

the franchise review

ISSUE 56 EDITION 4 2018

Regional Growth

Using franchising
as an accelerator

Mateship & Leadership

The Core of one
franchise success

Business Culture

Make sure it's
what you want

OFFICIAL JOURNAL OF THE FRANCHISE COUNCIL OF AUSTRALIA

FCA



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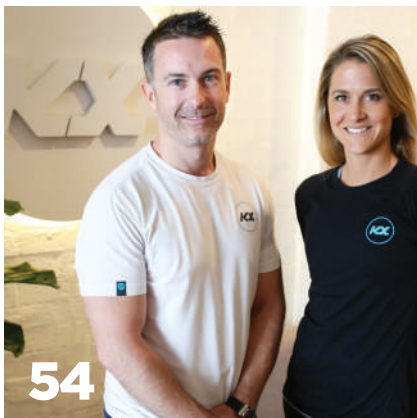
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A message from the CEO

By Mary Aldred,

CEO, Franchise Council of Australia

The Franchise Council of Australia recently welcomed the Federal Government's response to calls from business and lenders to act to underpin availability of credit for cash-starved small to medium businesses (SMEs).


The FCA understands that the government is developing a package of economic measures to boost small business, as Prime Minister Scott Morrison prioritises smaller companies ahead of corporations in the lead up to the next federal election.

The policies include boosting access to funding for small business to overcome the risk of a credit squeeze, improved tax dispute resolution with the Australian Taxation Office and helping small companies get paid faster by large customers.

In a first step, the Morrison government will inject \$2 billion into the small business loan market in an unprecedented effort to boost SME lending.

The new small business funding policy recognises that it has become increasingly harder for small businesses to obtain finance other than on a secured basis, typically, against their main personal asset – their home, and costs are higher than they should be.

The FCA is pleased by the announcement that the new government fund will underpin SME loans issued by smaller banks and



“The FCA is pleased by the announcement that the new government fund will underpin SME loans issued by smaller banks and non-bank lenders, boosting funding to lend to small businesses and potentially lowering SME borrowing costs.”

non-bank lenders, boosting funding to lend to small businesses and potentially lowering SME borrowing costs.

The creation of a taxpayer-backed securitisation fund to invest in small and medium enterprise credit will also potentially facilitate new investment from institutional investors such as superannuation funds.

Franchising mainly comprises small businesses which make a major contributor to the Australia economy – there are 1,200+ different franchise systems, over 80,000 franchised businesses and more than 500,000 people employed in the sector across urban, rural and regional Australia.

We want to see them grow and succeed and a transition from credit squeeze to credit crunch would have severe impact.

It has always been a challenge for small business to access debt finance, but even when small businesses can access finance, funding costs are higher than they need to be.

The situation has worsened as the banking Royal Commission has waved the big stick of stricter lending laws and loan serviceability rules.

The government's shake-up should increase competition against the big four banks which account for more than 80 per cent of business loans of less than \$2 million and charge an interest rate premium of up to 4 percentage points more to small businesses.

The FCA has been greatly concerned that any extension of the consumer responsible lending regime into SME lending could have significant negative impact in a sector already struggling in a tight market environment.

The FCA believes that potentially vulnerable small business customers should be protected without restricting finance to those who can afford it.

Australia is a very franchised economy. With around 95% of franchisees representing small business, the economic and employment contribution is too big to ignore – over 500,000 Australian jobs and an economic contribution of around \$146 billion every year.

As a business model, franchising is unrivalled in its capacity to take a business idea and expand it into a nationally or internationally franchised network. Of equal importance is its

ability to provide franchisors and franchisees with the opportunity to achieve their business dreams, and for committed employees to fulfil their career goals.

Healthy businesses sustain healthy communities. From contributing tax revenue, to driving a demand for skills and jobs to re-investing locally, sustainable businesses drive a strong national economy and well-resourced local community, and franchising plays a significant role.

Small business is increasingly being squeezed on a number of fronts, including escalating energy costs, compressed margins, a complex industrial relations framework and availability of finance.

The FCA doesn't want to see any slowing of investment from the sector because that will have adverse implications for economic growth and jobs.

We welcome the new government initiatives to support small to medium business, including many in franchising. ■

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Ray Esquieres, Co-Founder & CFO, Rolld Australia

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Using franchising to accelerate regional growth

Fostering a strong and diverse small business sector is a significant component of a sustainable local economic development strategy.

For many Australian regional centres, however, years of slowing commercial investment have resulted in a shortfall in the range of retail and small business services and entrepreneurial opportunities that are significant drivers of wealth creation.

One region seeking to reverse this trend is the Greater Hamilton region, in Western Victoria, which is broadening its strategy of regional revitalization by targeting franchises as an efficient, innovative tool to address service and small business

ownership gaps, as well as create a more diverse business mix.

Encouraged by extensive research and analysis of the impacts of franchised businesses and the identified market gaps and opportunities in Hamilton, the city is actively seeking new franchised businesses to set up in town.

"The franchise business model presents a range of locational options from traditional main street storefronts to mobile and home-based businesses. Additionally, franchise businesses provide an organisational system and corporate support that lowers barriers to entry" according to Hugh Koch, Manager Economic Development and Tourism, Southern Grampians Shire Council.

"Reducing these traditional obstacles may greatly enhance opportunities for many first time entrepreneurs who traditionally lack adequate resources, access to capital, and extensive industry experience".

"Franchises offer the brand recognition,

efficiency and economies of scale advantages of a chain store while retaining some of the local economy and entrepreneurial benefits that are hallmarks of independent small businesses" says Hugh Koch.

Greater Hamilton expects multiple benefits if it can encourage new franchise networks to set up in the region. Not only will there be an influx of new investment, but franchisee and employment opportunities can be created and the Greater Hamilton region can be used as a base for further expansion into neighbouring areas.

Hamilton sits in the middle of three major centres, Warrnambool, Horsham and Portland, and conveniently close to the cities of Ballarat and Geelong, with Mount Gambier and the Limestone Coast Region of South Eastern South Australia also having an impact on the Greater Hamilton regional economy. It is also close to the burgeoning Grampians tourism area and 90 minutes from the Great Ocean Road.

Encouraged by extensive research of market gaps and opportunities in Hamilton, the city is actively seeking new franchised businesses to set up in town.



The Greater Hamilton region promoted its business opportunities to franchisors and franchisees at the Franchise Council of Australia's National Convention in Melbourne in October and is set to launch other targeted initiatives in 2019. The Council's Economic Development and Tourism Unit has produced a detailed information kit to assist franchise systems evaluate the opportunities in the Greater Hamilton region.

The Greater Hamilton regional presence at the NFC was a fantastic introduction to the industry and a surprise to many attendees, with Hamilton receiving positive feedback for their proactive approach to generating business growth for the region. Many attendees were unaware that Hamilton has an immediate catchment of 24,000 people with 180,000 people residing within 2 hours from Hamilton. And business growth was the focus with no less than 12 franchises expressing interest in business development into Hamilton. Having the support of a positive and active local Council to assist in the facilitation of a new

business establishment was considered a hurdle crossed off the list for many of the franchises the team from Greater Hamilton spoke to.

The central geographical location for a franchise territory, projected population growth of the region and the stable regional spend that is demonstrating an upward trend, were significant considerations for the franchisors as well. Franchises also noted that when you see a local council investing in infrastructure for its CBD like Hamilton currently is, then this is a sure sign of growth throughout the region.

In a consistent rainfall area, fortunate not to be experiencing drought conditions, and with agricultural commodity prices doing well over the last few years, the region is prospering.

Since the National Franchising Convention in Melbourne, the Council team and a number of franchises are currently in discussions aligning potential franchisees with franchisors. Other franchisors are redesigning their geographical territories or examining their business model to adjust to a smaller catchment.

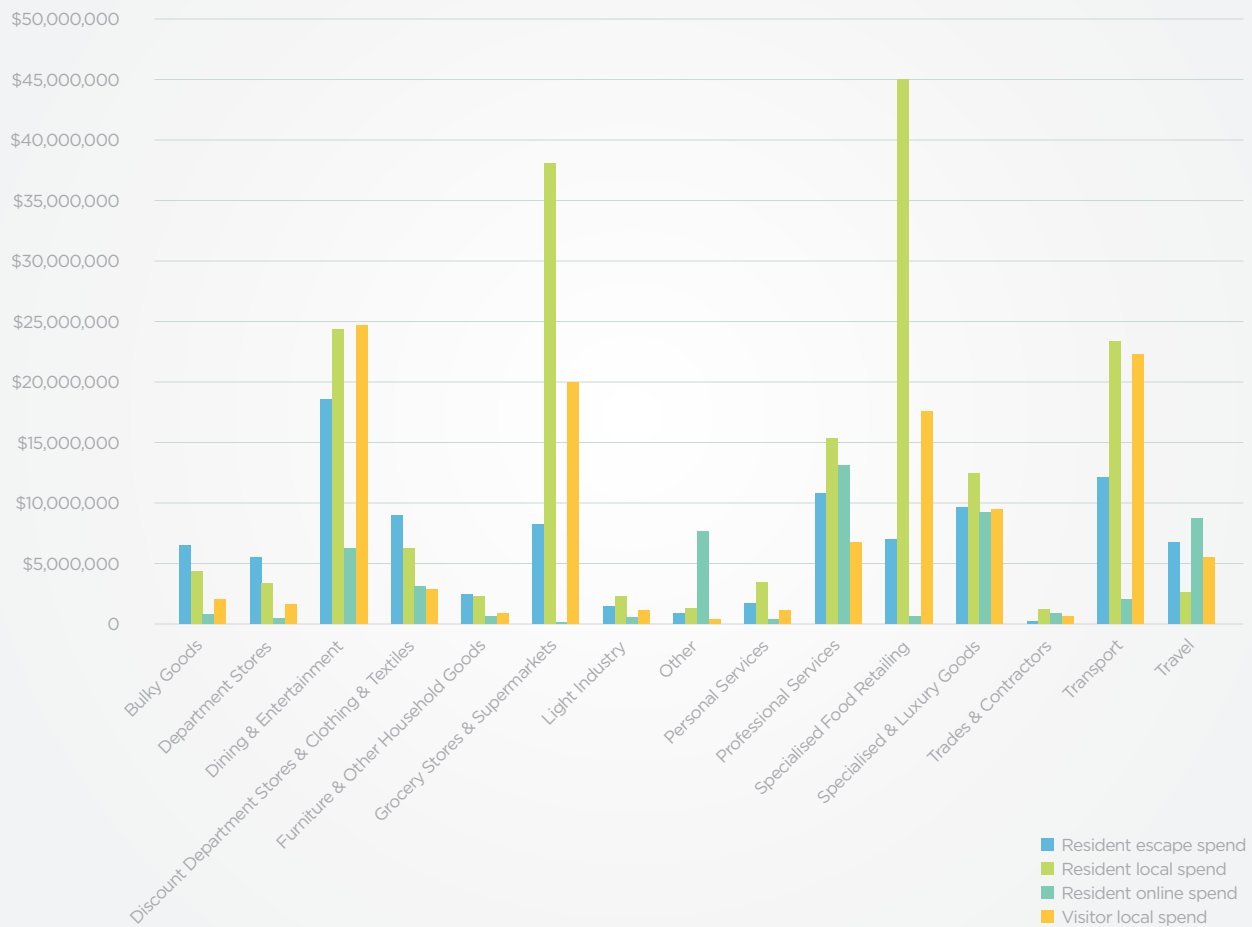
Franchise Council of Australia CEO Mary Aldred says the FCA is delighted to be assisting Hamilton. Through her own strong regional background, Mary knows how much franchised businesses contribute to rural and regional Australia.

"It is not just the economic benefit, but the social and community impact. Often you will find franchisees passing on the knowledge they have gained through their training and support to other local businesses. Healthy businesses create healthy communities" says Mary Aldred.

"Areas such as the Greater Hamilton region need to stimulate economic growth to increase their population and an investment attraction strategy that focuses on attracting new franchises to the area is a vital action," says SGSC Mayor, CR Mary-Ann Brown.

SGSC's Hugh Koch says "There are already several well-known franchise retailers operating successfully in Hamilton. So, we felt there was an opportunity to actively seek new franchises to come here to fill the gaps. Our Economic Development Officer will assist in matching franchisors with franchisees locally".

Expenditure Categories by Volume (Sep 2017-Aug 2018)



To obtain a better understanding of resident and visitor spend, SGSC subscribed to Spendmapp which reviews regional expenditure activity in and outside the selected region by analysing bank EFTPOS data to capture virtually all economic activity within a region (above).

Key data captured in the 12 months Sept 2017 to Aug 2018 showed:

Total local expenditure \$304.4m
Local spend by visitors \$117.4m
Local spend by residents \$187m
Escape spend by residents \$100.9m

Escape expenditure refers to EFTPOS transactions made by cardholders outside of their municipality of residence. Clawing back Escape expenditure can create local business opportunities. Professional services and specialised and luxury goods rated highly as online Escape spend categories for local residents. Dining and entertainment, as well as transport, followed by specialised food retailing rated as high spending categories for visitors to the region.

The Greater Hamilton region expects multiple benefits if it can convince new franchise networks to set up in the region.



Hamilton's Retail Strategy has nine key objectives

- 1 Work with investors to fill identified gaps in the retail mix and to improve the draw of existing centres
- 2 Work with investors to improve services to visitors
- 3 Work with stakeholders to improve the physical attractiveness of centres
- 4 Work with stakeholders to reduce the adverse impact of vacant space in key centres
- 5 Work with land-holders to ensure sufficient well-located property is available for key activities in centres
- 6 Dedicate resources to place management
- 7 Support traders' organisations in individual centres
- 8 Support Shire-wide retail business promotion and development
- 9 Ensure that the retail and activity centre policies are clear in Council's land-use plan

In line with these strategies, Greater Hamilton has invested extensively in revitalising the CBD, with two projects in particular leading the way.

The Cox Street development, which lends itself to a bulky goods style retail centre, is currently at detailed design and construct. In addition, the CBD Revitalisation of Melville Oval and Lonsdale Street is currently in its master planning phase.

In addition, a Council-led proposal to develop 23 industrial sites as a serviced industrial / business park to cater for local demand in the commercial property market is also in the initial stages of construction.

A recent report (Top Opportunities) named Hamilton as a key town to purchase a property in as the town is "booming due to strong local economies and massive infrastructure investment".

The report stated that Hamilton is included in regions which have seen big increases in sales of houses and units and the strongest growth patterns of anywhere in Australia over several consecutive quarters.

The Southern Grampians Shire Council's Economic Development and Tourism Unit is the first point of contact for individuals, families or businesses wishing to establish, relocate, diversify or expand in the region.

"Our objective is to provide an environment that is positive for development and investment opportunities and encourages employment and business growth" says Mayor, Cr Mary-Ann Brown.

"By helping to meet the needs and maximise the opportunities for interested franchisors and franchisees, as well as providing a crucial link between government, business and the private sector, we can further enhance the success of the local economy, maintain population growth and diversify the service offering to our community".

"We welcome the opportunity for national franchises to investigate the Greater Hamilton region further and look forward to inviting those who wish to invest in regional areas of Australia to start with a supportive community such as the Greater Hamilton region" says Mayor Brown. ■

In the retail centre of Hamilton, SGSC would like to see more high profile franchises join the existing mix of brand names.





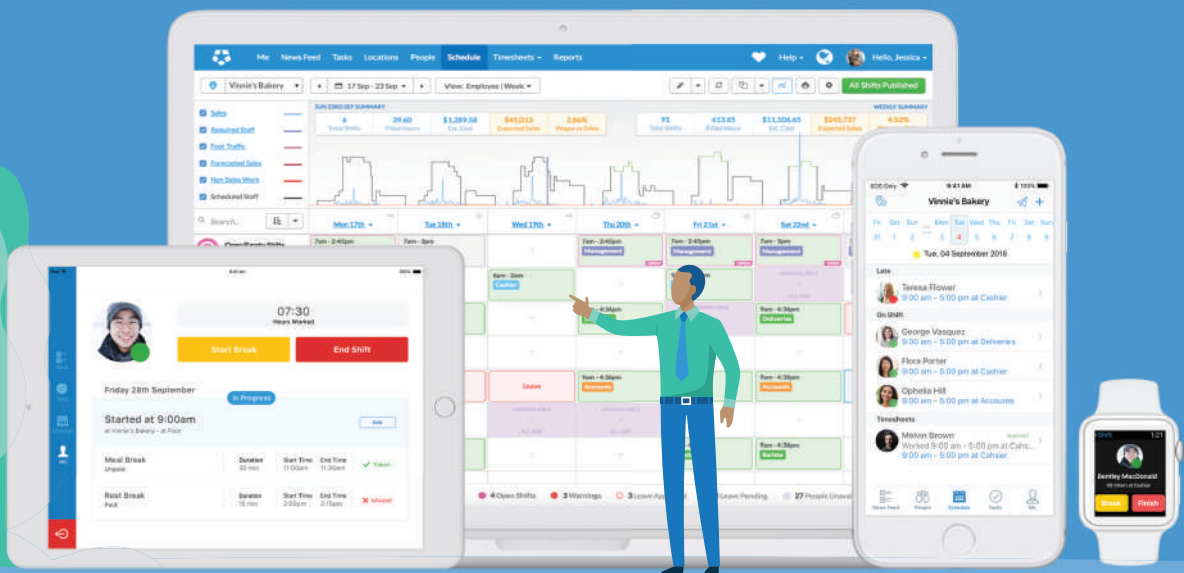
Workforce management for your franchise

✓
Build rosters
in minutes

✓
Stay *Fair*
Work compliant

✓
Scale your
franchise

✓
Connect to
existing software



We estimate the Award Library in Deputy saves 204 admin hours per week or more than \$1million across the network in a year. And importantly, it ensures compliance.



Lawrence Chen
CFO, Chatime Australia

Find out more about Deputy at deputy.com/fca

If you had to share your business records from seven years ago, what would they look like?

Taking the guesswork out of record keeping

Back then, many organisations stored their records in spreadsheets on a computer and/or reams of paper print outs from whatever accounting system they had at the time. They weren't pretty but that didn't matter.

What does matter is whether those historic records are accurate and complete. When the Tax Office and/or the Fair Work Ombudsman ask to see the books they can pull records from seven years ago including:

- All financial records for tax purposes
- All employment records including contracts, timesheets and pay records

Now, apart from deliberately cooking the books, the other main cause of poor or inaccurate record keeping that can land an organisation in trouble is simple human error.

A small mistake at the start of a record – the time an employee started a shift for example – can be exasperated by other mistakes as it's processed, such as not applying the correct Industry Award or overtime penalties in payroll.

A few franchises have gained the wrong kind of attention for those mistakes... though they're fairly easy to avoid with the right technology.

Leaving painful record keeping behind

One way to reduce the risk of human error is to speed up or even automate tedious record keeping tasks.

When you free people from the admin they don't want to do, they'll have more time and energy to make a positive contribution to your franchise.

- **Workforce management solution** Deputy does that by making most tasks more easily managed with just a few clicks:
 - o **Auto scheduling** – templates and AI help create costed schedules in minutes; then it's just one click to notify everyone and export to payroll.
 - o **Cost every shift at the correct Industry Award rates** – built in rules match each employee's pay rates and other entitlements to the relevant Award in Deputy's Award Interpretation Library.
 - o **Approve shift-swaps** – set rules for how requests are managed, such as allowing employees to sort their own shift swaps or restrict to specific qualifications and/or pay rates.
 - o **Publish notices and track they're read** – improve employee engagement with targeted real time messages, including the option to ask recipients to click 'read' confirmation.

- o **Accurately record hours worked and location** – employees can clock-in and clock-out via the onsite kiosk with facial recognition OR the mobile app that uses geo-location.

Deputy's real time recording keeping and reporting tools can also give managers great insights into how each team and location is performing.

When you can accurately track timesheet data matched to Awards, for example, you can then compare wage costs to revenue data at a location to help identify staffing improvements.

You might need to roster several of your more experienced employees on during the busiest periods to boost sales or you could discover skills shortages that could be solved with training.

Whatever your needs, accurate record keeping helps you make smarter decisions based on reality – and all above board.

Benefits of Deputy workforce management

- Great user experience for employees via onsite kiosks and phone app
- Streamline workforce admin
- Accurately forecast wage costs
- Easily manage compliance and attestation
- Improve employee engagement with newsfeed and task reporting
- Up-to-date Workplace Awards library, including the option to define Awards for Enterprises
- Compatible with 40+ solutions to streamline processes and gain deeper insights into operations, profitability and customer experience

"Deputy is a very simple, easy-to-use cloud-based system that records the hours correctly."

Case study **Chatime**

"It's not possible to manually calculate Award rates because it's very complex. We estimate the Award Library in Deputy saves 204 admin hours per week or more than \$1million across the network in a year. And importantly, it ensures compliance." – Lawrence Chen, CFO, Chatime Australia

Iced tea is experiencing a massive revival thanks to innovative flavours giving the 150 year old trend a modern twist.

Leading the trend in Australia is Taiwanese brand Chatime, with its famous 'boba' (bubble tea) and fruit-infused varieties.

In less than a decade Chatime has grown to 98 'T-breweries', making it the fastest growing iced tea brand in the country.

Lawrence Chen, CFO, reports Chatime's franchisees are enthusiastic about serving innovative drinks to customers and managing good teams.

But in the early days some of them struggled with scheduling and tracking hours against Award rates.

"A typical franchisee will have six to 10 staff working in a week, and creating a week's roster from scratch manually could take half an hour in Excel," says Lawrence. Then at the end of each week, they'd enter hours worked into a spreadsheet to calculate wages.

While some of them made a reasonable job of it, knowledge of Australia's complex workplace Awards was understandably low.

Lawrence pointed to several high profile cases brought by Fair Work when explaining the importance of accurate pay calculations and gave each franchisee a test case of example questions.

"No-one got it right," says Lawrence. "It's not possible to manually calculate Award rates because it's very complex."



Fulfilling a mandate for correct pay

In 2017 Chatime chose Deputy's workforce management system to improve day-to-day efficiency and properly address Fair Work compliance. By early 2018 Deputy was rolled out to all franchisees.

"It's a very simple, easy-to-use cloud-based system that records the hours correctly," explains Lawrence. "Deputy supports our mandate for the franchisee to pay correctly according to the fast food award and we can demonstrate to Fair Work that record keeping best practice is in place."

Franchisees at Chatime's T-breweries are also saving a lot of time using the system to streamline reports that used to involve hours of data wrangling.

Meanwhile Lawrence and his team can better analyse reports to review performance and identify opportunities for improvement.

Achieving accuracy and savings

Accurate records of hours worked help highlight variables in costs-per-shift. Once identified, these can be used to set optimised staffing to meet sales demand.

Deputy also integrates sales reports and useful tools such as weather alerts, helping franchisees plan ahead. For example if a cold change is coming, they'll promote hot tea rather than frozen drinks; and optimised seasonal schedules can be copied and pasted to save time.

"When you know the system well, you just click the button and the roster will



copy and paste," says Lawrence, noting each franchisee now saves half an hour on rostering per week.

"We estimate the Award Library in Deputy saves 2-3 hours/week on average for the 68 franchisees who previously used Excel for calculating pay with Awards and rostering."

"It adds up to 204 admin hours per week saved. Franchisees can make \$50-100/hour, so that's \$20,000 a week or more than \$1million saved across the network. And importantly, it ensures compliance."

Lawrence explains that the system's calculations of hours worked tracked to the built-in Awards Library certainly help Chatime stay on top of compliance across the franchise network.

There are also benefits for Chatime's reputation as an employer of choice:

"If you look at Glassdoor (workplace rating website), there's been amazing positiveness to say we pay correctly. That makes the attractiveness working for Chatime a lot higher." ■

In an age of unprecedented interconnectivity, it is now more important than ever to continue pushing the boundaries of innovation to make sure brands are delivering an exciting, unique and engaging customer experience that really cuts through.

Leadership through innovation

From its inception, Boost Juice has understood that the key to success is to never remain stagnant. This push for innovation underpins all areas of the business - from in-store experience, product development to marketing strategy - ensuring all customers leave a Boost Juice bar feeling just that little bit better.

Boost Juice now operates in more countries than any other juice bar in the world. The business has squeezed and blended its way through thousands of tonnes of fresh fruit and vegetables, and has built a league of dedicated and loyal fans with over 485 stores across 14 countries, and an additional 4 countries ready to launch.

To achieve this level of success, driving innovation across every area of the business has been integral and has cemented Boost Juice's status as a leader in this field.

In 2017, Boost Juice became the first Australian brand in the QSR industry to launch an in-app customer service tool, 5 Star, where customers could rate their experience moments after leaving the



store. This customer service initiative has since become a crucial vehicle for customers to relay feedback on their purchase, as well as store experience and provide insight into areas of the business that are working well and areas that could improve. Christian McGilloway, Chief Technology Innovation Officer at Boost Juice, believes customer centric initiatives and feedback have become even more important and crucial to the success of a business.

"5 Star has given our customers an easy-to-navigate channel to provide real-time, tangible feedback that



benefits all stakeholders of the business, from the customers, franchisees, to the support staff. The feedback we receive is qualitative, which allows us to identify trends and highlight issues or successes throughout the business.

"Prior to the launch of 5 Star, feedback was gathered by a mystery shopper program that provided one point of feedback from one experience a month - per store. We now receive over 25,000 pieces of feedback a month, which allows us to provide our partners with concise and actionable feedback almost immediately."



As a leader in innovation with a truly disruptive brand ethos, Boost Juice continues to pioneer marketing campaigns and strategy that leverages cultural trends to engage and resonate with its core audience.

This year saw the launch of Bitcoin Boom or Bust, an exciting campaign that gave away four Bitcoin to four customers, a prize never before offered by an Australian retailer. At launch, the price of one Bitcoin had skyrocketed to close to 19,000USD, making it an unattainable purchase for many everyday Australians. Boost Juice

wanted to change this and give every Australian a chance to be part of a potentially life-changing phenomenon.

“We now receive over 25,000 pieces of feedback a month, which allows us to provide our partners with concise and actionable feedback almost immediately.”

“At Boost Juice, we love to be leaders in the industry by embracing technology and trends. Our order ahead app was one of the first in

Australia, we launched the Free the Fruit gamification app and in 2017, we allowed customers to actually talk to their favourite fruits via chatbots in our Matcha Bot campaign. At the time of the Bitcoin Boom campaign, cryptocurrency was one of the biggest digital trends in the world, and we were excited to bring this to our customers in a way they had never seen before”.

It will be exciting to see how Boost Juice continues to be a leader in an industry that remains agile enough to respond to cultural trends, technologies and innovations.

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Raising the bar for Beyond Blue



An outstanding fundraising effort by the Plus Fitness franchise will help transform lives, according to Beyond Blue Acting CEO Susan Anderson.

Whilst there's been a long-associated link between physical fitness and better mental health, the 24-hour gym chain's effort to gather \$140,000 for Beyond Blue has a very tangible flow-on effect.

"The donation from Plus Fitness will fund 2,958 calls to the Beyond Blue Support Service, which is funded entirely by donations," Susan said.

"This generous contribution will change, and potentially save, the lives of people who rely on us when they are at their most vulnerable. On their behalf, Beyond Blue thanks you."

Plus Fitness is now looking at ways to further its support of Beyond Blue following the success of the Lift Yourself Up campaign.

It was a national initiative that saw more than 150 of its Australian-based franchisees join to run a campaign that highlighted the benefits of exercise in addressing mental health issues.

Each participating franchisee donated \$25 for each new member who joined their gyms in August.

In commending all of the Plus Fitness franchisees and staff involved in the fundraising initiative, Plus Fitness Franchisor Nigel Miller said: "As a network, we have always seen a level of generosity and support from within our franchise network that makes us proud on a daily basis".

"Plus Fitness has been about 'community' from the very first day we opened back in 1996. To have retained these core principles as we have continued to grow means a lot to us.

"Regular exercise is of great benefit to those who experience anxiety and depression and there is a strong synergy with the services we provide and the good

work that the team at Beyond Blue does on a daily basis.

"We are confident that what our franchisees have achieved here will make a real difference and help create more awareness of the importance of supporting those around us that are affected by anxiety, depression or suicide."

Mental health professionals are available at the Beyond Blue Support Service via phone 24/7 on 1300 22 4636 or via www.beyondblue.org.au/get-support for online chat (3pm – 12midnight) or email responses (within 24 hours). ■



Making a difference: Plus Fitness franchisors, Nigel Miller and John Fuller, tally up the dollars raised as part of the organisation's Lift Yourself Up campaign which raised upwards of \$140,000.



Mateship and leadership at the core of a franchise success

Half-way through a 730km wilderness adventure race in the darkest recesses of the Tasmanian jungle, Craig Arnold's body was shutting down. Leader of a handpicked, four-man, special forces team, in only his second adventure race, Craig was green to the gills, he couldn't control his bodily functions, he was blacking out and his speech was slurred.

This was meant to be the race that set his team up for a crack at the world titles, but unbeknownst to himself and his three companions, Craig was literally drowning himself with water consumption.

The condition is called hyponatremia and on a 36-degree day, the water intake from streams and rivulets was about to condemn Craig's team to a near-certain disqualification.

It was then he called for and positioned teammates around him – one in front of him and the other with his guiding hand on Craig's backpack. They talked him through the basic motor skills of walking ... "and left, and right, and left and right, keep going mate".

As they reached a hut, Craig, barely audible, advocated for two-hour break with his teammates who had already sent for race medics.

"All I can remember saying to them was, 'Give me two hours and I'll be good to go. Our primary objective was to finish as a fully ranked team of four, our second

objective was to do it in the quickest time possible," Craig recalls.

When the search and rescue team located the hut, they came with food, water and medical supplies. "I denied their help, I knew that if I accepted it, we'd be disqualified.

After a rest, Craig made good on his promise and rejoined the race. Things were going much better until 14km from the finish line.

At that point, Craig's teammate went down, unconscious and unable to take in food or water. The team was then faced with a 300-foot abseil – a task made nearly impossible with an unresponsive teammate.

Race guidelines dictate that teammates should stay within 100 metres of each other given the treacherous conditions. As leader, Craig had a decision to make. Instinct got the better of him and he broke from his teammates to run 14km into town to get a shopping trolley and space blanket.

No mountain high enough: Craig Arnold reaches the summit in Patagonia after a 36-day expedition crossing the ice cap.



◀ **A personalised invite: Craig and Jason are pictured with His Excellency General, The Honourable David Hurley AC DSCR (Retired) Governor of NSW in recognition for making a positive impact and change via business. The recognition was part of the 'Prince's Trust – lead your own business program'.**

They made the finish line. Their ingenuity was rewarded with a berth at the world titles.

More importantly, their pact to finish as a team of four was honoured.

Craig, and his spiritual brother, Jason Dolan, have incorporated that kind of leadership and direction into the business model at the Core9 fitness centres they have founded.

Jason, himself, is an elite leader – he has been an integral member with some of the highest DNA in the Australian military ranks.

He has seen active duty in Iraq, served with the 4RAR Commando and Special Forces Tactical Assault Units and has been assigned to personal security detachments for top government officials.

As part of the International Coalition Against Terrorism, he was part of Australia's very last line of defence against the world's most notorious terrorists.

When Craig spoke about Jason, who he rates as a mentor and inspiration, he pauses to amplify the significance of his statement.

"How can I say this strongly enough ... Jason has the ability to get the job done No matter what that job is," Craig said.

"He might not always have the answers, but he is always in the trenches. ALWAYS first into the trenches."

Jason laughed: "I'm kinda not the sort of guy who will sit around and twiddle thumbs with you or do small talk, but if you're going to war, you're going to want me on your team."

Now they are leading around 300 members through a purpose-built fitness regime that is sweeping across the nation, and will no doubt go global.

Core9 centres provide a 31-minute workout where you have a personal

trainer stepping you through the program three-and-a-half minutes after you arrive – no need for class timetables, bookings or running late to scheduled appointments.

The workout uses proven training methods mixed with gymnastics, kickboxing and military exercise techniques.

"In life, and with goal setting, there is a starting point and a finish line," Craig said. "We give people direction, a start and a visible finish line and checkpoints along the journey."

"You mightn't always know where the finish line is, but all you need to know and believe is it's only a matter of time before you get there. You've got to know that and believe it wholeheartedly."

They founded the business at a garage meeting in Craig's backyard around six years ago.

The founders say the idea and dream were clear in mind, it was all about adding "systemisation, efficiency and scalability"



Last line of defence: Jason Dolan during his time in Tactical Assault Group East (TAGE). Jason believes leaders don't make followers, they make more leaders.

to that vision and coming up with the franchise model.

And whilst the physical results are clear to see, the all-action duo say the emotional and mental benefits are equally visible.

"It's not about how good you look, but it's about how good you feel [from the program]," Jason said.

"There are no dickheads, we have to know everyone's names and I want the person on the bike to ask the person next to them about the first car they drove and what their favourite flavour of ice cream is.

"Leaders don't make followers, they make more leaders and we delight in getting ex-athletes, CEOs, ex-military, mums and dads, emergency services, desk jockeys and welcoming them into the cultural process – they are my family now.

"People don't change until they have a reason to change and adversity often provides that reason."

It's the adversity facing ex-military that has given the Core9 brand personal success for Jason, and professional success for other service men and women.

Australia's ex-service personnel endure a 30.2 per cent unemployment rate but it's an area Core9 is winning the battle.

In 2016 the brand opened its first veteran-owned franchise – and they are also helping ex-athletes.

Having been engaged by the Canterbury Bankstown Bulldogs and Manly Sea Eagles in the National Rugby League – the boys have designed fitness programs to help in all manner of aspects including pre-season and post-career.

In one pre-season "torture test" Manly official Don Singe said he'd learnt

Royal treatment: Jason Dolan, in his military days, rubs shoulders with Prince Charles, the heir apparent to the British throne.



more about the players in that 48-hour pressure cooker than he had in the past 10 years of overseeing them.

"They were sleep-deprived, physically exhausted, cold, wet, hungry – but when it was hitting the fan and blokes were complaining, a few of them really stood up," Craig recalled.

He pointed to the efforts of Matt Ballin, who went on to become a Manly skipper and Origin player, and loveable-larrikin Willie Mason.

"Willie is a true leader, he rallied them and joked with them to help them get through, he really stepped up."

And stepping up is what it's all about at a business level for these millennial mates.

Craig is enrolled in a Bachelor of Positive Psychology degree; the boys will head off to Las Vegas as finalists in the NextGen competition next year (see breakout story) and they admit Core9 isn't far from going international.

"It's as much about leaving a positive footprint and a legacy," Craig said.

And the term "failure" is something completely foreign to the two who are travelling the network circuit constantly in their thirst for knowledge.

You only need look at how Jason made it through the elite military ranks.

"When I first entered, I encountered

two weeks of Navy Seal-like training 'hell' that we had to survive to get to the next step," he said.

"We started with 20 blokes and only four of us finished.

"Then there were 12 more months of training that were even worse than the two-weeks of hell – we started that journey with six but only three of us finished.

"Even when we got to TAGE which essentially was the best of the best – we started with 20 and only three of us finished."

I declared he had to experience times of doubt when the finish line was unreachable.

Quick as a shot, before I'd finished the sentence he replied: "Mate, I was never NOT going to bloody make it".

Core9 wins its way to NextGen finals

Jason Dolan and Craig Arnold will vie with the best franchise talent across the world, winning their way through as a finalist in the NextGen competition.

It is a world-wide program that engages millennial entrepreneurs seeking to grow their businesses through the franchise model, and it is the only business incubator in the world focused on franchising.

Initially reluctant to enter the competition, the news that they were finalists came through early in November and it will provide experience and insight money cannot buy.

"Post-military, I started a journal where I wrote 'one thing and one thing only' where I wanted to keep a log of the good things the military did for me," Jason said.

"I looked back the other day and read things like: experiencing mateship and camaraderie of the highest order; I travelled the world, I flew in helicopters and jumped out of them, I learnt how to handle explosives, I felt what it was like to be the last line of defence against counter terrorists ... the list goes on.

"And now we keep adding to a list of achievements with our Core 9 family, and I couldn't be prouder.

"If it wasn't for the help and guidance

of the Franchise Council of Australia and Soula Van Kooy, this [finalist nomination for NextGen] would not have happened.

"We'd both like to say thank you from the bottom of our heart. It is by far the start of an amazing experience that we will be forever grateful for."

The Franchise Council of Australia, in conjunction with the International Franchise Association, encourage an annual search for young entrepreneurs (under the age of 35) with an innovative business that could potentially be franchised (or is franchised) to submit applications to win a place in the global competition.

The finalists/winners have the potential to show their product or services globally and raise awareness of their product/brand; last year the IFA chose 3 finalists to participate in the accelerated workshops with mentoring at their annual convention held in Phoenix Arizona in February.

The other Australian finalist is City Cave Float & Wellness Centre and its founders, Jeremy Hassell and Tim Butters. City Cave provides a unique approach to wellness, combining holistic and clinical services to achieve optimal health and incorporates float therapy amongst its treatments.



Working out: Craig Arnold and Renae Doherty (Studio manager of Manly)

Australian motor racing legend and founder of Bob Jane T-Marts, Bob Jane died at the age of 88, in Melbourne on September 28.

Known for his chain of tyre stores Bob Jane T-Marts, Jane was inducted into the V8 Supercars Hall of Fame in 2000. He was also a four-time winner of the Armstrong 500 (later known as the Bathurst 1000) and a four-time Australian Touring Car champion.

Bob Jane was born in 1929 and grew up in the inner-north Melbourne suburb of Brunswick as the eldest of three children.

His passion for racing began in the early 1950s as a champion bicycle rider, holding many state records before turning to four wheels.

At age 21, in 1951, he opened his first car dealership with his younger brother Bill.

Like most of his contemporaries, Jane worked hard during the week to make enough money to buy and prepare cars for racing on the weekends. But Jane was already looking further than modest payments from within the trade, usually from oil and tyre companies.

In the late 1950s, he started Bob Jane Autoland, a company that distributed parts for Jaguar and Alfa Romeo. Through this venture, a love of cars and motor

sport blossomed and he first entered competitive racing in Australia in 1956; by 1960, he was racing with some of Australia's top sedan drivers.

By 1961, he was ready to take on some of the country's biggest events, driving in the one-race Australian Touring Car Championship at Lowood. During this period Jane's car business had grown significantly.

In 1962, Jane opened his first Bob Jane T-Marts store in Melbourne and went on to launch many more outlets across the country.

In time he would have nine dealerships, headed by Southern Motors, for many years the biggest Holden retailer in Melbourne.

He had an eye on other business opportunities. In 1965 he opened the first Bob Jane T-Marts store in Melbourne and quickly it became a great success; at one point in time, it was the biggest retailer of Goodyear tyres in the world.

With the population of Australia less than 10 percent of that of the USA, that was some achievement.

Jane's racing interests on and off the track were soon to expand. By the early 1970s Calder Park, on the north-west edge of Melbourne, was struggling for survival. Jane stepped in and bought the track and revitalised it.

He got to work selling motor racing with the same strategy he applied to selling cars and tyres; give the customers

what they want and they will come back for more. Bob Jane T-Marts became an Australian household brand and made Jane a multimillionaire.

From 2002 to 2004, Bob Jane T-Marts held the naming rights sponsorship for the Bathurst 1000, the race Jane dominated early in his career. The company also held the naming rights to the former Bob Jane Stadium, home of South Melbourne FC.

Bob Jane T-Marts is the only major tyre retailer in Australia who do not sell retread tyres. Jane's personal reason for this was that his second eldest daughter Georgina had died in a car accident in 1991 due to a retreaded tyre blowing out.

In 2011, the then 82-year-old Jane resigned as chairman of the company citing a difficult relationship with his son, Rodney Jane who was running the business day to day. The company remains an independent, family-owned business to this day; Rodney Jane is the current CEO. ■

Vale Bob Jane Australian motor racing legend and businessman





By Gordon Wiegold

The power of personality

Amy Smith has made a successful career out of being as good a listener as she is an orator. When it comes to leadership she is in a class of her own and has become a globally respected and recognised entrepreneur, marketer, brand builder and business owner. We asked how she cultivated her own leadership style, and some of the ways she has grown staff, brands and everyone “inside her tent”.



"It's great we've reached 45,000 people teaching them to cook healthy meals from scratch over the last 8 years, but in the next 8, we want to that amount each year.



Amy Smith will never forget the day she was told, in no uncertain terms that she was an Australian nobody who knew nothing – it is the day that changed her life.

"I was in my mid-twenties, a young and loud Australian in the UK starting out in my first London ad agency that happened to have Nike as their biggest account. I was loud, precocious, an Australian with no resume answering to a boss that was a well-educated Englishmen," Amy recalls.

"The Aussie way tends to be to walk in and own the room, full of confidence and opinion and plenty of advice on the run.

"One day, my boss had enough, he told me: 'Sit down and shut up. You know nothing, you come from nothing and you are nothing yet.' Running to the solace of the toilet cubicle, Amy wept.

"It was from that moment on, I decided to talk a lot less and listen a lot more ... he was right," Amy said.

"I embraced the menial tasks – finishing off presentations, arranging quotes, sorting stuff between departments – instead of looking at these tasks like a punishment, I stopped, took a breath and started reading all the communication I was delivering and gathering.

"I learnt what every department did, I was like an air traffic controller between the departments, I put my ego away and learnt I was in an experienced company."

Eventually, Amy found herself in a position of knowledge, now a good listener and with something to contribute.

When the boss who once brought her to tears pitched a poor campaign, Amy responded with not just a statement about why it wouldn't work, she illustrated how out of place it was in the context of the all the departments working in a contrary direction to that pitch.

"I had his attention, then after a year of hard graft, a promotion came."

At age 25, she was in tears – a nobody doing nothing with no cred.

At age 29, Amy Smith landed her first role as a managing director and now has a career in leadership roles on leading brands and in multi-million-dollar organisations.

Leading the way with numbers that can't lie

The night before we spoke to Amy, she had an important pitch to the Board of Directors at the not-for-profit venture, The Good Foundation, where she is the CEO of Jamie's Ministry of Food Australia.

She has been determined to take the foundation from a well-known not-for-profit, to a charity with purpose.

"I stood in front of the board and simply told them clearly where we all stood," she began.

"When we ask 'why are we here'

it's not about doing more Jamie Oliver cooking classes.

"It's about transforming Australian lives and eating habits and preventing obesity in the next generation.

"Do we all agree with that?"

The resounding Yes made the rest of the pitch a breeze.

"That's the 'why'. And the 'how' is putting the power of cooking healthily back in the hands of Australian people. The 'what' is showing them how to cook from scratch."

In the eight years the organisation has been in Australia, 45,000 kids have learnt the gospel according to "scratch cooking".

Amy says it's the numbers that will help show the impact of her team's "why, how and what".

"It's great we've reached 45,000 people teaching them to cook healthy meals from scratch over the last 8 years, but in the next 8, we want to that amount each year. We have taught 10,000 kids in schools in the past 6 months, who says we can't do 20,000 a year?!

"Numbers provide reality, I love numbers and in sporting parlance, the scoreboard doesn't lie.

"Everybody needs to be accountable to the scoreboard and everybody needs to understand where the goal posts are and what the grand final looks like."



Lead with ideas that change the world

If you really want to change the world, you have to be noticed.

At The Good Foundation, Amy talks of a concept where teams ask if the project they are working on will make them famous – will it stop people in their tracks, get their attention and turn heads.

“There are any number of good and worthy charities out there ... and it’s just as competitive in the business and franchise world.

“As leaders and individuals, we have to get our story across, we have to connect and not only be visible but be relevant.

“People are busy enough and more often than not are looking to exclude things from their schedules rather than include.”

The Good Foundation, with its mission to change eating habits of the next generation, has been brutally honest in turning heads towards this major issue.

“Childhood obesity is a life sentence,” she said acknowledging that is a provocative statement.

“You are sentencing children to a life of pain, shame, an inability to play sport and be included by their peers.

“You are sentencing them to an early death. It hurts to hear that, but it’s true.”

Weather mapping your wins and losses

Every Monday, Amy and her staff look at her very own weather map to chart how teams are performing across her foundation’s network.

Some areas are marked with sunshine, some are cloudy, some have rain, and some even have hailstones to denote red flags and issues.

“We chat about the weather, as a group we look at what’s happening and we note areas where we need to put in an early warning system, areas we need to course correct, and areas we need to give more gas and those where we need to truly celebrate the sunshine.

“We have to know as a group why we are doing X to get Y, there are no secrets, it’s a meritocracy.”

The key reason for weather mapping and going through things openly with each other is simple – team alignment and unity.

“As a leader, you’ve got to get people in the room working together, and not wanting to turn on each other.

“Everybody knows everybody else’s KPIs – even mine.

“Everyone is in the tent together, everyone is accountable, everybody has a one-page map with our strategy.

“There’s no blame and we all have very clear job descriptions and outcomes that we discuss, share and define want to achieve as a group.

“We need to work openly to the point where even when we want to go off-piste, it might be ok, but we need to know why.”

True success comes from YOU

We’ve all grown up with role models, leaders we admire and aspire to.

But according to Amy, true success and comfort comes when you find happiness in “your” own style.

“We have all wanted to be like other people because they have success and runs on the board,” she said.

“But once you have your own success, you learn that has happened predominantly because you were being yourself.

“When you are most authentic, it happens when you are energised and relaxed.”

Think about that – energised and relaxed – they sound poles apart but in reality, it’s what true leaders find and conquer.

“I’m very conscious of my energy, the ebb and the flow in the room when I’m talking or during meetings and I tend to go with the good energy around me.

“We are relaxed when we are trying not to be someone else.

“Passion without insight is cheerleading, and I know everybody loves a cheerleader, but cheerleaders don’t change the world.

“Passion and insight combined comes when you know your stuff, your own stuff. It comes when you really genuinely care about what you are talking about.

“I’m not super clever, but I’m clever enough to know that even the cleverest people in the world won’t change anything if they can’t engage their audience and connect with them and the biggest part of that is being yourself.” ■

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When the diagnosis calls for leadership

For Andrew Frazer, leadership is not only about changing and improving lives – it's literally about helping to save them.

Two of his fittest clients, men in their mid-40s and 50s, suffered heart attacks, unaware of family hereditary heart issues.

Both recovered two to three times quicker than normal, and their rehabilitation and path to full health was assisted immeasurably by their fitness regimes at Listen To Your Body (LTYB) personal training centre in Strathmore, Melbourne.

"These two had pushed themselves hard to achieve elite health, and the medical diagnoses showed that if they weren't such hard trainers, if they didn't eat so healthily, they might not still be with us" says Andrew.

Andrew is owner of the Strathmore LTYB franchise after originally doing a personal training course and has now been in the business for six years.

"My father was always trying to improve my life and my experience by opening different investment accounts as he was a Scotsman who came to Australia with nothing. He also had a gym in the backyard to keep physically fit," he said.

"Looking back now, I guess a lot of what I've achieved has been done sub-consciously based on his guidance and influence."

Twisting the day away:
LTYB's Andrew Frazer is helping to
improve health and lives.

Andrew says
‘I want all my staff to work in
an environment where they can
achieve their own goals’.



Staying the course:
After personal training for 12
months, Andrew is now six years
into a career with LTYB.



That journey continues today, assisted
ably by LTYB CEO, Ben Fletcher (right).

“Ben takes leadership to another level.
His determination to get things right, to
stick to his core values and to be honest
to a fault is unwavering. It’s the Listen To
Your Body way of doing things and Ben
has shown us all how things should be
done in order to lead by example and
make a difference in the lives of others”,
Andrew said.

The one-on-one personal training
technique that Andrew believes sets his
franchises experience apart from others,
is something that has forced him to
become a better leader.

“I am always learning, always meeting
with staff and listening to self-help CDs
in the car and the like – but my business
is open for 90 hours a week and I can’t
be there for every one of them,” he said.

“I want my manager to feel like it’s
his place when he comes in at 5.30 in
the morning, I want all my staff to have

a say and come to work feeling like it’s
fun and safe, an environment where
they can achieve their own goals and
help others.”

And it’s not only the staff – take
Kerin in her mid-60s who had never
been to a gym in her life but was sick of
waking with aches and pains.

Andrew says they nursed her
through the early stages, keeping her in
a “comfort zone” for a woman and her
quality of life has returned. She never
misses her three scheduled sessions a
week – and she has recruited almost 10
more members so enamoured is she
with the program.

And then there’s the gentleman
whose weight had ballooned by a kilo
every year from his 30s through to
his 50s. He arrived at the gym with a
doctor’s diagnosis of diabetes and the
goal of getting healthy enough again to
run a distance of 900m on the treadmill.

Nine months on, with the personal



attention of the trainers, he can run 5
kilometres on the treadmill and has lost
nearly 20 kilograms.

His wife now attends the gym but
not without a warning. “Yes,” Andrew
laughed, “she comes in with her
husband and they love it, but she did
tell me that if I make her sweat she’ll be
coming after me.” ■

The background of the entire poster is a dark, blue-toned image showing a large number of Australian dollar banknotes falling from the top, creating a sense of celebration and wealth. In the upper right corner, a portion of a yellow construction crane is visible against the dark sky.

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CELEBRATING





Former Melburnian of the year and the man dubbed “The Urban Saint”, Major Brendan Nottle (, has been honoured with a Gingerbread Man cookie to help raise funds for the Salvation Army.

Bakery winning awards and hearts

The team at Ferguson Plarre Bakehouses have come up with a novel cookie to help one of the country’s most recognised and hard-working charities.

The Gingerbread Nottle has been made in honour of The Salvation Army’s Major Brendan Nottle who works passionately providing avenues of food, clothing, employment and accommodation for down on their luck Melburnians.

A dollar from the sale of each gingerbread man will go towards the Salvation Army’s Night Café (Safe Space) in Melbourne.

Radio 3AW’s Neil Mitchell initiated the project on air by asking for a bakery to create a Gingerbread Nottle to raise funds for the charity.

After taking a call from fourth-

generation baker, Steve Plarre, the Gingerbread Nottles went from fairytale to reality.

“We knew the Gingerbread Nottles would be popular but have been absolutely overwhelmed with the demand to ‘nibble a Nottle’ with 40 stores selling out in the first 24 hours,” Ferguson Plarre CEO, Steve Plarre, told the Herald Sun recently.

The Ferguson Plarre bakehouse has evolved from two family-owned bakeries into a successful franchise operation and today has 75 outlets.

The Ferguson Plarre union started in 1901 in the northern and western suburbs of Melbourne and both families established themselves as household names in the business sector.

The families continued trading through both World Wars and the Great Depression despite the tough conditions.

After years of refining their ‘craft’ and significant contributions to the pastry cooking trade the families merged their businesses to become ‘Ferguson Plarre Bakehouses’ in 1980.

Tasty and community-minded treat: Ferguson Plarre Bakehouses have encouraged customers to ‘nibble a Nottle’ for a good cause (main pic)

The fourth generation Plarre family acquired the Ferguson family’s interest in 2012 but one thing that has never changed is their affinity for winning award after award.

The franchise retained its third place (overall) in the 2018 Top Franchise Awards.

The awards are decided by anonymous information from franchisees who give feedback across six areas and Mr Plarre credits the franchise’s “family-first” ethos as the key ingredient in their ongoing success.

“We’ve been inducted into the Victorian Manufacturing Hall of Fame and have won over 100 awards for our products over the years but what we’re most proud of is our culture,” Mr Plarre said.

“We have an incredibly loyal and long-standing employment base.”

You can find out more about how to order the Gingerbread Nottle and the Ferguson Plarre Bakehouse chain at www.fergusonplarre.com.au ■

NFC18

Your people, your team and your potential exceeded



Former Victorian Premier Jeff Kennett stole the show and 700-plus delegates shared stories and tips, between round tables, keynote speakers and networking events at the 2018 National Franchise Convention.

It was a hectic three days, but delegates praised the line-up of speakers and panellists as among the “best ever” the Franchise Council of Australia has assembled for the three-day event.

Crown Promenade, Melbourne, played host to this year’s convention and the theme: Your People, Your Team, Your Potential, gave attendees an insight into what it might take to grow their team into one of the many success stories relayed from all manner of sessions and dialogues.

There were more than 30 sessions, 42 Round Tables, 100-plus influential speakers and 60 exhibitors.

The Hon Jeff Kennett AC spoke to a full auditorium on the merit of teamwork, the need for strong vision and leadership, and his views of the ways to achieve success.

“We have to think about how we best position ourselves for what lies ahead,” Mr Kennett said. “We have to take more responsibility for our own lives ... disruption is here and it’s going to get faster. Things are happening more quickly and more profoundly than ever.”

“Whether it’s large or small business – you have to get your house in order, understand what you are doing wrong and fix it ... if you don’t do it yourself

someone will do it for you and the moment that happens your capacity to grow is going to shrink.”

Mr Kennett explained the “five fingers of success” that he has stood by throughout his career.

“Firstly, it’s about your VISION, why do you exist, I’ve asked Prime Ministers where they want Australia to be in 2050 and they’ve stared blankly at me.

“Next you have to put PEOPLE around you that have the skills that you don’t have. Invariably, teams of good people succeed.

“Underpinning these is the STRATEGY. The plan that you put in place to develop that vision.

“After that, we all have to ADVOCATE. Tell people about what you offer. It’s hard to succeed if people don’t know you exist.

“And the final pillar is REWARD. You needn’t spell that out as a leader, but reward comes when those in the team realise that what you are doing is working. You get buy-in.”

Another Keynote speaker, Dustin Hansen (CEO of InXpress Americas), paid his own way from America as a gesture to give back to the people of the franchising sector, and the people of Australia where his father came over four

Awards



decades ago as a missionary.

"We have to untap the resources around us to improve our brand value," Mr Hansen said.

"Brand value is not about your logo, it's not about your marketing value - it's about actual equity value, a dollar value. As it increases, everybody gets the benefit, it raises everybody together.

Trade exhibitions in the Promenade foyer and hall were a hive of activity and one striking presence came from all points of the compass with four groups looking to attract franchising talents to their region and economies.

The MYOB FCA Excellence in Franchising Awards gala dinner looked like a combination between the Logies and the Brownlow Medal night, and the night flowed with excitement as host Andrew Klein applauded the elite achievers of the past 12 months.

"Even though we didn't win, we've won," finalist Mel Flavell from Frontline Retail in northern-NSW said.

"This process makes you look at your business, it makes you look at things critically, and the opportunity to meet with winners and businesses that I don't think you'd find anywhere else in Australia.

"We will go back and have a talk about the process, how we want to win next year, plan a bigger after party -it's all been worth it."

For others like Anytime Fitness Australia co-founder, Justin McDonnell, an event such as this is a poignant time to reflect.

"We opened our first club in Australia on this very day 10 years ago. We are heading towards club 500 so it's been a good journey and these nights and conventions remind us that we are all part of the one big family of franchising in Australia."

"To win awards is amazing, but to be also donating back is equally satisfying. Most of our franchisees are in the 'at risk' age bracket for prostate cancer and our pledge has been to drive awareness of the need for prostate testing."

The big winner on the night was Hire a Hubby which came away with a raft of awards including the Australian Established Franchisor of the Year.

CEO, Brendan Green, who now oversees 375 franchises globally after his initial venture flourished in 1996, said the franchising success has been about a lot more than helping everyday Australians.

"To win awards is amazing, but to be also donating back is equally satisfying. Most of our franchisees are in the 'at risk' age bracket for prostate cancer and our pledge has been to drive awareness of the

need for prostate testing."

"On average we are donating \$100,000 to \$120,000 a year to the Prostate Cancer Foundation of Australia," Brendan said.

Like most attendees the conference, Brendan paid tribute to the people in his team - past and present, and the potential that has been exceeded thanks to their belief in him and Hire a Hubby.

The energy in the room was highly positive and interactive at the 2018 Women In Franchising session.

The morning session heard from Sadhana Smiles and her honest, candid and sometimes funny story about rising through the ranks as a female leader.

Nicole Hatherly ran a workshop on "Perfecting your Pitch". "This interactive session got us all thinking about how we present ourselves out to the world and putting our best foot forward," session facilitator, Marianne Marchesi, said.

"We finished the day with a panel comprising of Sally Illingworth, Amy Smith and Nicole Hatherly where we spoke about diversity, raising your professional profile and building your brand. The panellists were relaxed, engaging and all-round fun."

The legal symposium was a busy start to the three days of networking with 250 delegates attending - almost double last year's attendance.

Derek Sutherland co-ordinated a comprehensive list of speakers who updated delegates on the latest legal trends, decisions and directions that could influence both franchisees and legal fraternity members alike. ■



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Laser Clinics Australia

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Anytime Fitness Australia

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Jim Kelly & Crystal Petzer, Hire a Hubby, Mona Vale & Narrabeen NSW

Single Unit Franchisee of the Year, two or more staff
Russell Hampton, Hire a Hubby, Bayview

Single Unit Franchisee of the Year, less than two staff
Glen Cammiade, EFM Healthclubs

Franchise Woman of the Year
Kate Thomson, ANZ Mobile Lending

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Stephen Halls, Poolwerx

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Excellence in Franchise Innovation
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Franchisor Social Responsibility
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A man with a beard and short dark hair, wearing a blue blazer over a white shirt, is sitting on a wooden bench. He is looking directly at the camera with a slight smile. His hands are clasped in his lap. The background is a dark brick wall.

Make sure your business culture is the one you want

If you didn't create your business culture, then you have almost certainly inherited an alternate one, according to Jason T. Smith, an award-winning business and health thought leader, and entrepreneur of the year. Jason is the founder of the Back In Motion Health Group, the Iceberg Leadership Institute and the SOS Health Foundation.

“Don’t just turn the traditional pyramidal organisation chart upside-down as some have attempted. It won’t change culture as it’s only corporate window dressing. Commit to turning yourselves outside-in and downside-up.”



Good businesses are about products and services. Great businesses are always about people.

No matter what industry you are in, what problem you are solving, or which customers you serve...the truism of every high performing team is an excellent culture. We all have one - a “culture”, that is. The question is whether you have the one you want.

If you didn’t create it, then chances are you have inherited one by default.

So much has been written around the world on culture. There is a whole sub-culture even, on the topic of “culture” in modern literature.

Popular thinking and academic theories seek to make this subject matter the pre-eminent indicator of workplace success.

Peter Drucker’s oft-quoted axiom is that ‘culture eats strategy for breakfast’. If this is true, and it probably is, then culture also consumes vision at lunchtime and devours policy for dinner.

No matter what organisational model or business strategy you utilise, culture matters.

To those who disagree, enjoy your articulate and inspiring vision. Boast a brilliant strategy. Rely on your innovative leadership structure. Point to your past successes.

The truth will prevail, though... a destructive culture will still bring your team and brand to its knees.

The culture reality

Most leaders assume their culture is better than it really is. They see what they want to believe.

Australian CEOs report that culture is talked about three times more often than it really is.

They positively score culture more than double what their colleagues report (EPIC Leading Workplace Cultures Survey Report, April 2011.)

Our own management team at Back in Motion Health Group was no different. As most C-suite executives did, we positively exaggerated our workplace culture. We weren’t lying - just deceived. Optimism blinds reality.

The higher one climbs the workplace mountain, the less oxygen is available. When you reach the summit, the air is super thin and cultural hallucinations prevail. You see things that aren’t there and miss the things that are.

The view that counts the most is the experience of those at reception, in accounts payable, and on the sales team. What they think, see, do and feel is your culture.

The clinical and customer support teams in the practices at Back In Motion were telling leaders that the coalface culture didn’t support the company values and beliefs.

Fortunately, we listened.

Achieving cultural change

Through a series of detailed workshops, team meetings, staff surveys, reflective exercises, WIFLE (What I Feel Like Expressing) sessions, and individual interviews, a new culture was commissioned.

A fresh commitment around different ground rules gave birth to a whole new way of life - which we called ONETeam. It had to be a shared experience because teams create great culture - not just leaders.

Cultural attributes are the daily glue of workplace framework. It relies on intentional action from leadership; emphasis on both the written and spoken word; daily accountability with positive and negative consequences; and rewards and acknowledgement at every opportunity.

Without exception, cultural imperatives must be worked into the rhythm of everything the organisation does. To the point it even changes your work flow and organisational chart.

Culture learners

In pursuing your cultural ideals, beware - the cliché approaches.

Read journals, seek external advice, and review the case studies of other organisational models but heed that few ready-made solutions will perfectly fit your circumstances. Become intentional learners.

Don’t just turn the traditional pyramidal organisation chart upside-down as some have attempted. It won’t change culture as it’s only corporate window dressing. Commit to turning yourselves outside-in and downside-up.

This is more about a journey of change in your inner state, than it is about a governance strategy. Management literature calls it adversarial growth.

Evolve your culture through the honest admission you don’t yet have the one you want. And in facilitating this, you will gain so much more. ■



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From school friends to a successful franchise partnership

The year was 2001 and Sam Orders and Shaun Birley met as fresh-faced, high school teenagers in Year Seven. They have been best friends ever since.



Winning team: Sam Orders, Mark Taylor (InXpress Global CEO) and Shaun Birley. Sam and Shaun are not only best mates but business partners who have been through a few lows and plenty of highs.



After graduating from University in 2012 they were not sure what to do next – the corporate world was a lure, but these two also had plenty of other ideas about career directions.

“When an InXpress franchise was suggested to us it felt like the perfect opportunity,” Sam recalls.

“There wasn’t a huge investment needed and it sounded like it would provide us both with the lifestyle and freedom we craved.

“We also knew that, if for whatever reason it didn’t work out, we could fall back on our degrees and go get a job.

“The early days were tough though and for a while we wondered what on earth we had done, especially when Shaun needed knee surgery and my mum was diagnosed with breast cancer.

“That was the lowest point for us both. We’d just started, were the first franchise in Sydney and felt a little isolated.

“At the same time, our friends had their own places and were on good salaries, so they could afford to do things we couldn’t.”

The pair were working long hours, they could only afford to pay themselves ‘pocket money’ to make ends meet.

“We were trying to live off about \$100 a week, I was living with my mum and girlfriend, and Shaun was in a tiny



Expressing himself: Sam Orders says his business at InXpress continues to grow, win awards and it's common for friends to ask about buying an InXpress franchise.

apartment in the heart of Kings Cross," Sam said.

"Luckily, we both had the drive and ambition to see us through this period, our families kept us motivated and we knew we just had to stay focused."

Shaun recalls that it took nearly two-and-a-half years for the light to appear at the end of the tunnel.

"It was around that time we began to reap the rewards of our patience and persistence," Shaun said.

"We both went to the Rugby World Cup in the UK and then travelled around Europe and yet we still had our biggest sales month we had ever had, we had a fantastic customer service rep on board who we had invested a lot of time training up, who looked after our customers while we were away."

Accordingly, the accolades started to flow from within the InXpress network and outside of it, including winning the Franchise Council of Australia's Franchise of the Year award (2 staff or less) in 2016.

At this point, another friend from University – John O'Riordan – who was a fellow franchisee, came on board as franchise manager when the pair purchased his franchise.

"We both went to the Rugby World Cup in the UK and then travelled around Europe and yet we still had our biggest sales month we had ever had, we had a fantastic customer service rep on board who we had invested a lot of time training up, who looked after our customers while we were away."

"This meant that Sam and I could both fulfil our other aspirations," Shaun said. "Sam headed to InXpress' head office in the USA where he worked as the Americas Onboarding Director for two years.

"He returned to Australia recently to take up the position of Operations Director for Asia Pacific. I launched my own men's lifestyle business, which means I get to embrace my love of fashion and travel."

Some 20 years on and the pair can look back at a very successful alliance thanks to taking the InXpress pathway.

"These days we have two sales representatives, a customer service team and, John, our franchise manager running the business.

"We spend about an hour or so a month working on it. Within a short period, there is no doubt that InXpress has given us both the lifestyle and freedom we wanted.

"We continue to grow our business year on year, win awards, and travel the world.

"Our friends whose lives we envied in the early days, now ask us about buying a franchise." ■



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STRESS out of
SHIPPING



One is building a real estate empire staffed solely by women, one is energising a nation of “yummy mummies” in a sisterhood tsunami of shaping up, and the third dares to tread the decking boards of the male-dominant tradie tract.

They are three women set to inspire success in franchising and they are not afraid to do it their way, for their reasons, with their people.

“These women are entrepreneurial risk takers and they are willing to lead the way and doing so by taking on traditional male-dominated industries,” Principal at Franchise Right, Sue Campbell, said

“They are energetic women willing to back themselves, wanting to share their knowledge and provide pathways for other aspiring business owners.”

This trio of transcendence represents a wave of emerging franchisees, ready to take on the world armed with a litany of wisdom, enlightenment and vision at their literal and virtual fingertips.

Margaret Galang has built Yummy Mummy Fitness - a health and fitness community just for mums. “We want to empower mums to become the best version of themselves”.



Emerging with their own brand of success

Danielle Burgess runs Deckseal - a business specialising in the restoration and preservation of timber decks and structures. She not only started the business but has grown it exponentially from original assumptions because she couldn't keep up with demand.

Together they show how ideas are merely limited to what our mind allows us to dream - but they are three determined females breaking the mould in an Australian working landscape still heavily imbalanced on the gender divide.

The last Census found that more than a third of Australia's business operators are women (34 per cent), and the numbers have been rising, but in line with other OECD countries, Australian women remain "substantially under-represented as entrepreneurs".

That's where our trio have taken the stats and the rule book and tossed it politely out the window.

Margaret's fitness model was perfectly suited to franchising and it's happened in the blink of an eye.

"In September, 2017, I took action to start the journey into franchising. I've had a lot of people say to me that they wished they had a Yummy Mummy Fitness where they lived so I knew that mums from all over would benefit from having a community like this."

In 2014, Miriam's frustration at the picture of women in real estate ate away at her until three years later she was moved into Property Mavens action.

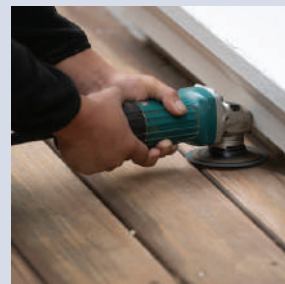
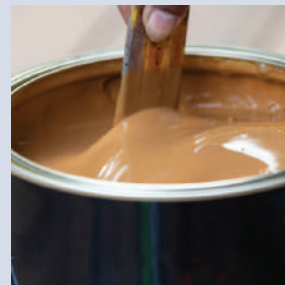
"I was fed up with how some operators in the industry mistreated female estate agents. Time and time again I heard stories and had personal experience, of women being underpaid, disrespected, bullied or not being invited to become a business partner, while somewhat less experienced male agents were. It was a boy's club, it wasn't fair, and it was not likely to change any time soon. I decided that women didn't have to play that game and I was determined to create a new game. I have literally created the change I wanted to see in the world.

"Property Mavens Franchising is an affordable business model designed by women, for women, that provides them with the ability to earn more money while having the freedom, support and sisterhood that is missing in the industry, especially in the sales and buying side."

In a similar pattern, Danielle saw an opportunity to grow the business as Deckseal was already established as the largest deck restoration company in Victoria - but they didn't have enough, hands, reach or energy to keep up.

"Franchise Right were our mentors in the whole franchise process and system from start to finish. We began with

workshops for our vision, mission and values, decided on our target market, went over all marketing and advertising strategies and they put together the most amazing, informative and professionals operational and technical manuals," she said.



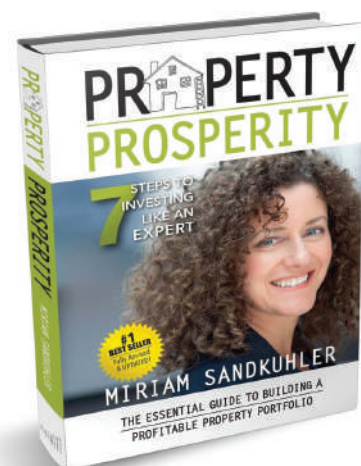
"Sue also referred us to TradiePad for our software needs. Sue's knowledge and wisdom in all facets of franchising is phenomenal. She was so helpful and genuinely cares about our franchise and our success. We could not have franchised without our amazing network of professionals."

Sue at Franchise Right is in awe of what these women have been able to achieve.

"They wanted to ensure that they had a balanced, viable, scalable and sustainable franchise model that provides a return on investment to both parties - franchisee and franchisor," Sue said.

"They needed to develop system resources and support mechanisms for their franchise partners. They required education about franchising their business from an operational and compliance perspective. And now, they're sailing a steady path to success"

"Franchise Right were our mentors in the whole franchise process and system from start to finish. We began with workshops for our vision, mission and values, decided on our target market, went over all marketing and advertising strategies and they put together the most amazing, informative and professionals operational and technical manuals,"





Aiming for the stars with a clearly marked roadmap

It was Zig Ziglar that said: You were born to win. But to be a winner you must plan to win, prepare to win and expect to win.

Principal of Franchise Right, Sue Campbell, said you must do your homework on a franchise model in order to optimise the long-term success of your business and the resulting model.

"A balanced, profitable and proven franchise model can result in soaring to success for franchisees and franchisors. Failure to do so could result in one or both business partners failing," Sue said.

"Franchises must have strong operating systems, processes and adequate training programs to ensure the viability of franchisees in the long-term.

"Franchisors must understand the uniqueness of this business partnership and identify all of the elements required to set up for success.

"The industry is regulated by the Franchising Code of Conduct and franchisors must understand their obligations. There are huge ramifications for the entire franchise system if regulatory requirements are not adhered to."

Our three emerging franchisors - Margaret Galang (Yummy Mummy

Fitness), Miriam Sandkuhler (Property Mavens) and Danielle Burgess (Deckseal) - well, if they haven't ticked every box yet, get the pen ready to mark off any remaining challenges.

Miriam said: "Franchise Right did everything for me from determining the viability of my business concept, to facilitating introductions to industry professionals for legal documents, franchise IT systems and marketing, right through to setting up company training and franchising systems and manuals for me to adapt to my business. It has been a seamless experience."

"We just knew we were in the right hands," Danielle said.

With four franchisees in four months and enquiries coming from all over Australia, our goal is to have 50-60 franchises Australia wide.

"We have a proven system, a niche business in a booming growth segment and franchise professionals to mentor us when we need it, so we have exciting times ahead."

And the Yummy Mummies are heading right to the top.

"I have always wanted Yummy Mummy Fitness to be the leading health and fitness network for mums



in Australia. I envision franchises to be set up all around Australia and when people think about 'fitness for mums' they automatically think Yummy Mummy Fitness. I want it to be a household name for anyone who is a mum or is going to become a mum," Margaret said.

And Miriam is aiming even higher.

"My vision is to inspire and support hundreds of female real estate agents to succeed in their Property Mavens business, so they can powerfully create the income and lifestyle they desire.

I envisage onboarding 1000 Mavens over the next three years, on a national basis," Miriam said.

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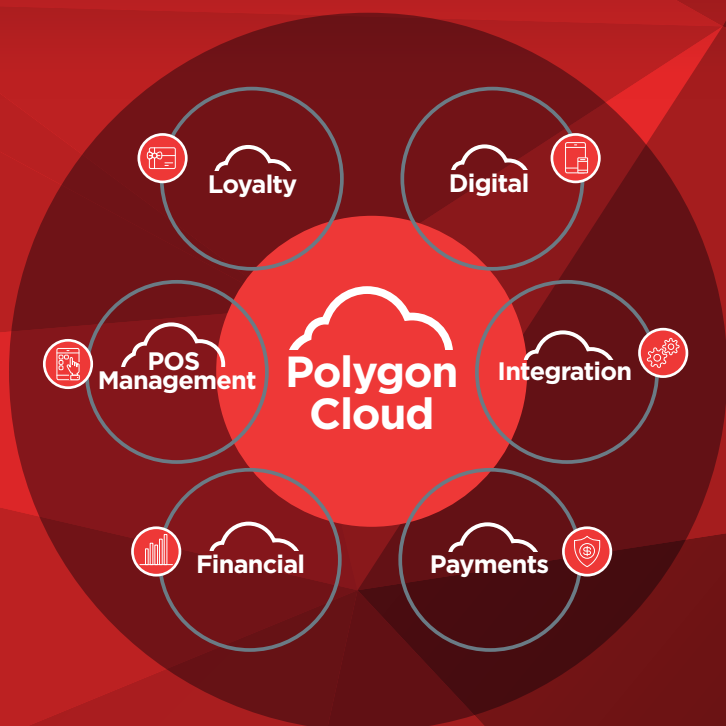
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At the recent National Franchising Convention, the Founder of the Franchise Relationships Institute, Greg Nathan CFE, outlined several trends impacting on franchising in Australia



Managing the maturation of franchisees

One of the most interesting Australian trends is that 55 per cent of franchisees have been running their businesses for six or more years.

Given the average life span of a business is 10 to 15 years, another way of looking at this is that most franchisees are going through a mid-life crisis.

Many are getting tired, bored and distracted. This article will share some practical tips for supporting these mature franchisees.

For the purpose of this discussion, a mature franchisee is someone who has had at least six years' experience with their brand, has mastered the operational aspects of running the business, and is relatively self-sufficient and confident in their dealings with their franchisor.

The Franchisee Business Journey

The Franchisee Business Journey is a six-stage model developed by the Franchise Relationships Institute to describe the business maturation process. The stages are:

Investigation: The franchisee investigates various business opportunities as they search for one that best suits their personal, financial and lifestyle goals.

Initiation: The franchisee signs the franchise agreement and is formally initiated into the franchisor's business procedures, and expectations around brand standards and organisational culture.

Perspiration: The franchisee takes over the operations of the business and now experiences the emotional and financial stress of life as a business owner.

Consolidation: The business starts to make money, and the franchisee embraces a growth mindset, characterised by an openness to learning and a strong desire to further grow the business.

Maturation: While the business is likely to be profitable, sales may now start to plateau. At a personal level, the franchisee may become bored and disengaged, making the business vulnerable to attack from local competition or changes in the market.

Reformation: The franchisee makes a significant change to reinvigorate the business, perhaps by bringing in a partner, investing in a refurbishment, or expanding into additional units. This stage is usually accompanied by a change in attitude, where the franchisee again embraces a growth mind-set.

Important considerations when working with mature franchisees

While the average tenure of franchisees in Australia is around seven years, the average tenure of franchisor employees is 3.5 years.

This means most franchisees will have seen off at least two generations of franchisor executives.

New franchisor executives are sometimes surprised at the wariness they face from mature franchisees.

Look at it from the franchisee's perspective.

He or she is probably thinking something like, "Here we go again, I need to educate this person about my business all over again and make sure they don't do anything to stuff up what I've built over the years".

The longer tenure of mature franchisees also means most of the intellectual capital and cultural history of a brand typically lives more with them than with the franchisor team.

We see this frequently in our work with franchise networks, where a new franchisor team is unaware of how past events or initiatives are impacting on franchisees' current attitudes and beliefs.

Previous franchisor teams will have no doubt rolled out a raft of initiatives over the years and, based on the law of averages, some will not have delivered the expected outcomes.

So there may be a level of emotional resistance or scepticism toward proposed initiatives, even when these are backed by evidence.

Another important consideration is the amount of change mature franchisees have had to absorb.

Most franchise networks are responding to rapidly changing markets by adding products and services, and introducing new operating systems.

Add to this the rising costs of doing business and many mature franchisees are finding themselves having to work longer hours than they used to in order to maintain their financial performance.

This can create resentment, resistance to new initiatives, and a form of grieving for the good old days.



Six tips for supporting mature franchisees

1. Revisit their motivations and goals.

A franchisee's personal and business goals will have changed over time. What motivates them now is likely to be different to when they started. Quality conversations about what is happening in their life and what they now want can be useful.

2. Draw on their knowledge and experience.

Include your seasoned franchisees on expert panels at conferences; invite them to contribute to task forces; involve them in the pilot testing of new initiatives; and use them as mentors and trainers for new or struggling franchisees.

3. Acknowledge and recognise their contributions.

People like to be recognised, particularly if they have given years of loyalty to a brand. Yet one of the most consistent sources of frustration we hear from franchisees, especially mature franchisees, is a lack of appreciation from their franchisor.

4. Provide advanced professional development opportunities.

A franchisee may go off the boil simply because they no longer see ongoing opportunities for learning and personal mastery. Participation in advanced professional development courses with outside experts, senior executives or other seasoned franchisees, can challenge and expand their thinking.

5. Conduct a detailed business review.

While you might assume a mature franchisee has clear goals and is monitoring their metrics, there is no correlation between tenure and a tendency to work ON one's business. Taking them through a structured business review can stimulate renewed commitment to reinvest energy and resources into the business.

6. Help them develop an exit or succession plan.

Sometimes, despite ongoing underperformance, a mature franchisee is comfortable with the business. In other words, they're happy but you're not.

Some 50 years ago, Ray Kroc from McDonald's posed this question: "Are you green and growing or ripe and rotting?"

Having agreed that maintaining the status quo is not an option, you can start to explore other possibilities.

These might include preparing the business for sale or bringing in a fresh operating partner, such as a high potential staff member. Ironically as a franchisee works through this process and explores other options, they sometimes fall back in love with the business.

In conclusion, the franchising sector has reached a tipping point with half our franchisees moving into the Maturation Stage of their business journey.

Some 50 years ago, Ray Kroc from McDonald's posed this question: "Are you green and growing or ripe and rotting?"

It would appear this remains a relevant question for us all today.

Greg Nathan is a registered psychologist and Founder of the Franchise Relationships Institute (www.franchisere Relationships.com). He is an international thought leader, speaker and author of several best-selling books on helping franchisors and franchisees create profitable partnerships.

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A new business alliance is putting Australian “Rib’s & Burgers” on the map – globally.

Beefing up business globally



Blue Coral Concepts Executive GM, David Owens, has announced a partnership with the growing restaurant franchise in a bid to further spread the company’s footprint here and overseas.

“The goal now is to franchise Rib’s & Burgers with the right people in the right locations in Australia and internationally, building on the solid foundation in their home market,” David said.

In only seven years, Rib’s & Burgers has successfully grown to 21 stores, with 18 stores located in Australia, one in the UK, and two in South Africa and is now seeking expressions of interest from potential franchisees.

David points out the company’s evolution came about in 2011 when founders agreed there wasn’t a premium boutique-style burger concept in the market where the core of the concept was about the quality of meat,

**Leading the charge:
Blue Coral Concepts
Executive GM, David Owens**

the uniqueness of recipes and the specialised cooking methods.

The company is focused on “fast-casual” and casual dining brand-centric retail food concepts that are clearly defined with significant competitive differentiation and advantage.

Critical to success is well developed intellectual property across branding, recipes, operational processes and procedures, which translates into strong business models with attractive commercial structures.

David and Business Development Director, Ernesto Ferreira, have a combined 30 years’ experience in large corporate retail food and beverage franchised businesses having worked for KFC, Pizza Hut, Taco Bell and Nando’s brands in Australia, South Africa, Middle East, South East Asia and the USA.

They will be taking that mega-franchise DNA and applying their expertise to the Rib’s & Burgers family of franchisees.

“The core principle here is that the franchisor comes from a deep operating background and as such understands



**Rib’s & Burgers is focused on “fast-casual”
quality food and genuine hospitality**

and experiences the same circumstances as the franchise partner,” David said.

“However, there are many tools including operational support, hiring and training support, marketing support including local area marketing, online and/or in-store training programs.

“Rib’s & Burgers is the ‘fast casual’ expression of the accumulated knowledge and experience from over 30 years of operating steak house style restaurants.

“Its growth in these markets stand testament to its honest, quality food and genuine hospitality.

“Rib’s & Burgers is now ready to invite passionate and experienced partners to join the family and foster growth,” David said.



Sharing the knowledge: UFG's Evan Foster's presentation was titled 'Feeling the love - tales of good franchise support'.

Leaders and legends inspire at Franchising Expo

The Franchising and Business Opportunities Expo is well known around Australia as the place to find great small business ideas, from global enterprises to exciting emerging concepts, and everything in between.

In recent years it has also become renowned for its dynamic seminar program, which runs each day and is free to attend with entry to the show.

Keynote speakers in 2018 have included the likes of: Jim Penman, CEO and founder of Jim's Group; John O'Brien, CEO and founder of Poolwerx; Peter Sinodinos, CEO of Snap; and the FCA's CEO Mary Aldred.

"Great speakers do more than just share information – they can be motivating and inspiring, or even life-changing," exhibition manager, Fiona Stacey, said.

"Having high-profile business identities appear at the show is also a huge benefit for all exhibitors, and many of them have commented to me on the value of networking with successful franchisors."

Jim Penman presented a keynote

at every show this year, titled 'Every customer a raving fan', after his book of the same name.

He spoke to potential franchisees about his company's focus on customer service and what it takes to run a service business.

"I think when someone of Jim's calibre takes the stage, people sit up and listen," says Fiona. "He was also very generous with his time in signing books and chatting with visitors."

John O'Brien, a member of the FCA Hall of Fame, is also a hit whenever he speaks at the expo.

His presentation 'How to back a franchise winner' contained invaluable advice for visitors when assessing new business opportunities.

In addition, United Franchise Group's National Director Evan Foster gave a compelling and timely presentation in

“The best speakers share something about their own franchising journey, and what they have learnt from their successes and failures. They also give visitors insights into what business success looks like, and how to achieve it.”



Sydney titled ‘Feeling the love - tales of good franchise support,’ which outlined world’s best practice when it came to lifting up franchisees to succeed.

However not all seminars are aimed at franchisees.

DC Strategy’s CEO Suzanne Jarzabkowska and Brian Keen from Franchise Simply both discussed the power of franchising to grow a business, and motivated franchisors to think big.

There were also plenty of panel sessions with experts explaining the Franchising Code of Conduct as well as legal and financial issues.

Fiona says speaking at the Franchising Expo is a great opportunity for any exhibitor. “The key thing is that it’s not really a forum for speaking about the benefits of your franchise or business opportunity in particular,” she explains.

“The best speakers share something about their own franchising journey, and what they have learnt from their successes and failures. They also give visitors insights into what business success looks like, and how to achieve it.”

Plans are well underway for the Franchising Expo in 2019 and Stacey welcomes submissions from exhibitors who have a topic they would like to share at the seminars.

The next show will be held at ICC Sydney Darling Harbour from March 23 to 24, while the Brisbane Franchising Expo will be earlier than previous years from June 1 to 2.

The Melbourne show will be in August at Melbourne Convention & Exhibition Centre and the Perth Franchising Expo will return in 2020.

Stand bookings have opened for all 2019 shows and Fiona urges companies wishing to exhibit to get in touch as soon as possible to guarantee their preferred space.

“Whatever your business, there are so many benefits to being part of Australia’s only live consumer event for the franchising industry,” she says. “As well as coming away with good quality leads, many exhibitors say they feel buoyed by the pure energy of so many like-minded people in the same room. I call it the magic of the Franchising Expo.”

Pressing the flesh: Jim Penman took the time to chat with visitors at the expo this year.

Franchising Expo Diary Dates 2019

Sydney

23-24 March at ICC Sydney, Darling Harbour

Brisbane

1-2 June at Brisbane Convention & Exhibition Centre, South Bank

Melbourne

24-25 August at Melbourne Exhibition Centre, South Wharf

For details go to www.franchisingexpo.com.au

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Driving franchisees even further

Towncars is putting franchisees back in the driver's seat – literally.

With 74 franchise areas in Sydney and Melbourne, the company is an emerging success story in a global industry that generated \$6 billion last year in Australia alone.

Sydney and Melbourne represent 64 per cent of the Australian hire-car market and it is a trend that looks set to increase as users lap up the 7-day-a-week convenience.

The Point-to-Point Transport Use survey, released in February 2017, showed that 24% of Urban Sydney adults had used a hire car in the previous six months, same as in November and February 2016 and up from 16% in February 2015).

Established in 2009, Towncars provides executive hire car transport solutions for both corporate and private clients and offers a fleet of luxury vehicles and accredited drivers.

"Towncars offers fixed prices with no meters or tolls. Passengers pre-book their journeys with a set price, that won't be affected by surge pricing," Towncars Marketing Manager Ms Aline Winckler said.

"Trips are based on point to point pricing with minimum fares in each state.

"Towncars provides executive hire car transport solutions (chauffeur service) for both corporate and private clients. Towncars vehicles are owned and

maintained by professional accredited drivers."

Aline said the low-entry cost has been a big selling point, and franchisees are provided with full training and are supported by the head office team, including exclusive in-house software and the seven-day call centre.

"Most of our work is corporate which includes major financial and business institutions. We understand corporate expectations and provide a personalised service, along with detailed reports and quarterly reviews," Aline said.

"Work is not limited to the franchise area, as most corporate jobs are to and from the airports. Towncars executive

“Towncars offers fixed prices with no meters or tolls. Passengers pre-book their journeys with a set price, that won’t be affected by surge pricing,”

drivers have exclusive access to airports, which allows our drivers to fast track pickups and drop-offs.”

The company also offers wedding packages and transfers, transport to major concerts and international sporting venues.

The business is growing fast and is constantly reviewing and updating the latest technology to meet client’s expectations.

“Towncars is in the process of updating its app, to further streamline the booking process,” she said. ■



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Handballing the business to a new player



In a few months, Aaron Smith, founder of KX Pilates, will oversee the opening of his company's 58th franchise, but no longer running the business day-to-day. Recently, Aaron handed the reins to new CEO Selina Bridge, former GM of the Curves franchise and fitness network across Australia and New Zealand.

Nine years ago, Aaron Smith was working in a bar to repay \$20,000 in debts, broke, and begging his father to help him start a business dream by acting as guarantor for a \$129,000 loan.

The journey has been littered with times Aaron's wanted to quit, weeks he could only pay himself a \$200 wage to get by, and days when his mother came in to wash the towels just to get him through.

It's a multi-million dollar fitness behemoth blending traditional pilates with cardio and endurance training for a high intensity workout.

It's cutting edge, it's going gangbusters – but speak to the franchise leader and he is still grounded in the lessons that turned his dream into a reality.

"I still say I am 51 per cent boss and 49 per cent friend," Aaron said.

"I'm not a good manager at all. I don't like to performance manage, I don't like to kick people up the backside.

"I'm a communicator and I like



dealing with people – at the start there were a handful of KX franchise owners but then once it grew to 35 or 40, I stopped enjoying the day to day stuff.

“I started out with the philosophy that business had to be fun, but I moved away from that, I put other values above it and believe me failing is not fun.

“Ironically now, it’s taken me nine years to get back there but the key to success, the key to leading, the number one thing is to have fun.”

The KX Pilates formula is a very and respectful path to success and fulfilment.

In fact, Aaron as a father of two toddlers under two, says the principles for leadership for fatherhood and the CEO hardly differ.

“It’s a family culture – at home or in the office, where having fun is equally important,” he said.

“But it’s also about being respectful in your relationships at all levels, and it’s about positivity coming to work and home each day.

“It’s about going above and beyond to do the right thing if for no other reason than that’s how you’d want to be treated.

“It’s about improvement – you might not get there tomorrow but if tomorrow you are a little bit further advanced, then you should be encouraged you are heading in the right direction.”

“I thought, ‘why sit there and make mistakes when we can benefit from someone like Selina who has had 100-plus studios under her guidance.’

That direction won’t take any great twist in the immediate future. Aaron is convinced and committed to educating staff, clients and doing what they do best, even better.

“It’s not about trying to venture too far from what we do by incorporating other styles and I’m comfortable saying I’ve made mistakes in the past,” he said.

“But I’m reminded by the words of the Just Cuts CEO who spoke at one of the Next Gen symposiums I attended as part of the Franchise Council’s program, he said: ‘You should innovate within your business but don’t go too far outside of it. We innovate in terms of cutting hair but we’re not about becoming the best at pouring coffee while we do that.’”

“I always had the goal of taking KX Pilates to 50 franchises and I thought when I got there, it might take someone else’s skills,” he said.

“I thought, ‘why sit there and make mistakes when we can benefit from someone like Selina who has had 100-plus studios under her guidance.’

Having only had her feet under the desk for a few weeks, it’s clear Selina will find Aaron is still in touch with his “funny bone”.

“Yes, as a matter of fact, you have no idea how many emails and forwards I’ve sent to her simply with the word ‘handball’ in the subject line,” he said.



A Bridge over calmer waters

You'd think overseeing 150 businesses and trying to motivate teams, troubleshoot issues, stay on top of the trends and build a culture of success and growth would be a tall order?

Well, the new CEO of KX Pilates, Selina Bridge, says she has a much tougher audience – a 7-year-old daughter and a 5-year-old son.

"Children are great negotiators," she said. "They are your toughest audience because, at times, no matter how much logic, no matter how black and white you put things, they still find a way to get around you."

Like founder, Aaron Smith, Selina finds parallels and solace in her work and home environments. "You might be talking to adults in the working hours, but much the same principle applies to both atmospheres – I'm a people person," Selina said.

"I'm driven, but I like other people to also do well along the journey.

The highly-credentialled global operator who has settled in Melbourne with family after starting her career and studying in the UK is fresh to the KX Pilates challenge but no stranger to large fitness families.

As general manager of Curves' Australia and New Zealand operations, she says the move to KX could not have come at a better time.

"Growing KX Pilates [from 50-plus franchises] will be an exercise in not only growing numbers and people, but it will be about growing Aaron's vision and keeping in mind what makes users and members happy, growing when we are ready.

"KX Pilates is ideally placed to go from an entrepreneurial venture to a global force, if things are done for the right reasons and along the right timeline."

"We are ideally placed to really shape the future. Whilst Curves had global policies and structures, KX Pilates is ideally placed to go from an entrepreneurial venture to a global force, if things are done for the right reasons and along the right timeline."

"At this number of franchises, my experience is that this is an exciting time to join, build strong relationships with the franchisees and put the strongest of foundations in place."

Selina was originally attracted to the business and taken in by the Kaizen experience – the foundation that underpins the workout structure.

Kaizen (or KX) is a Japanese philosophy that focuses on small and ongoing improvement.

It's something she has invested emotionally in whilst growing her own passion for health and wellness.

Add to that a wealth of marketing experience and an ongoing aim to only work in places she loves, KX Pilates has a "people power" person of substance in the driving seat.

"I like being a working mum," she said. "I can retain my own identity, I am well supported and connected in both environments and there is joy when I go to work and joy when I come home."

Selina might even be the catalyst for another Japanese proverb subtly infiltrating KX's working moral compass: "Keiken wa chie no hahadearimasu". Translated: "Experience is the 'mother' of wisdom." ■



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A magical elixir of wellness & business

The driver behind the Australian market leader in the \$3.7trillion wellness industry and revolution, Melanie Gleeson of endota spa, says a shift in our pace of life and the demands women place on themselves has helped her business put a spring back in their step. In this interview, FR finds out a few of the secrets of her success, what lies ahead, and how a landlord's gamble on a 26-year-old female entrepreneur has made a difference to so many people.

FR: Please tell us about the very first time you believed your idea to create this business would become a reality – who did you talk to, where were you, what was the key consideration in taking the next step?

MG: Early on I surrounded myself with people who could help guide me with knowledge and expertise that complemented by own personal skill-set. I spoke to lots of experienced business people and everyone was very generous about sharing their knowledge and insight. I always knew that the business would come to fruition, I just didn't understand the scale. I knew I wouldn't stop until I had a spa business up and running that created a space where women could feel nurtured and cared for, a place they could come for rest and healing.

A key consideration for getting the first retail premises open was the foresight of our first landlord. Not many people were willing to lease a retail property to a 26-year-old female entrepreneur. This commercially-minded, supportive landlord enabled me to open our first day spa at a time when few people even knew what a spa was and even fewer recognised the importance of investing in wellbeing.

FR: What is the key ingredient in the success behind the endota spa concept? Tell me what kind of thinking goes in behind the scenes to keep this as a successful franchise operation how often are you mixing with staff, leaders or franchisees?

MG: The key ingredient for success of endota is the strong underlying values upon which it has been built. I started endota spa because I wanted to make people feel better. Today, this idea still helps shape the values of the business. The guiding philosophies of the brand link its members together, connecting our network through like-minded thinking and shared values. Our franchisees are not just business owners but advocates of the brand and partners on our wellness journey.

Behind the scenes we're not your typical 'franchise' organisation and think a little bit differently than a true franchise operation. Once our franchisees chose to make an investment in endota, it is the beginning of a partnership where the responsibility for its success is shared equally between us. The brand engages on a national and strategic level and the franchisee more at the local community level.

Communication is key to making sure we are all working together to achieve



the same goals. We distribute a monthly newsletter and hold regular meetings, workshops and creative sessions to keep among our team and network of franchisees on track and the lines of communication open. We also have field managers and treatment and product educators that visit our spas throughout the year to speak to our business owners and get their feedback.

A Brand Advisory Council made up of business owner representatives meet quarterly and we hold a conference, therapist recognition nights and business updates throughout the course of a year. At our training school, endota Wellness College, there are regular professional development opportunities, as well as workshops on various topics that interest our network of therapists.

FR: The “look good, feel good” wellness revolution has enveloped society – why has it become such a big factor in society, and is it just women?

MG: The “wellness market” is substantial and growing. It is now a \$3.7 trillion dollar industry and, in Australia, endota is recognised as the market leader. We are very grateful to be market leaders in wellness. The wellness industry has certainly experienced strong growth over the past 18 years. I think over this

time we have also seen a shift in our pace of life and the demands that we put on ourselves, especially as women. Because we are caregivers by nature, we often put the needs of others before ourselves. But men certainly have hectic schedules and can often struggle to find balance between work and family life too.

Digital technology has also changed people's expectations of when and how long we are able to work, meaning we are spending a lot more time in front of a screen. Part of your wellness experience at endota spa is to disconnect from the outside world and to reconnect with yourself. For some people, just that time spent away from technology is incredibly beneficial.

Trust in the journey experienced at endota spa is what sets us apart and is driving us to be a powerful brand in the global wellness industry. Every year three-quarters-of-a-million people visit an endota spa. We have a loyal database of over 2 million clients and our website receives 2.5 million visits each year. Every day, more than 1000 endota spa gift vouchers are sold from over 4,000 locations.

Taking time-out to practise self-care has many benefits and if we feel good on the inside this is visible to others.

FR: Tell us more about your wonderful phrase “I believe confidence is magic”?

MG: I truly believe that it is. I was raised in a loving family who taught me that my thoughts, words and actions created my reality and that I alone am responsible for any change that needs to take place.

I think if you feel safe and loved it gives you the kind of confidence that breeds the courage needed to try new adventures and expand your perceived limitations.

FR: Can you tell us a story how the endota experience has changed a franchisee's life?

MG: Here is the transcript from our 2017 franchisee of the year, Claudia Ciorciari, from Eastland in Victoria ...

“I joined the endota spa network back in 2011. I was 26 and I was looking for a change. A friend of mine had an endota spa and she introduced me to it and it embodied everything that we felt would represent us best; it was organic, natural, it was about family and we could see ourselves growing there. We've had many highlights in our endota spa journey – as you would, through the years – but winning Franchise of the Year this year would be a massive highlight.

“What does endota mean to me? It means everything: it's our livelihood; it's

“We are also expanding our product repertoire and you will be seeing new and exciting products emerge from endota soon.”

our business; it's our family, and through it I have been able to fulfil all my dreams as well as having the spa but travelling and meeting people. I'm just so lucky to be part of a network like that.”

FR: What is important to you away from work?

MG: The most important thing to me is family. I make sure I make time to care for myself and the people I love and spend quality time doing the things that bring us closer together. Holidays with loved ones are very important to me. This dedicated time with family allows us to enjoy the simple things and step back and appreciate what we have created together.

Learning more about the body, mind and spirit connection and how that influences our journey and our time here is also important to me. From an early age, I knew that I wanted to be of service to others and care for people in some way. I always wanted to serve, help and make people feel better.

FR: What is little don't known about your journey so far?

MG: I am a bit of an open book – so there's not a lot that I don't share or that nobody else has seen. It has been harder than it looks. Perhaps my spiritual growth is something I don't often share and how this has helped me on my journey, working with healers, alternative therapists and esoteric practitioners.

FR: What is the future vision for Endota Spa?

MG: We are constantly evolving as a business and look forward to a lot of new experiences with our customers and

growth as a community and franchise network.

This year we have spent a lot of time co-ordinating the opening of our training school, endota Wellness College. This is an exciting opportunity for us to provide nationally recognised training to people interested in beauty and wellness and work towards closing the gap between these two industries.

We are also expanding our product repertoire and you will be seeing new and exciting products emerge from endota soon.

Travellers through Sydney International Airport will be able to experience express endota treatments as we open our Light & Hydration Studio at this location and make our products available for purchase. Our international travellers and overseas customers can now also look forward to international distribution as we expand our reach via online channels.

And to keep our community up to date on all that we are doing to connect women and inform, engage and inspire our customers we are now distributing an online magazine called 'Beyond'.

FR: What personal activities or indulgence makes you happy in your free time?

MG: Taking time-out just for me sometimes seems like an indulgence, but it's actually really important to give me balance and recharge my spirit. I enjoy yoga and meditation or a simple walk by the beach, just to breathe the salt air and centre my thoughts. When I can find the time to get into a good book it seems like there's nothing better.



FR: Finally, can you paint a picture of forthcoming endota highlights?

MG: We now have over 100 spa locations and a further 10 franchise territories subject to franchise agreements. In November, we launched our first in a line of new concept studios – the endota Light & Hydration Studio, which will focus on the consultation process that assists product selection, making the at home self-care rituals of our customers more valuable.

Our treatments have always been very popular. Our relaxation treatments, have been in the top five of treatments. Due to customer demand, we have introduced two product ranges, both of which are used throughout our professional in-spa treatments.

We have also been nominated in the prestigious Prix de Marie Claire Awards for - the Best Australian Beauty Brand. Our endota Organics range is certified organic according to the international COSMOS standard and ACO. It is an active range, made in Australia from native botanical ingredients. Our endota Organics Deep Hydration Face Moisturiser is a product bestseller. Our endota New Age skincare range is clinically proven to reduce the signs of ageing and is industry lauded. We have also been nominated for the Best Skincare Product Prestige – endota New Age Super C Firming Serum in the prestigious Prix de Marie Claire awards. ■



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