over the balance of 2022, while expanding its reach to Australia and Asia! Its services are now up and running in Europe with offices in Paris and London. To be updated on these milestones, follow AFI on all major social media platforms.

To see if your business is right for franchising, check out AFI's free feasibility study on [AccurateFranchising.com](https://www.AccurateFranchising.com). If you are interested in expanding your business and increasing your profits with more support than opening additional corporate locations, contact the Accurate Franchising Inc. team. With a significantly smaller investment from you, your business can grow in multiple markets and even internationally!

At a Glance Accurate Franchising

Year established: 1987

Contact: Tipton Shonkwiler, CFE,
tiptons@accuratefranchising.com
[accuratefranchising.com](https://www.accuratefranchising.com)





what YO! waiting for?

Are you keen to start a high impact, ambitious business in the food & drink industry?
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- ✓ Operating in the UK since 1997
- ✓ Franchising internationally since 2003 with locations in Scandinavia, Europe, UAE and Australia
- ✓ Winner of the 2022 Midas Award for Best in Asian Casual Dining
- ✓ World class end to end support
- ✓ Part of the Snowfox Group with 5500+ locations globally
- ✓ Now looking for new partners across the globe
- ✓ PETA Award Best Vegan Dish 2016

The logo for YO! features the letters 'YO!' in a white, stylized, sans-serif font. The 'Y' and 'O' are connected, and the exclamation mark is integrated into the design. The logo is set against a solid orange square background.

**To find out more and to get started on investing in your own
YO! franchise, simply contact:**

David Dillon: david.dillon@yosushi.com
www.yosushi.com

Mastering overseas

Expert attorney Ned Levitt highlights five common mistakes franchisors make when expanding into international territories – and how to avoid them

WORDS BY NED LEVITT



THE AUTHOR

Edward (Ned) Levitt is a partner in the Canada/U.S. law firm Dickinson Wright LLP, and co-chair of its Franchise and Distribution Law Group. Ned is recognized as one of Canada's leading authorities in franchising and distribution law

Years ago, the international expansion of a franchise system was the preserve of only the mega-brands with lots of human and financial resources. This is no longer the case, and over the past 10 to 15 years many emerging franchisors have been experimenting with expansions into other countries. The

results have been decidedly mixed, but with many more failures than successes.

This is so, not just because of the inherent challenges in such expansions, but often because of poor planning and/or poor execution. This article will highlight a few of the most common mistakes made in international expansions and some suggestions about how to avoid them.

Get the timing right

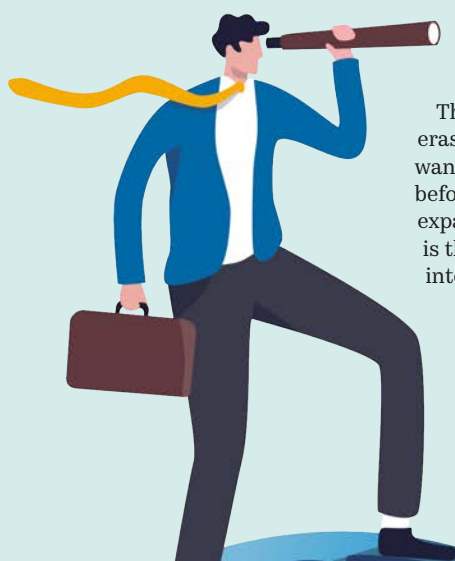
The common wisdom in bygone eras was that a franchisor would want to saturate their home country before attempting an international expansion. The modern thinking is that the decision to expand internationally has more to do with the quality of the system

and its ability to support foreign franchisees than simply the size of the system domestically.

This raises so many questions. Does the franchisor have the financial and human resources to investigate:

- The acceptability of the concept in the target country?
- What adaptations need to be made to the concept?
- Challenges with the supply chain in the target country?
- Potential financial rewards from the expansion to justify the additional expenses?
- Whether there are enough qualified franchisees (unit, area or master) to make a success of the expansion?

The answers to these questions, and many others, require an initial



"The best advice is encapsulated by the words of Benjamin Franklin: failing to plan is planning to fail"

investment of money and time, which is all too often overlooked or underestimated. The end-result is, at best, a failed expansion, or at worst, damage to the system in the home country, as leadership is distracted and resources are stretched too thin.

The answer is to research, research, research and research some more. Take your time and make sure you can find the money and people to provide you with accurate, reliable and sufficient information to answer the main question: is your system ready for an international expansion?

Get the right countries at the right time

Regrettably, failed international franchise expansions often result from bad choices about the target countries into which to expand. There are many reasons for this, but commonly the root problem is that the franchisor reacts to an overture from a resident of a foreign country, rather than doing the necessary research and considering the available options and cost benefits of each country.

From an international franchise expansion perspective, not all countries are created equal. The factors that need to be investigated and considered include:

- Proximity to the franchisor's home country
- Common language and culture
- The prevalence of similar businesses in the target country
- The availability of critical supplies and inventory
- The availability of needed labour
- The legal system for the protection of the franchisor's rights.

The choice of target countries, especially at the beginning of an international franchise expansion program, should take into account geographical regions and not just single countries (for example, the META region, Scandinavia, Europe, Asia, North America or Latin America).

Many franchisors have found greater success expanding internationally by concentrating on one region at a time, instead of spreading their resources too thinly across a number of countries. Sometimes, this is accomplished by recruiting a single master franchisee for a region, or simply by the franchisor concentrating on and learning from experiences by taking things one country at a time.

Choose the right franchise vehicle

There are a number of choices for franchise vehicles or structures open to a franchisor interested in expanding internationally, including unit franchises, multi-unit franchises, area agency franchises, master franchises and joint venture franchises.

Making the right choice is very important



and can result in a successful international expansion or an unmitigated disaster.

The counsel of perfection in this area is to start with one or a few corporate units. This way you can test drive the concept in a foreign country, allowing for more flexible fine-tuning of the concept, and to create a proof of concept locally for prospective franchisees. Once the corporate units are running well, the franchisor can either begin franchising new units or dispose of the existing corporate units to new franchisees.

Unquestionably, the structure of choice for international expansions has typically been master franchising, with the right of the master franchisee to sub-franchise. The goal is to find a well-financed master franchisee, who is knowledgeable about the industry and with franchise experience. Unfortunately, there are not a lot of unicorns out there, and many an ambitious master franchise program has failed miserably.

The chance of failure increases significantly when the franchisor leaves too many of the critical decisions about the franchise expansion to the master franchisee, under the mistaken belief that local knowledge trumps research. To avoid many of these problems, you can grant multi-unit rights to a small

number of franchisees in a country. While resulting in slower growth and increased franchise development costs, this approach gives you a much greater chance of achieving sustainable and enduring growth of the system in a country or region.

Don't go for the largest territory

Invariably, an international franchise expansion program involves a consideration of the size of territories. Prospective franchisees often try to secure the largest possible territory, which frequently is an entire country or even a number of countries within a specific region.

Franchisors new to international franchising tend to grant unnecessarily large territories, mainly through a lack of knowledge of the potential of the system in the territory – and because the franchisor feels it would be easier and more cost-effective to deal with just one master franchisee in a larger area. However, the franchisor is more likely to gain a stronger and more profitable system if initial territories can be kept as small as possible, allowing franchisees to gain more or larger territories over time as they prove themselves capable. Additionally, it's psychologically (and sometimes legally) easier to reward

good performance than to punish bad performance.

Setting fees

One of the most difficult numbers to ascertain in all franchising is the amount that should be charged for the front-end franchise.

This number will be influenced by many factors, including the length of the term of the grant, the franchise system's history of success, the amount of training and initial support to be provided by the franchisor, and the level of additional investment required of the franchisee. If this number is set too low, the franchisor may find the exercise too expensive to do a proper job of helping the business reach profitability. If set too high, it may impair the franchisee's ability to achieve financial success or to operate the business at an acceptable level.

Similar considerations arise when setting the continuing royalty rate. There are additional factors here to consider if the chosen vehicle is master franchising. In this case, the franchisor has to determine how fees from unit franchisees will be shared between the franchisor and the master franchisee. In this situation, responsibilities for the development and administration of the system should be determined first between the franchisor and master franchisee. The division of the various fees should then be based upon the costs of discharging those responsibilities – and only after that should the parties divide the remaining profits.

While not easy to accomplish, the benefits from an international expansion of a successful franchise system can be rewarding in so many ways – certainly financially. However, the best advice is encapsulated by the words of Benjamin Franklin: failing to plan is planning to fail.



"Many franchisors have found greater success expanding internationally by concentrating on one region at a time, instead of spreading their resources too thinly across a number of countries"

Harness the emotional power of video with FranchiseFilming

Video marketing is woefully underutilized by franchise brands. The use of real, raw and honest testimonials can hugely drive leads and customer engagement

Video marketing is a hugely neglected area for most franchise brands. Those who do engage in it, rarely produce the real and honest content needed to engage potential franchisees and customers into a brand. FranchiseFilming is the only company that can provide a franchise brand with a dependable and effective, year-round video production service.

What makes them different? Zero travel fees charged, all logistics handled, and 10-day video turnarounds. With video driving 80 per cent more leads when on a landing page, it's a no-brainer for franchise brands to use video in their sales cycle.

"Since I began my first filming company converting VHS to DVD's at 13 years old, I've always been in love with story and filming real, authentic and humanizing moments," said Trevor Rappleye, CEO of FranchiseFilming.

"I've never had another job and I just approach video production in a different way: How can we tell the most emotional and happy story we can? Prospects are drawn to success, because they want it themselves – show it!" said Rappleye.

"I remember walking the floor at IFA 2019 and I was just like, why does nobody have video? And more importantly, if they had video, why is it so bad? Why is everybody using obvious stock footage of corporate people around a table?"

It's not just the content that's the issue either; consistency, costs and delayed delivery of content is common in the video production field.

Without professional, holistic and experienced video production partners, brands will fail to put their best foot forward, and as a result, could alienate potential customers and franchisees.



One of FranchiseFilming's clients, Batteries Plus Bulbs, noted a sharp increase in leads since using FranchiseFilming's services.

"Our franchise leads have exploded since we started using FranchiseFilming and our time to close was cut in half based on the content we provide to candidates at every step of the process," said Jon Sica, chief development officer of Batteries Plus Bulbs.

THE POWER OF THE VIDEO FORMAT

Attention spans are always changing, and while people once would read through an entire brochure to get a sense of a brand, virtually nobody will do this today. Nowadays, people expect a short and inspiring video that tells them all they need to know.

"I'm a big fan of letting people know that nobody is reading your 20-page white paper.

They're skimming it, but that's all," said Rappleye.

"The reason why video works so well is because someone can imagine what their life could be like. They can't do that if you send them a stat, or a written testimonial, or a fake stock photo of a family in front of a yard."

According to Hubspot, 90 per cent of prospects say that watching a testimonial video of a happy customer helped them choose that company and 52 per cent of buyers expect video in the sales cycle. The same research also showed that 96 per cent of consumers increased their online video consumption in 2020, and 90 per cent of those viewers said that they wanted to see more videos from brands and businesses.

"You need to create content with people that already love your brand, because no one really cares what you think about yourself.



“The best videos that a franchisor can create is inspiring, real marketing videos of their happy franchisees – don’t use scripts! Let them tell a story and cut it into a 90-second video. Use this video everywhere and anywhere!”

How can you get someone else to talk well about you?” said Rappleye.

“And that’s what takes time, resources and logistics. That’s why most franchisors just don’t do it or they get a talking head under bad light at their yearly event and that just doesn’t cut it either.”

Harvard says that 95 per cent of people buy based on feelings, not facts. Brands are more likely to make a sale or convert a lead if it establishes some sort of emotional connection with its target audience. And

what better way than to tell an unscripted success story of a franchisee or customer?

SOUND LOGISTICS AND PLANNING ARE KEY

Currently, many franchisors have disjointed systems which involve using different videographers in different states, which results in an expensive video marketing spend, which often isn’t of the highest quality and is often delivered late.

FranchiseFilming’s VIP system allows for brands to book for the entire year.

“In 2020, we launched a VIP subscription model. Franchisors prebook for the year [a certain amount of filming days and videos that they want at a discounted rate], saving the brand a ton of time, resources and money,” said Rappleye.

“We allow a franchisor to get content of their franchisees and customers nationally, so they really capture the various stories within their brand, with zero hassle on their end. Just tell us where to go and we schedule, film and edit it all.”

This allows the video marketing firm to plan ahead in terms of who to hire, where and when. The other issue of not using a single partner, is consistency, or a lack thereof.

“Consistency is huge. Brands hire random video guys around the nation and it all doesn’t look like the same. That can’t be a scalable model,” said Rappleye.

The model asks very little of franchisors and franchisees, who are only expected to give up very little of their time for the videos.

“That’s why franchisors and suppliers love to use us – it’s because we handle all the logistics and the scheduling,” said Rappleye.

“They tell us to film in Michigan. We’ll get it scheduled and edit the video. All we ask from franchisors is an hour a month to hop on a monthly call.”

VIDEO MARKETING IS THE P4P CHAMPION

Video is becoming a necessity; it’s no longer a nice-to-have.

This is why FranchiseFilming exists; a turnkey video production solution that can do everything from start to finish. Consistency, quality and dependable delivery rates are something many video providers have yet to nail down, but Franchise Filming has done so with a proven track record.

“Two books that changed our business: *Focus* by Al Weis and *Simplify* by Richard Koch. They basically say focus on one thing, do it well, and simplify your model so there is transparent pricing – no hidden fees,” said Rappleye. “This is where FranchiseFilming’s VIP membership model came to be. If you want inspiring videos, that’s all we create.”



At a Glance FranchiseFilming

Year established: 2018

Cost: \$15,000 - \$150,000 annually for monthly videos

Contact: hello@franchisefilming.com, 888-389-3456

FranchiseFilming.com

Why bringing the older and aspirational generations into franchising will change the Indian economy by 2030

With an entrepreneurially-minded generation desperate to break out of the monotony of their jobs and lives, and an older generation with all the assets and capital, pairing them together can fundamentally transform the Indian economy

WORDS BY DHEERAJ GUPTA



THE AUTHOR

Dheeraj Gupta is the founder and MD of JUMBOKING Foods, India's largest homegrown vegetarian burger franchise with over 155 outlets in Mumbai, New Bombay, Thane and Pune

There are several aspects to business we know, almost as practiced axioms but probably don't document. For instance, in India, the idea of the parent offering seed capital to their ward, to 'settle them', has existed since time immemorial. Business formats have thrived in this manner – dealerships, agencies and family-owned businesses.

Over the last decade or so, another practical application of this inheritance capital has been franchising. It brings together two generations – the elderly who own assets such as real estate and capital, and the young who can

employ their energy and enterprise to build a business using these assets.

This principle of sharing resources within families/relationships offers a win-win for all. On the one hand, idle assets owned by senior citizens can potentially be converted to revenue generating assets; on the other hand, the younger generation can embark upon an entrepreneurial journey, without the burden of a loan to begin their business.

My future, my decisions

A couple of years ago, if we had discussed the idea that there would

be a global lockdown, and that the economic value of business will be eroded like never before, we might have laughed it off.

Today, we do not doubt the capacity of an external stimulus to disrupt working structures. Just like the great world wars brought women into the workforce, COVID-19 overhauled traditional modes of working and made many skills redundant.

The other outcome of the pandemic was that several people lost their jobs. It became obvious that they would have to fall back on their savings for a while. As they dipped into their savings, eroded

by the YOLO culture (travel, EMIs and the like) they realized that they would have to find a way to have a greater say in their own future. Those who were not out of a job had to take severe pay cuts. The situation was rather grim.

In the middle of this life-changing pandemic, I picked up the book *2030: How Today's Biggest Trends Will Collide And Reshape The Future Of Everything* by Dr. Mauro Guillén. Already hailed as a great book by Mukesh Ambani, I was curious to see how this 'futurist' was going to connect the dots looking forward.

In the book, Dr. Mauro Guillén discusses demographic shifts, economic evolutions and the future. What I could see clearly, was that the future demands a collaborative working culture where people protect their families and their income from unanticipated black swan events.

Cross-generational working models

Over the last two decades of building one of India's largest QSR brands, I have met countless 30-year-olds who come to me with the same three problems:

"2030 is going to look very different and we have to prepare ourselves for the same"

- They are stuck managing an inherited brick and mortar shop but have a desire to modernize and join mainstream retail
- They are stuck in jobs but have a strong entrepreneurial bug biting them
- They want to be their own boss but need guidance.

I have always known that franchising is the answer for them. However, Dr. Mauro Gullen's book clarified my own understanding of this. Today, I am able to put the benefits of franchising to these enterprising 30-year-olds from a very different perspective.

1. Asset ownership: Most of the assets in the world are owned by people above the age of 50 or 60.

Let's call them Gen One. Younger people don't have the money to buy those assets. Let's call them Gen Two

2. Asset access: The younger generation would like to have access to the assets, they would like to use them. A business model like franchising is an excellent way to bring two generations together – one with assets, the other one without

3. Sweating the asset: Instead of letting the asset lie idle, Gen Two can sweat the asset by putting it to work and also putting themselves to work 12 hours a day. This in turn unlocks income for Gen One

4. Leverage: Gen Two takes the help of Gen One for capital, instead of taking a loan to purchase them and starting off on the back foot. Asset light is the way forward

5. Modern techniques: Gen Two gets to build a new age business in an asset light manner and focus on what's most important – 'customer service'.

Finding creative solutions to problems

The author explains that the only way to truly understand the global

"In India, the idea of the parent offering seed capital to their ward, to 'settle them', has existed since time immemorial. Business formats have thrived in this manner – dealerships, agencies and family-owned businesses"

“Summing up, it is the social structures that are going to be the cocoon of economic growth and vice versa. Happy communities that are supportive of each other will be the driving force for the future”

transformations underway – and their impact – is to think laterally. That is, using “peripheral vision,” or approaching problems creatively and from unorthodox points of view.

Rather than focusing on a single trend – technology is taking over routine jobs – and feeling overpowered by it, Guillén encourages us to consider the dynamic interplay between a range of forces that will converge on a single tipping point. 2030 is going to look very different and we have to prepare ourselves for the same.

No matter your profession, the ability to stay relevant and thrive in your career over the next decade will require more than simply staying up to date on your domain expertise and general business knowledge. You will also need to expand your ability to think creatively and strengthen your overall social skills.

Taking this thought process, a step further, both Gen One and Gen Two need to drop their egos and work together. To every 30-year-old entrepreneur who does not want to take start-up capital from his/her parents, my question is ‘why not?’ Parents are the kindest moneylenders in the world. And as for the asset, if your inheritance

includes real estate, you're incredibly fortunate and you have the opportunity to use it to make your family proud.

Other systemic factors

Other than the social aspects that will drive collaborative working models, the infrastructure coming up in India, will also be a great fillip to franchising.

Brands who have survived COVID-19, will tell you that customer loyalty has risen like never before. The assurance of ‘value’ is top most on people’s minds. The ‘business mantra’ of the future will be to ‘go an inch wide and a mile deep...instead of ‘go a mile wide and an inch deep.’

Within the ambit of franchising itself:

1. The most disciplined brands will win. Focussed brands that have survived the pandemic, will scale rapidly. Their familiarity has served as a soothing balm for a world recovering from the ambiguity of COVID-19. They will continue to innovate, offer value and retain the trust they have earned

2. India is a very large market. Even if only 20 per cent of us belong to the affording class, that number is equivalent to the entire population of the U.S.A. This

understanding of the power of India’s consumers, has dawned universally, in the last decade. From cricket viewership to mobile phone purchases, India is leading everywhere. There are opportunities waiting to be unlocked in every industry

3. Around every successful business model, will develop an ecosystem of suppliers and contract manufacturers. They will expand the market rather than cannibalise each other and provide even more opportunities for franchising. Further, thanks to improved road infrastructure and connectivity brands will find it easier to penetrate tier two and tier three towns.

Summing up, it is the social structures that are going to be the cocoon of economic growth and vice versa. Happy communities that are supportive of each other will be the driving force for the future. Mauro Guillén reminds us of our interconnectedness and vulnerabilities, and as such these are things we simply cannot afford to ignore.

The understated value of franchising – to create a community of successful entrepreneurs – is sure to emerge in the decade ahead of us.



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Increased cannabis legalization and acceptance spurs U.S. franchise growth

Unity Rd. is at the forefront of cannabis and franchising, and is best positioned to benefit from the growing legalization of the plant across the U.S.



While still in its infancy, the cannabis industry has been experiencing explosive growth and making promising strides toward legalization in the U.S. The pandemic was a pivotal moment for the burgeoning space as it deemed cannabis an essential business due to the benefits it provides as an alternative medicine and the tax revenues it generated in local communities as the economy struggled.

What was a \$15bn industry in 2020 rapidly grew in market size and hit over \$25bn in adult-use and medicinal sales by 2021, according to the Marijuana Business Factbook and Leafly respectively, putting cannabis on the map – literally.

The current U.S. landscape has 38 states

that have legalized cannabis for medicinal use and 18 states including the District of Columbia that allow adult-use consumption – which nearly 141 million Americans or 43 per cent of the U.S. call home, according to *Forbes*.

SUPPORT FOR LEGALIZATION IS GROWING AND GROWING

With such growing awareness for the industry, this past year or so there were several states – Connecticut, New Mexico, New York and Virginia – that introduced legalization bills to allow medicinal or adult-use cannabis with many new markets quickly emerging.

It is predicted that there will be at least three to five more states that will file ballots to legalize adult-use sales this year with much

of the Northeast following suit. The Northeast market itself holds 16 per cent of the U.S. population which will significantly drive sales and increase awareness to new heights.

The ongoing support of legalization and cannabis use is a growing sentiment among consumers with 68 per cent of U.S. adults actively supporting cannabis legalization, according to a November 2021 Gallup poll.

As several states are working toward local reform, the U.S. is beginning to see promising milestones federally as well. Recently, the U.S. House of Representatives passed the Marijuana Opportunity Reinvestment and Expungement (“MORE”) Act to decriminalize cannabis and there is continuous momentum with additional bills such as the Secure and Fair Enforcement (“SAFE”) Banking Act to prioritize financial solutions without penalty for operating cannabis businesses.

With the wave of widened acceptance and positive momentum at the state and federal level, the U.S. cannabis industry is expected to reach \$50bn in revenue by 2026, according to New Frontier Data.

UNITY RD. LEADS THE WAY FOR U.S. DISPENSARY FRANCHISES

The U.S. dispensary franchise landscape is growing with brands expanding beyond state borders. Leading the charge is Unity Rd., the first true national cannabis dispensary franchise in the country.

The cannabis pioneer offers one of the most direct routes into the complex cannabis industry by offering time-tested standard operating procedures (SOPs), resources and an experienced team, with a combined 200-



plus years in cannabis and franchising. Unity Rd. offers franchise partners the systems, processes and ongoing support they need to successfully and compliantly operate a cannabis dispensary – whether it be securing a license or assisting with cash flow, product selection or changing regulations.

The Arizona-based franchisor has seen a surge of interest from existing multi-unit franchisees who want to diversify their business portfolios and enter the cannabis industry on the ground floor as it picks up positive momentum.

“The past few years deemed cannabis an essential business for the value and benefits it consistently provides to consumers and the community,” said Unity Rd. vice president of franchise development, Justin Livingston. “Unity Rd. keeps cannabis in the hands of local entrepreneurs who are looking to diversify their offerings with a fresh concept and invest in a new opportunity that will let them stake their claim in the thriving industry.”

FRANCHISEES SUCCEED WITH UNITY RD.’S ASSISTANCE

It has been a banner year of momentous growth for Unity Rd. With two shops open in Colorado and another in Oklahoma, the



franchise has a development pipeline packed with more than 20 entrepreneurial groups who are expanding the Unity Rd. brand across 10-plus states. The franchise is quickly expanding into new states that are legalizing medicinal or adult-use cannabis such as New Jersey, Maine, Virginia, Michigan, South Dakota and more.

Most recently, Unity Rd.’s first partners in South Dakota, B.J. Olson and Adam Jorgensen, received state and local approval to open and operate one of the first medicinal cannabis dispensaries in Hartford, a suburb of Sioux Falls.

Prior to partnering with Unity Rd., Olson was a multi-unit franchisee in the technology repair space and has an impressive entrepreneurial background that spans across various industries including wireless technology, retail and clothing.

He said, “Partnering with Unity Rd. was a given for us. Though I have a deep

“What was a \$15bn industry in 2020 rapidly grew in market size and hit over \$25bn in adult-use and medicinal sales by 2021”

entrepreneurial background and experience in retail, I know operating a cannabis establishment adds a significant level of intricacies to navigate. Unity Rd. paves a path for entry into the cannabis industry and offers us the knowledge, resources and support we need to thrive compliantly in our market.”

The demand for cannabis is rising along with the number of states that will drive reform of the industry. The year ahead will truly be transforming for cannabis with more market access, product innovation and an abundance of opportunities for entrepreneurs to grab a piece of the market share.



At a Glance Unity Rd.

Established: 2018

Locations of units: United States
(Colorado and Oklahoma)

Investment range: \$1m - \$2.5m

Minimum required capital: \$1m

Contact: opportunities@unityrd.com
unityrd.com

Take part in the industry's premier International Franchise Expo event

Franchisors, franchisees and franchise professionals cannot afford to miss the two-day, 30-year old event in New York

The International Franchise Expo (IFE) is one of the most important events of the year for anybody with any connection to franchising – and especially those who are considering a move to the franchise business model. Held at the Javits Convention Center in New York, on 2-4 June, this Expo is a must-attend. This is the event's 30th birthday, and will be marked appropriately.

The show floor at the IFE is always bustling, busy and full of brands and suppliers trying to woo entrepreneurs and educate people about their offering. Attendees can directly connect with the brands they are interested in, in person without booking anything. Brands from every vertical and industry imaginable will be exhibiting, with a variety of investment levels to suit franchisees of all shapes and sizes.

Education is important at the IFE, and there will be 45 free seminars for anybody to attend on a variety of topics, from buying a franchise to international franchising. There are also further sessions on women in franchising, diversity as well as master franchising, U.S. franchising, international unit growth and many more important areas.



THE PREMIER INTERNATIONAL FRANCHISING EXPO

Having ran for nearly 30 years, the IFE has built significant inroads into the industry, as well as developing itself into an authoritative voice in the world of franchising. It's well attended by the biggest brands in the U.S. and the world, and this year's Expo will have a designated pavilion of franchise brands from Taiwan.

Another great benefit of the IFE is the location. New York City is the center of all things business in the U.S., as well as being a cultural epicenter of the world. As a consequence, the Expo is attended by an assortment of people, from prospective



franchisees to brand presidents. Strict COVID-19 measures and controls have led to a huge improvement in the city – meaning this year's IFE event requires no proof of vaccination or facemasks to be worn.

A lack of expertise and knowledge of others' experience can hold a franchisee or franchisor back from reaching their true potential. This is why, at the IFE, the SCORE/New York Women In Business

“After running for nearly 30 years, the IFE has built significant inroads into the industry, as well as developing itself into an authoritative voice in the world of franchising”



Theater & Answer Center will play host to a series of successful, retired executives who are in a position to speak candidly about their experiences in relation to finance, human resources, legal,

management and many more topics. Best of all, this is completely free of charge for all attendees.

The U.S. department of commerce chose the IFE as one of the very few expos or events it attends, to promote its International Buyer Program. This will be especially useful to international brands who have specific businesses or industries they wish to connect with, the department of commerce will help in this regard.

"The IFE provides entrepreneurs the ability to connect in person and learn from some of the top and most respected franchise executives in the

world," said Sheila Fisher, CFE, president of MFV Expositions.

"We are excited to welcome a diverse crowd looking to take the next step to business ownership, and the Expo provides the perfect platform to explore franchise brands and to learn from industry knowledge leaders at our comprehensive conference program."

WHAT YOU CAN FIND AT THE EXPO

Alongside the packed show floor and SCORE/New York Women In Business Theater & Answer Center, there are many educational seminars and opportunities

"The U.S. department of commerce chose the IFE as one of the very few expos or events it attends, to promote its International Buyer Program"

to make pointed connections with franchise professionals.

The IFE takes great pleasure in welcoming budding entrepreneurs and prospective franchisees to the Expo who are remotely aware of franchising, but are not sure if it is for them. The IFE holds educational seminars at every level, from those who are new to franchising, to those who lead franchise organizations. There are 45 free educational seminars, and more paid seminars for those who want to extract everything they can from the event.

Some of the education tracks will cover buying a franchise, franchising your business, franchising internationally, franchisors seeking growth and much more. Tracks surrounding women, diversity and entrepreneurs will also be available, too.

The franchising business model is well regulated in the U.S., and as such, requires high-quality legal advice to successfully navigate franchising. That is why the organizers of the IFE have created a Professional Center, where a number of franchise lawyers can be

found for informal chats. This is a relaxed, no pressure environment in which legal experts are happy to share their knowledge of the law, and an emerging franchisor just may find the legal partner it has been looking for.

This event is made for those who have vast experience in franchising, and for those who are just beginning to scratch the surface. Experts of all hues, suited for different ranges of experience will be on hand to provide free advice.

JOIN THE IFE IN NEW YORK ON JUNE 2-4

While franchising is a widespread industry, and there is plenty of information online, there is no substitute for meeting in-person. At the IFE, franchisors, franchisees, entrepreneurs and even people with a passing interest in franchising will find someone who they can speak to, on their level.

Having access to real experts across numerous areas in franchising is invaluable, they can provide the nitty gritty, and the all-important details that may not be in the marketing brochure. New York is the center of business in the U.S., and as such, the event is extremely well attended by a variety of professionals.

It's the annual franchising calendar's must attend event of the year, and attendees can now eliminate their registration fees by using the code 'GLOBAL' at checkout!

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When: June 2-4, 2022

Contact: John Erich
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5 minutes with...

CHARLIE CHASE

The newly-appointed chair of the IFA discusses culture, family, and continual improvement



GF: What are your main goals as the new chair of the IFA?

CC: My principal goal is to support the staff as they focus on our three priorities of “protect, enhance, and promote the franchise business model” around the world. We face a number of challenges to the business model, and our three priorities keep us grounded.

The organization has an incredible culture, and the staff takes great pride in supporting what we franchisors, franchisees and suppliers do every day. Just in the past year under the leadership of past chair Catherine Monson and IFA president and CEO Matt Haller, the organization has made big moves to return to in-person meetings, reinvigorate its education offering and member experience and launch a major reputation campaign to connect influencers and decision makers with the value and opportunity of franchising.

My goal is to support the staff and continue these efforts as they benefit the entire franchising community.

GF: What is the biggest challenge that franchisors are facing today?

CC: The franchise model is the democratization of business opportunity and the decentralization of

wealth potential. No matter your starting point, you can find success in franchising.

Our biggest challenge is that those ‘outside’ franchising do not understand the franchise model. When someone says ‘franchise’ they generally create a mental image of McDonald’s or the Dallas Cowboys. Two great, great franchises, but they only represent a small fraction of what the franchise model supports in our economy (QSRs represent only 25 per cent of franchises). Our biggest challenge today is educating those not engaged in franchising to be promoters of the franchise business model and of the individual businesses they represent.

“The franchise model is the democratization of business opportunity and decentralization of wealth”

GF: What do you find personally fulfilling about the franchising community?

CC: Franchising is a family. When I started painting houses with College Pro Painters in 1982, I never thought I would one day lead the FirstService family of brands. People invested their time in me – like family members do – and I was able to grow.

I’m fulfilled every day by the respect members of the franchise community have for each other. They respect the individual, deliver what they promise and take pride in what they do, no matter their business format.

GF: What is your go-to piece of advice for successful leadership?

CC: Practice continual improvement – improvement in your brand, your systems and yourself. If you are treading water, you’re just slowly sinking. With the pace of change increasing every day, everyone can invest in their brands by investing time in themselves to stay ahead of business trends and to become more empathetic leaders – after all, our work is fundamentally in service to others.

GF: What are you excited about for international franchising in 2022 and beyond?

CC: In the same vein as above: franchising is a family – a family that transcends culture and geography. Franchise business owners are inextricably linked by their brands, their shared experience and community commitment.

It makes me very hopeful in challenging times. And right now, as I think about the challenges of Russia and Ukraine, I’m thankful and excited for the international franchising family.



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