



Best Practices from session on How to Support Franchisees at Different Stages of their Journey

Beginning: What support do you think franchisees need in the beginning?

- Utilize Discovery Days to help potential franchisees to see what's happening within the brand
- Explain what's involved in owning a franchise and set out clear expectations
- Clearly explain the ROI in buying a franchise
- Help franchisees to understand the path using success and failure stories of existing franchisees
- Help them maximize their marketing to get their name and brand out in both national and local initiatives
- Take new franchisees on field visits to look at other locations and see other franchisees in action
- Find a mentor in franchising for them and set up some meetings
- Have a great onboarding and training program
- Assign a Franchise Business Consultant to guide them through the journey
- Provide regular touchpoints e.g. weekly calls, webinars, direction discussions
- Outline clear processes to encourage self sufficiency
- Develop a partnership relationship by highlighting they are "In business for yourself, not by yourself."
- Eliminate any "hierarchy" and focus on the network's vision, mission, and values.
- Help them create and develop business plans with timelines and scorecards with key KPIs
- Teach them about your model and culture
- Provide an organized way to help them train and get staff to begin growing a good quality team
- Help solve the areas that franchisees are struggling with
- Encourage time-off ("No Email Fridays")
- Establish expectations around response times from support teams and stick to them
- Manage the franchisee's excitement mixed with panic in these early stages. They are overall worried about how long it'll take for them to make profit, so they need support
- Show franchisees that they have a support system in both a professional sense, or just when they need to vent
- Ensure they meet the whole support team and know who to contact for what
- Create a very detailed checklist with who completes each task

Maturing: What do you think franchisees need later in the journey to keep them engaged and growing?

- Help franchisees scale their business and become operators on their business rather than in it
- Encourage franchisees to share best practices amongst one another and provide opportunities to do so e.g. 'Performance Groups'. These may be organised randomly, based on revenue or number of units or tenure and consider if you have a member of the franchisor team within this.
- Be open to listening and learning from franchisees especially if they've been in the network longer than some support staff
- Be aware of key analytics in order to be proactive where needed in growing the business
- Focus on strategies to get franchisees to the next level and support them through this growth e.g. lead generation, knowing their market
- Focus on validating franchisees personal goals, then tie these into the business goals
- Provide an annual review of their business plans and use this to know what and how to support them
- Get together virtually 3-4 times a year and once a year get together in-person to build that community
- Optimize the use of the Franchise Advisory Council and utilise this to pilot initiatives that other franchisees are nervous of adopting
- During the reformation stage help them to implement some changes that will challenge them
- Get vendors to present to the FAC to get adaptation and allow questions
- Give established franchisees opportunities to expand
- Establish different Boards or Committees for different things e.g. Marketing, product development
- Help them build a longer-term strategic plan and pull in outside resources to develop this
- Leadership Teams should be calling and visiting established franchisees to recognise their tenure and commitment, and not just meeting with the newest stores
- Continue to build relationships
- Match an established franchisee with an incoming franchisee to give them a chance to mentor and impart their knowledge. This can also serve as a re-engagement tool
- Be lenient during the pandemic
- Conduct Franchisee Success Reviews twice a year, in-person, KPI Scorecards
- Utilise surveys to franchisees as an anonymous way to provide honest feedback
- Allow franchisees to give feedback after an initiative has been rolled out and show them you will take this feedback on board
- Leverage a Franchisee Satisfaction Tool (e.g. FRI or FBR)
- Understand how the support you provide needs to change when franchisees mature in their business
- Focus on profitability and succession planning as long term goals
- Use reward and recognition programs to help franchisees feel appreciated and respected
- Ensure they have a business plan with vision as part of it

- Work on how to grow if they are complacent or if it's time to move them on
- Use digital formats rather than traditional for their business to improve operations and give them new tools for running the same business
- Blend mature with newer franchisees to move operations into modern formats. Wisdom has no age, inspiration comes from everyone
- Maintain communication and transparency. Don't assume just because the franchisee is mature, they no longer need it
- Encourage franchisees to know their numbers and simplify their processes
- Have transparency on the franchise relationship and how this changes as they mature
- Use Beta testing so franchisees feel like part of the process and endorse the new program
- Remind veteran franchisees the passion that got them into their business and rekindling it
- Use checklists to support the opening of new units
- Make sure you have a blueprint for growth and benchmarks for your business
- Set up "Elite" groups for top end performers
- Ensure franchisees are still passionate about the brand and what they are doing. If they're not, find a way to help get them get back in the saddle and excited again!
- Run quarterly group franchisee meetings so they can talk to their peers and not just the franchisor team