

Franchisor Excellence Masterclass

WITH GREG NATHAN
& LEADING EXPERTS

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Tips from Roundtable Discussions

These best practice tips are based on notes collected from facilitated Roundtable discussions, in response to specific topics. Thank you to all the franchisor executives who shared their tips, and to the following facilitators who led the group discussions:

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SESSION 1: Maximising Franchisee Engagement & Satisfaction

How to improve the effectiveness of FACs and consultative groups

- Have local groups and a national group. The local group addresses local issues and the national group gives the chance for FAC members to hear from the CEO/Founder.
- Build meeting agendas collaboratively. Ask FAC members for hot topics, and circulate the things you'd also like included on the agenda. Best if agenda is organised a week beforehand.
- Have regular meetings, e.g. every quarter.
- Have someone dedicated to record the minutes and review these minutes at the end of the meeting. Don't do the review after everyone has left the meeting as this can result in "that's not what we agreed".
- Invite a non-FAC franchisee to speak at each national FAC meeting, maybe someone who's going through a particular challenge, to keep the group in touch with the broader issues.
- If the CEO or COO are not part of FAC meetings, ensure they meet with the national FAC to give it a sense of status and to ensure a constructive connection is maintained.
- Invite the FAC Chair to present at conferences so you give them a voice and maintain an inclusive culture.
- Consider creating specialised consultative groups to address focused issues: e.g. IT advisory group, marketing advisory group, product advisory group.
- Combine elections with inviting suitable volunteers. This enables franchisees to campaign for votes from their region, and also enables the franchisor to engage people who are too shy or too busy to go through a formal election process, but might still be great FAC members.
- Encourage the use of surveys from the FAC so franchisees can rate how things are going, e.g. rate the supply chain on a scale from poor to excellent.

Some things that can go wrong with FAC's

- FAC members can think they're expert marketers and expert at things that they are not.
- FAC may send critiques or complaints to you, but not in a constructive way, and they may also bcc franchisees in these emails.
- FAC members can pursue their own agenda or pet projects.
- An "us versus them" culture can evolve making discussions unnecessarily adversarial.
- If a decision is unpopular, FAC members may avoid responsibility and put the blame on the franchisor.

Ideas to prevent FACs from going off track

- Have guidelines in your charter that require people to provide evidence or facts to support their opinions.
- Ask franchisees to respect formal accountabilities of the franchisor team when decisions are to be made.
- Ask FAC members to provide agenda items and proposals in advance so people are not blindsided.
- Hold regular phone calls prior to meetings to flush out any frustrations before the meeting so these can be discussed or turned into constructive agenda items.
- Have a guideline in your charter that requires people to raise concerns or questions in a constructive manner, stating the concern, who it is a concern for and why, and a suggested solution if possible.
- Have a guideline in your Charter requiring agenda items to be relevant to a proportion of the network.
- Conduct an FAC orientation training at the start of each year to go through the Charter, and remind everyone of the culture and guidelines.
- Ensure FAC members have a structured opportunity to contribute to the agenda for each meeting.
- Be transparent about franchisor decision-making processes and encourage the FAC to support this.

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Tips for working with independent franchisee groups, including online forums

- Take the time to understand each franchisee's motivations early in their journey.
- Consider starting a franchisor Facebook group or online forum to deliver regular 'big picture' perspectives and updates to the independent group.
- Embrace the franchisee group so they feel legitimised and encourage them to be an avenue for constructive thoughts and ideas.
- Listen to the franchisee group, be curious to understand and empathize. Make them feel valued so you are in a position to respond appropriately to their concerns.
- If negativity is spreading throughout the broader network, redirect franchisees to facts and sources of truth to combat rumors and half-truths.
- Encourage regular face to face communication, or phone conversations, so discussions can move in a constructive direction. Relying on electronic communication tends to breed negativity.

How to actively involve franchisees in conferences and group meetings

Topics that tap into their experience

- How to monitor metrics, KPIs and benchmarks
- How to improve sales and profitability
- How to implement Local Area Marketing programs
- How to build high performance teams

Processes to get them involved

- Share the feedback from surveys which have been conducted (e.g. FRI's ACE Survey) and ask them for further insights on how the culture can be strengthened.
- Encourage peer to peer sharing of experiences, rather than just have the franchisor talking that them.
- Run franchisees panels where a facilitator asks them open-ended questions to draw out their experience and insights.
- Run roundtables on hot topics that are relevant and practical for them.
- Have high performing franchisees run discussion groups where they share tips on best practice and what works.
- Have lots of 'Awards' sessions where franchisees are rewarded for their efforts in a range of areas. Try and make the awards as inclusive as possible, to recognise the 'little guy' as well.

Some strategies that help to maintain order

- Use facilitated panels where franchisees are encouraged to share their opinions in a constructive manner.
- Use the Group Scoop process which gives all franchisees the opportunity to voice their opinions or questions in a structured way.
- Have a detailed agenda and use this guide the day to stop sessions going off track.
- Engage an experienced facilitator to keep discussions constructive and sessions on track.

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How to use franchisee feedback and survey data to improve satisfaction

- Maintain a regular rhythm to surveys (annually or quarterly) so findings can be compared internally.
- If an annual survey is implemented, do a climate/pulse check every 4-6 months.
- Consider the timing of the survey and how outside events may impact the results.
- Collect data on franchisee tenure, volume and region to look for trends.
- Use an independent organisation to encourage honesty and unbiased feedback.
- Communicate the survey through all channels to get the highest response rate possible.
- Prepare a summary on the key 5-6 points from the survey for the leadership team.
- Have the survey company conduct debriefs for the senior leadership team and FAC to ensure all the data is understood and insights are identified.
- Conduct debriefs for franchisees to give them confidence their thoughts have been listened to. Even if the results are bad franchisees will appreciate the transparency and this will improve your credibility.
- Identify the 5-6 key focus points that need to change and tie these into your KPIs.
- Do a year on year survey so you can identify areas for ongoing improvement, and identify what's working and what isn't.
- Clearly communicate outcomes and action plans to franchisees.
- Be honest and address key issues that may be reoccurring from the previous year.
- Have an ongoing initiative of a 'Developing Partnership' between the franchisor team and franchisees. Keep coming back to this as part of your culture.

How to improve communication to keep franchisees informed

Types of information franchisees value

- Industry updates
- Local news that is relevant and affects them
- How franchisees facing difficulties are being supported
- Changes in head office staff and what to expect
- Metrics reports
- Information on the competition
- Tips for implementing LAM programs
- Benchmark comparisons on profitability and sales
- Lifestyle and health tips
- Business growth tips
- Real franchisee stories

Processes and formats that work best for communicating with franchisees

- Run regular monthly webinars with the leadership team.
- Hold brunches for franchisees with franchisees facilitating.
- Create cheat sheets/simplified communications for ESL franchisees.
- Set up EDMs and newsletters divided by easy to read banners/headings.
- Q&A sessions at conferences and meetings.

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How to get franchisees to fully engage with your communications

- Regularly address the topic of profitability.
- Show empathy and respect in all dealings with franchisees.
- Address what is relevant and what it means to franchisees.
- Structure all communication in an easy to follow layout.
- Use peer pressure by encouraging franchisees who are influencers to engage.

Managing disputes, conflict and difficult situations

- Engage franchisees with surveys and address issues quickly and directly.
- Maintain high levels of transparency and communicate agreed actions taken to resolve problems.
- Own the problem and admit that fixing it may take time and will be a journey.
- Make sure franchisees feel heard and involved in the process of resolving issues.
- Look for allies who love the brand and draw on their support.
- Move rapidly once a problem arises and be proactive in engaging with relevant people.
- Allow people time to exit if this is the only solution.

Gaining franchisee buy-in to new initiatives

Types of changes franchisees seem to most resist

- Franchisees are more likely to resist change when they do not understand the reason for the change or how customers will benefit from the proposed initiative.
- A key barrier for franchisees being open to change is when they need to provide a financial outlay to cover the cost of implementing the new initiative (e.g. a new system or change in fit out).
- They may resist if they are asked to pay when the money could come out of a marketing fund they have paid for through their fees.
- They may resist if they believe they are unnecessarily giving away revenue through discounts as part of customer loyalty programs.

What helps to reduce resistance and get franchise buy-in

- Present facts, figures and case studies to highlight the rationale and benefits the change can bring.
- Use the leadership team to share insights and explain how a change initiative has worked in the past or elsewhere.
- Identify resisters and allow them to be involved in the test phase of new initiatives. This can increase their engagement.
- Obtain customer testimonials that demonstrate why they like customer loyalty programs.
- Encourage franchisees to speak to others within the network.
- Introduce staged milestones as part of a change process and celebrate when these have been achieved.
- Keep informed of research and trends that provide a justification for changes.
- Monitor overseas trends as a source of evidence for proposed changes.
- Pay for market research data that provides objective support for the change, and also use data you have available such as data linked to loyalty programs.
- Organise customers focus groups and provide franchisees with access to the findings.
- Use existing franchisees who adopt the change as an example for franchisees who are slow to change.

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SESSION 2: Protecting Growth Targets Through Smart Recruitment

How to encourage existing franchisees to be advocates for your franchise

Things that turn franchisees into promoters/advocates

- If they are making money and feeling successful.
- If they received strong support from head office during hard times e.g. received a rental abatement
- If their values are aligned with the brand values, e.g. environmentally conscious.
- If they are FAC members who are engaged and feel heard.
- You can even create promoters from potential franchisees that didn't sign up if you have given them a positive experience throughout the recruitment process.
- If they feel frustrated franchisees, give them a shoulder to lean on and the feeling they've been heard, e.g. "we know you're struggling, and these are all the things we've been doing in the background to help".
- Pay franchisees a certain dollar amount for each successful referral, e.g. \$2,500.
- Every 2 to 3 months, promote the referral program so it stays in people's minds. The size of the reward won't mean anything if you don't actively promote the program.
- Ask successful franchisees for referral requests in person.
- Pair new franchisees with a buddy from day one - someone the franchisee can go to for help and advice.
- Existing franchisees are more likely to refer others when they themselves had a good experience during the recruitment process.
- Make it personal - asking existing franchisees if they know anyone from their home country who may be interested in opening a franchise. People like to be asked.
- Like we do with customers, ask existing franchisees for a referral when they're really happy, e.g. right before they go on vacation, or when they're calling you to thank you for your support.
- Ask top performing franchisees to recruit new franchisees. You can pay the existing franchisee a nominal fee for this extra responsibility, as well as a small bonus for each successful recruitment.
- Remind them that the value of their business when they sell will depend on the average profitability of all units. So, it's in their best interest to recruit high-quality franchisees who are going to be successful.
- Feature existing franchisees in recruitment videos. If many of your franchisees are ESL, do recruitment videos in different languages.

How to identify, encourage and prepare suitable multi-unit owners

Characteristics of good multi-unit owners

- Strong desire to succeed.
- A growth mindset.
- Exceeds current benchmarks.
- Runs a compliant business.

How to assess potential multi-unit owners

- Have a performance assessment tool that uses multiple measures to discover franchisees that are outperforming the group (e.g. FRI's Multi-Unit Diagnostic).
- Listen to the franchisee's peers.
- Watch for negative cultural behavior.
- Assess for interest in being a multi-unit owner at the start of the franchisee recruitment process.

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Support that is useful for encouraging and helping franchisees to expand

- During the recruitment process, let franchisees know the potential for expansion into multi-units. This promotes forward thinking of opportunities.
- Providing learning and development support to build relevant skills.
- Engage successful multi-unit franchisees to present / mentor interested single unit operators.
- Consider having a support program that provides a package of information and resources for interested franchisees (including resources relating to legal, finance, training, insurance, etc.).
- Negotiate with key suppliers for the provision of incentives for a 'Franchisor Excellence Program' to cover such things as fit-outs for new their site.
- Consider a tiered fee structure: Affordably low fees for first sites with fees rising with each extra site for successful multi-unit franchisees.

Some common risks when franchisees expand

- Exposure to financial and reputational risk for the franchisor if the expansion fails.
- The extra units do not perform well and the drop in profitability breeds discontent.
- Franchisees become too big and powerful within the franchise network or within a geographical area.

How to minimise risks

- Consider having a cap on how many sites a franchisee can have.
- If new extra sites are not performing well, assist the franchisee to divest or on-sell the underperforming site.
- Lean into issues early and get on the front foot if problems are forming.
- Discourage expansion for those franchisees that you believe are not ready or equipped for it.
- Ensure the leadership team has a set of criteria to assess whether franchisees are ready to expand into multi-units.
- Consider having a list of high-performing franchisees (expansion ready) in your network to call if a franchisee needs to exit the network. This makes for quick and easier expansions and exits.

Using the media creatively to promote your franchise opportunity

Types of media that can be used to promote your brand and franchise opportunity

- Use a separate website from your business website to promote your franchise opportunity.
- All forms of media are useful, however it is best to be using multiple channels at once, e.g. website, social media, paper platforms, etc.
- With most people using their devices these days, it is ideal to have your franchise opportunity and your product being advertised/acknowledged on social media.

Tools and resources for harnessing media creatively

- "Good news" stories which will generate stories in the media (e.g. fundraising events). These should be stories that paint the picture you would like your brand to have. Invite the media (e.g. newspaper, local news station) to cover the story. You can then reuse this media to post on your website, social media, etc.
- Get free press somehow (e.g. using good news stories) and spread to your other mediums (e.g. social media, website, etc.).
- Think like a journalist and what they are after.
- Don't be afraid to contact the media to promote your "good stories". They are looking for stories to publish.

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Using sales disciplines to keep candidates engaged

- Capture detailed information to get a snapshot of the candidate and be clear of what you need to know (e.g., financials, timelines and family) regarding the suitability of the candidate.
- See if your CRM can identify the location of the candidate so you can more effectively engage with them.
- Have information nights.
- Send out monthly or bi-monthly newsletters about your brand.
- Call out of work-hours if you are unable to reach candidates.
- If candidates unsubscribe to your newsletter or don't respond to any form of communication they may no longer be interested. However always leave the door open and ensure they feel welcome to resume contact.

Using digital tools and channels to attract your ideal candidates

How to create an ideal candidate profile for your brand

- Look at your brand's culture, your top performers, and the demographic of the area you are recruiting for.
- Determine knockout factors (e.g. capital, owner operator, specific experience, etc.)
- Identify attributes that are important (financial acumen, digital understanding, etc.)

Digital channels you can use

- Social media (Facebook, LinkedIn, Instagram etc...)
- YouTube for video content that can be linked to your website or to portals.
- A separate franchising website that is optimised and measures analytics.
- Utilise multiple channels at once and constantly review what works for your brand.

How to measure the performance of different digital channels

- Use targeting of people in specific industries.
- Check online traffic analytics.
- Look at time spent on clickbait, hover time, advertisements.
- Use google analytics and conversion tagging.

Tools and processes for assessing candidate suitability

- Customer Relationship Management (CRM) systems and tools such as Franchise Cloud Solutions.
- Assessment tools such as Nathan Profiler.
- Experience and skills in important areas.
- Psychometric testing.
- Discovery days.
- Meeting the leadership team and assessing their fit with the culture.

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How to sell the dream while maintaining realistic expectations

Common unrealistic expectations:

- How much money they will earn.
- How much time will they have to work in/on the business – the lifestyle they will have.
- How much control they will actually have over different aspects of the business.

How to manage expectations

- Discuss what their expectations are on the above. Dig deep, understand their motivations and what drives them. What are they really wanting?
- Look at how your model and brand can support the achievement of these expectations
- Communicate clearly realistic expectations about hours and other requirements of belonging to the brand and check their understanding of these.

What helps both parties

- Ask questions about their understanding of legal documents and information you are sharing with them.
- Provide real data on similar sites (e.g. group KPIs such as COGs, Wages, Rent) so they can use this to model and work backwards to determine realistic projections.
- Create set profiles for your different types of territories/sites to ensure they are priced right.
- Have a clear selection process that is consistent for everyone.
- Encourage open and honest 2-way sharing of information.
- Take the time in your selection process, don't rush it (it may take a minimum of 2 to 3 months).
- Give candidates time in the field with existing, good quality franchisees. Brief these franchisees on your expectations, questions you want them to answer and things to make observations on. Debrief to get the franchisee feedback as further evidence.
- Have non-negotiables (an Avatar / profile).

How to balance the need to sell while not making bad decisions

- Remember – never make a decision that will put your brand at risk.
- Use good systems and tools to support objective evidence-based decision making.
- Ensure you back your decisions with consideration for the implications. If a franchisee is weak in certain areas ensure you have a plan for how this will be addressed. Don't put your head in the sand and hope that everything will be okay.
- Use real franchisee stories to bring to life the opportunity in a realistic manner, and which also explain the challenges involved in building a business.

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SESSION 3: Delivering Effective Support to Your Franchisees

Tips for managing a network of culturally diverse franchisees

- Keep in mind that culture goes beyond ethnicity. Different age groups also have different cultures. Different economic groups also have different cultures.
- Require a minimum level of English mastery to become a franchisee—otherwise, you'll have to translate everything into several different languages. Administer an English language test and send those who fall below this minimum to English courses as a prerequisite.
- Require English to be spoken in group settings as a policy of respect. That way you don't have groups speaking in their first language and excluding anyone who doesn't speak their language.
- Conduct one-on-one in-person interviews with potential franchisees to assess their English mastery.
- Appreciate that immigrants to Australia may have been doctors or high-level professionals in their home country but their credentials have not transferred, so now they are doing more menial work and they may feel bitter.
- If a franchisee does not understand you, take your time and try to explain your point in a different way.
- Groups may tend to self-segregate based on their country of origin. Franchisors can facilitate cross-cultural interaction by assigning seating or parking so people from different countries are placed together.
- Hire culturally diverse field support that matches your franchisees.
- Create simple "crib notes" or "cheat sheets" for procedures manuals, that makes it easier to understand for someone whose grasp of English is limited.
- Train support staff to be culturally aware - something normal in one culture can be offensive in another.
- The book, *Asian Business Customs & Manners: A Country-by-Country Guide* by Mary Murray Bosrock, is a useful reference guide. It covers how to converse, negotiate, dress, dine, and socialise when doing business with people from 14 Asian countries.
- Have an international Day which recognises your franchisees' diverse backgrounds.
- Recognise special dates of significance to different cultural groups, e.g., the start of Ramadan.

Tips and traps when supporting financially distressed franchisees

- Monitor KPIs weekly, and these are outside acceptable limits institute an intervention plan without delay.
- Analyse franchisee P&L's and balance sheets regularly and compare these to benchmarks.
- If you have concerns about a particular franchisees' financial well-being, consider talking to relevant people early to ascertain the full picture.
- Use coaching to first help the franchisee understand their business is in trouble and where the problems may be coming from. Then support them to develop a plan to help themselves.
- Offer assistance with abatements ONLY if they demonstrate they have started on a path of instituting positive change.
- Consider an Intensive Care Unit (ICU) fund which is used to assist with sales and marketing.
- Consider a loan account that can provide some financial relief, conditional on the franchisee controlling their labour or other controllable costs.

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- Offer to assist them with relevant training and retraining to improve their competence in key areas.
- If a franchisee lacks financial literacy, focus on operational KPIs until financial training has been completed.
- Be proactive and act swiftly. Bring in external specialists (consultants, accountants etc.) if needed to assist the distressed franchisee to restructure their finances or develop a targeted local area marketing plan.
- If things don't work out, help the franchisee to exit the business with dignity by being strong enough to say 'it is time'. Work with them to gain consensus that the best move forward now is to exit the business. Also consider hiring a specialist (commission based) to help get the business into a saleable condition and facilitate a successful sale.

Delivering higher level support to multi-unit franchisees

- Support needs will depend on how many stores a multi-unit owner has and how they have structured their teams, so it is difficult to be too prescriptive.
- While MUOs are often independent due to their successes, they will need specialist support.
- When MUO's hit a certain number of stores (e.g. 4 stores), they should be prepared to have their own Area Manager overseeing these stores. It is advantageous if this Area Manager has skin in the game (e.g. 5% ownership) of the stores.

Options for the professional development of multi-unit owners

- Encourage them to undergo formal study through a university program, e.g. an MBA.
- Help connect them with relevant online training programs, especially regarding financial literacy and people management.
- Get them to shadow or be mentored by a successful MUO.
- Encourage them to be involved in ongoing mastermind or performance groups which act like an advisory board.
- Have break out learning sessions at your conference just for multi-unit owners.
- Hold meetings just for multi-unit owners, invite guest speakers and provide the opportunity for franchisees to share their experiences in round tables.
- Encourage them to attend the Multi-Unit Summit that will be organized this year by the FCA.

How to keep mature franchisees fresh and engaged

Things that frustrate mature franchisees

- Ongoing changes to the business model that don't seem to be thought through
- Lack of communication
- Franchisor not moving fast enough on important decisions and actions
- Too much red tape
- Too much focus on compliance
- Feeling they are doing everything the right way but not reaping the financial benefits
- Feeling they are locked into working 'in' the business.
- A 'one size fits all' approach.
- Repetition of the same old stuff at conferences and meetings.

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How to engage mature franchisees and make them feel valued

- Give them a space to contribute, for example a seat on the advisory council or mentoring new franchisees.
- Access to ongoing professional development.
- Secondments, whilst expensive, can give mature franchisees a fresh outlook.
- Collaborate with them, such as providing them opportunities to pilot new initiatives and products.
- Make them feel valued by asking them for their opinion.
- Involve them in supplier negotiations.

Strategies for ensuring field consultants are adding value

Attributes of the most effective field consultants

- They are coaches, not auditors.
- They inspire franchisees to take action.
- They are knowledgeable and provide sound business advice.
- They get to know their franchisees and show care for their success.

How to measure the effectiveness of field consultants

- Review their action plans for franchisees (look at how they identify an issue, work out the plan to rectify, determine timeline, work towards a resolution).
- Whether their franchisees are implementing strategies successfully.
- The performance of franchisees in their territories.
- Conduct third party surveys to see whether franchisees believe all touchpoints are adding value.

How to improve the skills and commitment of your field team

- Give them access to external training such as FRI's Field Manager Bootcamps and the book, The Franchisors Guide to Effective Field Visits.
- Outsource compliance so they can focus on business development.
- Regularly bring them back to the Support Office 'mothership', let them download and keep them updated on what's going on.
- Regular check-ins when they're traveling (via skype, zoom etc...) so they stay connected and feel supported.
- Run workshops specifically for the field team.

Efficiently using franchisor support resources to cover all the bases

- Ensure you spend adequate quality time with new franchisees to help them form good habits.
- Encourage franchisees to come together in peer support groups. The franchisor may or may not attend these depending on the tenure and experience of franchisees.
- Have a specialised LAM team to support franchisees for the creation of quality LAM programs.
- Draw on the strengths of your field support team to provide expert advice and help.
- Monitor financial performance closely to quickly identify franchisees in trouble.
- Match ESL franchisees with someone who understands them and their approach to business.
- Have a dedicated 'Growth Team' to address franchisees who need a boost to sales.
- Have a lower ratio of support team to franchisees who are in trouble.

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- Beware of franchisees who do not feel that they need help but may be heading toward trouble. Use the NEMO technique to find out why they don't want to play. Also give them evidence of how engaging with you will benefit them.
- Ensure everyone has a business plan as a starting point. Have a six week focus on different topics and try to get a percentage improvement in each area, e.g. business plan, average sale per customer, labour management, cost of goods management, food safety, community marketing.
- Ensure you get the field team working together to complement each other's skills and support each other.
- Give everyone access to the same basic information. Some will use this more than others.
- Ensure every franchisee has a sales budget and knows their breakeven point.
- Make submission of P&Ls mandatory. Ensure you go through this and get everyone using same chart of accounts and the same bookkeeping system.
- Have agreed KPIs and ensure you analyse these before discussing with franchisees.
- Support franchisees on local marketing and community involvement. Consider outsourced marketing support.
- Encourage franchisees to collaborate on LAM programs.

Helping franchisees to stay on top of their financials

- Ensure your network has a standardised chart of accounts to ensure consistency in reporting.
- As a minimum, obtain monthly P&Ls and Balance Sheets from franchisees and ensure you review these.
- Benchmark KPIs against total sales. KPIs may include: COGs, labour, rent, wages, Gross Profit, Net Profit.
- Use the one accounting software package for your network e.g. Xero
- Encourage franchisees to use an external bookkeeper so they can be free to focus on other areas of the business. This will reduce their stress and give them good data.
- Ensure field managers talk to franchisees well before the due date of compulsory P&L reporting.
- Ensure P&L reporting is part of the Field Manager's KPIs.
- If you obtain data use it to provide useful feedback back to franchisees, e.g. through benchmark reports.
- Benchmark each individual business to group averages and help them set realistic targets for the following month.
- Provide franchisee award and recognition for performance and improvements.
- Highlight the importance and value the data can provide to franchisees, e.g. not providing it is like going to a Dr and not telling them what's wrong.
- Mentor the franchisee to understand the result and to set their own future KPI goals.
- Explain what the data means for them. Support them to map the "what if" scenario (e.g. what if your COGs decreased by 1% - how would this impact your bottom line.

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