

# WOMAN

F E M A L E S   I N   F R A N C H I S I N G

## HERE COME THE GIRLS

The millennials  
making an impact

## YOU CAN DO IT!

How to make a  
positive career change

## JOBS FOR THE BOYS?

Women defying  
the career gender  
stereotypes

## THE *power* LIST

The 10 most  
influential women  
in franchising

## Franchising Demystified

14-page guide dispelling  
business myths

“Bring your true  
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you’re doing”

Meet Shweta Jhajharia  
and the business owners  
addressing the balance

From the publisher of

What  
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#### FROM THE PUBLISHER OF



# Editor's letter

**W**elcome to the first ever edition of Business Woman magazine, the future of franchising. When I first started working on What Franchise magazine a year ago, I didn't really have a clue about what a franchise even was. I knew McDonald's was a franchise - I'd seen the film and read an article about how McDonald's franchisees in the UK were becoming 'McMillionaires', but that was where my knowledge abruptly ended.

Wind forward a year and I'm a franchise convert. I love franchising - the people, the businesses, the success stories, the diversity and the enthusiasm. Now, I can't stop wittering on about it constantly. My friends roll their eyes when we are perhaps out for a coffee and I inform them that Costa Coffee is a franchise, or when discussing gym membership, I happen to mention that Anytime Fitness too is a franchise. There are in fact over 100 categories of franchises, ranging from pet and child care to entertainment, fitness and cleaning, and over 900 franchise brands in the UK alone, contributing £17.2 billion to the economy, so it's certainly not all about burgers.

So what exactly is franchising? You can find all the facts and figures about franchising on page eight and throughout the magazine, but in a nutshell franchising is essentially a tried, tested and profitable business format that is easily replicated. It offers a proven start-up business with an established and recognised brand with heaps of training, marketing, PR and advertising support, plus a whole range of business systems and support services. It's basically an ideal opportunity for the new business starter to launch as an entrepreneur 'in business for yourself - but not by yourself'.

That's the definition out of the way, but why am I so passionate about franchising and why a magazine all about women? Well, not only is franchising a great way to run your own business, with 93 per cent of franchisees saying they were making a profit in 2018, but it is a fantastic opportunity for women in particular to take control of their lives, find that perfect balance and choose a career that works for them.

There are so many barriers to women succeeding in business - lack of flexibility, maternity leave, care burdens, pay gaps and gender stereotypes. Yes, these are slowly being addressed with changes in policy such as gender pay reporting, shared parental leave and free childcare, but add to that the fact that research has shown that women tend to be less confident, more risk averse and have a greater fear of debt and you can begin to build a picture about why women are reluctant to start their own businesses, even though many may dream of it. These inequalities and attitudes have been prevalent for centuries and are ingrained into our very DNA, so it is going to take more than a few quotas to address the balance.

Yet the reality is that women are naturally entrepreneurial and have so much to offer businesses and the economy as a

whole. We have diverse skill sets and according to RBS, boosting female entrepreneurship could deliver £60 billion extra to the UK economy. Furthermore, if women started up businesses at the same rate as men, we'd have 150,000 new businesses a year!

This is where franchising can come in like a knight (or queen) in shining armour. It offers a completely accessible and less risky route to owning your own business. There are a huge range of franchise businesses, so you can pretty much pick your dream job and turn your passion into a career - be it in fitness, coaching, logistics or running your own restaurant. If you fancy a career change, you can receive training and support and enjoy ongoing development. Then there is the option for flexible working, the financial support of lenders who are fully aware that a successful franchise business is a good investment, PR and marketing in place, and the knowledge that the brand is already well established, tried and tested and good to go!

The fantastic news is that women everywhere are catching on to this franchise phenomenon, with more women than ever investing in a franchise. A survey by the British Franchise Association and NatWest in 2018, showed that the number of new female franchisee recruits rose by 20 per cent in three years, standing at 37 per cent, and in fact the proportion of female franchisees overall in 2018 was the highest ever. Yes, it's happening and we want to spread the word to encourage more women to take that leap.

Franchising is all about giving women choices - empowering them to follow their dreams. We are often made to feel guilty, whatever work/life choices we make - whether it's choosing to be a stay-at-home mum, or returning to full time work and not looking after the family. Often forced into a halfway house, we end up feeling we accomplish nothing to our satisfaction - balancing an often lower paid, part time career with childcare duties, with a huge chunk of our hard-earned cash going towards paying for somebody else to look after our children, walk our dogs and clean our house. A franchise therefore can offer the perfect solution - you can choose the balance, the type of business, the hours, the location, the pace and find a business that works for you and your lifestyle.

Throughout my year in franchising, I have met so many inspirational, passionate, talented and driven people, many of them women, and here we share just a fraction of their success stories - women who have bought franchises, women who have turned their own businesses into a franchise, women who are expanding their businesses globally, as well as advice from the key people inside franchising, a 14-page masterclass in franchising and plenty of great insights and hacks for entrepreneurs everywhere.



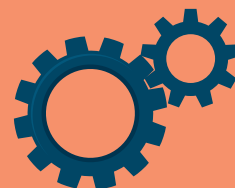
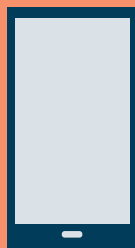


The key message throughout is that you can do whatever you want if you have the drive to succeed. Make smart choices which are right for you, which give you confidence, satisfy your needs, use your talents and enhance your home and work life, whether that's working full time or around your family. Don't be afraid to take a few risks along the way and make a few mistakes – all the successful women featured here have done exactly that and are all the better for it. You may never have considered a franchise business as an option, but believe me, after reading these pages, you, like me, will be a franchise convert.



*Emily*

To see more stories and view our video series visit [what-franchise.com](http://what-franchise.com) and click on the Women In Franchising hub to get inspired.



# The facts about franchising

Franchising is a tried and tested way to start your own business. Here are the stats to prove it

**37%** of new franchisees are women, an increase of 20 per cent since 2015

**65%** of people employed in franchisee businesses are women

**935:** the number of franchise systems currently in operation in the UK

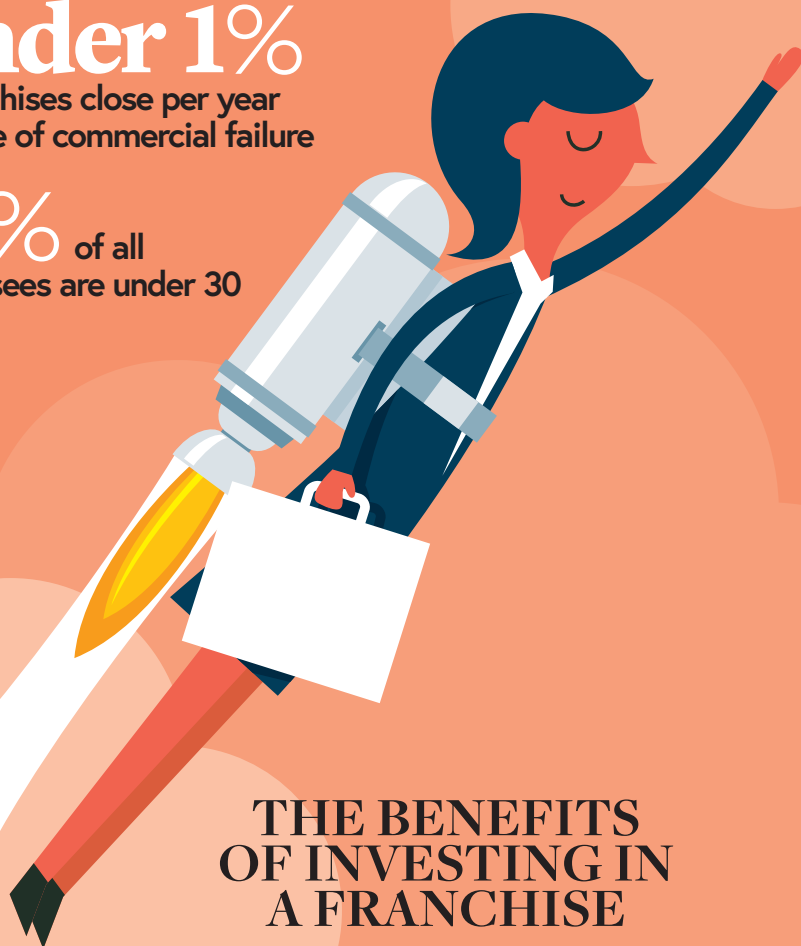
**93%** of franchisees claimed profitability in 2018

**60%** of franchised units turn over more than £250,000

**38%** of UK franchises can be operated from a home office

**Under 1%** of franchises close per year because of commercial failure

**18%** of all franchisees are under 30



## A GROWING SECTOR

£17.2 billion turnover. Up 2.1 billion since 2015, an increase of 14 per cent

710,000 people employed in the industry. Up 89,000 since 2015, an increase of 14 per cent

48,600 franchised units in the UK, up 4,400 since 2015, an increase of 10 per cent

Source: British Franchise Association/NatWest franchise survey 2018

## THE BENEFITS OF INVESTING IN A FRANCHISE

- The support provided
- Having a sustainable business
- Having a standardised product/service
- The reduced risk from not going it alone
- Appearing to be a larger business
- Limited financial liability



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# 10 benefits of franchising

The advantages of running a franchise

WORDS BY TIM HARRIS

**I**nvesting in a franchise is a truly life-changing decision, which requires extensive thought, research and consideration, but there is no denying there are many benefits to joining a franchise. Here are my top 10:

## 1 CLAIM THE REWARDS OF YOUR OWN WORK

Do you ever feel like you're not being credited enough for your hard work in your current career? With a franchise, you're self-employed, so any effort you put into running your own business will impact you directly, rather than benefiting someone else.

## 2 ENJOY FLEXIBLE WORKING

A franchise business allows you to take control of your life, giving you the freedom and independence to organise your own work schedule to suit your lifestyle - you have no one to answer to but yourself.

## 3 AVOID RISK

You will benefit from a proven business model, where all the systems will be tried and tested by the franchisor, who has a wealth of experience and expertise.

## 4 RECEIVE ONGOING SUPPORT

You will receive ongoing operational and emotional support from your franchisor, including assistance with admin, insurance, legal documents, finance and marketing.

## 5 TRAINING AND SUPPORT PROGRAMMES

The majority of franchisors offer training and support programmes to educate you on how to run your business successfully.

## 6 GAIN ACCESS TO A PROTECTED TERRITORY

You will be given an exclusive and protected service area to operate, run and market your business.

## 7 ECONOMIES OF SCALE

Being part of a reputable franchise enables you to take advantage of sometimes substantial economies of scale, due to the franchisor being able to secure better rates from bulk ordering, saving you money and helping with those all important profit margins.





## 8 GAIN GREATER ACCESS TO FINANCE

You may find it easier to secure finance for a franchise opportunity, as banks are usually more willing for you to take out a loan, due to the fact that franchising has a much higher success rate than starting a business from scratch.

## 9 A REPUTABLE BRAND NAME

You won't need to spend time, energy and money trying to raise your business profile, as you would if setting up your own business. Customers are more likely to be drawn to a strong brand name because it's viewed as more reliable, trustworthy and they know what to expect.

## "Franchising has a much higher success rate than starting a business from scratch"

## 10 MARKETING SUPPORT

Even if you're a marketing guru, you won't have the time to produce new material from scratch on a regular basis while trying to get a new business up to speed. Many franchisors recruit marketing teams who are experts in creating positive publicity on both a national and local basis.

So we've shown you how investing in a franchise can be a great way to set up a business, but don't forget franchising may make running your business easier, but it doesn't make it easy - hard work and self motivation are still essential to making it a success.



**THE AUTHOR**  
Tim Harris is  
chief executive of  
Franchise Brands

# 4 franchising myths

Don't let assumptions and misconceptions stop you making a wise investment in your future

WORDS BY PAUL HARRISON

**E**ntrepreneurship is a very rewarding and financially beneficial venture if it's carried out successfully. But of the 62 per cent of the millennial generation that would consider starting up their own business, only four per cent actually do.

There is a huge gap in the amount of young people carrying out their professional intentions and part of this reason is the lack of knowledge about their options and the myths surrounding them.

This is especially true for franchising, which is an accessible choice for those looking to be their own boss, but due to earlier practices it has had a bad reputation in the past, which has ultimately led to a lot of missed opportunities and potential money making.

Of course, any new business venture can be daunting, especially when you're investing so much of your time and money into it. But it can be even more intimidating when your knowledge is based on assumptions and misconceptions. Here are the four most common franchise myths:

## 1 THEY'RE MORE EXPENSIVE

Every business start-up costs money. It's true that some big names come with big price tags and start-up fees reaching hundreds of thousands of pounds, but this is because you're paying for the big name. There are many smaller companies offering reasonable, affordable rates that are just as successful.

Franchises are also more likely to make a profitable return, which in turn increases the probability that they will survive. It's a fact that 80 per cent of new start-ups fail within their first five years, whereas in the same time period 80 per cent of franchises succeed. Therefore, franchise investments are statistically safer and there's nothing more expensive than failure.

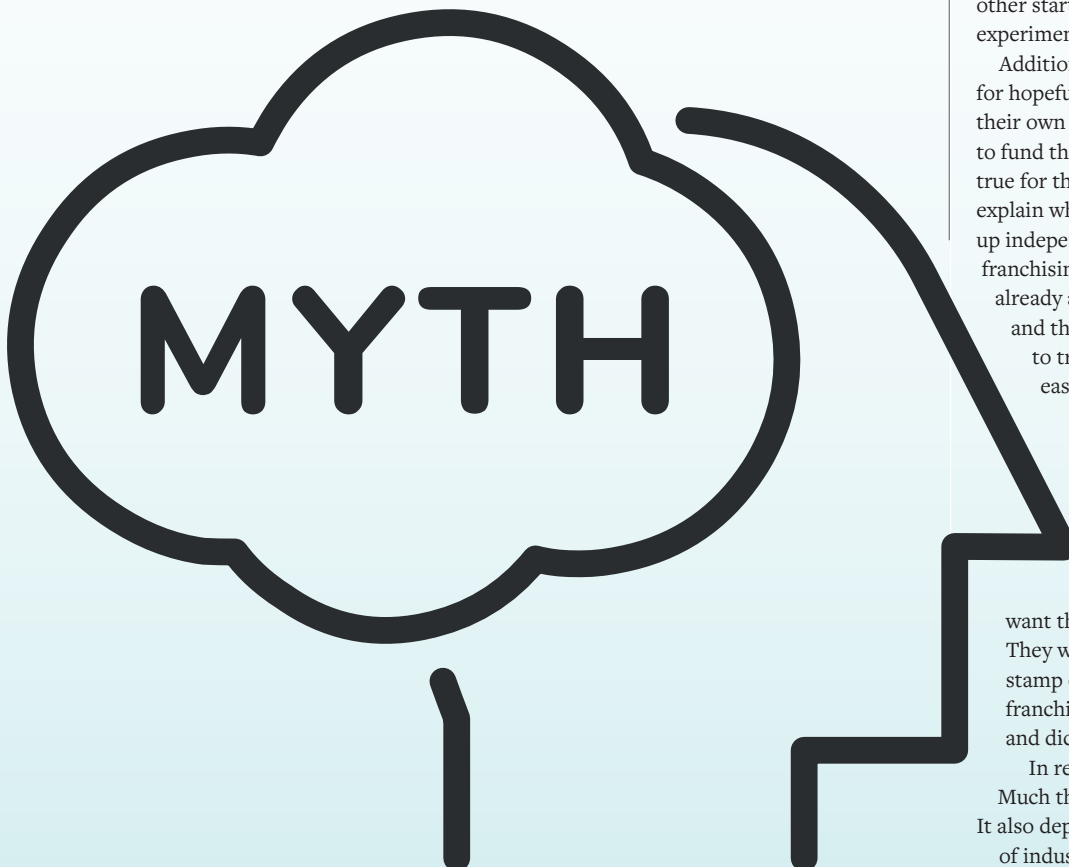
Some companies, such as The Travel Franchise, also give their franchisees an incentive to hit targets by giving them the opportunity to earn back their original start-up fee. They challenge owners to earn a certain amount of money within a specific amount of time to receive their investment back, on top of any additional commissions earned. This can then make it far cheaper for franchisees because they're not paying other start-up expenses, such as branding or experimenting with untested systems.

Additionally, one of the hardest things for hopeful entrepreneurs when starting their own business is finding enough capital to fund their ideas. This is particularly true for the younger generation and could explain why so few millennials are taking up independent ventures. However, when franchising a successful business there is already a proven plan for them to follow and therefore investors are more likely to trust them, making bank loans easier to obtain.

## 2 THEY SQUASH CREATIVITY

Entrepreneurs are usually innovative professionals with a creative flair and vision of how they want their businesses to look and run. They want the flexibility to put their stamp on their own business and fear franchises restrict their independence and dictate every part of the business.

In reality, this is not the case at all. Much the same as costs, franchises vary. It also depends greatly on the type of industry you're buying into.





For example, fast food chains tend to have limited freedom because they demand every store to be an exact duplicate in terms of menu, layout and furniture. They need to maintain strong brand association. However, many companies allow franchisees to incorporate their own ideas and innovation, because freedom is what being your own boss is all about.

It's better to think of franchising as a tool and foundation for entrepreneurs, much like supplying an artist with a canvas. The established systems can be used to build upon with individuality, rather than them doing it all for you.

### 3 YOU'RE ONLY BUYING A NAME

This is one of the main reasons why people believe franchising has an unfavourable standing in the business community.

In the mid 20th century when the concept was first trialled, companies were not completely sure how to approach the idea. They were just interested in rapid growth and saw eager franchisees as quick cash, which resulted in them selling an idea without substance. However, things have changed since then.

Of course, buying into a business' name is one of the biggest selling points for franchising. It brings you brand recognition and company reputation, two of the most desirable features business owners are trying to achieve.

But although the name does put a business in good stead, with good reputation comes expectation. Many people fear companies will just take the monthly fees and abandon them to fight on their own. This is not the case.

As well as providing a proven business strategy, franchisors offer a lot of ongoing support. With any business venture, there are always going to be some bumps in the road. When entrepreneurs start up independently, they must go it alone and may not know who to turn to for help when the inevitable happens, whereas franchisees are often given extensive support and training to enable them to deal with issues.

Franchisors only make money if you do and it's their reputation on the line, so it's in their best interest to assist where possible.



# FACT

**"Think of franchising as a tool and foundation for entrepreneurs, much like supplying an artist with a canvas"**

### 4 YOU NEED LOTS OF BUSINESS EXPERIENCE

Entrepreneurs may have years of business experience under their belt, but their companies still fail and quite often the reason is lack of passion. The key to success is having a passion for what you do, enhancing your drive and dedication. Franchising is a great opportunity for those who want to turn a passion into a profit without a need for lots of experience, as the business basics are already set out.

The Travel Franchise is passionate about helping individuals not just start their dream career, but enjoy success and realise their full potential on both a personal and professional level. We are proud to help people learn not only how to build an amazing travel business, which is a tangible asset, but also how to continue to grow it without limits.



#### THE AUTHOR

Paul Harrison is franchise director at The Travel Franchise



# PIP WILKINS

## Chief executive of the British Franchise Association

**BW: When was the bfa established?**

Over 40 years ago, in 1977. I have been at the association since 1999.

**BW: Why was it necessary to start an association representing the industry?**

At the time, there were not only a lot of misconceptions around franchising, but honest, ethical franchise systems also wanted to stand out from the crowd, distinguishing themselves from pyramid schemes wrongly calling themselves franchises. Eight large franchises got together to differentiate themselves – ServiceMaster, Dyno-Rod, Holiday Inn UK, Prontaprint, Zibart GB, KFC, Budget Rent a Car and Wimpy – setting up an association to represent the interests of the industry. The bfa was born!

**BW: Summarise the bfa mission.**

**What do you represent as an organisation?**

The UK franchising industry is not regulated and therefore it is imperative for the bfa to build a strong industry collective. The bfa aims to be the leading educator in franchising and it does this through an enviable catalogue of events, workshops, online tools and more.

At the heart of everything at the bfa is standards. To become a member of the bfa, the business has to go through a rigorous accreditation process adhering to a strict set of criteria and code of ethics.

**BW: Why is franchising becoming so popular in the UK?**

Franchising has continued to rise in popularity as a business model since the bfa started recording data. Recently, there has been a large spike in the number of franchise systems and number of units in personal services, from pet services to tutoring for children. Many of these can be part-time and run from home, so

you still get the autonomy of being your own boss, alongside a malleable working environment that can be ideal for a work/life balance.

**BW: Why is franchising such a great choice for women?**

There are more female franchisees than ever before and there are many reasons for this. First and foremost, franchising is ideal for people who want to work for themselves, but not by themselves. It is also a really good option for people who want a complete career change, with many females choosing franchising as an ideal way to exercise their entrepreneurial spirit, learn new skills and be part of a successful brand.

As already stated, there has also been a sharp rise in the number of franchise units in personal services, many of which have predominantly female franchisees. 37 per cent of all new franchisees in the last two years were female, and they now contribute 30 per cent of all franchisees. Out of the 710,000 people employed in business format franchising, 65 per cent are women. Nearly half the roles are part-time, which can be beneficial if full-time employment is not feasible.

**BW: What benefits does the bfa offer to members?**

As a member, you get the support of the bfa through a plethora of educational resources. The bfa has established the Franchise Training Academy, which holds a suite of educational training tools, as well as a host of events, educating both franchisors and prospects alike around ethical franchising. Whatever stage someone is at in franchising, the bfa is able to offer the right support, in the right way, at the right time.

But there is so much more than that. The bfa also offers ongoing support to

franchisors through the Franchise Gym, where franchising experts can review your business and give it a health check. These are just a small part of the benefits of a bfa membership.

**BW: Why can you trust a franchise that is a member of the bfa?**

If a franchise system is a member of the bfa, you know that the company has had to undergo a strict accreditation process to ensure its practices are wholly ethical and must continue to do so in order to be recredited.

**BW: How do you support franchisees?**

The bfa offers specialist courses, both online and at events, for franchisees to learn about the industry. Furthermore, franchisees and prospects get the help of bfa staff at exhibitions, as well as signing up for a monthly franchisee newsletter. A large growth area for the bfa is the representation of more and more franchisees in the industry.

**BW: Do you work with other global franchise associations?**

Yes. I go to numerous meetings every year, and the bfa has a seat on the European Franchise Federation and the World Franchise Council. The bfa is the only association in the UK to have this.

**BW: Tell us about your awards and conference?**

Kindly sponsored by HSBC, the annual awards were created over 30 years ago in order to showcase and celebrate excellence within franchising – there are franchisee and franchisor categories and after a rigorous sifting process and judging days with a panel of experts, the finalists and winners are determined.

Our annual conference is very much about the entire industry together. With an



agenda stretching two days, it covers a wide range of the hottest topics that matter to franchising as the industry continues to evolve.

**BW: What is Empowering Women in Business?**

Empowering Women in Business, now in its eighth year, is an annual event on the bfa calendar. The concept is for women to discuss the business place and how it changes over time. This year, it is taking place at the Oxford Belfry on November 14. The theme is 'The changing face of business'. Our website – thebfa.org – has all the relevant details.

**BW: What challenges does the franchising industry face in the UK?**

Despite the economic uncertainty of Brexit, both franchisors and franchisees, as per our recent survey, remain upbeat. The biggest challenge for franchisors continues to be finding good quality franchisees, which is why our role as the leading educator is so important.

**BW: What do you think the future holds for franchising?**

Franchising will continue to grow as it has done since records began. Furthermore, more women will continue to benefit from the unique benefits the industry provides.

**BW: Summarise franchising in five words.**

Tried. Tested. Collaborative. Adaptive. Fun.



"There are more female franchisees than ever before and there are many reasons for this"



# BREAKING DOWN BARRIERS

Encouraging Women into Franchising on how franchising answers some of the issues female entrepreneurs face

The Rose Report, a government commissioned review of female entrepreneurship, found three separate but reinforcing cultural barriers affecting women at all stages of the entrepreneurial journey. Here we show why EWIF believes that franchising is the key to overcoming these three barriers, opening entrepreneurship up to greater numbers of women.

**T**he Rose Report, led by Alison Rose, Deputy CEO of NatWest Holdings and CEO, Commercial & Private Banking, looked at the numbers of women who had started a business in the UK, compared to four peer countries: Australia, Canada, the Netherlands and the USA.

It revealed that fewer UK women choose to become entrepreneurs, with only six per cent of UK women running their own businesses, compared to 15 per cent in Canada, 11 per cent in the US and over nine per cent in Australia and the Netherlands. Here, Encouraging Women into Franchising discusses how franchising can help change this.

## BARRIER 1

Women typically have higher risk awareness than men and are more cautious about starting or scaling a business. Women were 55 per cent more likely than men to cite fear of going it alone as a primary reason for not starting a business.

## SOLUTION

Franchising reduces the risk of business ownership, as you are not running it alone. You become part of a network of business owners, under the umbrella of the franchise brand. Franchisors create regular networking opportunities and alongside this, franchisors have all the experience, resources and training to support you as you build your own successful business.

## BARRIER 2

Women are less likely to believe they possess entrepreneurial skills, with only 39 per cent confident in their capabilities

**"Only 39% of women confident in their capabilities to start a business, compared to 55% of men"**

to start a business, compared to 55 per cent of men. This is a perceived gap in ability, rather than an actual gap in skill sets.

## SOLUTION

Franchising connects your skills with the experience of the franchisor. Where you may feel you are lacking in knowledge, or experience, your franchisor will be able to support you. Training is included as part of the franchise fee, covering everything from running a business, to how to operate the franchise brand you are joining.

## BARRIER 3

Women are less likely than men to know other entrepreneurs or to have access to

sponsors, mentors or professional support networks. While 31 per cent of women surveyed highlighted the importance of networking as a business skill, compared to 21 per cent of men, only 30 per cent of women said they already knew an entrepreneur versus 38 per cent for men.

## SOLUTION

You join a network of entrepreneurs who, like you, have stepped into the world of business ownership. Many franchisors will pair up their new starters with someone within the network to mentor and support them through the process. And the whole network is there to support you at any and every stage of your business growth.

**EWIF's aim is to raise the awareness of franchising to help more women realise their own ambitions for career success. To talk to EWIF for more advice, including to request a free 30-minute telephone mentoring session, email [info@ewif.org](mailto:info@ewif.org)**

**"Only 6% of UK women running their own businesses"**

# W● BUSINESS Woman

Your 14-page guide  
to choosing the  
perfect franchise

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# Choosing the right franchise

## 7 steps to finding your perfect partner

**S**o you're considering investing in a franchise, but how do you choose the right one out of the hundreds operating in the UK in a multitude of sectors? We've got it covered!

### 1 DO SOMETHING YOU'LL ENJOY DOING

Choose a job you love and you'll never have to work a day in your life, someone once said. It's a maxim prospective franchisees should take note of.

Is there an industry you've always wanted to work in? What skills or experience could you put to good use in your own business? With a tried and tested franchise, you can turn a passion into substantial profits, whether you choose a management model, a hands-on role, operate in the business to business or business to consumer sectors or work from home.

### 2 CHECK OUT THE MARKET

Is it in growth or decline? Seasonal or all year round? Is your chosen franchisor an established market leader or a disruptor new to the industry? Does the product or service it offers have longevity? How does the competition compare?

These are all questions you must answer before you make a financial commitment.

### 3 WHAT CAN YOU AFFORD?

Franchising is not a get rich quick scheme, so don't fall into the trap of being underfunded during the start-up stage. While 93 per cent of franchisees claimed profitability in 2018, according to the latest British Franchise Association NatWest

research, not many franchises guarantee profits from day one.

Make sure you get your sums right. As well as a franchise fee, in many cases you'll also be required to pay a management services fee and contribute to a marketing fund. Other costs to take into account could include equipment, initial stock, staff and property costs and working capital.

Because of franchising's successful track record in the UK, banks such as Lloyds, HSBC and NatWest will consider funding up to 70 per cent of the start-up costs of your franchise, although all require security, such as a charge on your home, against the loan amount.

### 4 COULD YOU WORK WELL WITH THE FRANCHISOR?

The franchisor-franchisee relationship is crucial to a franchise's success, so you must be satisfied you can work with the team at head office and the franchisor's support staff on a long term basis.

In the early days, the franchisor's support will be invaluable. Once you become established, the franchisor will help





## "Franchising is not a get rich quick scheme, so don't fall into the trap of being undercapitalised during the start-up stage"

you achieve your goals, hence the phrase 'in business for yourself, but not by yourself', which is often used to describe franchising and is one of the business model's biggest benefits.

### 5 DO YOUR HOMEWORK

You must satisfy yourself that all the information provided by the franchisor about its business is credible.

Take advantage of the vast amounts of information available on the internet, attend discovery days organised by franchisors, go to the various franchise exhibitions that take place around the UK and speak to existing franchisees about their experiences of running their businesses.

In addition, Companies House is a good source of financial information, as is

the British Franchise Association, if the franchise is a member of the body that protects and promotes good franchising practice in the UK.

### 6 ASK THE EXPERTS

As part of your due diligence, pay an accountant to take a look at the figures provided by the franchisor that detail turnover and earnings potential during the lifetime of the franchise agreement.

Getting a lawyer who's familiar with franchising to check out the franchise

agreement you'll be expected to sign before you become a franchisee will also be money well spent. They may not be able to alter the contract, but will be able to explain to you what your obligations are and highlight anything unusual within the agreement.

### 7 GO WITH YOUR GUT

Don't be rushed into making a decision when it comes to investing in a franchise. You'll be spending a large sum of money and committing a significant amount of time to the partnership - at least five years and sometimes longer.

Once you've completed your due diligence on the franchise you want to invest in, go with your gut feel about the business. And if you feel it's too good to be true, it probably is.

# JARGON BUSTER

## Demystifying the terminology

WORDS BY DAVID GLOVER

**I**t's easy to feel daunted by the jargon when you're entering a new industry - and franchising is no different.

So I've demystified some of the common terminology prospective franchisees need to be familiar with.

### Management service fee

Usually abbreviated to MSF, this is a monthly fee payable to the franchisor. These are not hidden costs - they're vital to your success as a franchisee.

The question to ask isn't: why am I paying this? It's: what am I getting for my money? What support, services or core products does your franchisor provide in return for your MSF?

MSF charges are structured differently from franchisor to franchisor. Some adopt a percentage of turnover, which means charges will seem minimal in the initial months, but will increase in line with your turnover. Others work on a fixed fee basis, a flat rate that remains the same no matter what. Take time to understand how this impacts you and your business going forwards.

### Operations manual

Also referred to as the 'ops manual', this document is unique to franchising.

When you buy a franchise, you're buying a proven model - and it's this knowledge, intellectual property and years of experience that's contained within each franchisor's operations manual. It will offer guidance and should provide the answers to most, if not all, the questions you'll have when it comes to the day to day running of your business.

Ops manuals are living documents. As the franchisor introduces new technology, launches new products and services or invests in new markets, the manual will be amended to reflect enhancements to the model. The key thing to remember is that while the franchisor has the right and, indeed, the duty to make changes, franchisees do not.

Don't be surprised if you aren't allowed to thoroughly inspect it before you officially join a franchise, but make sure it exists and discuss the types of information it contains to be sure it's comprehensive and has been updated to include things like social media and GDPR.

### Territory

A territory is the area in which you'll operate your business.

In most cases, franchisors split the country into territories by taking a number of factors into account. Things like population density and demographics to postcode and local authority boundaries.

Usually, territories are marketed as 'exclusive' or 'protected', meaning other franchisees in the network are not permitted to trade there. Not every franchisor offers a protected geographic territory, with some preferring a 'keep what you win' approach to customers. In my experience though, most franchisees expect a piece of the country they can call their own.

Caremark franchisees operate in exclusive territories and have the option to expand into multiple territories - something more than a dozen of our franchisees have already done.

If you're looking for a scalable business, it's important to know exactly what your rights are in your current and any future territory.

**"Your due diligence should cover more than the brand you're considering investing in"**

## ● 2 Key Concepts

There are some key concepts that, while not specific to franchising, are crucial to business ownership and are often misunderstood:

### 1. Business plan

People need to get away from the idea that a business plan is essentially a funding document.

Your business plan should be a working document that you regularly review. It should be constantly updated, preferably

in conjunction with your franchisor.

For Caremark franchisees, the business plan becomes a growth and development plan for the lifetime of their business.

### 2. Profit and loss vs cash flow

Many people get these two things confused and if that happens you can run into all sorts of trouble.

A profit and loss can look surprisingly healthy for a business that's in liquidation. The thing you must grasp if you're going to run your own business is that cash flow is king.

Profit is defined as revenue less expenses. But just because you've made a sale doesn't mean you have that cash in the bank - think credit terms, late payment and defaults.

That's why money physically moving in and out of the business (cash flow) can be very different to how the finances look on paper (profit and loss).

Whether you have clients who pay monthly or for any type of transactional business, understanding your cash flow is essential to ensure you can pay suppliers, staff and overheads on time.

# JARGON

## Due diligence

When you reach a certain point in your journey, you'll no doubt hear a franchisor telling you to go away and do your due diligence. Basically, this means research. And lots of it.

It's important to remember your due diligence should cover more than the brand you're considering investing in. You will need to speak to existing franchisees, learn as much as you can about the model and the success of the business to date. But due diligence should cover much more than that and it's important you understand why.

I always tell my prospects to research other care brands because I want them to understand who we are and make sure they feel comfortable our culture, ethos and brand are the right fit.

Research the proposed or offered territory for more than just its boundaries or demographical split: what are the market opportunities, who are the most

prevalent competitors at the time and what, if any, nuances and logistics will impact on a local level?

For Caremark prospects, this could be anything from how the local authority works with care providers in the area to likely availability and locally focused ideas for recruitment of staff.

Far from being put off by undertaking this level of research, you should see this as arming yourself with the knowledge required to make your business a success. With these facts, your subsequent meetings with any franchisor can be more comprehensive.

## Renewal

This is the point at which your franchise agreement comes to an end and you have

the opportunity to sign up for another term.

Don't take for granted that your renewal is guaranteed or that the initial term is five years. Some franchisors operate on five, 10 and even 20-year terms and you should expect a formal business review prior to renewal to make sure both parties are still benefiting from the relationship. It's unusual to have to pay to renew, but this question should form part of your due diligence too.

If you're looking at a franchise opportunity, it's sensible to familiarise yourself with industry terminology, as it shows initiative, motivation and that you're serious about a future in franchising.



### THE AUTHOR

David Glover is  
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# Self employment with support

The 10 essential elements of a good franchise package

WORDS BY IAN BRADLEY

**W**hen you invest in a franchise, you have every expectation and right to know what your money is paying for. A big part of the answer lies in the initial 'franchise package' - the range of materials, activities, training and support you can expect before, during and after you become a franchisee.

The first thing to note is that packages vary, depending on the type of franchise and business. There's no 'one size fits all' and franchisors develop an initial package based on experience, cost and fundamental necessities.

A good franchisor will present a combination of many different facets, which should give the franchisee the best possible start to their new venture. The objective is to keep that honeymoon period going as long as possible.

However, as a potential franchisee you also need to look beyond the initial phase and ensure that this is the right opportunity for you; that the business model stacks up well, especially after those first few months of high activity.

The start-up package should be discussed in great detail prior to signing the franchise agreement to ensure clarity, to adopt an action plan and to give the franchisee confidence about how to roll out their business. Here are some of the areas you should be exploring:

## 1 TRAINING PROGRAMME

The franchisor should outline a comprehensive training programme, with details of each subject covered.

This will typically follow the contents of the operations manual and will put the flesh on the bones of running the business successfully. The location and dates of training will also be agreed.

Although the franchisee typically bears their own costs, such as accommodation and travel, the training programme is a large investment for the franchisor. Much time and resources are spent in developing a great process for the franchisee to enjoy and benefit from.



**THE AUTHOR**  
Ian Bradley is  
franchise director at  
My Window Cleaner



"Franchisors develop an initial package based on experience, cost and fundamental necessities"

## 2 PRE-LAUNCH MARKETING

Most franchisors will plan a pre-launch marketing campaign, so that the franchisee can hit the ground running. The aim being to have customer activity and hopefully some revenue on day one. This may include local PR, leaflet campaigns, adverts in the local press, website pages, Google AdWords and radio promotions. There are a lot of different channels and the franchisor should know what works best based on experience.

At My Window Cleaner, we plan a month of pre-launch activity prior to each franchisee's business launch: two weeks of marketing activity, followed by a training week and then a 'gap week', before trading commences on week five. Over that full four-week period, we manage the marketing for the franchisee while they're getting used to their new business. With most franchises, the pre-launch marketing budget will be taken from the initial franchise fee you invest.

## 3 IN-TERRITORY SUPPORT ON LAUNCH DAY

I believe it's imperative that the franchisor is physically present for the first few days of a new franchisee trading. This handholding exercise will allow for opportunities to be maximised and errors to be eradicated. It's also another great way to build trust and share experience between the franchise partners.

## 4 SUPPLIER LINKS

Most franchisors use third party suppliers, whether for vehicles, printing, essential products or services. As part of the start-up package, a new franchisee should receive a warm welcome from these suppliers, along with great customer service and perhaps some pre-negotiated discounts.

## 5 BUSINESS MODEL/PLAN

It may seem obvious, but a well presented working business plan is key at the start. The business model will have been developed over time by the franchisor and the franchisee will bespoke it to their own territory and circumstances.

A business plan may also be necessary to present to banks or other financial institutions for initial funding. It's important that the franchisee takes ownership of the business plan from day one and keeps it updated at all times. The model should also take into account cash flow requirements and working capital.

## 6 MARKETING STRATEGY

The ongoing marketing plan is at the heart of your success. It will include many different materials, techniques and channels, which the franchisor has tried and tested over the years.

Franchisees need to be able to read, understand and then apply the strategy to their own territory. A planned approach from day one is essential for business growth.

## 7 STATIONERY AND BRANDED MATERIALS

At My Window Cleaner, we ensure that when a franchisee walks into the training room on day one all their personal stationery, territory wall maps, marketing materials and uniforms are waiting for them on the desk. It creates a great impression. A franchisee will know exactly what they're receiving prior to starting training, but seeing it for the first time brings home the reality of starting their own business.

## 8 FOLLOW-UP MEETINGS

As part of the start-up package, you will want to know that this is just the start of the relationship, not the end. A franchisor will pre-plan follow-up meetings to ensure the franchisee is on track, the business plan is being achieved and to help iron out any operational issues. This mentoring process is discussed at an early stage and normally diarised during the training week.

## 9 FRANCHISE TERRITORY

The franchisor should have created viable franchise territories, typically by engaging an experienced franchise mapping company to define them, based on existing customer demographics and the marketplace.

The territory should be known by the franchisee and discussed between both parties in great detail. These discussions will lead onto how the pre-launch marketing campaign is manifested, as well as a planned expansion after the initial launch. The franchisor should provide several maps (high level detail with hot-spot mapping and low level detail with territory boundaries), as well as the full demographic profile of the potential customer base. These will not usually be given to the franchisee until training starts.

## 10 OPERATIONS MANUAL

The operations manual forms part of the package and is a key and fundamental part of the franchisee's business - the blueprint on how to run it successfully. A franchisor may let a franchisee see the manual as part of their due diligence, but the manual will not be officially handed over until training commences.

I always 'grant' a franchise, never 'sell' a franchise. A franchisor should choose their partners carefully and ensure there is a natural long-term fit for both parties. So although an initial franchise package may be a potential sales tool, it's the viability of the business and the relationship that needs to stand the test of time, not just the initial package. Choose your partners carefully and not just on the package presented to you. A long-term flourishing business relationship is more important than a few thousand extra leaflets.

# You can bank on it

## 8 ways to foolproof your franchise financing

WORDS BY SUZIE MCCAFFERTY



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

**S**o, you've chosen your ideal franchise, but how are you going to finance it? If you have savings or a redundancy payment to cover the start-up costs, you're in a very fortunate position. If not, you'll have to seek some source of external finance.

You may assume it will be difficult to get a bank loan in the current Brexit influenced economic climate. However, the banking sector is still very much in favour of franchise

**"The banking sector is still very much in favour of franchise businesses"**

businesses, as they are statistically proven to have a greater chance of success and are therefore seen by the banks as less risky.

This doesn't mean you can take it for granted that your application will be approved - many potential franchisees have failed to secure funds because their approach was ill prepared.



### 1 Speak to the right department

It's essential you speak to the right department in a bank. Most of the high street banks have specialist teams with an in-depth knowledge of the franchise sector and it's this department you need to put your proposal to.

### 2 Decide how much you want to borrow

Before even approaching a bank, you'll need to decide how much you need to borrow. Banks will generally lend around 50 per cent - occasionally up to 70 per cent - of the start-up costs, which includes the franchise fee and working capital. So say the total set-up cost is £30,000, a bank might fund £21,000, leaving you with £9,000 to fund yourself. Depending on your creditworthiness, you may have to provide additional security to the bank.

### 3 Don't underestimate how much you will need

Be realistic about how much you will need. Very few franchises will produce revenues from day one, so you need to think about your domestic and business outgoings in the first few months and how they will be covered.

### 4 Have a back-up plan

It's also wise to have a contingency fund put aside to cover any unexpected events - a customer may not pay you or you may have to take time out of the business to deal with a domestic matter. Many franchisees have found themselves running out of cash because they have been overoptimistic about future

earnings and not been realistic about what could go wrong in future.

### 5 Prepare a detailed business plan

A bank will want to see a business plan and proof you have done your homework. The plan should contain information about the franchise and the market opportunity, background details about yourself and anyone else involved in the business, plus basic financials such as sales and cash flow forecasts.

### 6 Do your homework

Banks will want proof you have done your due diligence, so make sure you have looked at the markets, trends and competitors, and that you have checked out the franchisor's background and spoken to existing franchisees.

### 7 Be realistic with your numbers

You need to know your numbers inside out, so test your projections. Are they too conservative or overambitious? Banks see hundreds of business plans each month and instinctively know what are and are not realistic numbers, so try to give a genuine forecast without sounding too pessimistic.

### 8 Funding, funding, funding

Lastly - and I cannot emphasise this enough - don't start up underfunded. Make sure you have borrowed sufficient working capital in addition to the fixed upfront investment. Business is hard enough, so don't fail simply because you ran out of cash just as your business was starting to succeed.





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Stress relief

Franchise

Be happy

Take charge

Child care

Tempus Fugit

You choose

Love what you do

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GO-TO  
GUIDE FOR  
YOU AND  
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# Before you sign...

Here's what every prospective franchisee needs to know about franchise agreements

WORDS BY STEPHEN THOMPSON



## THE AUTHOR

Stephen Thompson is managing partner at law firm Darwin Gray

**W**ith more and more people deciding to opt for self employment, franchising is on the up. By taking advantage of the franchisor's brand, reputation, marketing support and business systems, you can start your own business more quickly and with less risk than going it alone.

Here are some common questions Darwin Gray gets asked about franchise agreements to help you prepare:

### Why is the agreement so long?

Franchise agreements are usually quite lengthy and heavily weighted in favour of the franchisor.

While this might seem unfair, it does ensure that the franchise network as a whole has the benefit of comprehensive legal protection. While this protects the network generally from any 'rogue' franchisees, it does mean you will be on the back foot in the event of a dispute with your franchisor.

### Who are the parties to the agreement?

Depending on the type of franchise you are buying, you will probably want to trade as a limited company.

However, the franchisor will usually want someone to personally guarantee the franchise - ie, to promise to fulfil the franchisee company's obligations if it fails to do so. This will ensure that the shareholders of the franchisee company cannot simply walk away from the agreement by simply dissolving or liquidating the company.

By giving a guarantee, you will have personal liability if things go wrong and your personal assets may be at risk.

### Can you trade outside of your territory?

Most franchises operate on the basis of 'exclusive' territory rights - ie, no other franchisee will be allowed to trade in the same territory as you.

If you have an exclusive territory, you will not generally be entitled

to actively market your franchise outside of it.

### What rights will you have to use the franchisor's branding?

Strong brand identity is very important in franchising and, as part of the franchise, the franchisor will grant you a licence to use its branding and other intellectual property rights. This will enable you to leverage the goodwill and reputation the franchisor has built up in its branding.

However, at no time will you have any ownership rights in relation to the franchisor's brand and the franchise agreement will contain extensive clauses to protect the franchisor's intellectual property rights.

### Does the franchisor have control over your advertising and promotional activity?

It's likely that the franchisor will prescribe the advertising and promotional materials you'll be allowed to use and you'll probably be obliged to make a financial contribution towards the national advertising being undertaken by the franchisor for the purpose of raising awareness of the brand generally.

**"It's likely that the franchisor will prescribe the advertising and promotional materials you'll be allowed to use"**

Some franchisors allow their franchisees some latitude, but they will still want to have the final say over what advertising and promotional materials are used to promote the business.

### **Does the franchisor have specific legal obligations under the franchise agreement?**

Yes. The franchisor will have core obligations under the agreement, mainly around training, initial support to be given to you and also to innovate the franchise business.

### **What will your obligations be under the franchise agreement?**

The franchise agreement will set out your initial and ongoing contractual obligations to the franchisor.

It will be a long and usually self explanatory list, which you will need to consider carefully. You need to be happy that you can perform all of your obligations under the agreement.

### **How long will the franchise last?**

There are no hard and fast rules on the length of the franchise term you will be allowed to purchase. Typically, franchise terms last for between five and 10 years. However, sometimes they will be longer or shorter than that.

### **Can you exit the franchise early if you don't like it?**

Franchise agreements are usually for a fixed term and

can't easily be terminated by the franchisee.

Generally speaking, the only way you will be able to end the agreement early is with the agreement of the franchisor. This may involve you buying yourself out of the contract, which can be costly.

It is not unusual for franchisors to seek compensation from you for the lost management fees they would have earned had you seen the contract term to the end.

It's really important that you carefully research the franchise before you sign up to minimise the risk of you deciding it's not right for you further down the line. Make sure you speak with as many existing franchisees as possible.

### **Can the franchisor terminate the agreement early?**

The franchise agreement will contain a list of reasons based on which the franchisor will be entitled to terminate the agreement early, usually around breach of the agreement and operations manual by you.

### **Will you be allowed to renew your agreement after its expiry?**

Franchise agreements usually contain a right to renew, subject to certain conditions.

However, the number of times you are entitled to renew may be limited - you should check the agreement. Typically, if you renew your franchise, you will be required to sign up to a new agreement in the franchisor's then current format.

### **Will you be able to sell your franchise?**

When you want to exit your business, you will hopefully find a buyer to realise the value you have built up in it. The franchisor will want to approve the buyer and give its consent to the sale. You will usually have to pay the franchisor's costs of doing so.

We strongly recommend you instruct an experienced franchise lawyer to provide you with a detailed report on the terms of your specific franchise agreement before signing.

While franchise agreements are typically issued on a 'take it or leave it' basis, a franchise specialist will be able to advise you whether the agreement complies with industry norms and highlight any particular risks.





# Business plan masterclass

How to become a business plan genius

WORDS BY ROB ORME

**D**aunting, scary, challenging. These are just three words a prospective franchisee recently used to explain their initial perception when approaching the process of writing a business plan.

I have seen business plans of all shapes and sizes - some way too detailed and some at the other end of the spectrum. The truth is, a business plan is a paper version of your envisaged business journey. Where are you now and where do you want to be? The business plan answers the all important question: how are you going to get there?

Without a robust business plan, how do you know the proposed business is even worth running? If the outcome of running the business will not enable you to fulfil your personal objectives, it's worth reevaluating whether you want to undertake that business journey.

A business plan is also an essential element when securing funding to launch your business. It's important a lender can be confident you will operate your business successfully, with an optimistic yet realistic road map to success.

## 4 KEY CONSIDERATIONS

I mentioned I've seen business plans of all shapes and sizes. Therefore, I want to outline some of the key considerations to help you when the time comes to write your own:

### 1 Business objectives

What are your short, medium and longer term objectives for the business? Through sitting down and committing to a plan with specific, measurable, attainable, realistic and timely objectives and outcomes, you provide yourself with the focus necessary to drive towards what it is you really want.

### 2 Include a narrative

There is much more to a business plan than just the financials. A franchise business has numerous elements to consider. Namely,

the franchisor, the territory and the franchisees.

Therefore, you must ensure you have adequate background information and data to support the benefits of the combination of the three. What are the franchisor's credentials? How many franchisees does it have in the network and how are they performing? What training and support is provided? What marketing do you benefit from? Is the support hands on or hands off?

Next, the territory. How affluent is the target area? What local marketing initiatives can you run? Is there a high concentration of local level competition? And when it comes to you as the owner, what credentials do you have to show you will deliver the plan?

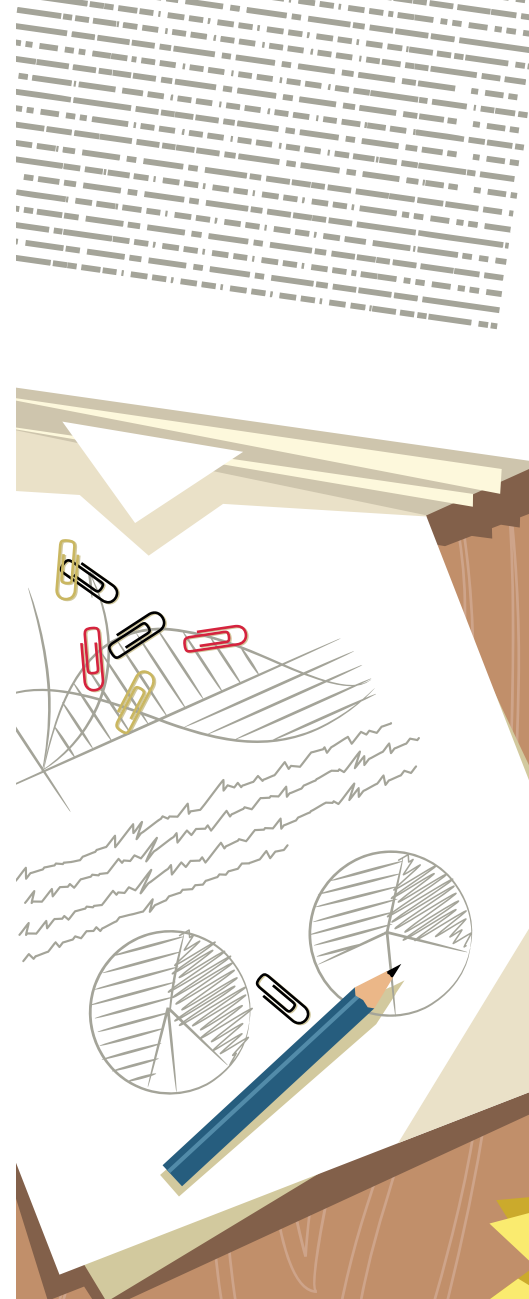
### 3 Include comprehensive financials

The devil is in the detail when it comes to financial projections. Firstly, it's essential to be as scientific as possible, so leverage your franchisor and its existing franchisee network to provide you with guidance about what is achievable and realistic.

You need to compile at least three years of monthly profit and loss, cash flow and end of year balance sheets. The franchisor and any lender you approach will need to have confidence in your grasp of the financials and know you have followed a robust process to arrive at the end figures - it's much more than a 'finger in the air' exercise.

### 4 In depth SWOT and competition analysis

These are essential elements of a robust business plan. Make sure you allow yourself the time to get under the skin of any competition. They are likely to be some of your biggest threats, particularly if operating in a saturated sector. Having competition isn't a bad thing. In fact, it can be seen as a positive. However, this is



**"A two page business plan is no use, while a business plan with 200 pages isn't much use either"**

your opportunity to show how you would mitigate any threat or risks.

Outline your strengths and opportunities, show a lender and your franchisor what you are made of and how you will deliver on your financial projections through capitalising on strengths and opportunities, while remaining alive to and mitigating weaknesses and threats.



**THE AUTHOR**  
Rob Orme is franchise relationship manager at Hitachi Capital Franchise Finance



## DON'T MAKE THESE 4 MISTAKES

On the other hand, it's important to be mindful of the following:

### 1 Losing focus

A two page business plan is no use, while a business plan with 200 pages isn't much use either. A plan needs to be focused and concise. Covering too much or too little can be confusing, both for you as the business owner/operator and for a franchisor or lender reviewing the plan.

### 2 Being overambitious/too conservative

As with many things in life, it's all about finding the right balance. Sky high projections can damage your credibility and risks putting you in a position where you need to borrow more than is necessary to drive unachievable sales volumes.

Be too conservative and you risk

undervaluing your business and not showing a lender the proposals in their best light. This is where talking to existing franchisees is so valuable, as they have been there and done it, so broadly your projections should be in line with others from the network.

### 3 Not engaging in the process

Doing a plan just for the sake of it is a pointless exercise. You need to demonstrate ownership of your business plan. Knowing and understanding what you are aiming to achieve, why you're doing it and how you are going to make it a reality are fundamental elements of your business' success. Make sure you are heavily involved and invested throughout.

### 4 Writing then not using your business plan

All too often plans are written to secure funding and never see the light of day

again. Yes, a good business plan is an essential tool for securing funding, but if you do not use and tweak it on an ongoing basis, how do you know how well your business is performing?

You should always be monitoring key performance indicators and acting on the data you're deriving. This could be the difference between business success and falling short of your objectives.

By this point I hope you have a clear idea in your head as to why you're writing your business plan, what you need to include and the traps to avoid falling into.

Always bear in mind that you are in business for yourself, but not by yourself. If you're still not confident about putting your own plan together, contact your prospective franchisor and ask for help or get in touch with Hitachi Capital Franchise Finance's team of experts and we will help you compile a robust plan for your chosen franchise.

# PICK ME!

Franchises are only awarded to the best candidates, so here's how to shine during the recruitment process

WORDS BY NIKKI HAYTHORNE



One of the most interesting statistics to come out of the 2018 British Franchise Association NatWest franchise

survey was that more and more women are finding the confidence and self belief to get involved in franchising.

Having worked in franchise recruitment for over 10 years, I'm passionate about the opportunities and benefits that franchising offers to ambitious women who are keen to steer their career in the direction they want. From full to part time, the wealth of different franchises now available across a huge variety of industries means there really is something to suit everybody, whatever your passion may be.

I'd like to share with you my advice for what to expect during the recruitment process and how to go about preparing for it.

## Initial enquiry

The first stage in the recruitment process will likely be an email enquiry, followed by a telephone conversation to find out more.

To prepare for the telephone call, it's always a good idea to read the information available on the franchise's website and social media platforms, as well as specialist franchising websites such as [what-franchise.com](http://what-franchise.com). Also, if you've been sent a prospectus, have a good read through, as you will find many of your initial questions will be answered here.

While the telephone conversation will be an opportunity to find out more, it's also a chance for both parties to establish whether they are potentially right for each other and whether it's worth taking the process further, so expect some questions on your employment and financial background, your motivations and your personality.

## Insights for discovery days

If the outcome of the initial phone conversation is positive, the usual process is to attend a discovery day at the

franchisor's head office, where you'll have the opportunity to meet with key personnel and learn about the support and systems the business has in place.

It's worth remembering that good franchisors do not 'sell' franchises. This is not in their interest, as their financial success and reputation within their industries and franchising is largely based on the success of their franchisees.

Therefore, they are likely to be selective about who they 'award' a franchise to. You need to demonstrate you have the necessary skills to follow a franchisor's model and represent the brand in a professional way.

With this in mind, here are my seven tips to help you make a good impression at a discovery day:

### 1 SMILE AND BE PERSONABLE

When you take on a franchise, you are buying a brand name and system, but ultimately people buy people, so a franchisor needs to know you are going to be a capable advocate of its brand. Sell yourself, be engaged and confident in order to demonstrate how you will come across to clients.

**"A franchisor needs to know you are going to be a capable advocate of its brand"**

### 2. DRESS APPROPRIATELY

You need to appear professional and while it may not be appropriate to wear a suit, make sure your outfit reflects well on you and your ambitions. If in doubt, ask what is expected on the day.

### 3. MAKE IT CLEAR YOU PLAN TO FOLLOW THE MODEL

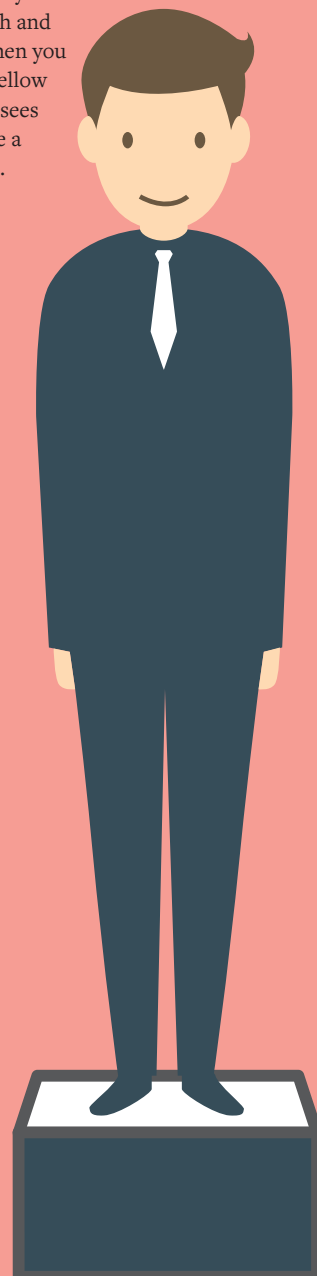
The last thing a franchisor wants to hear is that you plan on reinventing the wheel. The

company needs to know you understand that the model works and you want to buy into this system.

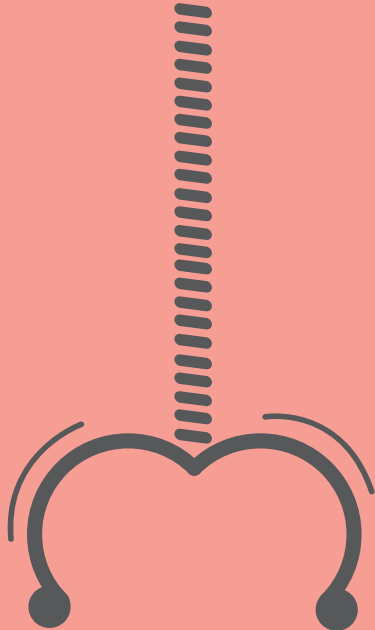
### 4. HAVE YOUR QUESTIONS READY

The discovery day is the time to ask more in-depth questions and those that are pertinent to you. Many franchisors, including TaxAssist Accountants, will demonstrate their knowledge and breadth of support provided by different departments with presentations throughout the day.

You can then direct relevant questions to the right team members, who will have an in-depth understanding of their area of expertise. This is likely to be followed up by a one-to-one break-out session, where any personal questions and issues can be discussed. You may find there is time over lunch and during breaks when you can chat to any fellow potential franchisees and perhaps have a tour of the office.





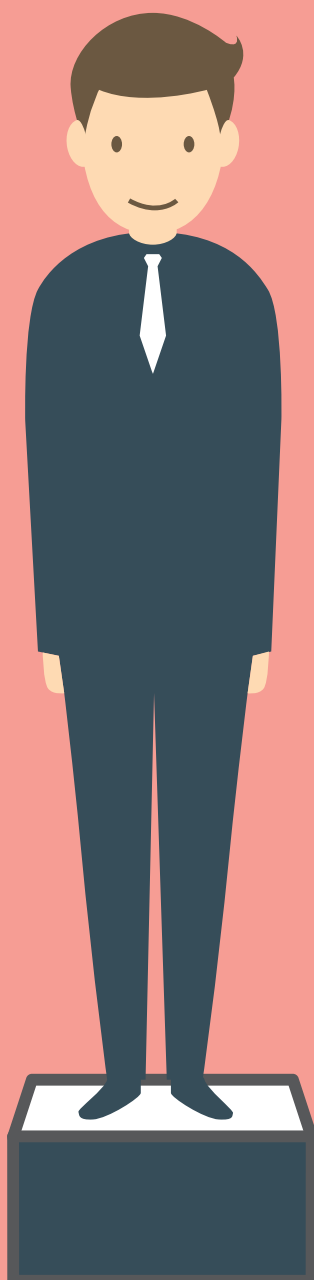
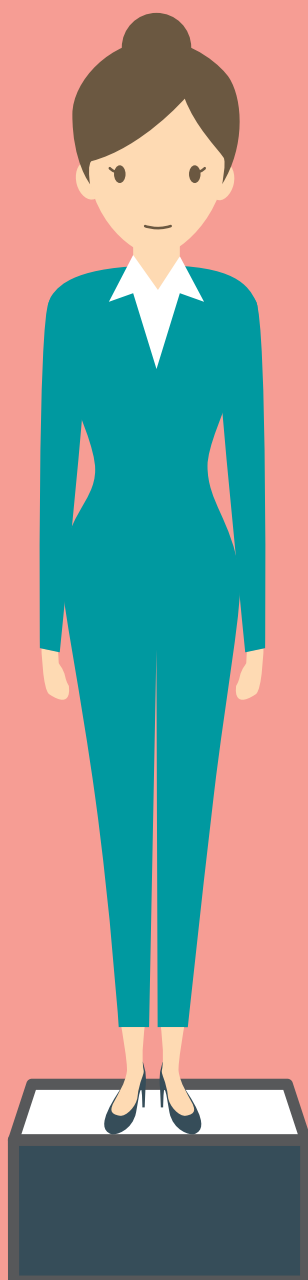


#### 5. BE WELL RESTED

The discovery day is likely to run for the whole day, so ensure you have travelled the night before if the franchisor's head office is a long way from your home in order for you to be well rested and prepared for the day ahead. It will also mean you are less likely to flag in the afternoon and can maintain your concentration levels.

#### 6. SHOW YOUR KNOWLEDGE

Although franchisors will be providing comprehensive training and support, you will still need to demonstrate that your experience to date qualifies you to take on a franchise. Do your research into the industry in which the franchise operates, so that you appear well informed about



## Main reasons for not granting a franchise

1. Insufficient capital
2. Performance at interview
3. Lack of business acumen
4. Seemed to be just buying a job
5. Failure to turn up for appointments
6. Poor credit history
7. Inability to complete application forms
8. Lack of sales/marketing experience
9. Not suitable

Source: British Franchise Association  
NatWest franchise survey 2018.

the role you are looking to take on and you understand the motivations of the client base.

#### 7. DEMONSTRATE YOUR FINANCIAL ACUMEN

Taking on any franchise is a significant financial commitment. Make sure you have discussed your plans with your partner/family, so that they are fully aware of what you are considering and, if possible, bring them along to the discovery day.

Be honest with the franchisor - and yourself - about your financial position and your ability to raise the necessary funds. No franchisor will want you to overstretch yourself so much financially that you fail. At TaxAssist Accountants, business planning is discussed in depth during a discovery day to ensure you can competently complete the plan before taking it to a bank to raise finance.

#### Continue your research

After the discovery day, if both parties are still keen, you will need to continue your research and due diligence, including speaking to a number of current franchisees to get an honest appraisal of the franchisor from those who are currently living and breathing the brand. Ask about the support they have received and if financial expectations are being met.

A good franchisor will guide you every step of the way, so you know what you need to have done and by when to enable you to successfully make the transition to franchise owner.



#### THE AUTHOR

Nikki Haythorne is the franchise recruitment manager for TaxAssist Accountants

# AND ALL THAT RAZZ

Denise Hutton-Gosney, founder of Razzamataz, tells us about her rise to success, her non-stop lifestyle and her dabbles with a dragon

WORDS BY EMILY SEDDON

**W**hen I first met Denise, it was at the Encouraging Women into Franchising awards event - she was a finalist in the Inspirational Franchisor of the Year Award and I could immediately see why.

It was my first foray into franchising awards, being a relative newcomer to the industry, and I was instantly wowed by the enthusiasm, excitement, commitment and drive shown by this group of hugely inspirational women. Denise stood out as someone who not only lived, breathed and embodied her franchise, Razzamataz, but who gave so much more to the business, her employees and her family.

## Caught the bug

Denise was always interested in theatre and dance, but could never afford to take

part herself. "I remember my friend went to dancing classes and I thought 'how lovely'," Denise explains. "Then when I was about five, I entered a talent competition - and won. Eventually, at the age of 10, my parents gave in and I enrolled for dancing classes and that's where I really caught the bug."

Before launching her own business, Denise immersed herself in the world of performance art: "I was a professional dancer, choreographer, gymnast and TV extra for over 10 years before establishing Razzamataz. I performed on cruise ships and in the West End. I was a stunt double on a TV show and was even part of the 'Millennium Dome' show as a trapeze artist!"

Razzamataz was born in 2000, with the aim of bringing affordable, part-time



**"Denise opened her doors to the first classes and has never looked back since"**

performing arts training to children from all walks of life, nurturing their self esteem, building their confidence and, above all, letting them have some fun. Denise opened her doors to the first classes and has never looked back since.

## Entering the den

Her big break came in 2007 when she decided to brave the glare and scrutiny of the Dragons' Den. Describing it as more nerve-racking and painful than giving birth to her two children, Denise won over the dragons and secured the backing of Duncan Bannatyne, who helped take the business to the next level, catapulting both Denise and her business into the limelight.



Now over 10 years on, she not only runs a successful network with 46 franchisees and over 400 employees, but has helped raise thousands of pounds for charity, set up a scholarship scheme and developed a range of innovative initiatives to help her franchisees grow their own businesses and follow in her footsteps.

"We launched Razz Project Intense to help students wanting to train professionally at college after leaving Razzamataz," Denise says. "Razz Early Years was launched in 2018 and we have a brand new product called Razz Tiny Tots, especially for babies aged six to 24 months.

### Creating memories

What does the future hold for this unstoppable woman? "Customer satisfaction and creating memories for the students and their families is the foundation of Razzamataz," Denise says, who is now busy preparing for next year's 20th anniversary.

"For the business, I want to keep steadily growing and continue offering as many opportunities for our students and franchisees alike across the UK and then to take it to a global audience."

World - watch out!



## Get to know...Denise Hutton-Gosney

**Sum up your business in five words**  
Exciting, fun, fast paced and rewarding.

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

**Thing you love most about your job?**  
Seeing young entrepreneurs like me start their journeys and watching a shy child blossom into a confident young adult.

**Greatest sacrifice you've made to get where you are today?**  
Probably sacrificing some family time. Running any business, in the early days you work very long hours.

**Biggest risk you've taken and how did it work out?**  
I remortgaged my house to franchise the business when I didn't know if anyone would want to buy into my brand. It

worked out great! Today, we have an amazing network of very passionate, hard-working people.

**Proudest achievement - work or otherwise?**  
Gaining charitable status for our Razzamataz Future Fund, which offers grants to our students to go to performing arts colleges, and of course my two gorgeous boys - both my legacies.

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

**How do you relax and forget about work?**  
I go to the gym. I particularly love cross fit, which is pretty hardcore.

**Who do you most admire?**  
Anyone who grafts hard for what they have in life. I guess you have to admire Duncan Bannatyne, as he started out in business quite late on in life with no

money and grafted hard for his wealth and success.

**Biggest lesson you've learned along the way?**  
Being kinder to yourself - it's okay to have a day off.

**Why do you love franchising?**  
It's a great way to grow your brand with like-minded people - together we are stronger. You're always stronger as a network.

**What advice would you give a younger you?**  
Try not to take things personally. With it being your brand, it's also your baby, so sometimes it's difficult to not take it personally. I know this now.

**What's next?**  
Our 20th anniversary celebrations! They start in London in January with a huge conference for our network, plus some surprises. We then have a West End gala performance planned, followed by around 400 of our students leading the parade at Disneyland. After that, who knows? The sky's the limit!



# BEATING BURNOUT

6 simple ways to conquer this modern menace

WORDS BY TANIA DIGGORY



**THE AUTHOR**  
Tania Diggory is founder of Calmer, which empowers entrepreneurs to nurture good mental health and well-being.

**B**urnout has long been talked about as a leading cause of working days lost in the UK and in certain cases for franchisees it can be debilitating enough to put your business and investments at risk.

While there are plenty of professional guides to franchising available, there is less of a focus on how to prepare emotionally and mentally for self employment and setting up a business of your own.

With burnout now recognised by the World Health Organization as a legitimate medical diagnosis, I'm delighted to see mental health in entrepreneurs being taken more seriously. It's why I set up my training organisation, Calmer, a number of years ago with the aim of supporting business owners, entrepreneurs and small and medium-sized enterprises to nurture good mental health and mental resilience.

## What is burnout?

If you're unfamiliar with the term, burnout means the loss of meaning in one's work, coupled with mental, emotional or physical exhaustion as the result of long-term, unresolved stress.

I believe burnout can affect anyone. However, there is a growing number of entrepreneurs, business owners and freelancers who are reporting symptoms of burnout - studies reveal over 60 per cent in the UK. We've also seen an increase in the number of people struggling with burnout in the past few years, which seems to coincide with the rise of people

starting their own businesses.

Despite the social acceptance of workplace stress, it can become a problem if you or your team struggle with it. Stress is a leading cause of working days lost and is also a cause of physical illnesses too.

## How to conquer burnout

While there are more than 40 ways to experience stress, there are a number of easy ways you can reduce its effect.

Across The Reignite Project, the free course we set up at my company to support professionals with reducing stress and burnout, I provide a number of strategies to put out the fire of burnout in your work and life and reignite your passions. Here are six to get you started:

### 1 Start prioritising your mental health

To start nurturing your mental health, the first step is to recognise how you feel. Mental health problems affect one in four people and for UK entrepreneurs, over 60 per cent report experiencing stress and burnout.

If you feel stressed or anxious, try to accept that feeling without any self judgement. Allocate some time to reflect on your mental health, as well as your professional journey, and pinpoint where your stressors lie. You may find it easier to tackle these once they have been broken down.

### 2 View downtime as an investment in productivity

Many business owners prioritise their

work over all else. This is especially true during the start up stages of setting up a business, where you may work extra hours, taking on more and more tasks until they catch up with you.

Wherever you are on your professional journey, valuing your downtime is just as important as monitoring the financial returns on your investment. Giving yourself ample downtime will enable you to work more efficiently and produce better results.

Small changes, such as ensuring you get enough sleep, will set you up for better cognitive function.

You may also want to practice the affirmation that you deserve downtime, that you have truly earned it. Recognising your efforts and hard work will enable you to 'treat' yourself to time off.

### 3 Be the best boss you've ever had

New business owners tend to push themselves far harder than they would if they were managing someone else. As a result, not appreciating your efforts, spending too much time working and subsequently experiencing burnout is common.

Would you instruct another person to work the hours you do? Wouldn't you want them to enjoy themselves alongside their work? Most crucially, wouldn't you appreciate a more enthusiastic, productive team member for set business hours than a less productive, worn out team member doing twice the hours?

Try viewing your work as if you are your own manager and treat yourself reasonably. Set fair working hours, give yourself realistic goals and celebrate your successes, no matter how small.

### 4 Maintain a healthy lifestyle

Nurturing good mental health is similar to nurturing good physical health. In fact, maintaining a healthy lifestyle can play a key part in achieving good mental health and, as an extension, clarity at work.

Three questions you may want to ask yourself when you're feeling fuzzy headed or tired at work are:



- How much water have you drunk today?
- What have you eaten today?
- When was the last time you did exercise?

Take some time out to resolve each of these and stay in touch with your body's needs to achieve better productivity and experience less stress at work. Leisure and fitness are important - it can boost your productivity, enhance your creativity and keep you feeling centred.



# 1 in 4

People are affected by mental health issues in the UK

## 5 Start talking about mental health at work

If you're looking to create a mentally healthy culture in your workplace, one of the easiest steps to take is to start talking about mental health.

The first step is to recognise how you feel and communicate with others. It can be something as simple as saying you feel frustrated with a held-up project or sad about a missed opportunity.

With every conversation, you will break down the stigma around mental health a bit more.

## 6 Join the Reignite Project for free

If you're looking to embed long lasting burnout prevention strategies that work, join in with our Reignite Project. The 10-week course is sent straight to your inbox, with quick and easy challenges to complete each week.

**If you're a franchisee, you can follow the entrepreneur course and if you have a team, invite your employees to take the business teams course.**

# Female friendly

There hasn't been a better or more welcoming time to get involved in franchising

WORDS BY SUZIE MCCAFFERTY



kay, full disclosure: I love franchising and it's possible I may be a tiny bit biased towards its long list of benefits.

I've worked in franchising for very nearly 20 years. I opened a refillable ink cartridge shop in Edinburgh not long after university - not a particularly sexy business I'll grant you, but a good business. Customers came in and asked if it was a franchise so often that I decided I ought to find out what a franchise was.

## Growing places

So I found out and liked the sound of it - what an amazing way to grow your business. Fast forward a few years of hard work, taking advice, ignoring advice and one or two avoidable mistakes and I had 70 franchisees in six countries, from the Middle East to the Caribbean.

After taking an opportunity to exit the business, I took a big leap into the corporate world, where I took on a national recruitment agency franchise. One of the lovely things about this was finding that so many of the franchisees were women. You'll be unsurprised to learn that up until then I was very much the odd one out: female franchisor, under 30 and not part of a family business.

## Proving people wrong

I never thought for a second that being a woman meant there was anything I couldn't do in business, but it was very

clear that a lot of people initially took me less seriously because of it. This is anything but a sob story I hasten to add - I have always responded well to the opportunity to prove people wrong.

Empowered by 10 successful years in franchising and being surrounded by lots of strong, inspiring women in recruitment, I set up Platinum Wave Franchising to help people get as much out of franchising as I had.

**"This is an industry where the women are rocking it and taking home the prizes"**

It was just me at the beginning and I had to go out and engage with the industry not as a franchisor, but as a consultant this time. While franchise consultancy was certainly still full of men, I was encouraged to see so many more women at events, awards and exhibitions who were influencing the industry.

## Words of advice

If I have any words of advice or encouragement to give to other women in franchising or to those thinking of getting

involved as either a franchisor or franchisee, it would be to say just do it.

There's nothing to hold you back that won't also hold a man back. Some businesses shouldn't be franchised, so get the best advice you can before franchising yours. Not everyone is a suitable franchisee for every franchise brand, so choose carefully and take your due diligence seriously. The importance of making the right decisions and working hard to achieve your dreams has no gender bias.

There hasn't been a better or more welcoming time to get involved in franchising. The British Franchise Association has a female chief executive officer and chief operating officer. Many of the most respected advisers and suppliers to the industry are women. We have Encouraging Women into Franchising and the bfa's women in franchising initiative. A quick scan of any list of franchise awards finalists and winners will show you that this is an industry where the women are rocking it and taking home the prizes.

The industry is full of successful women who will gladly share their advice with you. So yes, just do it - follow your dreams and go for it.



## THE AUTHOR

Suzie McCafferty is CEO of franchise consultancy Platinum Wave





**Daisy First Aid is a friendly, multi award winning first aid company.**

**We specialise in teaching parents, carers and school students the importance of learning first aid. Our super popular 2 hour family first aid classes are held in homes and local venues across the UK by local trainers.**

We believe paediatric first aid is an absolute must for all new parents and our classes have been credited in saving the lives and helping so many parents.

We have brilliant and successful trainers all over the UK and are so excited to see the business explode so rapidly.

To join our team of trainers, previous first aid or teaching experience is fantastic however it is more important that we find people who will bring fun and vibrancy to our classes and who will work hard within the Daisy First Aid team to build the brand and maintain our fantastic reputation.

There are franchise packages available in all areas of the UK

#### **As a Daisy First Aid Franchisee you would...**

- Manage your own Daisy First Aid business within your local/chosen territory
- Choose when to work and arrange your bookings around your family life
- Run our 2 hour Daisy First Aid classes to parents, carers and schools within your exclusive area
- Locally market and advertise your Daisy First Aid business, establishing the brand and your reputation. Becoming THE 'face' of Daisy First Aid for your territory
- Earn a minimum of £50 per hour ( and up to £500 for a full 2 hour class!)

#### **To start your Daisy First Aid business you will be provided with**

- Full and ongoing training and marketing plan
- Friendly head office support
- A supported step by step guide to setting up and running your business
- All your training material and first aid equipment
- Access to Daisy First Aid lesson plans, certificates and business documents
- Recognisable branded uniform
- Training and support on growing your business
- Training and support on managing your finances
- You won't be alone, you will have friendly and direct contact with all of your fellow Daisy trainers via a private support group.
- Office staff are on hand to help answer all your questions
- You will have the support of our PR and marketing departments to help to get your business into the spotlight
- You will have the support of our SEO manager who works to ensure your personal Daisy webpage is high ranking
- You will have the support of our website manager when you need it
- You will be provided with continual personal development to ensure the training you provide is always current and in line with leading UK first aid societies.



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



# YOU CAN DO IT!

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

WORDS BY LINDA WHITNEY

A

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

Changing your life is exciting, but it also involves risk, which can be frightening. Fear of change sounds weak, but rebranded as caution it's a

positive feeling that encourages you to investigate the potential changes, how you feel about them and how the risks can be mitigated.

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

## Goodbye monthly salary

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

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

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

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

If you are investing savings, set aside a calculated sum to cover this or assuming you start the business as a limited company, you may be able to borrow the money. "Paying yourself an income as part of a loan is not the same as a salary, but it can help keep you going until the business starts to pay you directly," Dugan says.

## Changes for others

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

He explains that often the motivation to set up a business is the result of your painful experiences as an employee. However, your spouse has not been on the same journey and does not understand why you want to become self-employed. Often, they will worry about a drop in your income.

"It's important to explain to your closest circle, right from the beginning, why you are planning to invest in a

## I made my secret dream a reality

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

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

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

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



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

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

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

franchise and what the practical and financial arrangements will be," Dugan says.

"You may have to work hard to convince them this is a good idea, but your experience of selling the idea to them will stand you in good stead for being a successful franchisee."

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

## Changing your skills

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

Ian Christelow, co-founder of business coaching franchise ActionCOACH UK,

says: "Most franchisees struggle with the sales process because they think it is something scary like cold calling. They worry about someone saying 'no' to them or because they don't know where to start."

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

## Being your own boss

"I could never get anything done if I didn't have a boss to tell me what to do and when." The self-employed frequently hear this from friends who are employees and it's true that some people find it hard to work without the boss breathing down their neck.

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



## Changing 'the employee mentality'

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

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

"Franchisors typically offer telephone help to franchisees, sometimes 24/7, so if you have a problem or a question, call them,"

Dugan says. "Don't be too proud to ask any question, however simple. Many franchisors say that the franchisees who asked the most questions at the start are the ones who go on to be the best performers."

## Some things won't change

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

## "Planning how you handle the transition can alleviate the fear"

about, such as VAT returns, employee problems or the accounts.

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

# Have the courage of your convictions

**Jane and Katie Brookes are Bright & Beautiful's first ever mother and daughter franchise team. Their business delivers eco-friendly cleaning, tidying, laundry and ironing services to clients in Basingstoke, Andover and north of Winchester.**

## How did Bright & Beautiful help you make the transition to becoming a franchisee?

Jane: We received an abundance of support from a variety of sources before, during and after we launched our new franchise. Our franchise consultant has been extremely helpful in guiding us through a lot of the initial hurdles and continues to be our first port of call for any issues or concerns we have. It's a relief for us to have this constant support and know we're not alone in our journey.

Prior to launching our business, we received a pre-start training programme from the support office to help us with forecasts and planning our territory, including recruitment and marketing. We then attended a full week of training with hands on experience in our local area and launch support to help us in the initial stages of building our business.

We've also had continual encouragement and support from the other Bright & Beautiful franchisees in the network, who we can always reach out to as and when required. For us, it's wonderful to feel part of such a strong community who only want to assist each other, without the threat of competition.

## What's the best part of being a franchisee?

Jane: Being able to enjoy the benefits of running our own business, while still having a support system and network you don't have access to when you're a solo business

owner. The relationships built between ourselves and the wider Bright & Beautiful network have been extremely valuable and supportive, enabling us to meet and communicate with people from a variety of backgrounds and experiences.

We've also found that being part of a national franchise is a strong selling point for our customers, as people can see our franchise is professional, secure and reliable. Another huge bonus of being a franchisee is the access to the Bright & Beautiful branding - one of our favourite things is that everything is pink!

## Top tips for women considering a career change and becoming a franchisee

Jane: Do your research and have the courage of your convictions. Even before you start to research franchise opportunities, it's important to have a clear understanding of what a franchise is, if franchising is suitable for you and whether you believe in the brand and its values, which you will be investing in.

Opportunities are there for women to take and they have the chance to be their own boss and in charge of their own destiny. But you need to be prepared to work hard and, most importantly, enjoy what you do.

Both my daughter and I have come from completely unrelated backgrounds to the cleaning industry, but that shouldn't stop anyone from considering a career change. I previously worked in the police within child protection, community policing and investigations, but I have been able to transfer the skills I have learnt to our new franchise business. And Katie's psychology degree and experience in the hospitality industry have also been invaluable, as she has been able to apply her skill set to a business context.

One last piece of advice would be to get to know your fellow franchisees within your network and ask them about their experiences and the challenges they faced when starting out on their journey. We all know that expression: a problem shared is a problem halved.



# Change is never guaranteed to go well

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

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

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

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

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

## We knew it was the right opportunity

Kristy Roff and Suzanne Cox had spent years discussing how they could work together.

Suzanne says: "In my corporate HR roles, I saw the attrition of highly skilled employees who ended up leaving because they couldn't work flexibly around their families. Kristy and I came across Get Ahead VA on social media and loved their flexible working ethos. When the chance to buy our local franchise came up, we knew it was the right opportunity."

Get Ahead VA franchisees recruit and manage a team of virtual assistants to support their clients. Franchisees and their teams provide business support services such as virtual PA and admin, telephone answering, event management, bookkeeping and business development.

Kristy, who spent eight years working for Global Radio in a variety of commercial roles and 10 years at a leading IT consultancy managing client relationships, adds: "We're both passionate about flexible working and how it can benefit businesses as well as individuals.

"Joining Get Ahead VA allows us to grow our own virtual assistant team in the Berkshire and North Hampshire area, offering flexible work to other people. In turn, our clients gain access to the skills and professionalism they need, but on a flexible basis, only paying for the actual hours they need."

On making the successful shift from employee to franchisee, Kristy says: "Being part of the franchise model enabled us to hit the ground running and get training and



support from not only Rebecca Newenham, the founder of Get Ahead VA, but also from other franchisees in the network and experts delivering work for the brand.

"The branding and marketing collateral is all there for us to use and develop, yet we maintain full autonomy as franchisees to grow our own business as we see fit. Standing behind an established, well respected brand gives you an element of confidence when promoting your own business skills. The national collaboration is excellent and idea sharing means we can all benefit from multilayered experience to shape Get Ahead VA together."

Her best piece of advice for someone considering a career change? "Think about what's driving you to do it. Stepping away from a salary with a good benefits package is not an easy thing to do, but if you're striving to do something that gives you that balance and satisfaction, then go for it.

"You'll always wonder what you could have achieved if you hadn't stepped away from the rat race."





Photographer: Paul Janes Hay Stylist: Marian Schlicker



**THE AUTHOR**

Amanda Peters is a staff writer for *What Franchise* and *Global Franchise*



# “I turned my unconventional experiences in the arts and fashion industry into entrepreneurial success”

A model franchisee: how a love of fitness and an unconventional career path inspired Jocette Mower to run her own successful F45 businesses

**F**rom performing her first music concert at the Sydney Opera House at age five to becoming a globe-trotting model and now, a thriving F45 franchise owner in the UK, Jocette Mower has managed to make a success of everything she puts her mind to.

Ever since her first time on stage at the Sydney Opera House, she caught the “performance bug”, which led her to attend the Sydney Conservatorium, studying for a performance degree that majored in the oboe.

“I played the oboe and toured with the SBS Orchestra and Matthew Krel all over the world,” says Jocette. “I was on television a lot playing my oboe, and during that time, I got to know a lot of photographers.”

One eventually convinced her to go to a modelling agency in Sydney and that was when Jocette was thrust into the world of fashion. “My first job modelling earned me more money for half a day of work than I would make playing music in a year,” she adds.

Soon after, in the late 90s, an agency scouted Jocette for a contract working in Tokyo. The fashion world had won her over with its colourful and exuberant

personalities. “It was irresistible to a poor performing arts student,” she says. “And at the tender age of 19, I was making \$50k profit per month from modelling.”

She has been all over the world modelling in New York, London, Japan, Hong Kong, Canada and South Africa and still continues to do so. “I have a television commercial that’s currently running Europe-wide for Nivea Q10 face cream and I’m in my mid-forties now,” she says.

## From the heroin chic era to the age of abundance

Modelling not only opened up opportunities for the ambitious franchise owner but it also sparked her passion for fitness, although it may not have been voluntary at first. As a model, she needed to keep in shape as part of her career.

“It was part of my contract and my body was constantly being scrutinised. In some ways, I had no choice. Now, fitness is less of a chore and more of a passion,” she says. “I workout with friends, family and I get to be a part of so many of our clients’ fitness journeys. Being around so many like-minded people makes fitness fulfilling as well as functional.”

Jocette started her modelling career in the “heroin chic era”, where it was more about abstinence and the discipline required to eat less and stay skinny.

Now it’s about the abundance of nutritious food, exercise, motivation, team energy and stretching. “Exercise often leads to losing weight but now the focus is more about toning, feeling lean and energised and looking vibrant rather than malnourished,” says Jocette.

## Boss lady: Muma Jojo

F45 Training was born in Australia as a high-intensity interval training (HIIT) class. It is based on the principle, Excessive Post Oxygen Consumption (EPOC), where you burn more in the immediate aftermath of a workout than during a class, which is why F45 produces such noticeable results. The fitness franchise now has 1,750 units and six million F45 members around the world.

The first F45 launched in the UK in 2017, and Jocette and her husband, Andrew, opened the doors to F45 Farringdon that same year. “We were the second F45 to open in London, and we also own F45 Ravenscourt Park in Hammersmith as well,” she says.

Managing a team of 30 staff, her fitness

franchise is booming. At the last count, her client list topped over 12,000, who had all signed up in a two-year period. “We are in the process of streamlining our procedures,” she explains, “and once that is complete, we will be opening another studio in London. We are closing in on a property right now!”

This has all been made possible through the option of franchising, especially for those that have the entrepreneurial drive but don’t necessarily come from conventional business backgrounds.

“If you don’t have any formal experience of running your own company, franchising is one of the best business opportunities

available,” says Jocette. “Working under a brand that already has significant market exposure and operates with a proven business model, minimises the risk and increases the prospect of achieving a profitable and sustainable business.”

### Staying ahead of the curve

With a growing number of gym openings lined up, how does the F45 franchise stay on top in a crowded marketplace? “It’s all about the personal service we provide,” says Jocette.

She points out that with most gyms after signing up for a year and going once or twice a week, operators have no contact

## Get to know... Jocette Mower

### 1 Which words or phrases do you most overuse?

“A safe pair of hands” – Running a small business means working with a lot of different people, from builders to social media experts, trainers, lawyers and accountants – it’s so important to find people that you can trust and enjoy working with.

### 2 What do you consider your greatest achievement?

Moving to London from Australia when I didn’t know anyone. Starting life from scratch in a new city at the age of 30 wasn’t easy but has been the best decision I ever made. I met my husband, Andrew, who at the time had just retired from an impressive career playing international rugby for Scotland. We’ve evolved a lot since then, and grown closer together through the experience of starting a business.

### 3 What is your most treasured possession?

My mother and father bought me an oboe when I was young and it gave me a unique set of skills and taught me so much about dedication and creativity.

### 4 What is your most marked characteristic?

Since working at F45, I now can’t stop high-fiving everyone in my life. It’s a habit from after the workouts that I can’t shake.

### 5 How would your employees describe you?

My friends have called me Muma Jojo for years now and that’s stuck. I guess I’ve been quite maternal even before I had my kids.



with clients. This results in a loss of interest or even worse, injury. “You’ll pay your monthly fees until your contract runs out and you never go back,” she continues.

To avoid clients slipping through the gaps, F45 takes a personal interest, first asking clients about their goals so that trainers can help them individually with exercises. And if they don’t show up to class, the trainers call to check up on them.

“There are also no mirrors on the gym floor, so there are no egos,” says Jocette. “You will



## "If you don't have any formal experience of running your own company, franchising is one of the best business opportunities available"

find a 19-year-old working out next to a 60-year-old – everyone gives their 100 per cent for 45 minutes.

"The team training aspect levels out the playing field. It is extremely motivating to be in that environment as you give 100 per cent every time because everyone else is sweating it out with you."

### The fountain of youth

Jocette believes that exercise is the fountain of youth and for her, F45 is the source. "The fitter we are, the more we can achieve and the less likely we are to become injured or fatigued. The more exercise people get, the less their cells appear to age," she says.

As the mother of three, she says she owes it to them to be as fit and healthy for as long as she can. "I still want to be playing sports with my kids into my eighties and with the

proper education in health, exercise and care, which F45 provides me with, I know I can live a very long fulfilling life with my children," she explains.

### With the ups come the downs

Although there have been tremendous highs in her career, it has not been an easy path. Jocette singles out fatigue as a major challenge in the early stages of running her fitness business. She explains: "Many business owners, even the successful ones, get stuck working much longer hours than their employees. This usually stems from a fear that their business cannot thrive in their absence, which has them avoiding taking any time away to recharge."

For her, another challenge was finding the balance between her maternal side as she viewed clients and staff as family and

the business side of having to make difficult decisions to ensure the financial viability of a small business.

"I do believe strength and gentleness can exist side by side and can lead to success in businesses of any size. It can be a challenge to learn not to take setbacks personally and how to compartmentalise different aspects of the business, but women are great multi-taskers, which can be an incredible asset for a small business," Jocette concludes.

The multi-unit franchise owner reflects on her unconventional path to franchising, crediting her modelling career for opening so many doors. "It just goes to prove that an entrepreneur can come from many different industries. I turned my unconventional experiences in the arts and fashion industry into entrepreneurial success.

"There's no rule that says you have to study business to be a success. Drive, creativity, and determination are crucial to success when you're running your own company – my past has granted me with many different experiences that have enabled me to know where my skill-sets can be used best."

**For more information, visit: F45 Farringdon ([f45training.co.uk/farringdon](https://f45training.co.uk/farringdon)) and F45 Ravenscourt Park ([f45training.co.uk/ravenscourtpark](https://f45training.co.uk/ravenscourtpark))**



# Beat the Clock

9 tried and tested techniques to help you do more in less time

WORDS BY COLIN DULSON



## THE AUTHOR

Colin Dulson is managing director of Berrison, a leadership development and coaching consultancy

**S**tarting and managing a franchise takes a lot of effort and time.

Many people move from employment to becoming a franchisee thinking that it will be a slightly easier route to autonomy than operating an independent start-up. This is not the case.

Even if your franchise's parent business has been around a while, you are still starting a new operation, in a different area, with unique customers and cultures.

You may have a ready made heritage, a supportive franchisor and a set of brand guidelines to help you on your way, but you will still be pulled in many different directions on your path to success.

At times it may feel like there simply aren't enough hours in the day, but there are a number of things that you can do to help yourself save time as you look to build your business.

## 1 Take a walk on the pitch before you play

If you've come from being employed to starting up and running your own business, speak to people who have already done this.

It doesn't matter if it's not the same industry as yours, as their experience and advice on challenges they faced and coping mechanisms they developed may well stand you in good stead further down the line. There will be tough times and steep learning curves that you will need energy to cope with, so learn from those before you.

## 2 Get the family inside

Agree the commitment level you are about to give to your business with your family/partners/friends from the outset.

There is a chance you may be a bit more absent than before and it's important to get their emotional support and know that you can focus on the task in hand. The rewards will hopefully be worth it in the long term.

## 3 Careful team selection

Be very choosy when building the team to run your business with you. Carefully consider the profile of the type of person required to fill each role. Understand your own strengths and weaknesses as a business owner and hire people to fill the gaps - don't try and be all things to all people.

Never hire because a person was the best of a poor set of applicants, as you are better off with no employee in the short term than one who is doing the wrong job or has a poor work ethic. You will only end up consuming time having to put things right and getting frustrated.

## 4 Plan your attack

Ensure you are clear in your objectives and the tactics and techniques needed to achieve those goals.

A concise business strategy and mission statement can help your team to focus on their task, while regular update meetings - although

they may feel time consuming - are essential to ensure everybody remains on the same page.

## 5 Bring in the subs

A good franchisor should provide all the support you require and have experience of what works and what doesn't. Do your due diligence with them beforehand to ascertain the successes and pitfalls - and make sure you let them help.

Franchise or self-start business, it's best not to try and play all the roles. Get help with accountancy, law, marketing, etc. It will cost more in the beginning, but save a great deal of time - and money - in the long run.

## 6 Be a good coach

Become good at coaching people to take on responsibility and be able to operate different aspects of your business.

Reward, recognise and make sure your employees feel they want to go the extra mile. A salary alone will not motivate people, that is down to the working environment you create.

"Understand your own strengths and weaknesses as a business owner and hire people to fill the gaps"



## 7 Give yourself extra time

Set yourself deadlines and split your work into manageable chunks.

Writing to-do lists is great, but don't think everything has to go on one urgent list - if a to-do list looks too daunting, it can be overwhelming and self defeating.

Try separating the lists into different days according to the different deadlines - see it as a weekly, not daily list. Focus on the things that will deliver quick results and concentrate on one thing at a time. Multitasking does not equate to efficiency.

## 8 Take yourself off

Take time, chill and look after yourself. Business is about continuous problem solving and decision making. If you are tired, have a poor diet and no reflective time, you will make poorer quality decisions.

Thinking that you can work long days every day and rely on less sleep will catch up with you. It will ultimately damage you, your family and your business.

Make sure you keep up your interests outside of the business, as this will help to maintain your energy levels for making it a success.

## 9 Be realistic

Thorough research, planning and preparation should mean you have a clear idea of where your business is headed and when it will reach certain milestones.

You may well exceed those expectations, but it's important not to get carried away and grow too fast. Keep your eye on strategic growth, brand development and team loyalty.

Starting a business is a big deal. Take time, make time and enjoy your time as much as possible.



# Get Connected

Want to join a networking group? These are the 9 key points to consider

**W**hen you're a small business owner, whether alone or part of a franchise network, people will always suggest networking as a way of attracting new customers.

For some, it can conjure up images of dreary meetings, where people repeat their spiel into your face before giving you a business card and moving on. Yet with a bit of practice and flair, networking can be a way of getting referrals, receiving support and training and even making friends.

With GDPR potentially proving restrictive for some traditional marketing activities, now is a good time to try this softer method of meeting potential clients and collaborators.

The first thing you need to consider when you start out is what kind of networking event to attend. There's a wealth of choice out there, making it difficult to know where to start.

You should determine your key networking objective. Consider whether the network can broaden your access to your target market. Decide how much time and money you plan to invest in your networking activity.

There are many different variables when it comes to choosing a group and each of these will have significant influence on your ability and desire to attend meetings, their effectiveness and your commitment and enjoyment. Here are a few to consider:

## 1 STRUCTURE

Is the format structured or free form? Will you have the opportunity to speak to everyone in the room or just a few people in an open networking style? Check the format or the agenda so you're prepared.

## 2 ATTENDEES

Will the attendees be the right people you need to meet and appropriate for accessing your target audience? Always bear in mind that it's not just who's in the room that counts, as everyone there has a wider network too.

## 3 COST

Is there a joining fee, an annual membership fee or a meeting fee? What is included in the price? Perhaps there are opportunities to network free of charge at related meetings.

## 4 ETHOS

What is your gut feeling? Ask to visit the group and see whether its values fit with yours. Do you feel a connection with the people there and could you happily work with them? Does the group feel collaborative, supportive or sales focused?

## 5 NUMBER OF MEMBERS

What is the typical size of the group? Would you feel more comfortable in a network where you have more time to get to know each person or where you are more anonymous and can cruise the room? What opportunities are there to network further afield? Is the network nationwide or just local?

## 6 PERSONAL DEVELOPMENT

Check to see if there's any training included in the meetings and look out for opportunities to showcase your business expertise and develop your presentation skills.



## 7 WHAT EXTRA SUPPORT IS ON OFFER?

Look at the professionals in the group and see who can help plug the gaps in your own knowledge. Also, what additional services does the network provide? For example, social media promotional opportunities or workshops.

## 8 HOW FLUID IS THE MEMBERSHIP?

Will you get the opportunity to make good connections or do the attendees change each month? Will there be new people visiting each meeting?

## 9 VARIETY OF PROFESSIONS

Check out the professions of the attendees before you go to the meeting and consider what opportunities there will be for collaboration or referrals. Is the group diverse in its membership or are there multiple people from the same industry sector?

Once you've selected some that fit, give them a try and remember, the more you put in, the more you'll get out.

## • Perfecting your elevator pitch

It's important to maximise the effectiveness of your networking investment with a good introduction, so think about what you would like to be remembered for.

Instead of just trotting out your profession and sounding like every other person who offers that product or service, it's best to talk about the value you're adding. Describing potential benefits in terms of emotion, money or time resonate the most, especially with real life examples of how you've helped people.

Talk about the need you're satisfying and how you're unique in the way you do it. Look at the situation from your customer's viewpoint. What makes you different?

For example, I expand on my observation that it can be tough for women moving from corporate life to self employment and/or gaining the confidence to start a career they're passionate about after focusing on their children. I help them meet like-minded women with the skills to support them and offer business training, so they can help themselves.

To increase your visibility, consider offering to be a speaker on your area of expertise. Or if you feel your business doesn't lend itself to doing a talk, think about how you can offer good advice on a related topic. Perhaps you're a massage therapist who can talk about ways of avoiding stress or a travel agent who can offer an insight into customer service.

Once you've been networking a few times, you'll wonder why you were nervous about the first meetings. It's a journey that's well worth taking. Good luck.



### THE AUTHOR

Debbie Miles is a franchisee with The Athena Network







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# #MyFranchiseStory:

## Celebrating new beginnings and winning the bfa's 'Franchisee of the Year' award

When Amy Patel Popat and her new husband, Kev, wanted to invest in a business together, neither had any experience in business ownership. Right at Home has proven to be their route to business success

**2** 019 is turning out to be a great year for Kev and I. Our daughter is a delightful addition to the family and – like our business – she is growing healthily. In the spring, we expanded into a second territory, then winning the British Franchise Association's 'Franchisee of the Year' award in June was such a prestigious honour, it still seems a little unreal.

We decided to enter franchising because, still being in our twenties, we wanted the support needed to be successful in building a business. We began to research our options and Right at Home struck a chord with both of us – it provides exceptional homecare, enabling its clients to live independently at home.

Growing up I'd lived with my grandmother, so I've always felt strongly about supporting our older generation to live well.

We both loved the idea of running a business that made a positive difference to people's lives every day and we immediately connected with the Right at Home brand and the level of service it offered.

In 2015, we invested in Right at Home Solent and I became their youngest female franchisee. Some friends and family felt it was a risky proposition because we were so young but Kev and I were determined to succeed and talking to Right at Home's franchisees gave us confidence that we would be well-trained and supported.



↑ Amy Patel Popat with husband Kev of RaH Solent

When we first opened, I continued to work, joining Kev at our office where we would often work late into the night.

We knew from day one that having a strong and united team around us would be key to our success. It didn't happen overnight, but we dedicated ourselves to recruiting people who shared our passion for quality care.

Last summer we had our first full inspection from the Care Quality Commission, the care sector regulator. I particularly felt, as young entrepreneurs, that we had to go above-and-beyond to prove we were worth their top rating.

We focused on evidencing how our team went the extra mile for our clients and we received a lot of support from the Right at Home national office. The hard work paid off when we received an 'Outstanding' rating – a team achievement that we are immensely proud of.

We've enjoyed tremendous success within the Right at Home network, winning their internal award for the 'Best New Franchise', being recognised as the fastest-growing franchise and being admitted into its 'Premier Circle' for high-turnover franchises.

I firmly believe franchising gives women an excellent platform to start their own business. My advice to others who have an ambition to be their own boss is: 'Don't be afraid to take the lead in running your own franchise. The fact that women can balance so many different things, with natural empathy, makes us great business leaders.'

**“The fact that women can balance so many different things, with natural empathy, makes us great business leaders”**





# Here come the girls!

A growing number of young women are using the franchise model to start their own businesses

Debra Fielding, now 26, launched Stagecoach Oxford Summertown in August 2017.

She was one of the performing arts business' many students, before becoming a Stagecoach Early Stages and dance teacher after graduating from university.

Debra was named Newcomer of the Year 2018 at the Stagecoach global conference.

## When and why did you decide to invest in a franchise?

For me, it just so happened that I was in the right place at the right time. But I think it's important to realise how beneficial franchising can be to someone who doesn't necessarily have business acumen.

I have a few friends who run dance schools by themselves, which means exactly that - they're by themselves. Investing in a franchise gives me an almost endless list of phone numbers I can ring to ask for help if I need it. The support from head office is tremendous and has helped me grow so quickly in the last year.

## Why did you choose to become a Stagecoach franchisee?

Growing up, I was involved with everything performing arts. From my GCSEs to A-Levels and then on to my degree, it was my life.

I was also a student at Stagecoach Oxford and it was when I phoned the existing franchisee, Maya, asking for a job as a dance teacher that I started to learn more about the business side.

I taught full-time for three years before Maya retired and the school got split four ways - I took three of the seven Main Stage schools and launched Stagecoach Summertown. I guess it could be seen as luck, but I would say the mothership was calling me home.



## Did you have to overcome any business challenges because of your age?

In short, yes. Because the students in the Further Stage classes are only six years younger than I am, they didn't see me as the principal, but we eventually reached a middle ground.

Some teachers also had some difficulty getting used to me being the principal. With a newbie stepping in after spending 27 years with Maya, it took some getting used to for us all, but we now have a great working relationship.

By far the most important aspect was gaining the trust of the parents. I completely understand they just wanted to check I was capable and it was up to me to demonstrate that.

## What's the best thing about being a franchisee?

The best thing about being a franchisee is how rewarding it feels to provide my kids

## • Day in the life

Debra has two types of working day: in the office and in the school.

She explains: "My office days consist of a lot of admin. I get into the office at 9am to make sure I have a nice, neat pile of my to-do tasks. I'm a slight neat freak, so everything has to be tidy before I can start any jobs.

"I clear my emails, responding to anything that needs urgent attention, flagging anything that can be dealt with later and deleting any junk. I usually have a lot of parent queries and they become my main priority.

"I then move on to creating the rehearsal schedule and making sure shows are running smoothly - I like to plan quite far in advance.

"I have things drop in throughout the day and use the same process as the morning to filter through these. I finish up around 4pm and go on to teach classes two nights a week for Stagecoach Abingdon. I don't answer my phone after 6pm, answering anything that does come through the following day."

Debra's day in the school is entirely different.

"The madness begins at 2:30pm on a Friday and lasts for the whole weekend," she says. "I run classes on Friday evenings, Saturday mornings and all day on Sundays during term time. A register is taken and the classes get underway.

"On Sunday mornings, we have four classes running altogether and it can get a bit crazy at times. Ensuring every student is registered and ready to start is quite a challenge."

"In the afternoon, it becomes a lot more relaxed as it's just one Main Stage school class. I'm able to interact with them a bit more, as well as start to tidy up. That finishes at 5:30pm and I've managed to perfect the end-of-day clear up, so we can all leave a bit quicker. I then have my evening to wind down."

with the opportunities from Stagecoach.

I spend the week in the office, preparing for classes at the weekend and I get excited when I have news to share with the students. I'm the creative mind behind everything that happens and that's exactly what I wanted.

It's also great to be in control of my own time. I'm quite flexible in the week, doing





**"Franchising is so much more than a business, it's something you can put your heart and soul into"**

whatever I need to keep the business going, so the balance between my work and home life is perfect.

#### **What skills do you need to become a successful franchisee?**

It's important to be able to manage your own time and be strict with yourself. It can be very easy to wake up and think: "I could have a day off today" - trust me, I've done it - but it's about realising that you get out as much as you put in.

At the other end of the scale, as a business owner it can be hard to actually take time away. I've started writing 'DAY OFF!' in my diary so I know, and so does everyone else, that I won't be available for work purposes. Motivation is key, but knowing when to switch off is also just as crucial.

#### **Best piece of advice for someone considering investing in a franchise?**

Franchising is so much more than a business, it's something you can put your heart and soul into.

If you are passionate about something, whether it's giving back to children, providing a service or you just want to build a rewarding business, everything else will simply fall into place. Franchising provides a great foundation that is accessible for everyone.



# “The best part of being a franchisee is the ability to be in total control of your life”



**JENNIE MILLS, 27,**  
RAINBOW INTERNATIONAL

BRITISH FRANCHISE  
ASSOCIATION YOUNG FEMALE  
FRANCHISEE OF THE YEAR

Jennie Mills described becoming the 2019 British Franchise Association Young Female Franchisee of the Year as a “complete shock”.

The 27-year-old owner of Rainbow International Derbyshire, which provides disaster recovery and specialist cleaning services for domestic and commercial customers, adds: “The other two finalists in my category where so incredible I thought I had little chance of winning. When it was announced I was the winner, I was amazed.”

Prior to becoming a Rainbow International franchisee, Jennie worked in London as a commercial scuba diver in the film industry.

“To say buying a Rainbow franchise was a little different is an understatement,” she says. “I was introduced to the company by a family friend. A family member of hers ran a Rainbow franchise and had been very successful in a short space of time. I knew that with hard work, dedication, the willingness to follow a proven system and a supportive family I could reap the benefits of a franchise too.”

Jennie has transformed her business since she took it over four years ago, significantly increasing turnover, becoming a member of Rainbow’s trail blazer group and winning a number of company awards. Her staff retention rate is also one of the best in the Rainbow network.

She says the best part of being a franchisee is the ability to be in total control of your life.

“No one tells you what time to start work or how many holidays you’re allowed to take each year,” Jennie explains.

“I have loved the freedom from the word

go. In addition to this, buying and running a franchise is so much easier than going it alone.”

While she’s had to overcome some business challenges because of her age, Jennie is adamant this shouldn’t discourage women of a similar age considering starting their own franchise.

“Listen to everyone’s advice, but don’t ignore your gut feeling and go with your instinct if it feels right,” she says. “Just because someone is older than you, it doesn’t mean their opinion or advice is right. Work hard, plan for the future and be honest.”



# “Building my business into a well established group of accountancy practices would be amazing”





## “After doing some research, franchising seemed like the perfect route to go down”

### SARAH HEDUAN, 27, THE TRAVEL FRANCHISE

“Just do it” is Sarah Heduan’s advice to anyone wanting to leave the corporate world in order to achieve something bigger and better for themselves.

The 27-year-old franchisee for The Travel Franchise says: “There are so many industries with franchise business models you might not even know about that could be right up your street. But you won’t know until you look.

“Knowing a business model works, following the franchisor’s system and having the backing of an established company is a safe option to becoming the entrepreneur you know you can be.”

After working in fashion for six years, Sarah began researching jobs in the travel industry when she came across The Travel Franchise.

“I soon realised that standard travel agent jobs didn’t pay so well and wouldn’t

give me as much satisfaction as doing something myself,” she says. “I have always wanted to be my own boss, so started looking into how to combine working in travel with owning my own business.

“I didn’t know much about franchising, but after doing some research and finding out about the lower risk factor, it seemed like the perfect route to go down.”

Sarah met The Travel Franchise founders Paul Harrison and Steve Witt at one of the company’s discovery days, where she found out about how the business works.

“Paul and Steve were honest about the fact it’s not an easy ride and you have to put in the effort to make a success of the business,” she says. “The way they spoke about their franchisees on a personal level made the company seem more like a family than a stiff corporate business.”

Initially, Sarah started her business on a part-time basis, so that she could grow it until she was earning enough to replace her salary. Now, after two and a half years, she’s left her job and is running her

travel business full time.

“I’m very proud I have managed to do this and am both super excited and scared at the same time,” Sarah says. “When I compare my second year to my first full year, I was up around 157 per cent. I’m just over halfway through my third year and have already done over 75 per cent of last year’s sales and still have a few months to go.”

As a franchisee, Sarah has access to an extensive support network and an experienced mentor, who she can rely on for advice.

“I want to grow my business more, introducing more high net worth clients and retaining my current client base,” she says. “I would like to employ staff or use the sales team The Travel Franchise provides, so that I can concentrate on promoting the business.

“Ultimately, I’d like to have a lifestyle that consists of lots of holidays and maybe a few designer things, while running a successful business.”

### OLIVIA PALIOS, 25, TAXASSIST

After working in a TaxAssist franchise, Olivia Palios decided she liked the business model so much, she wanted to become a franchisee herself. That was in 2015.

Today the 25-year-old’s business consists of three shopfront operations across Stoke-on-Trent and Crewe, where her team service 850 clients, mainly small businesses requiring assistance with their tax affairs.

Olivia says: “I always wanted to be in

charge of my own future and felt like opening a TaxAssist franchise would give me the opportunity to do this. The business model works fantastically and suits my accounting skills, ambition and hard work.

“I chose to join a franchise network to benefit from all the support on offer and to learn what works well, which helps to fast track your success quicker than if you started out on your own.”

Olivia funded the purchase of her franchise with personal savings, a bank loan and a loan from her mother. The

business has been such a success that all loans have already been paid back - six years ahead of target.

Now on the property ladder, driving her dream car and enjoying a healthy work-life balance, she has big plans for the future.

“I want to continue to grow my business and reach the 1,000 client mark, which from starting with one shop in March 2015 with no clients will be a fantastic achievement,” Olivia says.

“Building my business into a well established group of accountancy practices would be amazing.”



# JOBS FOR THE BOYS?

How women are smashing it in traditionally male dominated sectors

WORDS BY LISA LAW

**‘Do what you know’** is a phrase often thrown around when considering franchise opportunities, so surely it’s a given that anyone looking into buying a business of their own would opt for an industry they already have experience in?

There is a common misconception that men are more suited to van, automotive and business services franchises, while women opt for children’s services, cleaning and healthcare. But what if experience isn’t as important as good people skills, fantastic time management and a will to succeed?

Passion tops experience, so women with dedication are just as likely to succeed as their male counterparts - no matter what sector they choose and savvy franchisors have long since recognised that women are ambitious, hardworking franchisees with a lot to offer a network. When it comes to appealing to - and developing - female franchisees, understanding what drives them and helping them to utilise their strengths is key. Women have proved time and time again that they can be every bit as successful as men - even in sectors that are traditionally male dominated.

**Times have well and truly changed** and the traditional male ‘breadwinner’ role is long gone. Women can, and do, have it all - whether that’s a career, a family and/or business ownership. Female prospective franchisees are often looking for an opportunity that allows them to fulfil their professional and financial ambitions

just as much as their personal ones. And that means carving out new paths in industries and sectors they may not have considered in the past. Snap-on is a prime example. Over the last few years, we’ve seen a spike in women making enquiries about our franchise opportunities.

**It seems that more women now understand** that operating a successful business isn’t all about knowledge of the product or service - although that is important - but much more about skills and attributes they naturally possess or ‘soft skills’ for things like customer service, relationship building, team leadership, multitasking and organisation. All of which are far harder to teach than product specifications, systems and processes.

Those franchisors who place more emphasis on their training programmes and support structures, regardless of sector, will have no doubt discovered it’s an aspect that women find particularly appealing. Now that women know they can be taught all the hard skills they need and will be supported throughout the life of their business, everything is an option.

Take the automotive industry again. It’s estimated that still only 10 per cent of the automotive workforce in the UK is female which, despite being an increase of 125 per cent since 2011, means the majority of the women who have been making enquiries to Snap-on have little, if any, experience of the tool trade.



This is not an issue for us, as we teach our franchisees everything there is to know about our products and services. We just want franchisees who have great people skills and the ability to build relationships with customers. Some of our most successful franchise owners had never stepped foot in a garage before joining us - that goes for our male franchisees too.

**Women want to earn well,** be successful and sometimes want the flexibility to work around their family, now or in the future. The franchise industry as a whole is getting better at promoting the achievements of women and talking about the particular skill set they bring to any business. But brands looking to address the male to female balance in their networks or attract more women franchisees need to continue with more of the same.

Attracting women to a traditionally male dominated industry is about communicating the support and training offered from the very beginning. It's about recognising the strengths women have - empathy, assertiveness, adaptability and good time management skills - and explaining how these qualities will complement the existing business model.

Men often feel more comfortable approaching a franchisor with only 50-60 per cent of the required skills, confident that they can learn the rest later, but from my experience in franchise recruitment, I've found that women tend to think if they don't have 100 per cent of the required skills, they can't do it. They tend to question their own ability from the outset, often removing themselves from the process before it has even begun.

It's often a confidence thing and that's why franchising is so great for helping to support, encourage and empower women to realise they can do it and do it exceptionally well.

### **Quite simply, women make great franchisees.**

They tend to be process driven, are often used to juggling many different tasks at a time, can lead with both heart and mind and collaborate with others well. These are sweeping generalisations and, of course, there are exceptions to every rule, but women tend to be more resilient than men and can assert themselves more diplomatically too - especially in matters of business.

Women are hard workers, with a desire to succeed that shouldn't be underestimated. In my experience, women are just as competitive in business as their male counterparts and because they are usually great communicators, they are actively sought out as assets to any customer facing franchise. Brands that promote and encourage success, at all times, will testify that the women in their network will strive to achieve that success.

Any franchisee should be hard-working, with a positive attitude and the motivation to succeed. The way I see it, women fit the bill just as much as men do. I encourage women to challenge the status quo by looking into those 'male dominated' franchise opportunities - you might know more than you think!



**THE AUTHOR**  
Lisa Law is national franchise manager at Snap-on Tools



**"Women with dedication are just as likely to succeed as their male counterparts - no matter the sector"**

# Meet the business women addressing the balance



**Lesley Wallace**

DREAM DOORS

*“Turning up as a lone woman on a job can generate an interesting mix of reactions”*

Despite winning multiple awards as the owner of Dream Doors, Lesley still has to go out of her way to prove herself sometimes. Not that every technical aspect of the role came easily to her since she launched her franchise in 2012. “I knew joining Dream Doors was going to be a bit of a learning curve in the first instance, but I just put my head down and got on with it,” she says.

Lesley began her working life as a music teacher, but later decided it was time for a career change: “I felt that I wanted to be my own boss and franchising just appealed from the start. I didn’t have a clue about building or selling kitchens, but Dream Doors had a model I could follow.” And she has certainly proved that – generating a total of £25,000 in her first month of trading.

So how does Lesley fare in what was, and perhaps still is, a male dominated industry?

“Turning up as a lone woman on a job can generate an interesting mix of reactions,” she says.

“I do still get some raised eyebrows. Turning up with a big heavy tool bag, you can still get the odd patronising remark, but I normally offer them a piece of technical information or I just give them a really heavy tool bag to carry from my van – that can help to quieten them down.”

Lesley has more than proven herself as a kitchen designer and entrepreneur since launching her showroom, winning countless awards and last year making it through to the finals of the Venus Women Awards in the customer service category.

*“The thought that I am a women in a man’s world never crosses my mind at all and why should it?”*

Wanting to set up a local business to suit a work life balance, Mayura explored many options, before choosing Signs Express. “I liked the signage industry as previous business skills were transferable and the signs and graphics industry is so diverse, so I could see how large the market could be in the UK,” she says.

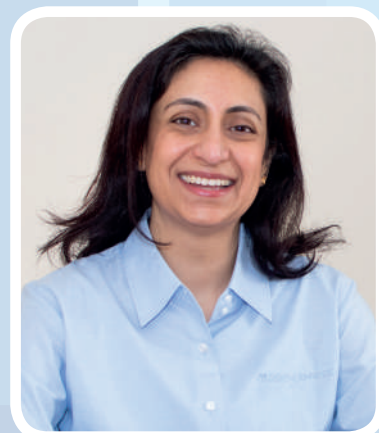
Her previous years in business gave her a broad range of experience, even though there were some elements of running her own business, and of course of the industry, that were completely new. “However, that is the joy of entering in to a franchise as they can offer training and support every step of the way,” says Mayura.

Asked what she loves about her job, Mayura says: “The freedom to make decisions, an industry

that never gets boring and the satisfaction that comes from doing a quality job for a customer. I am proud to be a part of a truly successful franchise network.

“In any business situation, the thought that I am a women in a man’s world never crosses my mind at all and why should it, as everybody is different in different ways, shapes and form? In my experience, people want to deal with people who make them comfortable by being professional, knowledgeable, reliable and trustworthy.”

Her advice? “Focus on building those skills, prioritise customer service and adding value, hire the right team and you are set for taking on any business or industry.”



**Mayura Joshi**

SIGNS EXPRESS





**Shweta Jhajharia**

ACTIONCOACH

***“Being a female in a male dominated industry is actually a significant advantage because that is an indication the industry may be lacking in fresh thinking and open to disruption”***

Shweta Jhajharia joined ActionCOACH in 2008 when, within the industry in general and even in ActionCOACH globally, the top echelons were dominated by men.

Having given up her lucrative fast-track career with Unilever and committed to the dream of building her own business, she invested in the world-class ActionCOACH model. With no experience of working with SMEs, balancing the growing needs of her two-year-old and, to top it all, an economy in a tailspin, she realised that one of the key marketing avatars for the business she was trying to build was the male business owner who had been running a successful business for several years and who may be less open to listening to a woman.

However, Shweta has more than proved herself, consistently being the top coach in the

UK and amongst the top coaches in the world, winning many awards including Coach of the Year at The Stevie Awards, the world's premier business awards. Although she continues to credit her success to her clients, she is now recognised as one of the key influencers in the business coaching industry across the world.

Does she ever feel at a disadvantage working in such a male dominated environment?

“Being a female in a maledominated industry is actually a significant advantage because that is an indication the industry may be lacking in fresh thinking and open to disruption,” says Shweta. “Make sure you protect your mindset from naysayers and ‘confidence vultures’ and always bring your true and distinct identity to the work you are doing.”

***“I often find that there is still inequality for women at a senior level in business”***

Twelve years ago, Zoe decided to buy an InXpress franchise. “I could see the success, benefits and freedom it could bring and knew I could make a success of it,” she says.

Asked about her greatest achievements, Zoe explains: “Setting up my InXpress franchise. It started in my dad’s bedroom and is now a global business with 350 franchisees across 14 countries. Our franchisees are enjoying success and the freedom they could only have dreamt of before joining InXpress and that’s so rewarding to see!

“I am also now co-owner of a second franchise and chief financial officer for InXpress Global. I need to make sure that my work life also fits around my family life and juggling so many roles can be tricky, but I have made it work.”

Asked what challenges she has faced, Zoe says: “I often find that there is still inequality for women at a senior level in business, as most of these positions are held by men and as the only woman on the board I feel I have had to fight for my position. I have now inspired my 18-year-old daughter to run her own business. She wants to be a CEO when she’s older!”

Her advice to women wanting to get into franchising? “Join groups such as Encouraging Women into Franchising and the British Franchise Association, both of which I’m a member of. They offer support and advice to women on how to get into franchising and business.”



**Zoe Kirby**

INXPRESS

# Get Social

The do's and don'ts of promoting your business online

WORDS BY NICK STRONG

**F**ranchising and social media are not easy bedfellows. Few people entering franchising do so because they are or want to be social media experts. This is a challenge, as social media is now a crucial part of local and national business building on multiple levels.

What are the options for the new franchisee when it comes to building business via social media? And how can you overcome the obstacles?

## Do what works

Franchising is all about following a system that's proven, profitable and can be replicated in a sustainable market. The challenge for franchising is that social media is all about the moment. There is no historical or replaceable formula for conversation. So what are your options for using social media effectively in business building?

## What would your mum think?

First of all, a warning. What you say and show on social media remains there forever. Once it's shared, your control is lost. What goes online stays online. This means we have entered the era of 'living our lives on the rooftops'. What happens in Vegas, stays on YouTube.

As a result, the basic rule of thumb when it comes to social media publishing is: if you wouldn't say it or show it to your mum, don't say it or show it on social media.

## Be sociable

First of all, think about what the reader would want. Traditional advertising is all about sellers pushing their message into the world of the would-be new customer.

The essence of the advertising message is always along the lines of 'We are the best - We have what you want. Buy from us now!'

Social media is about 'them' - it's 'social'. It's not about messaging per se. It's about people and conversation. The mantra is: show interest in others and they will show interest in you. Give first and get second.

## Know your customer

When it comes to building your business, you're going to need more contacts than just your friends and family ones on Facebook.

Key here is to know the profile of the ideal client. This is where the franchisor comes in. The franchisor has detailed information about client profiling. This insight will be used to substantiate the territory you receive and the advertising provided.

How can this be useful to you when it comes to business building through social media? This is an important question to ask any franchisor of interest to you and at an early stage.

## Content planning, curation and distribution

Any business worth its salt will have a detailed marketing strategy that's planned out for central and local action. The plan should be clearly defined, with roles, responsibilities and expected outcomes specified.

Within this plan, it's important for you to identify the place of social media and how it will work to support your business. Ideally, a franchisor will provide you with a social media content plan outline, not for you to copy verbatim, but for a

guideline for you to follow.

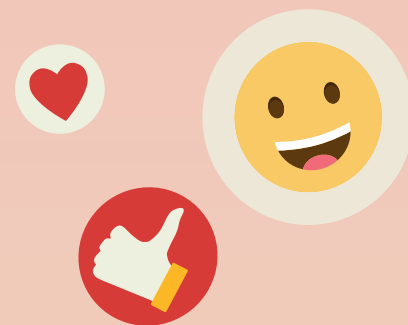
It's important that a franchisor puts you in a place of personal confidence in all areas of your business building - and that includes the use of social media.

## Content distribution systems

Some franchisors have developed their intranet systems to send content packages to franchisees. Others focus on central sharing for all franchisees to 'like' and share. Others do little or nothing.

New for the sector is our system, socialHANDLER.online. This content management system enables a franchisor to send content packages to all franchisees. The franchisee is then free to use the franchisor's carefully crafted content in a way that represents the franchisee and the brand effectively on a local level.

"If you wouldn't say it or show it to your mum, don't say it or show it on social media"



## Does it belong to you?

Be careful to use wording and graphics that belong to the brand and to you. Google images are not free to use. They all belong to someone. If you use someone else's images in your posts, you may have trouble with letters from lawyers.

If you use snippets of other people's content or you quote individuals, always make sure you attribute what you post to the original source. This way, you're saying thank you for the inspiration, so they get the benefit of signposting and recommendation.

## Pay to be seen

Many franchisors will instruct an agency to do the hard yards when it comes to branded content that creates a PR footprint. Agencies are often centrally instructed to manage pay per click budgets to this end.

These are 'pay to be seen' ways that are available to you through a franchisor or through your own local marketing budget. It's important to establish what's in place and who needs to do what, how and when.

Pay to be seen advertising is rarely

conversational, however it can be effective in creating brand awareness and interest on a national and local level.

Once the brand is seen and you're associated with the brand, it can be a springboard into conversations with your local social media contacts. The more contacts and brand awareness on a local level, the better.

## Local is about you, the brand and what you do

When it comes to local social media connections and publishing, it's mostly about you and what you do.

Encouraging recommendations via social media through clients and friends is a great way of 'electronic leaflet dropping' on a local level. Ask any franchise what it has trialled in this area of promotion. It's important for you to identify how what the franchisor has developed can be used by you to get effective promotion and sales for your business.

## Manage your settings and be clear about purpose

Be clear from the start how you will portray yourself and your business via social media. If you want your personal life to be separate from your business life, make sure you keep your personal social media accounts private in settings.

The franchisor may stipulate settings as part of its operational guidelines. When it comes to personal social media accounts, it's important to find out what is expected by the franchisor and how they will be managed in practise.

## Proven and replicable

As I mentioned at the start of this article, effective franchising is all about proven and replicable ways of building a local business under the umbrella of central support and a known or growing brand.

Make sure you find out where social media fits into the mix and be clear what your part is when it comes to building your franchise through social media.



### THE AUTHOR

Nick Strong is  
managing director of  
Franchise Intelligence





## Q+A

5 Minutes with...  
**FARRAH ROSE**Head of International Development,  
The Franchising Centre**BW: What do you love most about your job?**

Working with a variety of clients in different sectors, the flexibility of working patterns, keeping up to date with international franchise development trends and international travel. I also love adding value to the well-being of clients, employees and their families.

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

Combining imminent client needs with raising a young family.

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

Leaving a plc board position and relying on project work, which could have meant feast or famine with no guarantee of regular income. Luckily, the risk never materialised.

**BW: Proudest achievement - work or otherwise?**

Developing The Franchising Centre International Division to be the leading voice of authority in international franchising globally, with 75 associated offices in 100-plus countries.

**BW: Who do you go to for advice?**

Brian Duckett, my chairman at The Franchising Centre.

**BW: Who do you most admire?**

In the franchising arena, Martin Mendelsohn and Edward Levitt, who are passionate, knowledgeable and supportive individuals. In general life, the late Wayne Dwyer and Eckhart Tolle.

**BW: Biggest lesson you've learned along the way?**

Do whatever you choose to do with unwavering passion, determination,

integrity and hard work. No one will hand you anything for free.

**BW: What advice would you give the younger you?**

Don't take life too seriously, don't try to please everyone - you never can - and nothing lasts forever. Do your best because nobody, including you, can judge you for failing. But don't allow failure to define you. Always do what you do with integrity and a sense of responsibility of the impact your actions will have on others.

**BW: If I'd known then what I know now...**

I probably would have enjoyed the journey a bit more.

**BW: Which three women inspire you most?**

My mother, a humanitarian, strong, hard-working, ethical, mindful Iranian woman who fought for justice in a traditional society to touch the lives of the underprivileged. Mother Theresa, for her compassion and integrity. Rosa Parks, for her bravery.

**BW: Sum up what women can bring to a business**

Intuition, intelligence, organisational skills, creativity, flair, tolerance, the ability to multitask, compassion, determination, emotional intelligence and hard work.

**BW: Biggest challenges women in business face today?**

Finding the right space to sit comfortably within a business. Some women try to mask their natural, female specific, God given gifts, viewing them as weaknesses rather than strengths. The more mature generation of women in business, of which I am one, have proven that our gifts, such



**"Do whatever you choose to do with unwavering passion, determination, integrity and hard work"**

as intuition, persistence, emotional intelligence, empathy and gentleness, are important qualities not to be discarded

**BW: What's next for you?**

Having raised two awesome kids and given them wings to fly, I have even more freedom to throw myself into my consultancy work. I am also eager to run educational workshops in emerging markets. Leaving a modest legacy is extremely important to me and I'm privileged and honoured to have been given a space in this growing industry over the past 35 years to contribute and witness its development.

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# THE TEN MOST *Powerful Women* IN FRANCHISING

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There are so many influential and inspirational women working within the UK franchising industry, so we thought we'd celebrate their success by featuring 10 of the leading lights who are paving the way for the next generation

Wow, was this list hard to choose! We could have filled the entire magazine, but here it is - our selection of ten truly brilliant women, all making a difference, contributing to the world of franchising and proving that franchising is most definitely not just for the boys!

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**PIP WILKINS**  
*CEO, British Franchise  
Association*

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Having worked in the industry for the past 20 years, Pip has lived through a literal war in franchising. It is very true that franchising wasn't always viewed positively, but with the help of her hard work, commitment and determination those days are gone. Without the work of the bfa, franchising wouldn't be an industry contributing £17.2 billion to the UK economy.

After working her way up within the association, she has gained insights from some of the franchising greats and has also experienced some of the great mistakes, enabling her to help protect against potential threats and set the bar high for standards and education in UK franchising. Highly regarded both within UK and international franchising for her dedication and depth of knowledge, she

speaks regularly at conferences, seminars and events, representing the UK at the European Franchise Federation and World Franchise Council. Under her guidance, the bfa is one of the largest and most successful associations in the world.

***Greatest achievement:***

To create a platform for women in business and, in the context of franchising, to shine – tables have turned on female statistics and I will continue to fight for the upward trajectory on this.

***Greatest piece of advice:***

My one piece of advice would be, don't be too hard on yourself and never let your past define your future.



## FARRAH ROSE QFP

*Head of International  
Development, The  
Franchising Centre*



Having worked in international franchising since 1984, Farrah is one of the longest standing, authoritative, highly knowledgeable and respected figures in this industry, with unrivalled experience in international franchising. She has successfully supported over 200 franchisors with expansion plans across four continents, has trained many international trade advisers at UKTI, advised the Commonwealth secretariat and has worked with Commonwealth heads of the Maltese government, stakeholders and SMEs.

Farrah is a regular speaker at major international franchise seminars, workshops, conventions and conferences and is regularly invited to contribute to and speak at seminars and conventions on international franchising across the globe.

### ***Greatest achievement:***

To have served this growing industry for 35 years, witnessing its growth and to have left a legacy.

### ***Greatest piece of advice:***

Continue to rely on your intuition as this, combined with a drive to succeed, investing in good people and advisers and carrying an ethical stance, will help you achieve your vision.

## SARAH KELLY

*CEO, Stagecoach  
Performing Arts*



Since joining Stagecoach Performing Arts as Managing Director in 2013, Sarah has led the growth of the Stagecoach network, supervising the opening of schools around the world and orchestrating a major rebranding of the company. She has also led the expansion of the network into new international markets, including China, increasing the worldwide reach of Stagecoach.

Now as the CEO, Sarah continues to manage a network of over 700 schools and more than 3,000 teachers, which instruct over 45,000 pupils. The company now spans 10 countries and six continents, and has recently partnered with the mental health charity Young Minds as part of a wider effort to be a means of support and growth for young children. Her plans for the future are to establish the Stagecoach Performing Arts global network as a child enrichment business that develops life skills through the performing arts.

### ***Greatest achievement:***

Continuously striving to establish a work-life balance that allows me to do the best possible job.

### ***Greatest piece of advice:***

Always do something you love and enjoy, then you will never work a day in your life.



## CATHRYN HAYES QFP

*Franchise Director, Revive!*

Having worked in franchising for 25 years, previously as Head of Franchising at HSBC and Head of Business Support at the bfa, Cathryn is now the UK Director of Revive! Responsible for franchisee recruitment, her time is spent looking for ambitious, driven people to join the franchise. Although she has a busy work life, she still finds time to contribute to the world of franchising, being a regular judge for the bfa HSBC Franchisor and Franchisee of the Year awards, contributing articles to the franchise press and presenting at seminars, conferences and exhibitions. She has big growth plans for Revive! so watch this space!

### ***Greatest achievement:***

Building the great team of franchise experts at HSBC from a team of two when I started and moving HSBC up to become one of the biggest lenders in the franchise sector.

### ***Greatest piece of advice:***

Be yourself, don't try to be who you think people expect you to be! Don't do anything half-heartedly and don't be afraid to be ambitious and focused about your plan.



## SUZIE MCCAFFERTY

### CEO, *Platinum Wave*

Shortly after leaving university, Suzie set up her own refillable ink cartridge shop and five years later had 70 franchisees in six countries. Leaving to help expand a recruitment agency franchise, which sold to a large plc, Suzie then decided to set up her own franchise recruitment and consultancy agency, Platinum Wave.

With over 20 years of experience, Suzie is a well-known personality in the franchising world. This year alone, Platinum Wave is sponsoring and presenting at The Best Franchise Awards, Superbrands and Franchise Fest. Suzie herself took part in a session at the bfa conference, is the Chair of the Scottish Franchise Forum and a member of EWIF.

Among her many awards are bfa, EWIF and WorkBuzz Service provider of the year and International Entrepreneur of the Year at the WeDO Scotland awards.

### ***Greatest achievement:***

Platinum Wave, which has become a force for good in franchising.

### ***Greatest piece of advice:***

If you believe you can't do something, you're probably right.

## SARAH CRESSALL

*Founder and CEO,  
The Creation Station*



Starting the company in 2002, Sarah awarded her first franchise in 2007 and now has 120 franchise partners inspiring over 16,000 people every week. It is estimated that one in 20 children have had a Creation Station party.

Her purpose is to bring creativity into all areas of learning, leisure and life and to create positive differences through creative experiences. Having just launched The Creation Station foundation, bringing creativity to families in times of crisis, she is also developing well-being programmes, creative robotic workshops, corporate creative minds training and experiential Creation Station hub centres at leisure and shopping centres. She still finds time for her family, early morning runs and has even written a book, called Creative Sparks, which reached number one on Amazon. Her biggest inspirations are her family and hearing other people's stories: "It helps keep my eyes wide open and my ideas fresh."

### ***Greatest achievement:***

Being a mum to three wonderful men, doing something I love and helping others find fulfilment by doing something they love too.

### ***Greatest piece of advice:***

You can do more than you think. Don't let fear of failure stop you, as to fail is a first attempt in learning. Dream big, step out of your comfort zone and unleash your wonderful self.



## ROZ GOLDSTEIN

*Founder, Goldstein Legal*

Goldstein Legal is now one of the most respected franchise legal specialists in the UK, providing legal advice to both franchisors and franchisees. Elected to the British Franchise Association Board of Directors in 2016, Roz can regularly be seen speaking at national franchise industry exhibitions and events. Inspired by business owners who "have got there the hard way, building their business from scratch", she is looking forward to growing Goldstein legal and developing her fantastic team.

### ***Greatest achievement:***

Establishing Goldstein Legal and making it the success it is today.

### ***Greatest piece of advice:***

Don't stifle the power of your personality. It could be your greatest asset.

Founder of Goldstein Legal, a thriving commercial law firm specialising in franchising, Roz has extensive experience of franchising, having spent almost 20 years working in the industry.



## CHRISTINE KELLY

*Founder and Chair,  
Little Kickers Group*

From her initial investment of £200 in 2002, Christine has seen Little Kickers grow into a \$30 million business, with franchisees in over 30 countries and over 65,000 children attending classes every week. In 2019, Christine was awarded an honorary Doctor of Business Administration from Aston University for her contribution to entrepreneurship.

Asked what inspires her, she says: "I am constantly inspired by other entrepreneurs, particularly those who aim high and operate outside their comfort zones." She plans to continue to grow Little Kickers and to focus more heavily on the not-for-profit aspects of the business going forward.

### ***Greatest achievement:***

Building a company that has a positive effect on the people it touches – the franchisees, the coaches and the children attending the classes.

### ***Greatest piece of advice:***

I have never really viewed myself as being defined by being a woman. I was brought up in an environment where boys and girls were treated the same, so I do not have any expectation that a person's ability is defined by their gender.



## LOUISE HARRIS

*Franchise Manager,  
easyStorage*

Louise has had a varied and hugely successful career in franchising for over 13 years, specialising in taking a concept to franchise and selling it. Joining start-up easyStorage in 2019, she is involved with everything from recruitment and coaching to working with suppliers and even writing the operations manual.

Winning a number of awards, ranging from EWIF New Woman Franchisor of the Year in 2012, bfa Franchisee of the Year in 2016 and an EWIF Special Recognition Award in 2019 for work in the industry, she also speaks at various EWIF and bfa events and writes regularly for the franchise press. She is inspired by 'regular' women who overcome adversity to achieve great things and enjoys the company of strong women who "just get on with things!"

### ***Greatest achievement:***

Running the New York Marathon and passing her motorcycle test.

### ***Greatest piece of advice:***

You can do it, but when things feel as if they are going wrong, ask for help from someone you trust. Network and get around good people.



## HELEN MANSFIELD

*MD, Encouraging Women  
into Franchising*

existing businesses and helping franchises attract more women into their networks.

### ***Greatest achievement:***

Travelling around South Africa alone was an amazing but challenging adventure. The experience helped me to develop skills that I've been able to bring into the business arena and has given me the drive, determination and belief in myself to make a difference in the industry.

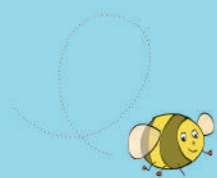
### ***Greatest piece of advice:***

If something is challenging, that's all the more reason to do it. It will allow you to develop and realise abilities that you didn't know you had, which will help grow you as a person.

A young woman with a passion for franchising and women in business, at just 34 years old Helen took on the prestigious role of MD at EWIF. Her dedication and understanding of the franchising industry, combined with her progressive and inspirational approach, is helping to further propel EWIF into the limelight.

EWIF is a not-for-profit organisation aimed at encouraging more women to consider buying a franchise business, encouraging women to franchise their





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# WE ARE FAMILY

Don't let becoming a parent put you off being a franchisee, Tracey Alexander says

**F**inding out that you're going to be a parent is an exciting time, but if you own a franchise, you may find yourself wondering how you're going to juggle everything once your bundle of joy arrives. Tracey Alexander has been a franchisee of We Love Pets since August 2014, when she left a corporate role to seek a better life balance.

The business provides award winning pet care, including dog walking, boarding and day care services, pet sitting services, along with small animal, reptile, lizard and horse and pony care. Here she tells us about her journey and proves you really can have it all.

## How did you get into franchising?

TA: I left the pressures of a busy corporate environment behind to do some freelance PA work and then started doing some dog walking for the Reading West franchise of We Love Pets.

I immediately saw the benefit of running a pet franchise and approached founder and franchise director Jo White about the potential

for me to take on the Reading East franchise. She has two young children, so is very supportive of families and the business is very child friendly.

## How is your business doing?

TA: The business turns over approximately £5,000 a month - other We Love Pets franchises can achieve between £15,000-£17,000.

## How do you manage work around your family?

TA: Franchising has provided a successful work-life balance, which was of particular benefit when both my mother and grandmother were seriously ill.

I was a little nervous when we found out our son William was on the way, but the beauty of running a franchise,

rather than being out on your own, is that you can rely on support from head office and other franchisees when you need it.

## Tell us what happened when your son was born?

TA: My son was born in 2017 and since then I have successfully combined motherhood with the life of a franchisee. What could have been an anxious time proved to work out well and my two lives now complement each other perfectly.

## How has your job changed?

TA: Before having William, I walked lots of the dogs myself. I still do that, but also work with a wonderful team of walkers, who now also cover the walks I used to do.

## What sort of support have you had from other franchisees?

TA: We're very lucky at We Love Pets to have supportive fellow franchisees, so my lovely colleague Amy, who owns the neighbouring

**"Speak to your franchisor about the feasibility of involving your youngsters in the running of your business"**



# Tracey's 12 hacks to get you through the early stages of motherhood in one piece

- 1 If you're planning to start a family, choose a larger franchise that has several branches with a similar demographic of franchisees who will have a wealth of experience and have been through the same thing.
- 2 Let your franchisor know when you're pregnant as soon as you're comfortable - the earlier the better. It can put you in touch with other franchisees or provide much needed support from head office.
- 3 Explore different childcare options way before you need it - some nurseries are booked a year in advance - and have a plan in place.
- 4 Don't forget to take advantage of the government's tax free childcare scheme.
- 5 Don't be afraid to ask for help and advice from your colleagues and fellow franchisees.
- 6 Have a contingency plan in place. If you've had a rough night with the baby, make sure there's a member of your team, neighbouring franchisee or virtual assistant ready to help share the load by helping out with tasks like answering the phone and making bookings.
- 7 Have set work times and set baby times so you don't feel like you're spinning plates. Give 100 per cent attention to whichever area of your life you are working on at that moment, whether it's work or family.
- 8 Look after yourself; sleep when you can.
- 9 Don't try to grow too quickly. Growth has to be sustainable, so focus on your existing customers and then only bring new ones on board when you're ready and it feels right.
- 10 Prioritise the essential tasks that are involved with the day to day running of the business, for example, the team's schedules, customer enquiries, accounts and invoicing, and then catch up on the weekly and monthly tasks when it fits best.
- 11 Baby brain is a very real thing - pregnant women and new mothers really do experience forgetfulness and absent mindedness. It does come back though. Don't worry about asking people to double check things and proofread for you.
- 12 Speak to your franchisor about the feasibility of involving your youngsters in the running of your business.

Reading West franchise, covered my management role for a short while so I could recover, find my feet and get back into the swing of things. I return the favour when she wants to go on holiday, which works well for both of us.

## What are your plans for the business now?

TA: Now we're in the swing of things at home, I'm looking to grow the business again. I was able to hold off growth a bit while I got used to running a franchise with a new baby, but it's very much 'business as usual' again.

## Do you get your family involved in the business?

TA: Taking William on pet visits with the customer's permission has been brilliant fun - he loves all the noises the animals make and he often giggles away at guinea pig squeaks or rabbits hopping around.

## How do you cope with stress?

TA: The great thing about working with animals is that we are outside a lot of the time and that helps reduce the stress.

## How would you sum up returning to work as a franchisee?

TA: Running mu franchise and being the mother of a young child has been much more straightforward than I thought it would be and probably easier when compared with returning to full-time employment.

## What advice would you give other women?

TA: Our clients are lovely and were very supportive during pregnancy and running the business with a young baby, so my advice would be to make sure you enjoy these precious moments of being a parent.







# Making a splash

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

WORDS BY TONY JAMES



#### THE AUTHOR

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

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

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

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

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

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

#### Things haven't always gone swimmingly

However, three years ago Tracy was struck down by a near fatal virus that put her into intensive

care for months, unable to speak or see and communicating through hand squeezes.

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

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

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

Tracy was a Shell Chemicals supply manager and Jo an IT project manager



at Barclays - pretty impressive business experience - but the path of entrepreneurialism was still something untried and unknown for them.

### I dreamed of being my own boss

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

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

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

"We realised there were virtually no specialised swimming classes for small children," Jo explains. "Many people still thought it was unwise to teach a

↑ Jo Stone with the 2019 EWIF Awards

child to swim under three and there was still a quite widespread belief that tiny babies might stop breathing under water. The experience with our own babies had shown us this was not true - there was great joy and value in teaching tiny children to swim."

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

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

The partners dived head first into setting up the business. They found a swimming pool for classes and attended swimming and leadership

courses to prepare them for the venture.

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

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

### Thinking big

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

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

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

They remember: "We learned early on that we had to have all our ducks in a row before we even thought about franchising what had become a very successful local business. Once we felt happy with the systems and processes and realised that local

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





## Jo Stone's top tips for franchising your business

- 1 Make sure your franchise operation is a separate business and build every process on the assumption that it will be scaled up.
- 2 Document everything and update it as changes occur. Make sure franchisees will understand every last detail.
- 3 Employ as much top grade specialist help as you can, particularly legal and business experts.
- 4 Recruit a support team to run the original business you are franchising. Give the team clear job descriptions and honest appraisals.
- 5 Take time to recruit the right franchisees and listen to their concerns.
- 6 Trademark your business from day one. This provides legal back up and the confidence to grow your brand.
- 7 Invest wisely in IT and consult your franchise network on major decisions. It must work for them in order to make their businesses more streamlined and profitable.
- 8 Make a three to five-year business plan and keep it up to date. This helps to stop you getting bogged down in tasks you should be delegating.
- 9 Get the best possible advice when compiling your franchise agreement. Cutting corners here can result in major problems later.

relationships with pools, teachers and customers were vital, we decided it was time to franchise."

By 2006 they were ready. They had grown Cheshire Puddle Ducks to a good size and knew that to achieve further growth they had to entrust others to carry the brand forward. This



involved recruiting a head office team of experts in their field, which enabled the partners to work on the business rather than in it, freeing their time to concentrate on growth.

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

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

### Testing the concept with a pilot

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

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

"It was a struggle in the beginning and a lot of work was done in the evenings, when the children had gone to bed. We obviously couldn't go on like that forever and it was agreed that when the business began to make a profit it would be ploughed back, so that we could employ more staff and improve our work-life balance."



## "Our vision is to have 50 franchises by 2020, teaching 50,000 children"

### Only recruiting the best

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

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

"We followed all the guidelines from The Swimming Teachers' Association, which stipulates that progress must be led by the child rather than the teacher. From the start, we firmly





believed that the aim was not only to help young children to swim, but to be confident and safe in the water and, of course, have fun.

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

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

### The franchise package

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

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

Even so, it takes about nine months for a franchisee to be fully trained,

with a mixture of distance learning, on the job training and consulting a vault of online manuals, which cover every aspect of running the business.

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

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

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

### Communication is key

But initial training is only the start of joining the Puddle Ducks family. The partners have always believed that communication in the network is the key to success, encouraging it with newsletters and Facebook forums.

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

suppliers and contractors.

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

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

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

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

## What Jo Stone looks for in a franchisee

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

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

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

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



# A business by women for women

With 55 per cent of the network being female, Just Cuts has made its mark on women globally and is now focused on further expanding across the UK

**U**K CEO and global general manager of Just Cuts, Amber Manning, recognises the value women bring to the brand: "With 50 per cent of our clients, 93 per cent of our stylists and 55 per cent of franchise owners all being women globally, they're a huge part of our brand."

## AMBER MANNING, UK CEO AND GLOBAL GENERAL MANAGER OF JUST CUTS

It would be fair to say that Amber has excelled as a successful businesswoman herself. At just 20 years old, she was Australia's youngest financial services franchise owner and operator. From

there she went on to work with various other franchise brands, helping out franchisees, learning how they work, maximising their sales and implementing strict KPIs. It was this knowledge that secured Amber a managerial role at Mission Australia where she became an integral part of the team.

In March 2014, Amber joined Just Cuts. Her presence was felt by the whole network as she began to implement significant change and roll out a number of innovative projects for the brand. Within two years, and with the strength of the largest hairdressing brand in the southern hemisphere behind her, she set her sights on international expansion – first stop, the UK.

**"I think the best thing about running your own business is the sense of independence and empowerment"**



## MAGDA DEACONESCU, JUST CUTS FRANCHISEE

Prospective franchise owners looking to invest in a Just Cuts franchise come from a variety of backgrounds and experiences. Many have never even worked in the industry before. In fact, you don't need to be a hairdresser to own a Just Cuts salon, as franchise owners manage a team of qualified stylists to service the business – meaning they can work on the business at a time that suits them.

One such woman who has capitalised on the UK's booming £4.1bn hair and beauty industry – and making the most of time with her family – is franchisee and mother of two, Magda Deaconescu. Having recently opened her second Just Cuts salon in just under six months,



## At a Glance JUST CUTS

### Established:

1989 in Australia and 2018 in the UK

### Number of franchised outlets:

two in the UK

### Location of units:

available UK-wide

### Investment range:

£90,000 - £120,000

### Minimum required capital:

£75,000

### Contact:

07577 700 397

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



Magda is revelling in the opportunity to be part of an internationally-recognised salon brand. She plans to open multiple salons in the towns surrounding her home in Putney in the not too distant future.

"The Just Cuts business model provides the security and structure for anything I could ever need. I think the best thing about running your own business is the sense of independence and empowerment. I wake up knowing there's something that needs doing. I enjoy being busy and going to the salon gives me that feeling of fulfilment. It's also important to I feel I'm doing something that's beneficial for my family. I can still take the girls to school every single day and it's given me confidence my business can work without me while I do that," says Magda.

# Join the modern motherhood tribe

*Business Woman* catches up with founder of MummyYoga, Dr. Rehana Jawadwala, on why she feels she's on the cusp of a new direction on her passionate journey

## Tell us a bit about MummyYoga

MummyYoga is an inclusive, flexible and fulfilling franchise business. It is designed to give our community of soon-to-be and new parents an evidence-based, positive and supportive environment to discover their own path into parenting.

MummyYoga was founded in 2015 and is going from strength to strength – from a small side project to a demanding day-job, to a purposeful all-consuming mission by 2019, the journey so far has been a most enriching experience. We are now ready to share our success with like-minded, driven people who share our passion and commitment.

## Why should entrepreneurs franchise with MummyYoga?

The yoga industry is growing at a phenomenal 17 per cent rate from £760 million in 2016 to £890 million by 2020 (Capture the growth, Price Water Cooper, 2016). This is a big share of the £209 billion health and wellness sector. This trend is only set to continue.



The lack of consistency in yoga services within the fertility, pregnancy and postnatal sector means women have to test every class, teacher and provider to find something that suits their taste, ethos and style. This can be a barrier for women engaging with yoga at a very powerful time of transition in their lives.

MummyYoga, with its evidence-based accredited training, emphasis on inclusive class structure and strong brand identity is a perfect antidote to a litter of local provisions.

Our unique 'Perinatal Yoga Teacher Diploma' is accredited by the Federation of Antenatal Educators (FEDANT). In fact, the Keep Me Close®, babywearing yoga class is the first of its kind in the world to have an accredited training programme for teaching such a class.

Because we have proved the concept you don't have to make the mistakes we did. We offer an empowering, reduced-risk and proven business model that works around you and your lifestyle.



## At a Glance MummyYoga

**Established:**  
2015

**Investment range:**  
£9,950 + VAT

**Contact:**  
admin@MummyYoga.com  
MummyYoga.com

## What are you looking for in a franchisee?

If we are to empower parents, we need more variety of people to engage with our philosophy and model. By not keeping the recruitment criteria locked to teacher/owners we can invite people with a broad variety of skills to have an impact in the business. We invite dads, grandparents, school teachers and other community members to consider a MummyYoga franchise opportunity, not only because of its long-term financial value proposition but indeed buying into the philosophy of 'it takes a village to raise a child'.

If you are great at business and don't want to teach yoga or vice-versa then that's cool – we want to respect people's strengths. You will be supported in the role you wish to adopt within the franchise and we will help you infill the gaps that will be needed to have your business in the best shape possible.





# EWIB

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# 2019

EMPOWERING WOMEN IN BUSINESS

THE CHANGING CULTURE OF BUSINESS

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**[www.thebfa.org](http://www.thebfa.org)**



# Choose fun

If your dreams don't scare you, they're not big enough, according to Sarah Beattie, managing director of Fun Fest Franchising

**F**ollowing a career in banking, Sarah Beattie achieved her goal of running her own business when she opened a day nursery in Solihull. At the time, she had three young children and it was a challenge, especially during the school holidays when it was difficult to find childcare that suited them all.

Recognising a problem common to many working parents, she used her childcare experience to open a holiday club, which provided the quality of care and choice of activities she wanted for her own children - and so Fun Fest Holiday Club was born.

## EMPOWERING CHILDREN

Fun Fest Holiday Club empowers children by giving them a choice about how they spend their school holidays, enabling each child to design their own individual holiday programme.

With activities such as Nerf Challenge, Mission Impossible, Harry Potter Experience, Mad About Science, Sports Action, Great Outdoors, Master Chef, Pottery, Animaltastic, Treasure Quest, Jewellery Making, Beauty School, I'm a Kid Get Me Out of Here and many

more, there is something to appeal to every child.

Fun Fest Solihull became an instant success for working families in the area and earned a fantastic return for operating for only 11 weeks per year. Sarah recognised this model would work across the country and Fun Fest launched its national franchise programme in 2017.

This has led to impressive network growth, with over 20 clubs now operating in the Midlands, north and south east, all contributing to its growing reputation with Ofsted, schools, parents and children. Sarah believes there has never been a better time to provide holiday childcare due to unprecedented levels of demand coupled with a lack of adequate provision across the UK.

## GREAT OPTION

Franchising is an effective way for founders like Sarah to grow their business and is a great option for people wishing to run their own business. As a franchisee, you gain an existing brand with a proven record of success and established operating systems, which vastly reduces the risk and stress of setting up your own business from scratch.

Ryan Turner, Fun Fest franchisee



## At a Glance FUN FEST

**Established:**  
2017

**Number of franchised outlets:**  
22

**Location of units:**  
Midlands: Harborne, Moseley, Solihull, Coleshill, Sutton Coldfield, Lichfield, Tamworth, Redditch, Derby

North: Cheadle, Wilmslow, Chorley, Hartford

South: Orpington, Uxbridge, Eton, Watford, Stanmore, Luton, Oxford

**Minimum required capital:**  
£20,000

**Contact:**  
0121 726 2595

[fun-fest.co.uk/global](http://fun-fest.co.uk/global)



**"There has never been a better time to provide holiday childcare due to unprecedented levels of demand"**

for Sutton, explains: 'For relatively low start up costs, the financial returns are now great enough for me to step away from full time work and focus on maximising the potential of my Fun Fest territory.'

"I don't have childcare qualifications, but with the great support on offer from the Fun Fest team and by employing a strong staff team, this has never been a problem. Fun Fest is a great opportunity for anyone looking for greater personal and financial independence."

## DAY NURSERIES

Having already expanded to offer additional children's services, such as wraparound care and parties, Sarah and the Fun Fest team have recently announced that in 2020 it will open two Fun Fest Day Nurseries.

Sarah's vision is for Fun Fest to become a household name across the country that is synonymous with high quality, child centred childcare and activities.

If your dream is to run your own child centred business, contact Sarah and her team to discover more about the range of opportunities they offer.



# Changing people's lives

Seniors Helping Seniors solves two key problems faced by the UK's ageing population

**W**hen systems are broken, innovation is needed. Social care in the UK is broken and Seniors Helping Seniors is that innovation.

The company is built on two simple ideas: elderly people can help each other age more happily and gracefully and seniors who give, and those who receive, benefit equally.

Kieran Yocom, who founded Seniors Helping Seniors 20 years ago, says: "No human should leave this earth without feeling love, dignity and compassion. So the more we grow, the more people we can reach, the better."

## AWARD WINNING

An ageing society brings two key challenges: people work much longer and more people need care and support. Seniors Helping Seniors impacts carers and customers. The franchise model helps solve both age related challenges. Experienced older carers are the core of the organisation, while customer terms are unique and award winning.

Winning the Top 20 Most Highly Recommended Care Groups award for three years running has been a significant achievement for Seniors Helping Seniors.



**"Many Seniors Helping Seniors clients, along with their families, have become advocates of the business"**

Christian Wilse, founder of Seniors Helping Seniors UK, says: "Some of the 664 groups in the competition this year have hundreds of centres battling for them. We have five, so I'm immensely proud of our franchisees."

The number one problem in the care sector is finding and keeping carers and Brexit threatens to make the problem worse. But it's not an issue for Seniors Helping Seniors.

"We advertised for carers once and we have an endless resource of outstanding carers," Christian says. "Most of our carers could not work for other care companies, so I'm in the clear blue water I've been looking for all my working life. And we are now inviting people living in the south east and east of the UK to join us for phase three of our expansion plans."

"Phase one, which was adapting 20 years' of American expertise to the UK and our pilot centre, is now complete, as is phase two, which was successful pioneering franchises."

## COST EFFECTIVE

The cost of owning and running a Seniors Helping Seniors franchise is the lowest of any of the other top 20 care groups in the country. Clients are



## At a Glance SENIORS HELPING SENIORS

### Established:

2013

### Number of franchised outlets:

5

### Location of units:

south east and east UK

### Investment range:

£55,000

### Minimum required capital:

£25,000

### Contact:

contactme@seniorshelpingseniors.co.uk

seniorshelpingseniors.co.uk

self funders and referrals come from charities, GPs, frailty consultants and dementia specialists.

Care does not include 'personal care' or medication. Part and parcel of the innovative care model is no regulation fees, because the service is out of the scope of the Care Quality Commission.

## ATTRACTIVE EARNINGS

Processes are also super efficient. Earnings and projections are attractive for prospective franchisees and the franchisor supports individual objectives. People looking for a management franchise they can run from home, who want to support their local community and do good for people have a once in a life time opportunity to do so.

Many Seniors Helping Seniors clients, along with their families, have become advocates of the business. The company's carers say it's the best job they've ever had and franchisees say finding Seniors Helping Seniors was like a "breath of fresh air". The company trademarked the phrase 'We change people's lives' for good reason.





# Challenging the status quo of women in business

The beauty industry is proving to be a profitable market to be in and with the support of the Guinot brand, this franchise opportunity could be the key to success

**A**ccording to the latest figures from The British Franchise Association (bfa), 37 per cent of new franchisees are women and an impressive 65 per cent of people employed in franchise businesses are women. Pip Wilkins, the first female CEO of the bfa, says: "A franchise is a great way for women to get into running their own business because franchising offers flexible working hours, proven business models and the potential for substantial annual turnovers."

The rise in female entrepreneurs is present and poignant, especially within the Guinot franchise network, our host of franchisees are driving the network forward and challenging

the status quo of women in business. With dynamic training, advanced business support and a proven model, the Guinot franchise opportunity effectively integrates the Guinot brand with an entrepreneur's own business techniques and creativity.

It offers an existing beauty business the tools it needs to advance to the next level by improving profitability while also offering a new Guinot franchise owner the opportunity to merge into the market confidently and seamlessly. The Guinot franchise opportunity provides progressive support and advanced methods that have proudly developed a network of outstanding businesswomen.

According to a recent report by Oxford Economics, the growth of



## At a Glance GUINOT

**Established:**  
2012

**Number of franchised outlets:**  
8

**Location of units:**  
Bramhall, Bromley, Celbridge, Cricklewood, Darlington, Earlsfield, Gerrards Cross, Windsor

**Investment range:**  
£90,000 - £130,000 (turnkey)

**Minimum required capital:**  
From £35,000

**Contact:**  
Ellie Tidy QFP, franchise manager  
01344 873123, 07885964500  
ellie.tidy@guinot.com

[uk.guinot.com/franchising](http://uk.guinot.com/franchising)

**"I had aspirations to achieve a growth of 20 per cent to ensure profitability"**

the beauty sector is defined within 15 key groups under the sub-sectors of beauty services, personal care, personal maintenance and personal enhancements. These 15 key groups are the main contributors to the success of the growth within the industry and they outline where the profitability in beauty is positioned. Guinot provides products and services in 10 of these key groups, highlighting the strength of the brand and the franchise model within the sector. A Guinot franchisee will leverage from the brand's positioning and contribution to the sector and feel a sense of security and stability when joining the network. This strong brand positioning will help benchmark their Guinot franchise against their competitors on a local scale.

"I wanted to modernise and expand the current business. I had aspirations to achieve a growth of 20 per cent to ensure profitability and I believed that the Guinot franchise opportunity would support that vision. I wanted to create a financially and emotionally rewarding business that could either be sold or utilised to support future





↑ Karen Hargreaves, The Guinot Salon Bramhall

life plans,” says Karen Hargreaves, The Guinot Salon Bramhall.

Franchising with Guinot allows anyone with a passion for the health and beauty business to be part of this thriving industry, with the guidance and support of a well-established brand. The franchise opportunity brings with it efficient organisation, creative marketing strategies and a clear business structure to help franchisees succeed. Guinot has a recognised and established brand image which vastly increases the chances of making a local beauty salon business a success in such a competitive market.

Guinot’s iconic interior design is instantly recognisable to help with brand promotion and as an associate member of the British Franchise Association (bfa), a Guinot franchisee can be assured of ethical business practices and fair franchising.

The Oxford Economics report also highlighted that the beauty sector contributed £28.4 billion to the UK’s GDP in 2018 which is 1.3 per cent of the country’s total. This rapid industry growth has shaped a step-

change in how consumers now invest in beauty due to their confusion about what to buy.

With the market saturated with millions of products on social media, ecommerce and in department stores, the understandable consumer confusion has led them to seek professional advice from beauty therapists in salons, dermatologists

**"I wanted to create a financially and emotionally rewarding business that could either be sold or utilised to support future life plans"**

and industry professionals who put the personal approach back into beauty, thus, feeding that innate desire to discover what makes them beautiful as individuals. A personal approach runs through the DNA of a Guinot salon and the franchise opportunity echoes the importance of creating a business that is profitable but remains personal.

A Guinot franchisee will receive dynamic marketing tools, structured campaigns and forward-thinking promotions to help them cut through the competition and acquire new business as well as in-depth business support, training and resources that will equip them to run a successful business.

The health and beauty industry is now recognised by the government as a major contributor to the UK economy as spending on cosmetics and personal care continues to rise so now is the time to act!





# When the planets align

Becoming an ActionCOACH franchise partner was the start of something big for Jenni Morgan

**A**s a former fast-track graduate on the Mars Incorporated trainee scheme, Jenni Morgan was introduced to coaching as a line management style, which left a lasting and positive impression on this young professional. In the following 15 years, her career with Mars Inc. took her into every business function before finally finding her calling.

Jenni explains: "I'd always felt a pull to support young people who were struggling in school. I strongly believe that a good education can improve your chances in life, but I soon realised I wasn't the right fit for a school environment and my skills were going to be better used elsewhere.

"I took the opportunity to think again about my career. I'd studied

chemical engineering at university, so I decided to move into manufacturing, which soon led to me winning one of less than 20 places on Mars Inc.'s graduate scheme from a pool of thousands of applicants."

Jenni finally grasped what she wanted. She identified her strengths lay in coaching, marketing and her wide understanding of business operations in large corporates. After the scheme, she was settled in London with her husband, Henry, and was contemplating her next career move. She could thank her lucky stars, as an old colleague from Mars Inc. reached out to her with an offer that just made sense.

"He'd been consulting for a company that needed someone to implement the marketing elements that had been identified within his



## At a Glance ACTIONCOACH

### Established:

1993 in Australia, 2002 in UK

### Number of franchised outlets:

240 in UK

### Location of units:

UK-wide

### Investment range:

£69,000

### Minimum required capital:

£20,000

### Contact:

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

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

Then find out more by watching the overview video at

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

project," Jenni says. "I started my own consultancy, so they could pay me for the work. This was the first time I had worked with smaller companies and I had a major breakthrough - coaching was my opportunity to make a difference."

## CREATING THE FUTURE

In Spring 2018, Jenni wrote out her wish list for her future career. What did she enjoy? What were her skills and values? She knew success was linked to education, so working somewhere that valued ongoing professional development would be important this time around.

"I thought I could find a job where I could help companies grow by coaching them," Jenni says. "After extensive research, it turned out there weren't any jobs that did that - I'd have to create my own.

"In the past, I'd registered with a franchise search website and had been ignoring their daily emails advertising different franchise opportunities. I'd just finished formulating my wish list when I decided to open one of these franchise opportunity emails - it was ActionCOACH. It seemed to answer my coaching wish, but I didn't know enough about them to match anything else. I shortlisted similar franchises and registered for their discovery days."

After all of her meetings, Jenni talked things over with Henry, but her mind was made up - ActionCOACH was the one. She would be the first



↑ Jenni enjoying some quality time on holiday





"I've found a career that ticks everything on my wish list and more"

new franchise partner to sign up to their exclusive territory Firm Builder licence. In September 2018, Jenni was ready for her initial training week at ActionCOACH University.

"It was a whirlwind," she says. "Each session was led by experts from the UK team, including long-term franchise partner, Andrew Kureishy, giving real-life examples of client coaching techniques, and sales guru, Jon Asquith, from their exclusive client generation centre.

"They put all the practical nuts and bolts in place and I was ready to launch my new business. All the planets had aligned to bring me to this point - the start of something big. In October 2018, ActionCOACH Wakefield was going to take everything I had made of myself so far and up the game so I could be the best I could possibly be.

"I'd spent four weeks rounding prospects up using networking, 'bold calling' and direct mail campaigns and I had 30 people sat in my first 6-steps seminar. My coach's coach, James Vincent, presented part of the seminar with me. It was a great confidence boost and, at the end of

the seminar, I booked 12 follow-up appointments, which resulted in one group coaching client and a one-to-one coaching client."

## THE NEXT STEPS

Jenni decided to stretch her first 12-month goals, planning to reach a six-figure client income through a mixture of one-to-one and group coaching clients. She found a combination of networking, seminars, telemarketing and direct mail campaigns brought in a good level of enquiries and led to a good conversion rate into paying clients.

"I employ the equivalent of one full-timer, with three people split between marketing and telemarketing activities," Jenni says. "I also receive qualified leads from ActionCOACH's client generation centre. This gives me a pipeline of prospects, which puts the business in a good position to finish our first year and move in to the next. I plan to reinvest any profit back into the business to begin the expansion of the firm during the first quarter of 2020."

Jenni and Henry moved to Yorkshire to improve their work-life

balance, spending more time with friends and family. But starting a new business, even with the help of a dedicated franchise support team, takes a lot of time.

"I'm the sort of person who will put in a lot of hours to make something successful and my new business has been no exception," Jenni says. "If you speak to a few ActionCOACH franchise partners, you'll find they all grow their businesses at different rates due to personal goals and motivators, so you don't have to be exactly like me.

"It's only recently that I've started to keep my weekends entirely work free. I've began my mission to get fit - keeping space in my diary for aqua aerobics and going to the gym several times a week.

"What's really important to me is that I've found a career that ticks everything on my wish list and more. ActionCOACH's 14 Points of Culture overlap with the values I wrote down back in Spring 2018. The culture statements aren't just a list of phrases, you see them walking and talking every time you meet someone in the ActionCOACH family."

↑ Jenni Morgan coaching clients to success

# Female entrepreneurial revolution

The Right at Home franchise banishes any excuse for not starting a business

**F**or many women, starting a business isn't on the radar. It's a lot of effort, and high-risk. However, over recent years, there's a female entrepreneurial revolution taking place as more women take control of their lives – and their careers – supported by franchising.

The 2018 bfa NatWest Franchise Survey showed 20 per cent more women are starting their own business. "Franchising offers a safety net for women wanting to run businesses," explains Lucy Campbell, COO of Right at Home UK. "Our network reflects this, as we're seeing more women investing in a Right at Home franchise."

Right at Home (RaH) provides outstanding care which means clients can retain their independence while being secure in their own homes. Caregivers treat clients as family, often going the extra mile for them.

Let's explore some of the reasons, used by women, for avoiding business ownership:



↑ Lucy Campbell, COO of RaH UK Photography: James Turner

## LACK OF ROLE MODELS

61 per cent of women believe there aren't enough female role models, according to a 2018 Unilever survey. "Within RaH, we have some incredible female role models," says Lucy, "each one has built a £1m+ business."

Like Amy Patel Papat, who bought RaH Solent with husband Kev in 2015. She witnessed the impact of bad care, so wanted to offer her community better. They've achieved this goal, as RaH Solent makes a real difference to clients every day. "In 2019, we launched our second territory, so we can continue delivering a positive impact," says Amy.

She and Kev are award-winning franchisees, recently named overall bfa 'Franchisee of the Year 2019'.

## I DON'T HAVE ENOUGH EXPERIENCE

"Not having experience in care or running a business, won't hinder your success with RaH," explains Lucy. "We train you for launch and our business support team are right beside you."

Julie Foote, shortlisted for a 2019 EWIF Women Franchisee award, spent 18 years in HR before switching careers. She has, since 2011, built a thriving business. "Starting your own business is hard," she says. "But, the rewards are worth it. The training and ongoing support RaH provides meets every requirement for growing your new business."

## I'M NOT QUALIFIED

"RaH is a management franchise," Lucy explains, "so, you don't have to do the hands-on work yourself;



## At a Glance RIGHT AT HOME UK

**Established:**  
2010

**Number of franchised outlets:**  
64

**Location of units:**  
England and Wales

**Investment range:**  
Up to £130,000 including working capital

**Minimum required capital:**  
£40,000

**Contact:**  
Kate Dilworth, franchise recruitment manager  
0151 305 0755, 07825 047344  
kate.dilworth@rightathomeuk.com  
rightathomefranchising.co.uk

## "Franchising offers a safety net for women wanting to run businesses"

you employ the right people and build a team around you."

This includes employing qualified registered managers like Helen Garland, current holder of the EWIF Franchise Employee award. Helen has helped franchise owner, Andrew Davies, build a thriving business in Bournemouth. She's committed to ensuring 100 per cent satisfaction by taking time to understand her clients and connecting them with the right caregiver.

## I'M NOT GOOD ENOUGH

"I hear too many women saying they're not good enough to run a business," Lucy says. "But this just isn't true. The greatest benefit of franchising is the training and support. At RaH, we also encourage you to think about how to further develop your business."

Ruth Solomons, running a million-pound turnover business in Harrow, introduced a new initiative to her RaH business. "I'm passionate about facilitating generational interaction," she explains. "So, I launched workshops which allows my older clients to mix with local children. The impact is mutually beneficial and my business has a positive influence."



# The Leading Beauty FRANCHISE OPPORTUNITY

Join our expanding network

Be your own boss and run your own salon with The Guinot Franchise opportunity! Improve your profitability through dynamic training, progressive business support and a well-established brand behind you.

If you think a Guinot Franchise might be the right direction

for your new business venture, get in touch with our Franchise Development Manager, Ellie Tidy QFP, who would be more than happy to discuss the opportunity in further detail with you. Start the conversation today and see how the Guinot franchise opportunity could work for you.

Ellie Tidy QFP  
[ellie.tidy@guinot.co.uk](mailto:ellie.tidy@guinot.co.uk)  
01344 673503



Thinking of taking your salon to the next level?

Want to get ahead of the competition?

Want to know how much it **costs** to franchise your salon?

Need **support** to set up a business?

Want to be in control of your **future**?

Want to increase your **profit**?

Need help with **marketing** and **training**?



# My son is my inspiration

Charlotte Foxley is diddi dance's North Essex and South Suffolk franchisee

**I** own and run diddi dance North Essex and South Suffolk, which offers funky preschool dance for boys and girls aged from 18 months to 4.5 years. I also run classes for children aged up to 14 with additional needs or disabilities. I love what I do and don't stop too often.

I'm married with two gorgeous boys. My eldest has a rare genetic disorder called STXBP1. He has a significant learning disability coupled with autism and attends a special needs school.

## BRINGING OUT THE BEST

I've used my own personal experience and skills learnt to be able to adapt our sessions for my special needs classes. When I joined diddi dance four years ago, I was determined to have classes for special needs children. I wanted the focus to be

on what the children need and for parents to be relaxed and not worry about what might happen in a class situation. I adapt the sessions myself, but still use all our diddi dance music, simple routines, exercises and props to bring out the best in the children who attend.

Because of my situation, I needed a job that could work around family life, but also provide the freedom to make something for myself. After looking at franchise options and thinking about what I would like to do, I came across diddi dance, while also looking for an activity to try with my youngest son, then age two.

The business looked fantastic. It doesn't feel like work, as I didn't realise just how much fun it would be - from the dancing to the serious business side. It is hard work, but it fits with my life.

## MAKING DANCE MORE ACCESSIBLE

My son with additional needs is my inspiration for wanting to open diddi dance for special needs children. My goal was to make dance more accessible to all children, especially those with disabilities, since I have experienced first-hand how difficult it is to find things for disabled children to do that also allows siblings to participate in as well.

Since starting my business, I have received accreditations through the Exercise Movement Dance Partnership and reached silver level with the Children's Activity Association, demonstrating that I have all my policies, health and safety and procedures in place to offer a safe environment for parents to bring their children along to.



## At a Glance DIDDI DANCE

**Established:**  
2003

**Number of franchised outlets:**  
43

**Location of units:**  
nationally, from Glasgow to Plymouth

**Investment range:**  
franchise fee is £4,995 (plus VAT)

**Minimum required capital:**  
investment, including working capital, advised at approximately £7,000

**Contact:**  
email [franchise@diddidance.com](mailto:franchise@diddidance.com)  
[diddidance.com](http://diddidance.com)



**"I didn't realise just how much fun it would be - from the dancing to the serious business side"**

## PROUD OF MYSELF

This year I was awarded Woman Franchisee of the Year 2019 at the prestigious Encouraging Women into Franchising Awards, which was an honour and a highlight of my career so far. I was proud of myself and what it meant to my family and the children I work with.

Anne-Marie Martin, the founder of diddi dance, has supported me 100 per cent in the development of my special needs classes. I know I have her full backing and encouragement to explore and develop this side of our business to help other franchisees.



**Our new Homecare franchise model makes our offering even more adaptable. The new model lets you acquire a piece of the Kare Plus brand with more territories available, greater flexibility and more choice.**

#### NEW HOMECARE FRANCHISE OFFER:

Flexibility combined with a lower investment level makes the Kare Plus homecare franchise model ideal for the entrepreneur that wants to deliver quality care in people's own homes and make a real difference to the lives of their clients.

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01952 783338

[franchising.kareplus.co.uk](mailto:franchising.kareplus.co.uk)

[franchising@kareplus.co.uk](mailto:franchising@kareplus.co.uk)

#### ESTABLISHED DUAL MODEL FRANCHISE:

As well as delivering care in a person's own home, our dual model franchisees also have the ability to supply care into residential and nursing homes. Allowing the franchisee to run two, separate but linked business models out of one office, increasing stability and adaptability.

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**KARE PLUS**  
THE CARING COMPANY

# Ableworld

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

## Your Local Specialist

Ableworld is the country's largest mobility retailer selling products to the elderly and disabled which change people's lives for the better.



There are currently 15 million people aged over 60 in the UK today and the Government predicts that in just over 10 years' time nearly 25% of the population will be over 65.

As the population ages the demand for products such as mobility scooters, stairlifts, adjustable beds, wheelchairs and home aids will see a dramatic increase.



Ableworld are looking to expand further over the next 12 months and have franchises available across the UK mainland. You do not need to have previous experience as full training will be given on all aspects of the franchise.

#### Franchises will get:

- ✓ A generous exclusive territory
- ✓ Good earnings potential
- ✓ A first class training programme
- ✓ The chance to make a difference in your community
- ✓ Up to 70% finance is available\*

**Ableworld - at the Heart of the Community, helping others lead more active and comfortable lives**

For more information please email: [franchise@ableworld.co.uk](mailto:franchise@ableworld.co.uk) or telephone: **01270 613599** for a free information pack or visit our website: [www.ableworldfranchise.co.uk](http://www.ableworldfranchise.co.uk)

\*subject to status



# We're looking for a few ordinary people with extraordinary hearts

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## Receive substantial financial and emotional rewards

- Help elderly people live independently by matching them with loving, caring, giving and compassionate carers who are close in age to the people they assist
- Management franchise providing non-medical services such as light housekeeping, shopping, gardening, cooking, companion care and more
- Low costs to join a successful global brand with 20 years outstanding results
- Winning national awards as well as hearts and minds in UK
- Unique working practices with unparalleled outcomes for elderly people and older workers
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Join our unique franchise partnership. Be part of our strong community of like-minded social entrepreneurs who make money because they do the right thing. Start the rest of your life today!

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## What's On In FRANCHISE

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Dani Smith: [enquires@WOIFranchise.com](mailto:enquires@WOIFranchise.com)

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# A franchise business that delivers personally and professionally

Being your own boss is no walk in the park but the Raring2go! team is there every step of the way for its franchisees



## At a Glance RARING2GO!

**Established:**  
2006

**Number of franchised outlets:**  
50

**Location of units:**  
Across the UK

**Investment range:**  
£15,995+VAT

**Minimum required capital:**  
£4,800+VAT

**Contact:**  
01273 447101  
franchise@raring2go.co.uk  
getraring2go.co.uk



↑ Kiri St. George, Raring2go! franchisee

**K**iri St. George had spent many years in the insurance industry before having children. She spent six glorious years at home with them but when the time came for her youngest daughter to start primary school, it was time to look for a new challenge that would provide flexibility around her family.

The opportunity came along in the form of Raring2go! and it certainly ticked all the boxes she needed ticking.

Although Kiri had many years of experience dealing with the public and speaking to people, she had reservations with regard to being her own boss and making the business

work. She knew that with anything new and especially starting up a business, it wouldn't be a walk in the park, but the one thing that kept her spirits up was the backing and support of the Raring2go! team.

The process from the start with Raring2go! was thought out and broken down into stages, so everything was covered, from picking up the phone to prospects, to maintaining the database and everything else that is involved in putting the magazine together. The induction training, ongoing support and brilliant camaraderie amongst the franchise network was a real help.

She says: "I've simply got to put a message out on our Facebook group and within minutes I've had dozens of replies. My fellow franchisees really are incredible.

"I work from home, which of course brings positives and negatives, but the positives really do outweigh the negatives. I've grown to love the freedom my business gives me and I've become disciplined about how I work and when I work. When I occasionally need that extra motivation, the head office and my fellow franchisees provide it in spades."

Kiri is now in her ninth year with Raring2go! and fast approaching her tenth anniversary. Her daughters are now teenagers and while she misses



the halcyon days of taking them to farms and parks in the holidays, she still has the flexibility in her personal and business life to be there whenever she is needed. After so many years of working for herself as a Raring2go! franchisee, she can't imagine living any other way.

Kiri look's back on her journey into the franchise business and doesn't regret a single second of it. "Without doubt my Raring2go! business has delivered on both a personal and professional level," says the franchisee.

She often thinks about what she would be doing if she hadn't bought the business – quite possibly back in insurance and not enjoying it half as much as she enjoys Raring2go! and the lifestyle it has given her.

Perhaps more tellingly, she often thinks about how much of her daughter's childhood she would have missed out on had she not taken that first step and enquired about the Raring2go! franchise all those years ago.

**"Without doubt my Raring2go! business has delivered on both a personal and professional level"**

# Flexible career opportunities and successful female entrepreneurs go hand in hand

While providing structure and support, the Razzamataz franchise model allows enough flexibility to foster creativity among its franchisees to spread the word in their local communities

**F**ranchising with Razzamataz has worked for many different women at different stages in their lives. We have grandparents, new mums and young graduates who have all been able to use our franchise model to build a profitable business.

## HAYLEY LIMPIN, RAZZAMATAZ MEDWAY

Hayley is our double British Franchise Association (bfa) winner, beating stiff competition to be awarded 'Lifestyle Franchisee of the Year' and 'People's Choice Franchisee of the Year'.

Hayley opened her school in September 2010 after working in a leading marketing agency for seven years. She decided to swap the busy corporate life for her dream of owning her own theatre school. In November 2014, Hayley's young son had a very serious illness, which led her to reconsider the structure of her schools. Support from her amazing team and advice from the head office allowed Hayley to take the time she needed to be with her child during all

his important hospital visits.

"I strongly believe that if I had continued in my corporate career, there would have been no way that I could have continued to work after my son's diagnosis," says Hayley. "The wonderful thing about being part of a Razzamataz franchise is that we can build our own teams and create the flexibility that works for every individual."

For Hayley, this has meant bringing in franchise partner Emily Miller. With both of them in charge, Razzamataz Medway has almost 600 students and they have been able to introduce a number of new projects to further develop the students and increase revenue for franchisees.

"Denise and the head office team give each franchisee space and creative freedom to run with their ideas. This has allowed us to make a real impact in our local community," says Hayley.

## HELEN BELL, RAZZAMATAZ SHEFFIELD

Like many young women, Helen Bell, 29, wanted to combine a career she was passionate about with her desire to start a family.

She says: "Starting my business at the age of 23 certainly had many challenges, but I'm now in the privileged position of having a thriving theatre school and being able to combine work with being a mum to my baby son Harrison, who was born in October 2017.

"The day before Harrison was born, we hit 400 students. Without having the support and brand exposure of Razzamataz, I don't believe I could



## At a Glance RAZZAMATAZ THEATRE SCHOOLS

Established:  
2000

Number of franchised outlets:  
46

Location of units:  
UK

Investment range:  
£5,000 - £15,000

Minimum required capital:  
around £10,000

Contact:  
01768 213086  
franchise@razzamataz.co.uk  
razzamataz.co.uk

**"The wonderful thing about being part of a Razzamataz franchise is that we can build our own teams and create the flexibility that works for every individual"**

ever have a theatre school of this size. We work with so many high-profile names such as Disney, Diversity, The Stage, Her Majesty's and the Indigo at the O2 that really helps us stand out in our local area.

"Being a franchisee has allowed me the freedom to be an entrepreneur but with support. The structure has given me focus, but it is not restrictive so I can be creative with how I market and build my brand in my local area."

**If you would like to meet founder Denise and our award-winning franchisees, book your place at our special London Discovery Den during our annual conference. Contact our friendly head office team on: franchise@razzamataz.co.uk or visit: razzamataz.co.uk/franchise-ops/discovery-dens**

↓ Hayley Limpkin, Razzamataz Medway (left), Helen Bell, Razzamataz Sheffield (right)



# Following her passion

Undreamed opportunities have come from founding Little Voices, company CEO Jane Maudsley says



**A**s young girls, we all dream of being in jobs we love. Then as women we dream of being in jobs that we not only love, but that support our talents and lifestyles in equal measure. And it feels just that: a dream.

Life throws us so many challenges that even realising what our dream jobs could be as adults isn't easy.

## BEST STARTING BLOCK EVER

I was extremely lucky to choose to read music at university and then study at the Music Conservatoire for my masters. Looking back, my training and degree choice were the cornerstone of my future - they led me to the development and success of Little Voices. Beginning with a passion like drama and music meant I had the best starting block ever.

It's a bold decision to go with your heart and not your head, even as early as deciding your degree course, but it's not any easier as a back-to-work mum. Let's face it, to be able to earn a living from doing what you love, in this present climate, is a privilege.

Starting my own business was an uncharted road, but like all new experiences undreamed opportunities have come from it. I never imagined

I would be able to enthuse other women to follow their heart and passion. My greatest achievement as CEO of Little Voices is that I am now enabling women to not only follow their childhood dreams, but to help them simultaneously be successful business owners as franchisees.

Little Voices started out from a love of drama and music and a love of exposing and teaching these disciplines to children. However, the most important aspect of our company is helping children gain confidence and security in life that will enable them to flourish, no matter what path they take. For me, it has always been about being the best I can be, while helping others to be the best they can be.

## FRANCHISEE RECRUITMENT

Today, my role as founder and CEO of Little Voices is to ensure we recruit new franchisees who have the same beliefs. Any business that involves children has an added responsibility - it's not just about profit, it's about

**"To be able to earn a living from doing what you love is a privilege"**



## At a Glance LITTLE VOICES

**Established:**  
2007

**Number of franchised outlets:**  
60

**Location of units:**  
across the UK

**Investment range:**  
£15,000-£18,000

**Minimum required capital:**  
£5,000

**Contact:**  
Jane@littlevoices.org.uk  
littlevoices.org.uk

welfare. So choosing who we work with at Little Voices is the most important and consequential aspect of our job.

We are a national franchise, but we choose special individuals to work with us. We look for people who not only share our passion for the arts and understand the delicacy of teaching children, but who ultimately have the ambition and entrepreneurial spirit to drive their own business in the knowledge they are fully supported by a national company who started off exactly where they are.

## UNLOCKING YOUR POTENTIAL

London franchisee Jemma Bird says: "Being part of a successful national company and having your own franchise within that company can help you realise things about yourself, your skills and your personality that you never dreamt you'd be lucky enough to tap into to."

"I now realise I'm obsessed with both my life and the progression of my business. The energy I have as a Little Voices franchisee is

unstoppable, due to having something I live and care for daily."



# Running a business with high-standards, honesty and transparency

Being passionate about business, care and supporting clients is what defines a successful Kare Plus franchisee

**T**he healthcare market is one of the fastest and most consistently growing sectors in the world with consumer demand being driven by the population growth rate.

It's estimated the global healthcare market will be worth £7.7 trillion by 2022 with an annual growth rate of 5.4 per cent between 2017 and 2022, an increase of 2.5 per cent compared to the previous five years.

As a healthcare provider with a national network of franchises working across local communities, Kare Plus was established in 1989. Through the provision of clinical and non-clinical care, our homecare offering has evolved in recent years.

The Homecare by Kare Plus model empowers franchise owners with the freedom to build a service which caters to the demand in each geographical territory. You will build a business which not only mirrors your personal aspirations but one that can be developed to meet the needs and requirements of the local community.

Kare Plus franchisee Louise May says: "I left my previous job as a university dean when I became overworked and underappreciated. It reached the point I stopped caring about what I was doing

– as long as the targets were being hit, that was all that mattered. As a nurse by trade, caring is what I do, so I knew this wasn't right.

"This is when I decided I wanted to become my own boss and work within the local community. As I had never run my own business before, I felt like a franchise model would be conducive to my aspirations. You get to be your own boss and manage your own business but you also have the safety net of an experienced franchisor like Kare Plus."

We will support you to build a fully sustainable business that capitalises on the growing trends. Dedicated regional support managers, step-by-step processes, evolving support systems, market-leading documentation and comprehensive training programmes are just a few of the many tools we have in place to support you.

"After leaving a well-paid position in health and social care," says Homecare by Kare Plus Newark franchise owner Adriana Cocut, "I decided that running a business with high-standards, honesty and transparency was the best option."

Day-to-day support is only ever a call away on our unique interfacing web system and a dedicated team of experienced and qualified professionals will guide and assist you throughout your franchising journey. Our head office staff are individually chosen based on their experience, skills and dedication to help support our franchise owners.

Each franchise owner in our network is passionate about business, care and most importantly, passionate



## At a Glance HOMECARE BY KARE PLUS

### Name of franchise:

Homecare by Kare Plus

### Established:

1989

### Number of franchised outlets:

70+

### Location of units:

UK

### Investment range:

£25,000

### Minimum required capital:

£50,000

### Contact:

01952 783338

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



↑ Louise May, Kare Plus franchisee (top)  
Adriana Cocut, Homecare by Kare Plus Newark

**"You get to be your own boss and manage your own business but you also have the safety net of an experienced franchisor like Kare Plus"**

about supporting our customers so they can continue living in the environment they cherish the most – their home.

You will not only create fantastic career opportunities but also support and enrich the lives of those most in need. Whether it's providing a little support in the home through to 24-hour care delivered by trained live-in carers, owning a Kare Plus franchise empowers you to support others while building a sustainable and successful business.

# The tides are changing one franchisee at a time

From being almost exclusively a male-dominated sector, Revive! UK proves that there's enough room for women in the world of car repairs

**T**he world of cars and mobile-based car repairs has traditionally been almost exclusively male, with only a few women making it their career of choice. But with three of our four directors being female as well as some of our high achieving franchisees, Revive! is turning the tide.

## IRMINA KOWALSKA, REVIVE! BASINGSTOKE

Franchisee Irmina Kowalska of Revive! Basingstoke is not phased at all by being one of a handful of women operating in the sector. In 2013, she and her partner Michal decided to postpone buying a house and instead, put their savings into starting their own Revive! franchise. The automotive repair sector was a new world for Irmina, but she threw herself into it, taking up training opportunities that Revive! had on offer.

She deals with a wide range of customers, from local and national car dealerships to the general public and has been instrumental in driving

sales growth for Revive! Basingstoke, gaining the 'Developer Gold' award at this year's annual conference.

Last year, their dream of owning their own home was realised and now the focus is firmly on growing the business with ambitious growth plans over the next few years.

Irmina said: "Like many people starting a business, we wanted to be in more control of our future. Being part of a network really helps as we have other franchisees around us who will help if we need it, as well as the support from the head office.

"One of the best moments was winning an award for business growth at the last Revive! conference, something I am very proud of."

## TERRY MULLEN, JOINT MANAGING DIRECTOR OF REVIVE! UK

In 2019, Terry Mullen was announced as one of the '40 Women of Influence' for her impact on the body repair industry.

The Auto Body Professionals Club (ABP Club) is the leading industry resource for the UK body repair industry with over 2,500 members from all sectors of the industry. The ABP Club launched the 'Women of Influence' event to celebrate inclusion and advancement and to encourage more women into the car repair industry by highlighting the diverse range of roles that women hold.

Terry was originally a bank manager and lent the founder of the business, Mark Llewellyn, the money to buy his first van before joining the business in its early days.



## At a Glance REVIVE! AUTO INNOVATIONS (UK) LTD

**Established:**  
2004

**Number of franchised outlets:**  
60

**Location of units:**  
Across the UK

**Investment range:**  
£32,000

**Minimum required capital:**  
£15,000

**Contact:**  
0800 046 8128  
franchising@revive-uk.com  
revivefranchise.com

**"We still don't have enough women in the industry yet the business model is perfect for them"**

She later bought into the business as part of an MBO and last year became joint managing director. She is widely recognised as a highly successful businesswoman in a male-dominated sector and a trailblazer in franchising who has spent the past 16 years helping Revive! evolve into the successful franchise that it is today.

She says: "I have never painted a car, so I have had to build up a reasonable understanding of the technical aspects of our work as well as building trust with our franchise owners who look to me for advice on how to successfully grow their business.

"Franchising offers a bright future for both men and women. We still don't have enough women in the industry yet the business model is perfect for them. As we tend to be able to multi-task and have good communication skills, we can turn our hand to almost anything! I can see more women becoming their own bosses at all stages of life and going down the franchising route."

↓ Irmina Kowalska, Revive! Basingstoke (left)  
Terry Mullen, joint managing director of Revive! UK (right)



# Class act

Tatty Bumpkin offers good financial returns and a healthy work-life balance

**T**atty Bumpkin was launched in 2004 with a social enterprise award to help mothers back into flexible, family friendly work.

The company franchised in 2008 and now has 37 franchisees in the UK and over 250 trained teachers, reaching over 10,000 kids a week, plus territories in Qatar, Dubai, the Channel Islands and Spain.

The franchise is based around the fun and creative yoga inspired classes it holds for children aged from 0 to 7 years.

## UMBRELLA BRAND

After strong growth, in 2017 Tatty Bumpkin formed the umbrella brand Children Inspired by Yoga, incorporating its Baby Bumpkin classes for 0-2 years and Tatty Bumpkin classes for 2-7 years.

Both class programmes are included in the franchise, as well as all lesson plans, supporting Early Years Foundation Stage curriculum links, parent facing documents, toys and props - everything you need to start.

Classes and parties can be run anywhere, but typically Tatty Bumpkin classes are run in nurseries and schools and Baby Bumpkin classes are parent and child.

Although fun and creative, there is a serious developmental thread that makes the classes popular among child

professionals and parents alike.

Created by yoga teachers, educationalists and paediatric specialists, all the interactive stories are fully aligned to the EYFS curriculum. There is also dedicated SEN training, meaning the breadth of the programme covers all settings and abilities.

There is a strong design element running through the concept, with specially recorded music and class materials.

All the toys and mats are made by a Fairtrade cooperative in Sri Lanka and Tatty Bumpkin aims to have a positive social and environmental impact with everything it does. The head office, based on a farm in rural Kent, has solar panels, air source heating, recycled rainwater and an electric vehicle.

## SENSE OF FUN

You don't need to do yoga to run a Tatty Bumpkin franchise, but you do need a sense of fun, a desire to work with children and a strong sense of purpose.

Income ranges from £1,000 to £9,000 a month, depending on the business model and hours, and there is a strong mentoring approach, with excellent ongoing support and a supportive franchise network.

If you're looking for a flexible business with good financial returns and work-life balance, there has never been a better time to be part of the rapidly growing children's yoga market.

For more information visit [childreninspiredbyyoga.com](http://childreninspiredbyyoga.com), call 01732 812212 or email [sam@tattybumpkin.com](mailto:sam@tattybumpkin.com)



**"There is a serious developmental thread that makes the classes popular among child professionals and parents alike"**

## What the franchisees say

"I love being part of a franchise. I think the support from our head office is second to none. They support us every step of the way."

*Julie, North Bucks*

"What I like about franchising is you have that support from head office and a product that has a track record."

*Andrea, Cheltenham*

"I love the fact I can work my business around my family. I am so pleased I made the move to Tatty Bumpkin. It's the best thing I've ever done."

*Christina, Clapham & Mid Sussex*

"I love running my own business because I like the freedom to choose what I do and when I do it, which means I can be there for my children when I need to be."

*Helen, East Hants*







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01477 410082 or email [claire.mills@puddleducks.com](mailto:claire.mills@puddleducks.com)  
You can find out all about our Franchise offering at [www.puddleducks.com/franchising](http://www.puddleducks.com/franchising)

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# On a mission

Saving a child from choking transformed mum of three Jenni Dunman's career from police officer to national award winning business woman



**J**enni Dunman's company, Daisy First Aid, provides baby and child first aid classes to parents and carers. Her thriving business has over 90 franchise territories across the UK and trains around 100,000 parents a year.

The idea for the business came when Jenni was in a coffee shop and her friend's little girl choked on a cookie. With her mum frozen in fear, Jenni leapt into action and using her police first aid skills saved the little girl's life.

## GAP IN THE MARKET

With her mind buzzing, Jenni went home and began her research. Quickly realising there was a lack of first aid

classes aimed at parents and carers, she designed a two-hour lesson plan that covered common first aid accidents and emergencies.

Soon after, Jenni launched Daisy First Aid, offering lifesaving classes in homes and venues in her local area. She made the classes fun and friendly and invited babies to come along too. Within weeks word had spread and Jenni was getting enquires across London, Surrey and Kent. She had found the perfect business to run alongside her family and shortly after resigned from the police.

Her own success meant Jenni was unable to fulfill the huge demand for these classes, so she made the decision to franchise the business. The mission was to give other people the opportunity to offer Daisy First Aid classes in their local areas, while fitting them around their family life.

**"The company has trained a significant number of celebrity parents and high profile public figures"**

## PHENOMENAL RESPONSE

In September 2014, Jenni launched her franchise business and the response was phenomenal. Today, she has an incredible team of franchisees across the UK who love the flexibility of running their own business, but with the support of Jenni and a head office team of PR, marketing, social media and first aid experts.

You only need to Google 'Jenni



## At a Glance DAISY FIRST AID

**Established:**  
2014

**Number of franchised outlets:**  
93

**Location of units:**  
UK wide

**Investment range:**  
£4,995 (plus VAT)

**Contact:**  
franchise@daisyfirstaid.co.uk  
0203 7429867

**daisyfirstaid.com**

Dunman' or 'Daisy First Aid' to see the impact this company is having on the children's market. It's been credited by numerous parents, who have used the skills learnt to save their children's lives.

## HIGH PROFILE

Jenni has won Encouraging Women into Franchising's New Women Franchisor of the Year Award, among many others, regularly appears on stage at baby shows and has been featured in national newspapers, magazines, radio, podcasts and TV programmes representing Daisy First Aid.

The company has trained a significant number of celebrity parents and high profile public figures and has a big presence on social media.

Jenni is extremely hands on when it comes to running all aspects of the business. It's important to her that every customer leaves their classes feeling happy, confident and empowered. It's equally important that all members of her team love what they do and are passionate about their role in supporting parents.

**Franchise opportunities are available throughout the UK.**





# Empowering women in business

HCUK launches the Women in Business Programme

**H**itachi Capital (UK) firmly believes in positive changes in society and more inclusive ways of working. Highlighting and celebrating women in business enables the company to do this.

To further promote its support for this movement, the customer and employee engagement team at Hitachi Capital (UK) are delighted to launch its very own initiative: the Women in Business Programme is designed to empower aspiring businesswomen across the company and beyond.

The team understood that while promoting gender parity and diversity through sponsorships such as this was a positive step forward for the company, it was only the first. The next step would be to implement these values into the day to day operations of the business through the development of professional and personal communities founded on equality and diversity.

This seeks to shed light on and challenge the unconscious, heteronormative bias commonly held by senior leadership teams dominated by men.

**"The Women in Business Programme is designed to empower aspiring businesswomen across the company and beyond"**

## CHAMPIONS OF CHANGE

In May this year, Hitachi Capital (UK) held its first external event - a panel discussion and networking session that opened with a keynote speech from the Mayor of Reading, Deb Edwards, aptly called Champions of Change.

The event focused on challenging existing assumptions about how gender parity can be achieved through tackling the difficult conversations with your peers and senior leadership head on. Following the keynote speech, the four panellists (senior leadership from a variety of industries) shared their own stories and experiences, offering advice to the attendees on how to succeed in the competitive business environment.

## SPEAK TO US

Hitachi Capital (UK) will continue to spread awareness of the programme when the company exhibits at the Women in Business EXPO, the event for all women at any stage of their professional journey. The event takes place on October 16-17 at Farnborough International Conference & Exhibition Centre.

If you're planning to attend, the company would love for you to come and share your story and speak to members of the team, as it continues its campaign to provide women with a greater platform in business to succeed.

Are you a woman interested in starting a franchise? Hitachi Capital Franchise Finance provides funding, business planning and training solutions to support you throughout your franchising journey. Emily Rider, the head of client funding at Hitachi Capital Franchise Finance, will be at the Hitachi Capital (UK) stand ready to discuss your options with you.



Not attending? Call 01844 355575 or email [info@franchisefinance.co.uk](mailto:info@franchisefinance.co.uk) and begin your franchising journey with Hitachi Capital (UK).



# Q&A

## Morag Speak is Wiltshire Farm Foods' franchise partner in Scotland



### How long have you been franchising?

Wiltshire Farm Foods was our first venture into franchising, which was six years ago.

### How many people do you employ?

15 staff, including directors.

### How many customers do you have?

Approximately 3,000.

### How has your franchise grown since you started working with Wiltshire Farm Foods?

Our sales have grown by 40 per cent in six years. We are currently in second place out of 82 franchises for cash growth and are very proud of this position.

### Why did you decide to go into franchising and why this brand?

We had heard wonderful things about the brand and felt the demographic was increasing with people living longer.

### How has your life changed since franchising with Wiltshire Farm Foods?

Life is very busy. The business is all encompassing, especially in the first few years.

### Wiltshire Farm Foods is known for its social values. What do you do in your local community that makes a difference?

We support local charities. Perhaps more importantly, however, we have an ethos of outstanding customer service and genuinely care about our customers. Our drivers go above and beyond to support customers. They feed back to our office team, who also go to enormous lengths to give our customers a customised experience.

We also have excellent relationships with community health care and social work services and liaise closely with them.

### Do you have a customer who you've made a real difference to?

We have a customer who struggles with illness and disability. Perhaps as a result, he also suffers from mental illness, including OCD, and can be suspicious of everyone.

We have worked hard over the past three years to gain his trust by calling him exactly at the same time every week to obtain his order, by ensuring the driver follows the exact same processes with him weekly and by listening to his stories of daily struggles and frustrations.

He is originally from the US, so at Halloween we bake him pumpkin pie, which he loves. He tells us he feels supported and no longer isolated. We have become his friends, which he tells us all the time. This is one story out of literally hundreds.

### What's it like working with Wiltshire Farm Foods?

We have felt supported by Wiltshire Farm Foods and apetito since the moment we purchased the franchise. If we have any concerns, we address them and receive a response or solution. We work very hard for the business, but we believe in it. There



### At a Glance WILTSHIRE FARM FOODS

#### Established:

1991

#### Number of franchised outlets:

84

#### Location of units:

UK

#### Investment range:

for an average sized franchise, you would typically need £150,000 in personal funds, plus a business loan to purchase the business and all necessary assets

#### Contact:

01225 617403

[franchise.wiltshirefarmfoods.com](http://franchise.wiltshirefarmfoods.com)

**"We are currently in second place out of 82 franchises for cash growth"**

can be frustrations from time to time, but the forum is open for discussion.

### What advice would you give to anyone considering a franchise?

Be sure you're able to dedicate hours to learn every department in the first few years to know the business inside and out. Also, be sure to hire excellent staff and learn how to delegate effectively, with clear job descriptions and expectations for the whole team.

### What are your plans for the future?

To try to maintain the growth we have experienced over the past years, plus keep training and our staff motivated.



# FRANCHISE FEST 19

**The BIGGEST celebration of franchising!**

After a successful sell-out launch event last year, Franchise Fest is back for 2019, bigger and better!



**More industry leaders**



**More big-name speakers**



**More expert workshops**

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An exciting event for the UK Franchise sector, this year's theme is 'Changing States: Taking your Franchise to the Next Level'.

**20-21st November 2019**  
**Coombe Abbey, Warwickshire**

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**Jenni Morgan** - ActionCOACH Wakefield

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- ✓ The 1st to achieve 5-Star Franchisee Satisfaction status seven times

\*Less than 175 out of the 230 territories are available - all territories expected to be awarded by the end of 2020.



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