

# the franchise review

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## Restoring Business Confidence

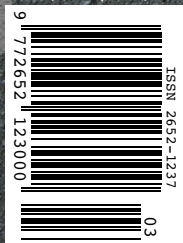
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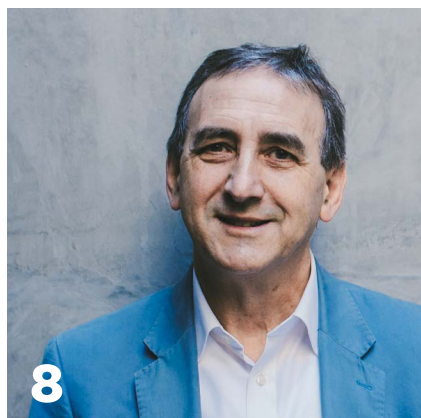
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# Franchising primed to lead small business recovery in 2022

**By Mary Aldred,**  
CEO, Franchise Council of Australia

In one of the most difficult economic environments ever experienced by Australian business, both franchisors and franchisees have had to demonstrate resilience, adaptability and determination to push their businesses through the challenges.

The pandemic and associated restrictions disproportionately affected geographic areas and some niche markets, but franchising continued to demonstrate its strength as a business model.

While coronavirus lockdowns saw activity shrink sharply in the third quarter of 2021, accelerated vaccination rates have since allowed the Australian economy to reopen and consumption is rising.

The Reserve Bank of Australia forecasts that the rapid bounce back in domestic demand will continue as restrictions are further eased and Australia is projected to have greater economic growth in 2022 than most OECD countries.\*

The September Quarter 2021 Australian Franchise Business "Pulse Check" survey showed a significant

rebound in business confidence, with 76% of respondents optimistic about the year ahead, compared with only 22% in the June quarter (see pp 13/14 for survey findings).

The FCA is committed to continuing to work with government and policymakers to ensure that franchising remains the most successful model of small business ownership in Australia. Towards achieving that, the FCA will maintain focus on public advocacy and business support on the issues that are important to our members.

After many months of restrictions on events, we are looking forward to bringing you the 2021-22 National Franchise Convention in Melbourne in April 2022. A highlight will be the keynote address by leading demographer, Bernard Salt on emerging trends as Australia rebuilds and rewards businesses that are bold, proficient, agile and determined.

Another standout of the 2021-22 NFC program will be the entrepreneurial story of co-founder of Catch of the Day, Menulog, Scoopon and Luxury Escapes, Gabby Leibovich.

This really will be an unmissable opportunity to gather to share ideas, experiences and knowledge of strategies for consolidation, revitalisation, innovation and growth in a vastly changed business environment. Find out more at [www.nationalfranchiseconvention.org.au](http://www.nationalfranchiseconvention.org.au)

The FCA will also build on its successful 2021 program of issues-based webinars to again provide the

opportunity for members to meet at face-to-face to events for networking and information exchange, as well as continuing to offer online events.

The FCA's delayed Regional Revitalisation Initiative also will be relaunched in early 2022 to promote franchising as an efficient and innovative means of addressing service and small business ownership gaps in regional towns across Australia.

The Regional Revitalisation Initiative is even more relevant now with Covid providing the catalyst for many people to relocate from capital cities to nearby regions. It provides renewed incentive for franchise systems to look outside the metro areas as they pursue network growth.

The focus of the initiative in 2022 will be on linking franchise members, government facilitators and prospective local franchise operators to spark a new wave of small business expansion to the benefit of regional communities across the nation.

And we know that whether they are located in metropolitan or regional Australia, businesses that are part of a franchise network continue to outperform many other parts of the small-medium business sector.

The FCA is optimistic that the innovation and resilience demonstrated by franchised businesses over the past two years will ensure that they will be at the forefront of national recovery in 2022.

*Note: \*IMF WEO October 2021*





"The FCA is committed to continuing to work with government and policymakers to ensure that franchising remains the most successful model of small business ownership in Australia."



# Opening remarks to the Franchise Council of Australia Legal Symposium: **The Hon Stuart Robert MP**

The Franchise Council of Australia was pleased to welcome The Hon Stuart Robert MP, Minister for Employment, Workforce, Skills, Small and Family Business to officially launch the 2021 FCA Legal Symposium. Minister Robert spoke about the Federal Government's reforms to the Franchising Code of Conduct, and the Federal Government's priorities for small and family business. On the following pages is an extract from these opening remarks.





“...we all know the vast majority of you are here because you want to see your franchisees succeed, because when they succeed you succeed.”

Good morning, everyone — it is terrific to join you, and to have the honour of officially opening this Symposium.

Thank you to Mary Aldred for the invitation, and to Mary and the FCA for the way in which you engage with me and my office – it's much appreciated.

I want to acknowledge the Franchising Council of Australia's (FCA) leadership and pragmatism during the pandemic.

COVID-19 has significantly impacted many in the franchising sector and the FCA has worked tirelessly with government to support you.

As we strive towards re-opening the Australian economy, the Morrison Government does not underestimate the importance or the value of the franchising sector.

Not only does it make a \$155 billion contribution to our economy, it is a network of innovators, it is a community of small and family businesses, and it is an employer of 500,000 Australians.

But if we want to empower more Australians to get into franchising — and create more jobs in the process — the rules and regulations must operate effectively for everyone. Because this is a special part of the Australian economy.

It is one that is built on trusted relationships between franchisors and franchisees.

It is a sector which provides mutual benefit to both parties producing incredible services and products across our community.

Because we all know the vast majority of you are here because you want to see your

franchisees succeed, because when they succeed you succeed.

Conscious of this, we are driving forward regulations to help both parties because when this relationship works, we see more jobs and growth across our economy.

When we responded to the parliamentary Fairness in Franchising report in August 2020 there was broad consensus that regulatory reforms were necessary to restore confidence in the franchising sector.

The Government, therefore, committed to supporting the sector through increased transparency and accountability.

We have now delivered a series of targeted reforms.

We are also continuing to consult the sector about what further improvements may be required.

### **Targeted reforms to the Franchising Code of Conduct**

The Code has undergone a number of policy reviews and legislative changes, but I believe our recent reforms are among the most targeted.

#### **Access to information**

First, we have amended the Code to improve access to information for franchisees and prospective franchisees.

The improved Information Statement helps prospective franchisees to better understand the risks and rewards of entering into a franchise agreement.

The new Key Facts Sheet requirement highlights critical information about a franchise and helps prospective franchisees to engage with the Disclosure Document before they enter an agreement – and I thank the FCA for their valuable engagement and input on this important document.

And the Disclosure Document now offers better information on potential deal makers or breakers; marketing funds, leasing arrangements, goodwill and supplier rebates.

I appreciate these changes may have felt onerous at times, but it is with our common goal of a strong, robust Franchise sector that we are all working

towards, and again, I thank you for your contribution to this.

Earlier this year, the Government revamped the franchising information available via the [business.gov.au/franchising](https://business.gov.au/franchising) website.

Well worth a look, these resources provide a starting point to assist prospective franchisees to weigh up the pros and cons.

This level of transparency can improve the reputation of franchising and assists franchisors to attract more – and better quality – candidates who will invest and sustainably expand franchise networks.

#### **Better balancing rights**

Secondly, we have amended the Code to address the key challenges outlined in the Fairness in Franchising report.

We are allowing franchisees to propose early termination of their franchise agreement.

We have strengthened cooling-off rights.

We have strengthened rules for capital expenditure.

And we have limited unilateral, retrospective changes to franchise agreements, unless the franchisee provides written consent.

Together, these reforms will provide greater confidence in the sector.

#### **Access to justice**

Thirdly, we have amended the Code to improve access to justice.

For the first time, we have expanded dispute resolution options to include conciliation, voluntary arbitration, and allow for compulsory multi-party mediation.

To help make it work we have given ASBFEO – the Australian Small Business and Family Enterprise Ombudsman – new functions in the expanded dispute processes. (And I'm sure you're looking forward to the Ombudsman's address to this Symposium tomorrow).

We have also added virtual dispute resolution as an option.

This recognises the increasing relevance of online conferencing tools – particularly in COVID times.





The truth is, no one wants franchising relationships to turn sour, but knowing there is a sound dispute mechanism provides both sides with a higher degree of confidence.

### Timing

In terms of timing, I am pleased to report that the dispute resolution amendments took effect on 2 June 2021.

Most other amendments commenced on 1 July and updated disclosure document requirements will come into play from 1 November 2021.

It is a testament to many that we managed to deliver these reforms — following a thorough consultation process — despite the challenges of COVID.

I want to acknowledge the work many of you have done — or are currently finalising — to implement these reforms ahead of the 1 November deadline.

### Other reforms and work underway

But our work does not end there — we have several other reforms in the pipeline.

### Penalties

We believe increased penalties will act as a strong deterrent against breaches of the Code benefitting the system as a whole.

The maximum penalty available for breaches of certain provisions will increase to \$10 million — or 3 times the benefit gained, or 10 per cent of annual turnover — for corporate bodies and \$500,000 for unincorporated individuals.

As this audience knows, in practice, the courts would only apply the maximum penalty in the most egregious cases of non-compliance.

The wheels of government are in motion — in August 2021, we introduced a Bill into Parliament to increase the limit of Code penalties.

Following passage of the legislation and Royal Assent of the Bill, subsequent amendments will be made to the Franchising Code of Conduct.

### Franchise Disclosure Register

Building on our 1 July reforms, work is underway to further increase transparency in the franchising sector.

Announced in the 2021-22 Budget, we are investing \$4.3 million over four years in a new Franchise Disclosure Register.

The Register puts information in the hands of prospective franchisees earlier in their decision-making journey.

It aims to give people the opportunity to compare franchise systems and find a brand that is a good fit.

Under the proposed reforms, the Register will be publicly available and free to access.

Franchisors will be responsible for uploading and publishing information to the Register.

This will include the Disclosure Document, materially relevant facts and limited new information like industry details.

This will help prospective franchisees search for franchise systems that may be relevant to them.

Of course, commercial and sensitive information must be treated appropriately.

It is proposed that franchisors redact some information prior to publishing information to the Register.

I look forward to seeing the Register go live from early next year.

All franchisors will be required to first publish disclosure documents on the portal by 31 October 2022, with annual updates to follow in line with franchisor's existing disclosure cycle.

There is an opportunity to have some influence over the design and implementation of the Register.

I invite you to have a say on the draft Register rules and portal design by providing a submission to Treasury by 29 October.

### Protections from unfair contract terms

This Symposium has heard a lot about unfair contract terms protections over the years.

We are currently writing the next chapter — the Government has committed to enhancing the protections for consumers and small businesses.

Why? Because the current regime does not provide sufficiently strong deterrence against businesses using unfair contract terms in standard form contracts.

In August, we consulted on an Exposure Draft Bill on our proposed reforms. This included:

- prohibiting the use, application and reliance on an unfair term
- providing courts with the power to impose a financial penalty for a contravention
- expanding the protections to capture a larger number of small businesses, and
- creating a rebuttable presumption that a term is unfair if a court has already found a similar term used in similar circumstances is unfair.

The Government is currently considering submissions received on the Draft Bill.

### Closing remarks

The Legal Symposium has a proud tradition — it has provided a forum to discuss and debate key developments in franchising law for many years. This year is extra special for many reasons. Despite the challenges and demands of COVID-19, we have consulted widely and delivered some significant reforms.

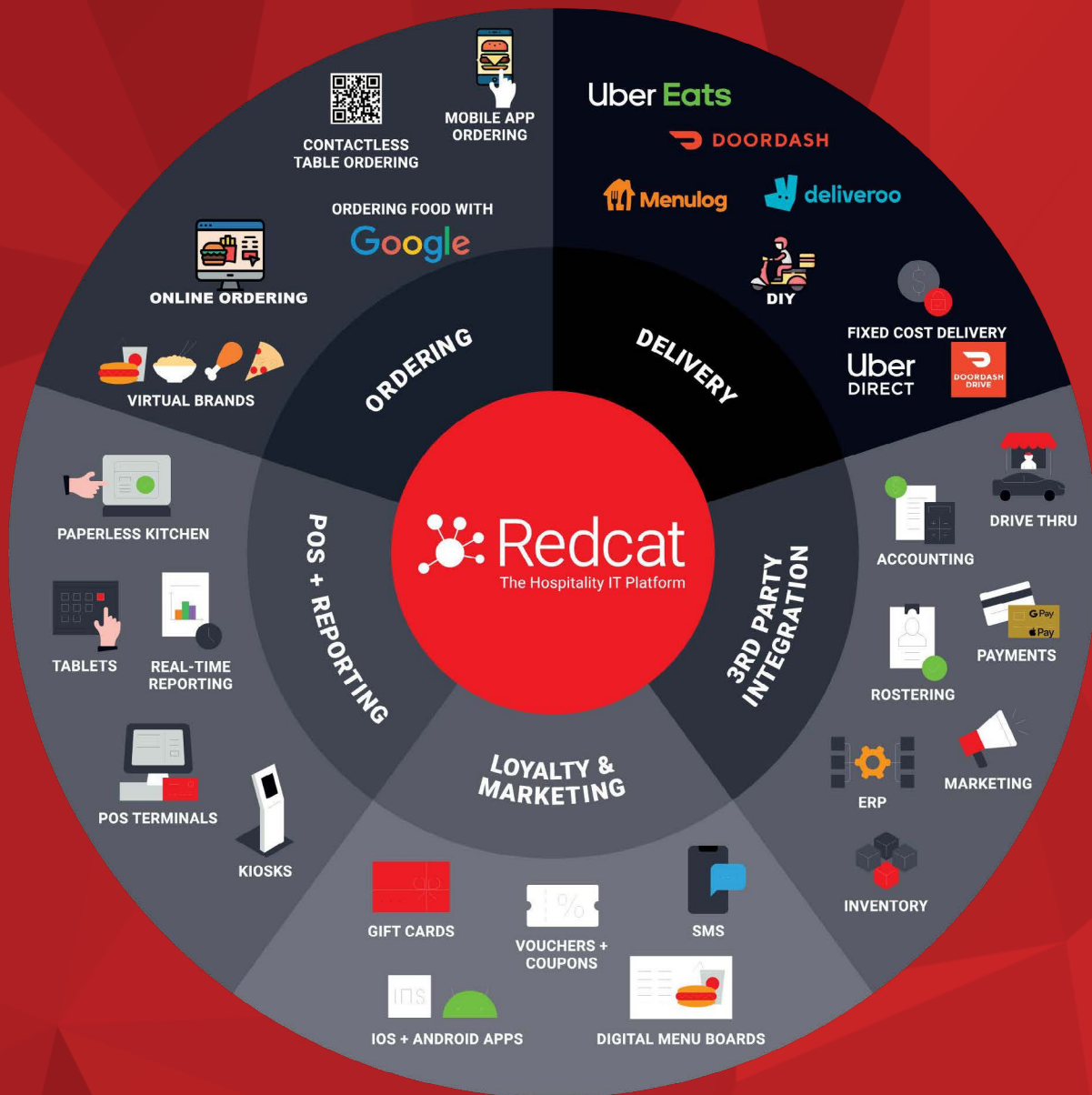
We have improved access to information, we have further balanced the rights of franchisors and franchisees, we have opened more avenues to resolve disputes and we are increasing penalties to deter the worst misconduct.

Taken together, I believe the Morrison Government has put in place some of the most targeted reforms in the Code's 20-year history — reforms that ultimately work for everyone by instilling greater confidence in the sector. ■



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# Managing the emotional pandemic and how to get your MoJo back

**By Greg Nathan**

Psychologist and Founder,  
Franchise Relationships Institute

## Are you languishing?

Some people would call it the pandemic within the pandemic - the emotional cost borne by individuals, families, and communities. One common experience, known as languishing, is a state of mind that typically includes four symptoms:

- Having difficulty concentrating, or having a clear view on things
- Feeling unmotivated, stuck, or unable to get things done
- Lacking energy, but also feeling restless and a little frustrated
- Feeling as if your life is stagnating or lacking a sense of purpose

If this sounds like you, don't worry. Languishing is not a mental disease, it's more of a syndrome. The word was first coined by sociologist Corey Keyes in 2002 to describe the opposite to having a strong sense of well-being, and has recently become popular to explain how people are being affected emotionally by the pandemic.

In this article I'll provide some insights into the causes of languishing, and some practical strategies you can adopt to help yourself and others to get your MoJo back. (By the way, MoJo is short for motivation and joy).





## Five drivers of the languishing phenomenon

The pandemic has undermined the following five psychological needs, which has in turn contributed to many people feeling angry, disappointed, confused and helpless.

**Connection.** Being restricted in our ability to connect and have fun with friends, extended family and work colleagues has caused distress for many. Positive connections are essential to psychological health and well-being.

**Control.** The removal of our taken for granted daily freedoms has left many people feeling deprived and angry. The need for freedom and choice are hard wired into our brains, as well as being important social values.

**Certainty.** Just when we thought things were getting back to normal, along came the Delta variant. And we are now learning that vaccinations may not be a permanent solution. Unknowns such as these undermine our need to plan ahead with confidence.

**Fairness.** Inconsistencies in guidelines and rules between regions and industries have been exacerbated by people in the community also applying these inconsistently. (Think masks and vaccinations). The experience of unfairness triggers the disgust response in the brain, which is why we get so upset when we feel we are being treated unfairly.

**Purpose.** For those whose minds were previously consumed by routine 'busyness', significant personal, workplace and social disruptions may have left them feeling disoriented and a little confused about what's important in life. Many people are now re-evaluating their personal and career goals, and whether they want to work at all!

## Implications for business leaders

Most business leaders have been operating under high levels of prolonged pressure to keep their organisations safe, sustainable, and functioning effectively. Leaders face a double barrel challenge, because while they want to keep their workforce engaged and productive, they may be struggling themselves with the mental and emotional overload of dealing with complex change and uncertainty.

As we know, culture starts at the top, so my first piece of advice for business leaders is to take steps to keep yourself in a good place. In addition to the tips below, I recommend you regularly talk

with a trusted supporter – partner, friend, colleague, coach or adviser – about your personal leadership challenges.

Peer support can be particularly powerful, not just for ideas or advice, but more importantly for the reassurance that comes from knowing you are not alone.

## How the pandemic has impacted on franchise relationships

Since the pandemic began, we have been asking franchisees about the personal impact on them, through our ACE Franchisee Satisfaction Survey. Responses indicate that, overall, franchisees have received a high level of business, personal and social support from their respective franchise networks.

While 22% report the lockdowns and uncertainty have made them more stressed and less productive, this is much lower than the anxiety we have seen in the broader small business sector.

Also 89% of franchisees reported their franchisor had been somewhat to extremely effective in supporting them, and helping them to develop a plan on how to deal with the pandemic. We also discovered, the more detailed the franchisee's plan, and the better their franchisor communicated with them, the better they felt they were coping.

These findings are encouraging, and demonstrate the benefits of the franchising model, especially in tough times.

## Five tips to get your MoJo back

So, how can we help others and ourselves to get our MoJo back? Here's five tips that are relevant to all of us, irrespective of our role or the type of organisation we work in.

### 1 Actively connect with support networks.

Supportive relationships act as a buffer to stress, help us to bounce back from adversity, and make a positive difference to our motivation and performance. Attending professional development programs is also a great way to rebuild a sense of competence, connect with others, and regain a fresh perspective toward our work.

### 2 Cultivate an attitude of gratitude.

Show gratitude for what is going well in your life or how others have helped you. Also spend a few minutes before bed asking yourself, "What are three

things that went well today and why did they go well?" This technique is like flipping a positive mental switch and has been shown to improve optimism and mental health.

### 3 Revisit how your work helps others.

Review the positive difference your work or your business makes to others, and encourage discussions on this. For instance get back to why you took on your job or started your business. Consciously think about how your work helps others – customers, staff and colleagues, and even your family. It's easy to lose sight of this. The energy generated by getting back to our 'why' can be significant.

### 4 Take time to pause before acting.

One way to manage negative feelings and make wiser decisions is to consciously pause, name our thoughts or emotions, and then accept them without judgement. This helps the brain to work better, and creates a clearer mindset where we can focus on the future and what we want, rather than being dominated by the past and emotional reactions.

### 5 Focus on personal strengths.

We all have personal talents and strengths - things we are good at, and which bring us satisfaction, energy and joy. For instance I love to do creative work, such as writing articles like this. You can identify your personal character strengths by completing this free positive psychology survey at [www.viacharacter.org](http://www.viacharacter.org). Many people I work with, who complete this exercise, report finding it very enlightening.

It's been a tough year and there is no shame in feeling like you are a bit over it. I hope this article helps you to put the languishing experience into perspective, and more importantly, to get your MoJo back! ■

Greg Nathan, CFE, is a business psychologist and Founder of the Franchise Relationships Institute. He is also a popular speaker and author of several best-selling books such as *Profitable Partnerships*. Go to [www.franchiserelationships.com](http://www.franchiserelationships.com) to find out how Greg and the Franchise Relationships Institute can help you to foster healthy franchise relationships and a positive culture in your franchise network.



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**Raj Singh (KX Pilates, multiple studios Australia wide)**



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As we close in on two years of uncertainty and a stop-start trading environment in the pandemic, the impact on the mental health and wellbeing on both franchisees and head office teams is one of the major ongoing concerns for franchise leaders.

At Superfinish Express, taking good care of mental health and wellbeing has been a hallmark of operations across 2020 and 2021, starting with CEO Dean Bruckshaw.

The CEO of this automotive franchise for the past seven years, Dean is upfront and honest about his experience with severe anxiety, with his own personal background and understanding of mental health issues a key driver of his compassion and leadership of the network in difficult times.

Breaking down the stigma surrounding mental health is another key objective for Dean, through both his openness about his challenges and achievements with his own mental health and through his continuous effort to be a leader when it comes to taking care of yourself.

This philosophy is evident in the management team at Superfinish Express, who lead by example when it comes to taking good care of mental health wellbeing, taking mental health days if required and encouraging flexibility with options to work at home seamlessly.

Superfinish Express also use their media platforms to promote positive messages around seeking support, the importance of a healthy work-life balance and not being afraid to ask for help.

"We truly believe that supporting this type of wellness brings the best out in your team and creates cohesion and a very supportive culture," said Dean.

At 32, Dean sees his age as an advantage when it comes to the key issues of work-life balance and managing stress for the millennial generation and getting the best out of people.

Superfinish Express also understands the value-shift the next generation represents, with more importance placed on topics like cultural inclusivity, sustainability and nurturing work-life balance, and an alignment of company values with their own than previous generations may have done.

As a business leader in a male-dominated industry, Dean is also an advocate for the importance of men having open and genuine conversations

# Leading by example to support mental health and wellbeing

around mental wellbeing and leads by example here too.

"I'm not afraid to put my hand up for help, and to say its ok to reach out. Taking care of your mental health should be viewed in the same way that taking care of your physical health is," Dean said.

"I understand there is still a stigma around mental illness and from my own personal experience, I know how important and valuable speaking with a psychologist can be, to not only enhance my work performance but for general wellbeing and I want all of my team to feel comfortable and supported in this way."

Support and access to mental health services is important to Superfinish, and they offer their franchise and employee network a confidential, at-no-cost Employee Assistance Program as part of their resources.

"The skill set I've acquired from taking part in counselling sessions is imperative to my day-to-day business success," Dean reflected.

Dean's top three tips for businesses to support the mental health and wellbeing of their staff and franchise networks are:

- **Communication** - be open and honest about how you're feeling, including to yourself.
- **Self-Reflection** - take the time to analyse your feelings and emotions, as well as what is causing those feelings and emotions to occur.
- **Self-Care** - make sure you take some time for yourself to do the things you enjoy. No matter how busy you are, you should never be too busy for yourself.

"Companies like ours are also becoming more conscious about how important it is to have a healthy culture, and how we can play a part in breaking down long standing stigmas surrounding mental health," said Dean.

"We strongly believe that culture in your work environment can make or break a business. Focusing on what matters to you, your staff and your franchisees while embracing and 'practicing what you preach' is imperative for good culture practice." ■





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# Business sentiment recovers as restrictions lift

There has been a significant rebound in business optimism of recovery in the next six months after a tough third quarter, according to the latest Australian Franchise Business “Pulse Check” survey.

The September Quarter 2021 survey included responses from 105 Australian franchise brands covering 17,119 individual business outlets (15,671 franchised and 1,448 company operated) and employing 113,048 Australians.

Average franchisee revenues for the quarter were more than 10% lower, compared with the corresponding 2020 quarter, according to 24% of respondents, compared with 10% in the preceding June quarter.

Only 31% of respondents reported revenue increases compared with the corresponding 2020 quarter (down from 54% and 45% in the previous two quarters) reversing the previous recovery trend in trading conditions.

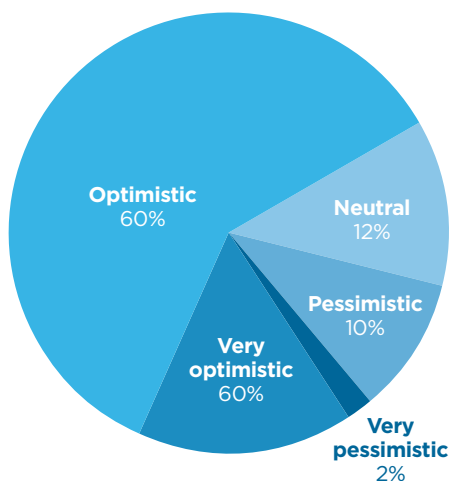
Retail stores, baked goods and retail food industries reported the weakest performance with comparatively stronger or more resilient trading experiences occurring in the health, maintenance, courier, freight and logistics industries.





“Businesses which are part of a franchise network continue to outperform many other parts of the small-medium business sector...”

### Forward Business Condition Sentiment October 2021 to March 2022



A total of 524 new business units were opened across the brands of 46% of respondents. These were predominantly in the categories of home maintenance, retail food and general services. 48 franchised units were permanently closed by 24% of respondents, predominantly in the building and construction and retail food industries.

QLD at 43% of respondents remained the strongest performing state for franchises over the past 12 months (up from 34% in the June quarter survey) followed by WA (27%), NSW (14%) and VIC (14%).

Respondents indicated that in the next twelve months they were most likely to expand business in NSW (41%) followed by QLD (27%), VIC (23%) and WA (8%).

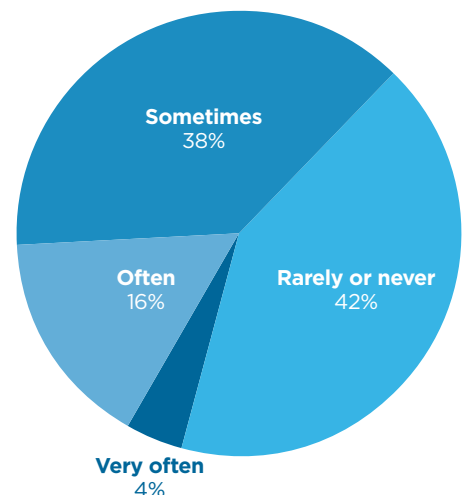
Revenue expectations rebounded significantly with stronger revenue up to Christmas expected by 84% of respondents (up significantly from 32% in the June quarter).

The percentage of respondents feeling optimistic about business conditions into 2022 rebounded to 76% from the 22% recorded in the June quarter.

The greatest concerns reported in the September 2021 quarter were the risk of further government lockdowns (61%), availability of suitable employees (55%), wellness of franchisees and staff (49%), supply chain issues due to border closures (47%) and franchisee recruitment (40%).

58% of respondents were also concerned by negative or aggressive behaviour being experienced by staff requesting compliance of COVID health directives. 38% of respondents identified this poor behaviour as happening “sometimes” with a further 20% reporting frequent occurrence.

### Negative and Aggressive Behaviour Towards Staff Supporting COVID Health Directives

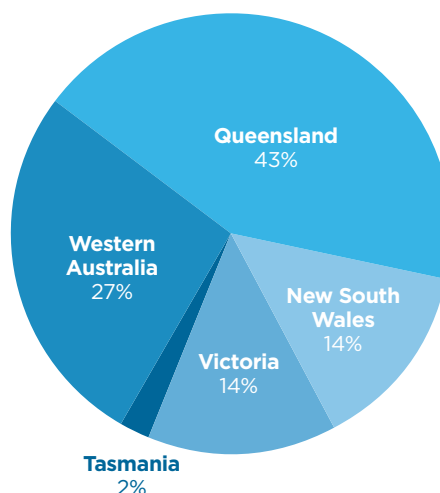


“It is terrific to see an improvement in business sentiment but there are obviously still deep concerns about the risk of further lockdowns and border closures,” said Franchise Council of Australia CEO Mary Aldred.

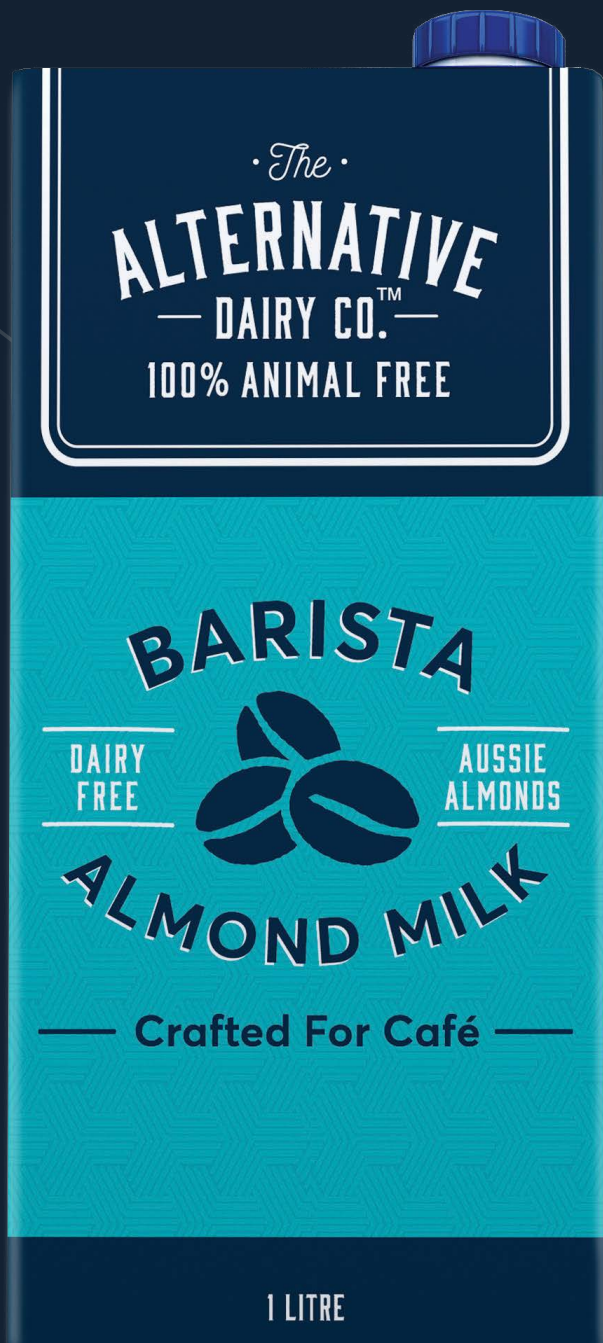
“It’s also disturbing that business owners and managers appear to have cause to be concerned about the safety of their staff enforcing health directives,” said Ms Aldred. “Most customer facing staff are trained in sales and service, not face-to-face enforcement of restrictions and compliance.”

“Businesses which are part of a franchise network continue to outperform many other parts of the small-medium business sector and their optimism and resilience indicates they’re likely to be at the forefront of small business recovery in Australia in 2022,” said Ms Aldred. ■

### Strongest Performing State for Franchisees Last 12 months



# THIS MILK IS NUTS, LITERALLY



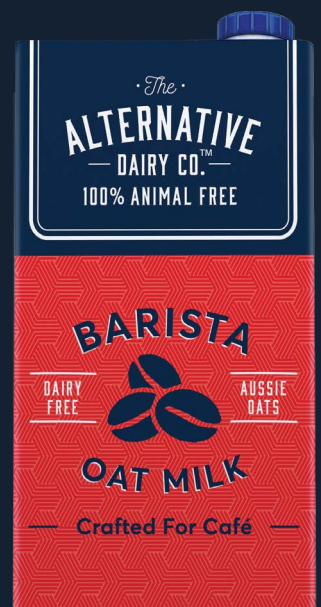
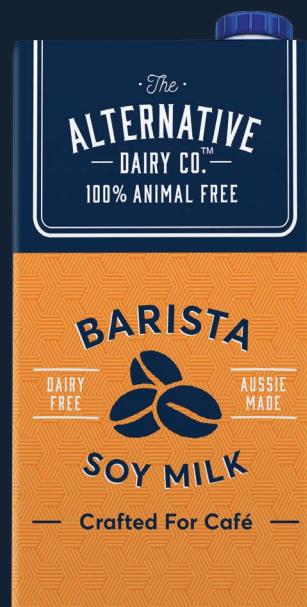
Our almond milk is made with Australian grown almonds from suppliers who are mindful of bee health. Bees are an integral part of the pollination process for almond trees, and our growers ensure bee health initiatives are kept at the forefront of their practices. Delivering a subtle and neutral nutty taste, our Aussie-grown, owned and made almond milk is the milk that baristas go nuts for (literally).

## #ALTERNATIVEBYNATURE

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# Who's talking about your franchise, and what are they saying?

**By Glenn Walford**

Founder, magnetic business media

Franchise recruitment, or franchise sales (depending on what you prefer), at the heart of it, you are asking people to trust you, and often with vast amounts of their money.

And you're not just asking for their money invested in you, but also for them to leave their careers, and their employment income security.

You must find ways to connect - and to connect fast.

You need to show, not just tell, franchise prospects that you 'get it'. Some of this messaging is subtle, and some of it is more direct, but either way, you need to be actively part of the conversation your prospects are having in their minds.

Video should be playing a leading role in this for you, as it's the most effective and efficient way to do it.

The good news is, if you currently have little or no recruitment-centric video, it's possible by following just a few steps, to get right on top of your content strategy here quickly, then simply rinse and repeat.

## **Picture the role of video in your recruitment marketing**

We're all window shoppers, handling most of our engagement and transactions at an arm's length. Online is the ultimate display window when shopping for anything, and that especially includes a franchise. People are doing swathes of research online about you, in order to decide whether you are worth making contact with.

Well-crafted video content allows you to tell your story in an engaging way, and put simply, impress and overcome objections before you even speak to anyone. Good video content makes you look professional.

## Creating your videos

We've covered why create videos, now let's look at how.

You've got two broad options; a) create your own, or, b) engage experts to create it for and with you. I'm seeing some of the larger brands only going for the first option, telling all their own stories in-house. Internal videos produced by them, and presented on their website platforms, and social accounts only.

They look good, but I reckon they are missing a trick. People are born skeptics for the most part, and they don't always believe what YOU tell them. It can look a bit like corporate 'spin'. In my experience, a combination of internal production (if you have the proper resources and skills), and external people telling stories about you, is a much sharper strategy.

If you are not inclined to create your own, then engage someone to do it for you - but, be involved in the story telling! Don't just let a production company come up with everything for you, as they will most likely miss the nuance needed for franchise recruitment messaging. Afterall, you know everything about what and why you do it.

## Five (5) steps to creating franchise recruitment focused video content

To get video content working for you, basically, you just have to start with one video. Getting started, making mistakes and getting better each time, is how we all improve. You should see my first few videos!

The biggest danger is in doing video for video's sake. That just results in boring, irrelevant content that doesn't help your cause. Through our production of 500+ videos on franchise recruitment, we've developed a much simpler process to better storytelling using video for franchisors.

In its simplest form, here's how we approach it. It's all framed with 5 broad steps, but this is how I quickly scope out a video in minutes on the key things I know I need to sort out to make it work.

**1. Identify the storytelling opportunity or need** - What role is this video to play, what's the angle, and what are you going to say?

I know what you're probably thinking "what would we talk about?". Start by creating something you need, something that will add value to your business.

I start by asking people where they feel the gaps are in the conversations they are having with prospects.

For example, instead of trying to relay a cumbersome explanation of your amazing training program for new franchisees, could a 2 min video showing



it, remove a little friction from the sales process?

There you have it, a fit-for-purpose video concept.

I could think of dozens of franchise recruitment supporting video concept ideas right now, but you may only truly need to invest in one (1) right now to make an impact in your business.

### 2. Develop the concept and plan -

Primarily, how will it be said, and who is going to say it?

Find the best and most logical person to convey the information, leaving egos at the door. And even more important, don't try to achieve too much in a single video. If it's starting to feel too long, it already was!

Usually, I find that a good approach is to list out all the things you'd like to get across. Then halve it, and then we refine it again from there! We all think we can squeeze so much into an impactful video, and you'll quickly realise that less is more.

### 3. Nurture the 'talent' on camera -

Ensure people are comfortable about being on camera by allowing them to be themselves.

Working carefully with franchise partners especially here is important. It's gold having your franchise partners tell their stories and experiences of pride and happiness in your brand. Take care not to turn it into a nightmare by the way you (or others) manage filming a video with them.

In my experience, if a franchisee does not jump at the chance to tell their story, don't push for it, as it always ends up souring at some point. We once turned up to a shoot and faced a clearly uncomfortable franchisee, anxious about the video. We quickly cancelled the shoot as we could see it was going to end badly for the franchisor and franchisee. You need to work with production people who 'get it'.

### 4. Stick to and execute the plan -

Be flexible by being open to new ideas, but remain focused on the purpose you agreed for a specific video.

After carefully developing the concept at the start, you already know the exact reason why you're shooting this video. Stick to your plan and get it done and don't make dramatic story angle changes on the fly. As if you do, you'll invariably end up with a disjointed piece of content, no matter how good your editor is. You may even come under pressure from the talent to change your angle - resist this gently!

**5. Publish and distribute** - Via your website, your recruitment funnel, social platform

This is the fun part. You have created that bit of content you need so now just deploy it to do its work. Don't be afraid to be specific where you use it, as it is fit-for-purpose.

Remember at the start when you identified the need or opportunity in your recruitment?

If you identified that you need to explain the training better for example, then create that video for that specific point in your recruitment engagement funnel. Keep it for use there, as if you do it right, it very likely won't be congruent as a generic video elsewhere. Maybe you can even have it re-edited for use elsewhere as a more generic video as well?

There is so much more to say about producing great franchise recruitment-centric video content, but my hope is that these few tips on how we approach it, give you the tools and spark of inspiration you need to get filming! ■

magnetic business media works closely with many franchise brands to develop and create their best franchise-centric video content.



# Flexibility and automation: How businesses can future-proof their operations

Article provided by  
**American Express**

Adaptability is crucial for many in the franchising sector. Forced by COVID-19 restrictions and disruptions to react, rethink and refocus its priorities, the industry is looking to technology to secure its future.

Digital tools can empower businesses to be more resilient to change and reduce errors. Some in the retail and service sectors have been simplifying and adapting by going cashless. Others are choosing flexible supply chain processes over traditional 'locked in' contracts.

Organisations now have an enormous opportunity to form a cohesive strategy that is future-fit, innovative and efficient.

## **Reduce risk and increase output**

Australian businesses are reviewing their supplier relationships to streamline operations, seek greater flexibility and realise cash flow benefits, according to the new survey data commissioned by American Express - the Global Business Spend Indicator.

"Businesses are after more choice and mobility in their supply chain contracts," says Jennifer Turner, Vice President of Large Markets and Supplier Payments, Global Commercial Services, American Express. "We found that 44% of businesses surveyed consider the flexibility of payment terms crucial when choosing or evaluating their network of suppliers."

The survey research also showed that


20% of Australian businesses avoided long term commitments to make purchases from specific suppliers over the last 12 months.

"Suppliers are hugely valuable as not only do they provide necessary resources, but they also offer knowledge, access to connections and technology," says Jennifer.

"Franchisees should approach relationships with suppliers as a mutually beneficial situation for both parties."

COVID-19 shutdowns of major international ports, rising shipping container prices and shortages in materials have all put extreme pressure on businesses. Australian consumers are also being urged not to leave their Christmas shopping until the last minute. While supply chain relationship building has always been important, it has become an even greater imperative as businesses now need more efficiency and flexibility from suppliers to meet the needs of their customers.

As such, companies need to review their supplier payment agreements to see how they can work to their advantage, such as extending repayments terms by an additional 15, 30 or 60 days. Nearly half of businesses surveyed also revealed that payment terms are important when choosing or



evaluating their network of suppliers, so providers should consider this when capturing the attention of potential buyers.

“Fluctuating market conditions and rapid digitisation mean franchises need to have the capacity and systems in place to operate with agility and resilience. This includes their supply chain,” says Jennifer.

Operating flexibly and localising suppliers where possible, can help businesses lessen some of those pressures.

### Smarter operations

From panic buying toilet paper to the boost in online shopping, 2020 and 2021 are years like no other for nearly every business. Operators have had to quickly adapt by making changes on multiple fronts – not only to supply chains but to the digital readiness of their businesses.

The move towards digital payments – led by changing customer expectations and technological advancements – began well before the pandemic. But as COVID-19 spread, it accelerated the speed of transformation so businesses could meet the demands of a new economic environment. In fact between Q4 2020 and Q2 2021, Australian

businesses surveyed estimated that the average increase in spend on automation technology was 12.4%.

The survey data also shows that 54% of businesses have mostly or fully automated their payment processes, and another 46% have mostly or fully automated their payments to suppliers.

More franchises now want to give their customers greater choice at the checkout, including removing barriers to accepting credit cards, with contactless payments seen as a safer choice during the pandemic. Providing a cashless experience also helps businesses be efficient, flexible and offers real-time data, meaning less room for human error.

“COVID-19 was a big catalyst for the acceleration of digital payments and digital forms of commerce. Frictionless payments are here to stay, and their acceptance continues to increase as businesses recognise the importance of consumer and corporate payment choice,” says Jennifer.

When digital transformation works, it improves not only the industry’s resilience but also its future outcomes. Operators must not get left behind during this transition and invest in technology to deliver a seamless payment experience.

### Harnessing technology to thrive

Improving supplier relations and furthering the industry’s digital journey will help support franchisees in this challenging climate and beyond. It’s important that operators monitor the rising trends within the industry whether that’s ensuring suppliers receive flexible contracts or that customers are given digital payment solutions that meet their needs.

Franchisors, franchisees, business advisors, and small to medium businesses are working hard to deliver a great experience. Flexible payment is an effective way for them to streamline their operations and spend more time on business opportunities and growth.

COVID-19 is spurring Australian businesses to invest in digital technology to help drive agility and innovation. Such an investment can bring countless benefits to a company’s overall productivity, including better-managed supply chains, greater visibility of progress and seamless payment options. This move will not only let companies and leaders recalibrate for the future, but it will also bolster their resilience and secure their market growth. ■



# Efficiency the key to Quest's success story



Founded in Melbourne more than three decades ago, Quest Apartment Hotels has consolidated its position as one of the market leaders in the Australasian apartment hotel sector. Quest operates in 170 locations across Australia, New Zealand, The UK and Fiji with over 90% of these businesses operated as franchises.

One of the business' keys to success is its local franchisees. "Our local franchisees are what set us apart in the marketplace," said Jeff Baars, Chief Marketing and Digital Officer for Quest Apartment Hotels. "They live in the towns and cities where our accommodation is based and extend that local welcome to our customers, building relationships with them and making travel as effortless as possible." Quest franchisees offer guests an unmatched opportunity to live like locals in the best metro, regional and suburban locations. "Their local knowledge and passion for creating memorable guest experiences is what makes us unique."

Despite the global challenges the travel and hospitality industry has faced over the last two years, Quest Apartment Hotels remains strong, opening an average of 7 new locations each year over the past decade, with many more new hotels pipelined. The growth of the group has created opportunities for existing franchisees to add multiple Quest franchises to their portfolio.

## Build the brand, and they will come

Quest's business format franchise model provides business owners with the strategic framework, tools and resources they need to run successful, profitable and rewarding operations. The company's commitment to developing the brand is led by a dedicated marketing team that has invested in systems and technology such as global brand management platform, Sesimi. "Partnering with Sesimi ensures we're able to manage our brand and roll out marketing campaigns seamlessly," Baars says. "It provides a vast number of asset templates that franchisees can access instantly, wherever they are, to build content within our guidelines."

Through a combination of digital asset management technology trusted by over 8,000 customers worldwide and a powerful automated content creation system, Sesimi provides the power to deliver campaigns at scale. "Our platform is ideal for franchise networks across countries, across the world," said



“Our brand is ultimately our value, so it’s everything... At full health it has the power to cultivate emotional connection with consumers.”

Sesimi CEO, Andrew Baker. “The all new Sesimi content creation platform offers the ability for franchisees to generate content for all media channels instantly, whenever they want. No need for specialist design skills or specialist design software. It’s fast and painless. Creating whole campaigns for TV, social, digital, outdoor - you name it - is easier than booking a flight online.”

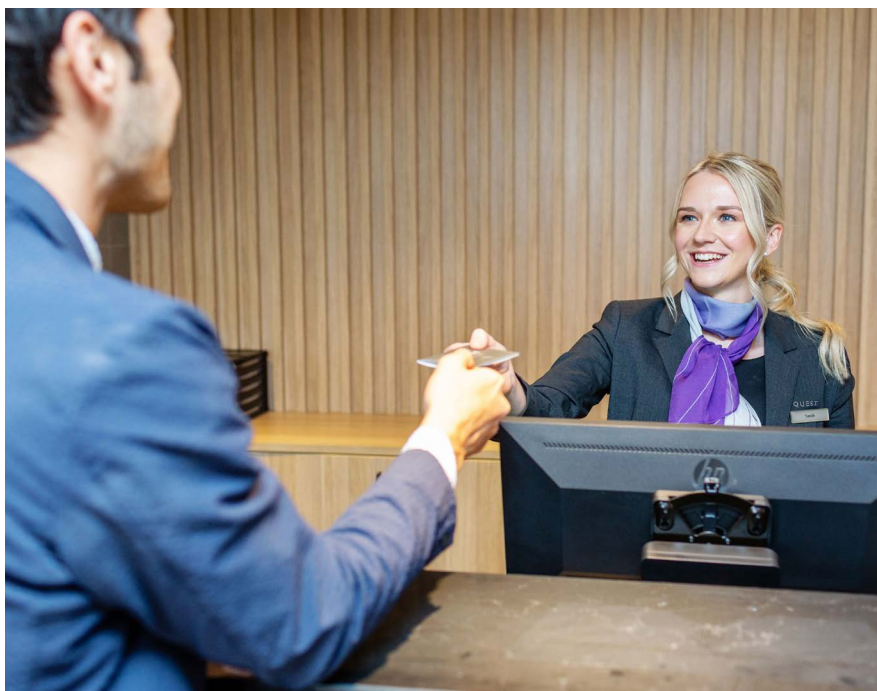
Sesimi is front and centre when it comes to protecting and enabling Quest’s brand position. “Our brand is ultimately our value, so it’s everything,” Baars notes. “At full health it has the power to cultivate emotional connection with consumers, in turn allowing our franchisees to yield rates and be successful in doing what they love.”

### A coordinated national approach, executed locally

With a strong research and data-driven approach, Quest develops national marketing campaigns and then work together with their franchise network to bring those campaigns to life at a local level.

This is where Sesimi excels, providing the Quest network access to the resources they need to cost efficiently tailor national marketing campaigns to their specific property - at scale, in real time.

“If each of our business owners activate a particular campaign, our reach is going to be far greater and more impactful than we can create at a



national level,” Baars says. “By working with trusted strategic partners like the team at Sesimi, we’re ultimately able to provide LAM resources that make it easy for our business owners to deliver on-brand BAU activity and campaigns which drive results.”

### A 5-star Franchise performer

Quest was recently honoured as the first Australian franchise to be awarded a 5-star rating on the Australian Franchise Rating Scale™. Independently awarded by FRANDATA Australia, this rating is the ultimate endorsement of Quest’s franchise setup. “Awards like this don’t happen by accident, they are the product of a continual drive for efficiency and excellence, and marketing is no different.

“Following a tricky period for the industry, budgets are limited. That’s why it’s important we look to deploy the right tools and gain efficiencies wherever possible. Sesimi is one of those tools for us.”

### Use tech to do the grunt work

Baars has three pieces of advice for franchisees looking for success in marketing:

Plan, plan, plan.

“Too many business owners get distracted by getting lost in small and less significant details and looking at standalone tactics and opportunities rather than strategic marketing,” Baars said. “Using a brand management platform like Sesimi alleviates a huge amount of the work for franchisees and corporate staff alike, allowing all parties to focus on meaningful, brand-elevating marketing which has the power to really move the dial and drive sustained results.” ■

Sesimi is one of the newest partners of the Franchise Council of Australia. To learn more about how Sesimi brings brands to life across a range of industries, visit [sesimi.com](https://sesimi.com) or contact [abaker@sesimi.com](mailto:abaker@sesimi.com)



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With State and Territory Governments now mandating COVID-19 vaccinations amongst the workforce and customers in specified industries, *The Franchise Review* finds out how two franchisors have addressed the issue of vaccinations in their franchise networks.

# Navigating vaccination mandates with franchisees and employees

## Risk assessment and communication

At Bakers Delight, where franchisees have been able to operate their businesses as essential retail throughout the pandemic, the risk assessment and conversation about vaccinations has been ongoing.

"This is one of the few areas where your opinion as a business leader or a business needs to be very clear to your franchisees and employees. You can't sit on the fence," says Bakers Delight Co-CEO David Christie (right).

Drawing on what was happening across the business and the experience of countries whose vaccinations programs were well underway, in around July Bakers Delight started to get on the front foot with their position on vaccination.

"The first consideration was keeping staff and franchisees safe. The numbers are pretty clear from my point of view, and this is where we looked at the UK. 100 unvaccinated people get the virus, two or three of them die. 100 vaccinated people get the virus it's 0.2 or 0.3 percent. We've got 10,000 people who work in our network, 2 or 3 percent of



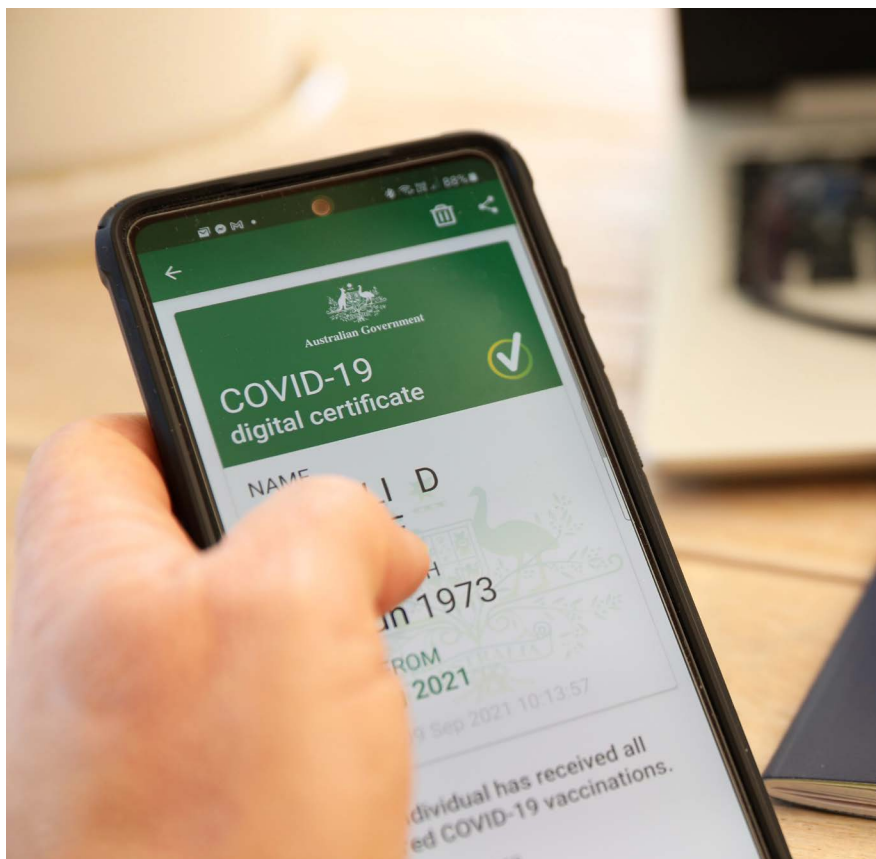
those as fatalities was not acceptable to us," says David.

Keeping stores open was the next consideration. Once again using the UK as a guide, Bakers Delight saw that vaccinated employees may not need to isolate if a store was listed as an exposure site.

"It really is a business decision of keeping stores open and keeping your workforce able to work," says David.

Compliance with any legislation that mandated vaccines, which has now been announced across Australia, was the third reason to act.





Taking a position was just the first step. Communicating it to the network was equally important.

Without legislation, at the time, mandating vaccines in the workforce, Bakers Delight concluded they could not make it mandatory across their network either.

"The risk profile within our own business wasn't compelling enough and we didn't at that point have a single case within our stores after 18 months of operating," says David.

"Franchisees and employees hate the word mandatory, and we knew statistically that 80 per cent were likely to get on board and get it done anyway. Annoying a good proportion of your franchisees who are doing the right thing rather than focussing on that 20-30 percent was not the right approach at that point."

Instead, Bakers Delight communicated with staff, franchisees and franchisees' staff, sharing their position and own vaccination status. Backing this up with compelling reasons for people to get vaccinated and foreshadowing that vaccinations would ultimately become compulsory in their workforce, based on what was already happening in NSW at that point.

As Victoria and New South Wales re-open with vaccinated economies and other states and territories set their own timelines, Bakers Delight has also been clear that conditions of employment and franchisee agreements require the ability to be onsite

either in the office or at their bakeries, while adding that, "I don't think we're going to have to go down that path with any franchisees but we've been clear about what it would look like if we need to."

### Staying a cut above the challenges

Dealing with the unknowns and changing rules while implementing the latest government guidelines in hair salons has been the biggest challenge for Just Cuts in charting a path through the pandemic ahead of reopening across NSW, VIC and ACT.

As the largest hairdressing franchise in the southern hemisphere, Just Cuts CEO Amber Manning (below) says it has been critical to work closely with Just Cuts owners and teams nationwide.

"Some of the critical unknowns were: Would vaccine passports be integrated into government apps, would the

technology used be consistent and, would this be finalised in time for us to brief hundreds of stylists?" says Amber.

"The answer to the above questions was 'No', adding to the pressure on our teams to service what we knew was going to be an incredible surge of clients as each region emerged from lockdown.

"It was an amazing feeling for our people knowing how many Australians were looking forward to getting their hair done again and everyone on the team was eager to get back in their salon and reconnect with clients."

By around mid-October, 90 percent of Just Cuts stylists were fully vaccinated across New South Wales, Victoria and the Australian Capital Territory.

"Reopening during our peak summer period as parties, dates and catchups were planned was a welcome boon for our family-owned small businesses, but there was some understandable apprehension we had given the awkward situation where our stylists were expected to be 'bouncers' imposing government rules at each salon.

"State governments outsourced responsibility around enforcing and clarifying vaccination status to our businesses and, by insisting on a uniform approach, disadvantaged regional salons where fewer clients were likely to be fully vaccinated," says Amber.

At the franchisor level, Just Cuts promoted its own app across social channels, email database and mainstream media, emphasising clients could use the app for contactless check-in and reserve their place in the digital salon queue from 15km away.

"We made a significant investment in refining the app technology pre-COVID so every single one of our salons could offer contactless check-in as we implement new systems to make it easier for all."

"We also created a comprehensive vaccination conversation document for our stylists, held online tutorials and regular zooms to ensure we could be as prepared as we possibly could," says Amber.

"Our successful reopening is due to the amazing work of our Stylists at an individual salon level: Jenny Kettlewell from Just Cuts Eastland sourced bollards to control the flow of clients into and out of salon, while Joanne Ashkar from Just Cuts Macarthur Square set up a desk outside her salon to streamline check in for clients on what was a record day."

Amber says the conflict many had anticipated didn't eventuate, there was minimal pushback, and clients even brought in gifts for their stylists to celebrate the reopening of their local salon. ■



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## VAXXED for Freedom

With a clear understanding that vaccination is the only path towards all Australian businesses opening and remaining open, SNAP is running the 'Vaxxed for Freedom' campaign. A portion of the proceeds will be donated to COVAX to support their critical work in ensuring that the poorest parts of the world have access to vaccines. To learn how your business can participate, use the QR code.



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## SPONSORED ARTICLE

A helping hand and some professional advice can go a long way for small businesses facing the dire consequences of a global pandemic.

When COVID-19 struck in 2020, Gordon and David, directors of a digital marketing and sales agency, quickly needed to rethink their business model. Not only did their small Melbourne-based business face a period of uncertainty, but their regular clients signalled they would trim back on their need for Gordon and David's agency's services.

With their revenue under threat, Gordon and David needed to look

closely at their costs. With rent and other running costs already locked in, they soon realised they had to find savings in other areas to avoid laying off staff.

One of the trusted partners they turned to was EnergyAustralia's Rapid Business Assist team.

EnergyAustralia created Rapid Business Assist in 2020 to help business customers that continued to trade (with reduced capacity or revenue); moved into a hibernation period (but hoped to trade as soon as possible), or were likely to close down.

Under the Rapid Business Assist program, EnergyAustralia's business energy specialists work with customers to ensure they are on the right energy plan, so they aren't paying more than they should. They also provide expert

advice on how businesses can better prepare for the future. This includes advice on standard disconnections and reconnections if required.

The Rapid Business Assist program also allows businesses to receive a free Business Energy Assessment. The assessment aims to find ways to reduce overall energy use – and it's quick, easy, and done over the phone at a time that suits the business owners. At the end of the assessment, the business owners will receive a comprehensive, tailored report and action plan that can help them:

- Reduce consumption
- Optimise equipment
- Assess options for energy generation
- Understand available rebate and grant schemes to make energy efficiency more affordable

# Ready to assist: EnergyAustralia program continues to support business customers through difficult times

**Rapid Business Assist program supports small businesses impacted by COVID-19**



Find out more at  
[www.energyaustralia.com.au/bea](http://www.energyaustralia.com.au/bea)

By utilising the Rapid Business Assist program's assessment, Gordon and David were able to find ways to help their agency, an EnergyAustralia customer since 2019, run efficiently.

After a 15-minute phone conversation with an EnergyAustralia business energy specialist, they found smart ways to cut their energy costs. They quickly discovered the ideal EnergyAustralia energy plan for their business and picked up tips to help minimise their energy use - like identifying the right equipment to switch into standby mode.

Gordon and David were also excited to learn they could offset their carbon emissions with EnergyAustralia's

Business Carbon Neutral Plan, which allows them to promote their environmental credentials to their customers.

With EnergyAustralia's help, Gordon and David's digital marketing and sales agency now have a tailored energy solution and a future proof plan to keep their energy costs low.

To find out more about Rapid Business Assist, call EnergyAustralia's team of Australia-based business energy specialists on 1800 102 558 to talk about your business options and your eligibility for assistance through our RBA program during the pandemic.

Operating hours are Monday to Friday, 8.00am to 6.30pm (AEST).

To find out more, visit  
[www.energyaustralia.com.au/covid-19](http://www.energyaustralia.com.au/covid-19)



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LIGHT THE WAY



A photograph of Jacques Courtin, the Founder and Managing Director of Megasealed, standing in front of a Megasealed storefront. The storefront features the company logo, which includes a stylized green figure and the word "Megasealed" in a blue, cursive font. Jacques Courtin is a middle-aged man with grey hair, wearing a light blue button-down shirt and a grey blazer. The background shows a modern building with large glass windows reflecting the sky and trees.

# Strengthening customer and franchisee relationships through innovation and market responsiveness

Despite the challenges presented by the COVID-19 pandemic, Megasealed were fortunate enough to celebrate their 25th year of franchising success in 2021 and continue to provide pioneering stop-leak services through their expanding network of franchises.

What has been key to this success is the strong leadership and innovative mindset of Megasealed's Founder and Managing Director, Jacques Courtin. As Courtin knows, with every challenge comes the opportunity to not only do things differently, but better.

When COVID-19 hit in early 2020, Megasealed were acutely aware of the need to provide better support to franchisees through such unprecedented times. As many home service businesses faced the challenge of trying to service clients that were apprehensive of allowing workers into their homes, the issue of safety quickly became the paramount concern for Megasealed's day to day operations.

"As a business, we were seeing a

number of franchisees suffering due to dwindling leads and the cancellation of services by customers who were concerned by the unfolding pandemic. This highlighted a clear need for us to not only innovate in the way we approached the pandemic but how we could improve our overall service offering to meet new changes to market demand," said Courtin.

With this came a renewed understanding of the importance for franchisors to exhibit leadership towards innovation and the adaptation of business practices. For Megasealed, this meant pivoting key aspects of its business and marketing strategy to adopt even bolder ways of thinking, agile ways of working and fast decision making.



“Our first step was to rethink the way we approached our services. We quickly implemented practices to check if customers or staff throughout our network had been feeling unwell prior to any necessary entry into the home. Our focus then shifted to engaging in virtual inspections and quoting to ensure the ongoing safety of all parties, with the added bonus of being able to streamline our overall service process,” said Courtin.

Whilst the decision to make these key changes to services was strategized at a national level, there was an understanding of the importance to obtain support from the franchise network for implementation. After all, it is the franchisees who need to execute system changes to help the franchise network pivot in a direction that allows the entire business to remain relevant, competitive, and profitable into the future.

Courtin continued, “We knew the seismic impact the pandemic was having on our franchisees and their ability to simply get the job done. We relied on our franchise team’s receptiveness to make these important changes work. This echoed the efforts of our national team who were working hard to find pathways to continue communicating Megasealed’s dedication to safety to bring back a stronger sense of consumer trust.”

This included a comprehensive overhaul of the communications and marketing strategy with the aim to build confidence in Megasealed’s COVID safe practices, whilst at the same time conveying the importance of promptly addressing bathroom leaks, even during this period.

Key messaging across all external communications focused on reassuring the community that as an essential service Megasealed remained open

for business and continued to abide by all state or territory guidelines. This complimented an internal communications strategy that provided all franchisees with the necessary guidance on how to remain operational in their respective territories.

“Throughout the pandemic we have been in touch with our franchisees regularly to find out what we, as the national team, can do to maintain our support. During the early stages, what we found was that they were struggling to navigate the complex and changing regulations within each state and territory. We took on the important role of processing this information and advised franchisees in each respective state of any relevant updates to health orders,” said Courtin.

As a national franchisor, Courtin considered this role important and necessary to assisting the franchise network and building confidence in each franchisee’s ability to safely continue servicing the community.

Recognising that when franchisees feel supported, they can continue to provide support to the community without the stress of losing their livelihood, Courtin also made the decision to offer royalty fee discounts to struggling franchisees in addition to any national or state funding entitlements.

Megasealed have continued to show franchisees they are behind them and their success, creating opportunities for franchise expansion even during the pandemic. This includes growth in the South Australian franchise service areas and a new franchise for Melbourne’s northwest taking the Victorian total to seven franchises. This also follows the announcement of two new Queensland territories in Townsville and Mackay.

## So where to from here, and how do franchisors plan to navigate this new era of the COVID pandemic?

The commitment to adaption within a challenging business environment has never been more crucial and Megasealed will continue to navigate the emerging outbreaks and shift towards an environment where some level of community COVID transmission is expected.

Courtin believes the focus for businesses will remain primarily on safety and winning back consumer trust, particularly as retail and hospitality sectors begin a phased reopening.

“I think some of the challenges we faced within the mobile and home services industry early in the pandemic will now be a challenge for many within the retail and hospitality industries. It’s about changing the mindset from this is what we did to survive to this is what we can do to thrive and taking customers on that journey,” said Courtin.

With many businesses having already pivoted their services to remain open during lockdown, Courtin suggests a greater focus on innovation and agility will help businesses boost profitability and consumer confidence into the future. Courtin believes vaccination will also go a long way to supporting business efforts to rebuild consumer trust.

As Courtin said, “We have been extremely fortunate to have a franchise network who understand the importance of vaccination, allowing us to continue business as usual operations. Moving forward we can reassure customers of our commitment to community safety and maintain our focus on business growth post-pandemic.” ■





Why more Australians  
are asking for local origin

# Locally grown and Australian made make good sense for your business & customers

**By Rachel Glasbergen**

Senior Business Manager,  
The Alternative Dairy Co.

Local businesses are the lifeblood of Australian communities. In these challenging times they need more support than ever to survive into a post COVID-19 world. Whether you're a small local café, part of a national franchise or serving barista coffee in a restaurant setting, supporting local producers and buying Australian made is a growing trend that can positively impact your business.

Sourcing local produce not only makes good sense, it's also good for business. Staying local creates jobs, helps farmers, improves sustainability, reduces your carbon footprint and builds a more resilient Australian economy.

While Australians have supported the idea of using local businesses and Australian sourced produce in the past, the pandemic has seen consumers turn this sentiment into action.

Data released by Roy Morgan in May this year shows the preference for Australian-made goods increased during 2020, with 93 per cent of Australians saying they were more likely to buy products that are made in Australia, up from 87 per cent a year earlier.

## **Australian made and sustainable on the rise**

With the trend towards purchasing locally sourced food and drink growing in popularity, working with café ingredients that guarantee local origin will help meet your customers' changing preferences and build their trust.

Market intelligence agency Mintel has identified one of the top consumer trends in 2021 as a desire to 'come together' in like-minded communities to connect and support each other.

Another leading trend, according to Mintel's research, is the desire for 'sustainable spaces' – a sentiment driven by the way the pandemic has highlighted the importance of the spaces we live in and accelerated consumer demand for sustainability.

These data sets show Australian café customers are becoming more attuned to their local communities and increasingly eager to support Australian produced goods.



## The popularity of provenance

These emerging trends, accelerated by the issues and pressures brought on by the pandemic, might also be categorised under an overarching driver that previously existed for many consumers – an interest in the provenance of their food.

There's no doubt food provenance will be an important factor in the 'new normal' that emerges as customers increasingly want to know what they are eating and drinking, and where it comes from. Some industry experts even predict food provenance will be the most significant single driver of purchasing behaviour, ahead of other factors such as price and quality.

For cafés and other food service outlets offering barista made coffee, staying on top of the latest consumer trends can be challenging. But those who do keep pace and satisfy the changing desires of their discerning customers are more likely to stay one step ahead of their competitors.

There are two main ways the growing preference for locally grown and Australian made is expressed in the marketplace. Firstly, consumers want to get behind and support cafes and restaurants that operate down the street in their neighbourhood. Secondly, we are seeing a growth in small businesses that choose to source locally grown and produced products.

## Growth in plant-based milks

Dairy-free milk alternatives have become a regular part of Australia's mainstream café culture in recent years. Industry figures show Australia's plant-



based milk market increased from \$249m in 2019 to \$352m in 2021, an overall increase of 22 per cent.

Almond, soy and oat milk are currently the leading plant-based varieties being served in Australian cafés. While almond milk has grown 24 per cent and soy 11.7 per cent, oat milk has the highest growth rate with a phenomenal 175 per cent increase in the 12 months to April 2021.

The Alternative Dairy Co. range of plant-based milk products, designed specifically for barista use, has seen sales increase dramatically over the last 18 months in line with the wider industry figures.

Plant-based milks have traditionally attracted consumer interest largely due to their health benefits, but research shows consumers are increasingly looking for products with good sustainability and environmental credentials.

## Preference for sustainability

This growing trend gives The Alternative Dairy Co. a strong market advantage, particularly when competing with some of the global dairy-free milk brands. Our plant milks tick all the boxes – from great taste and mouthfeel to Australian made with our almond and oat varieties using locally grown oats and almonds.

Our Barista Oat Milk product is vegan-friendly, low in sugar, GMO-free and supports Australian farmers by using premium locally grown oats from farming families in Western Australia, Victoria and New South Wales. Oats also require less water during production, making oat milk highly desirable for sustainability-conscious consumers.

Our Barista Almond Milk is made with almonds from the Murray-Darling region,



using suppliers who are committed to sustainable agriculture with minimal water and energy use. As well as a delicious taste, our almond milk meets a wide range of consumer needs including vegan-friendly, low in sugar, dairy free, lactose free, gluten free, locally produced and locally sourced.

The Alternative Dairy Co. is committed to minimising its impact on the environment and we've been steadily reducing our energy and water intensity (the amount of water and energy used per kilogram of all products made) at our Central Coast manufacturing site. We've achieved a seven per cent reduction in water intensity and a thirteen per cent reduction in energy intensity in our site production processes since 2017.

Our greenhouse gas intensity (the emissions per tonne of product made at the site) has also decreased by 15 per cent since 2017, and more than 20 per cent of the water used at our manufacturing facility on the Central Coast is recycled and reused.

Increasing the sustainability credentials of The Alternative Dairy Co. range benefits everyone. Café businesses and customers can enjoy the great taste and performance of our plant-based milks knowing the product is produced right here in Australia from quality local ingredients, supporting Australian farmers and benefiting local economies. ■

For more information on The Alternative Dairy Co. range of barista plant-based milks, go to <https://altdairyco.com/barista/> and email [enquiries@altdairyco.com](mailto:enquiries@altdairyco.com) with any enquiries.



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With the November 1 transition period of the New Franchising Code of Conduct for changes to franchisors' disclosure documents now expired, all the amendments to the Code introduced as of 1 July 2021 are now in full effect.

# Retail Leasing The New Franchising Code and a pandemic



**By Phillip Chapman**  
Director, Lease1.com.au

At the recent FCA Legal Symposium there was, of course, a lot of emphasis on the importance for franchisors to revisit their disclosure statements to meet the further requirements to provide information in the new formats for prospective franchisees as well as existing ones renewing their agreements.

There is further attention needed where leased/licensed premises are required under the franchise agreement with added disclosures.

## Information about leases

If the franchisor is leasing premises, and the prospective (or renewing) franchisee is going to sublease/license or otherwise occupy those premises, the franchisor must provide a copy of the lease, or a summary of the commercial terms.

This will also include the other written information that has to be given to a franchisor/lessee by state or territory law. If the lessor didn't provide that information, then the franchisor should still provide

any of this kind of information that they're aware of.

Here, of course, the Code is referring to the statutory requirements on all landlords is to provide a Lessor's Disclosure Statement.

## Franchisee can terminate

The franchisee can terminate the franchise agreement within 14 days after receiving the proposed lease or terms of occupancy. If the final lease or terms are significantly different to the proposed terms, the 14-day period restarts. This is so that the franchisee has adequate time to consider the lease or occupancy agreement.

The franchisee can also terminate within 14 days after entering into the lease or being granted the occupancy right. They can do this if, before they entered into the lease or occupancy, the franchisor hadn't given them terms that were substantially identical to the actual terms of the lease or occupancy right.



“For franchisors, the message here is to be aware of the varying critical paths when disclosing lease information...”



## Land Disclosure Statement

When entering into a new lease, or the renewal of an existing lease held by the franchisor there is currently under state and territory law the provision for landlords to provide the prescribed Lessor's Disclosure Statement within 7 days (except SA & ACT where this is 14 days).

This timeframe needs to be taken into consideration noting the franchisee now has a 14-day period where they can terminate the franchise agreement (not the lease) if the information pertaining to the entire lease/license is not substantially similar to information they previously relied upon.

Franchisors need to be mindful of the variances in expectations from landlords on the return of Lessor's Disclosure Statements and the requirements to disclose lease information to franchisee, particularly when the majority of state and territory legislation does not specifically deal with the provision of Lessor Disclosure Statements adequately - excluding Queensland where there are specific franchisee disclosure clauses in the Act, however there is a 28-day lead time.

For franchisors, the message here is to be aware of the varying critical paths when disclosing lease information and to ensure you don't get caught operating a leased site yourself because a franchisee terminated the agreement due to incorrect information.

Naturally, more work needs to be done now to align Retail Shop Lease legislation to meet these challenges.

## COVID-19 Rental Relief

As NSW and Victoria come out of extended restrictions and lockdown periods, border opening plans for Queensland and Western Australia are closer.

The aftermath of the pandemic on franchised businesses under lease is that they now have to deal with the expiry of commercial rental relief legislation (round 2 in NSW and Victoria) and the inevitable issue of deferred rental payment schemes as a result of the cashflow relief these legislations provided.

Queensland legislation expired on the 31/12/2020 and although there have been few restrictions, the reality of repaying deferral rents has proven to be a hardship for many franchisees.

The NSW and Victorian rental relief schemes expire in mid-January 2022 but have an added set of pressures as these second-round rental relief schemes postpone deferred payments from 2020 into 2022 and compound the challenge faced from these affected businesses as they plan their recovery.

## Landlords Recapture Asset Value

We are already seeing evidence of landlords seeking to recapture their asset value through leveraging the leases of essential retailers (i.e., convenience stores, pharmacies etc.) and reviewing the opportunities to increase rents as well as extend lease terms based on the new value of such leases.

There needs to be a strategy for retailers who were affected during the pandemic to also create the opportunity to use this time to address deferral schemes with the balance of their lease term to set them up for not just the recovery period but to look beyond.

## Create a Plan

Each franchise system should be deep diving into how they use land in the new norms (i.e. casual dining etc.) and projecting the changes in operating costs and sales to redefine their future occupancy cost ratios.

Then create a plan for each site taking into account the following three steps:

- Review future sales projections: what are the new norms and how has the way you use land changed?
- Review the critical path of the lease: how long until expiry/option and what deferral plans are in place.
- Seek to renew your lease early on more favourable commercial terms, and negotiate out deferral payments.

The outcomes to target include a tradeoff extension of the lease early to remove deferral payments and realign future occupancy cost ratios.

Understanding the value of your lease and the added value to the landlord with an extended weighted average lease expiry (WALE) and how this asset value can be applied to offset deferral schemes and future occupancy cost ratio expectations will require due diligence, research and collaboration on information sharing with your retail category peers.

Developing a well-rounded proposal with a clear plan that takes into account the balance of outcomes for both landlord and lessee along with a willingness across the franchisor/franchisee relationship to evidence a transparency and willingness to deliver on the plan is vital.

This may sound easy, but it is far from it. And remember, these negotiations may prove the most critical in each location's longevity and profitability. ■

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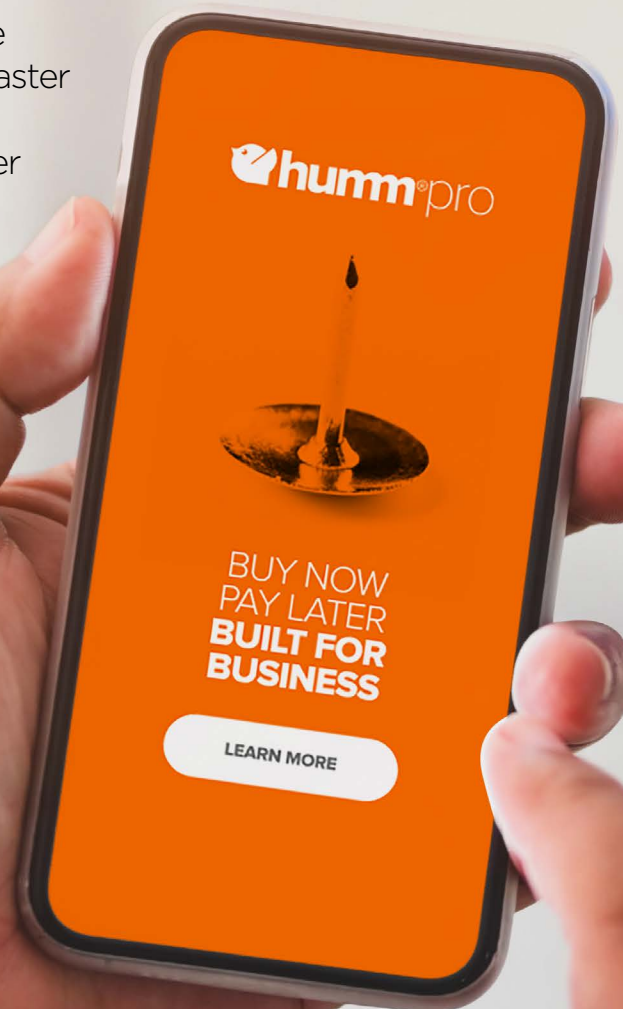


# What's next for small business?

## Predicting the unpredictable.

For every business in Australia and around the world, the last 18 months have been a rollercoaster ride, with it being increasingly hard to predict what's around the next COVID corner. Whether you need to wind back suddenly for a lockdown or power up frantically for 'freedom day', each puts its own pressure on cashflow.

Using hummpro to help pay for expenses that appear out of the blue or to help your business pivot is a smart, interest free way to smooth the ride and get back to business.



## Surprise costs and the cashflow crunch.

Cashflow forecasting can help fortify your business from the pressures of cashflow's natural ebbs and flows. Despite your best intentions, however, you can't predict a global pandemic that will decimate your revenue, a bushfire that will impact tourism for years to come, or an international tariff that will close down one of your most lucrative markets.

## How to power up (or down) fast

Here are four ideas to help your cashflow keep pace with wild twists and turns in the economic and regulatory environment that businesses face these days.

### 1 Change up your mode.

Sustained unprecedented change, like that experienced through the pandemic, forces an adaption in human behaviours and demands that can bring both business challenges, but also opportunity. Staying thoughtful and quick to find ways to change your mode of business delivery, like offering click and collect or online consultations, so that your product can still reach your customers, may lead to whole new discoveries that could serve you during the pandemic and beyond. Keep a close eye on changing market trends and government rules and restrictions, as each news bulletin could open another door.

### 2 Work the silver lining

The pandemic has put a myriad of economic and business factors in a constant state of unprecedented flux. For example, there are both shortages of supply and gluts, whole new customer demands springing up and changes in the prices of things such as rent. If you keep a close watch on the trends, they can turn to never-before-seen opportunities which could create a silver lining to the Covid cloud if you apply your creativity and resourcefulness (and make sure your cashflow keeps pace!)



### 3 Create a rainy-day fund.

While it can be difficult to set aside funds for an emergency when your cashflow is already balanced on a knife edge and tempting to use any extra capital to invest in growing your business, if an unexpected cost crops up, you'll be grateful to have a rainy-day fund available.

Simply ensuring you have ready access to cash if you need it can also be beneficial.

Maintaining good relationships with your lenders is important, as well as seeking out alternative financing options, such as buy now, pay later provider hummpo.

### 4 Keep your business data working for you

Compared to looking out for changes in regulation or the market, having strong business data might sound like an afterthought, but it can actually be a critical tool in times of business challenge for keeping in touch with your customers, their behaviours and the impact it has on your cashflow.

Recording and backing up all your operating data is also crucial to business continuity. If your website goes down, and your customer database gets corrupted, if you have a recent backup saved in the cloud, you can simply pick up where you left off. And with data breaches becoming more common, you might want to ensure you have all the necessary technological safeguards in place while you're at it.

## Use business finance that provides flex

A buy now, pay later app like hummpo is a great way to manage the unpredictable running expenses of managing a business through ups and downs. Not only can you apply for up to \$30,000 in finance in a matter of minutes, giving you access to cash when you need it, but your repayments won't accrue interest, so you don't have to worry about paying off an even bigger bill down the road.

Let's say your business has been in lock-down mode, with staff stood down for long periods and your customers getting used to life without your services as they knew them. When the government announces a date for 'freedom day', what will you need to make the absolute most of your comeback and future revenue? Recruitment campaigns for new staff? Marketing to customers? Re-training? Investing in new processes and /or equipment required by new law?

That's where hummpo can help. You can use hummpo to cover business expenses anywhere Mastercard is accepted, then kick in its flexible repayment terms to support your cashflow as business and revenues gradually return. For everything you purchase with hummpo, your repayment is due one month later, however you have the flex to press 'pause' to gain another month, or switch to a plan to split the balance into six, nine or 12 equal monthly repayments.

With hummpo, you don't pay any interest – instead you pay a single fee of 3.5% of your monthly balance to press pause, and a monthly fee of 1.5%\* of your starting balance to switch to a plan. If your cashflow situation has improved, you can pay it off straight away without any fees or interest. There's just a \$15 usage fee for the months when you use hummpo.


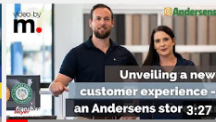




















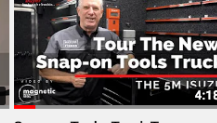
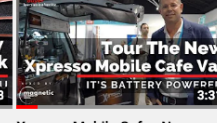
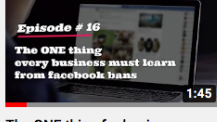

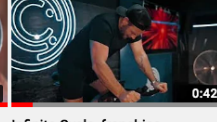

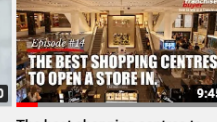

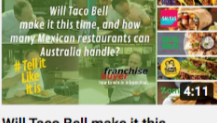





In contrast with other payment methods, the fees with hummpo make it easier to plan and know how much you'll pay, knowing that you won't get caught out by compounding interest. While you can't predict unexpected costs, hummpo makes it easier to manage them. ■

**Take unexpected costs in your stride with hummpo, the fast finance that's quick to arrange and always interest free.**

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1 year into the business! Sam Betar, franchise owner, PAC...	Andersens franchise business store video tour	Spitting at the bubble tea franchise	PACK & SEND, Noosa Heads franchise business tour	Gnocchi Gnocchi Brothers franchise business video...	Cosmetic Skin Therapies franchise business video...
 Silly Solly's licensed business video tour 4:59	 Croc's Playcentre franchise business video 4:39	 The multi-location family business borne from uncertainty... 4:35	 Full of tools! The Snap-on Tools truck complete 3:24	 Is your franchise doing enough, so people take notice 4:24	 What are franchise people really saying? Episode #17 3:01
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 Brighter Lines franchises, a Quick Explainer with Gary... 2:22	 MindChamps franchises, a Quick Explainer with Doug... 4:47	 City Cave Float & Wellness Centre franchises, a Quick... 3:07	 Sleepy's franchises, a Quick Explainer with Guy Elliott 2:27	 Snap franchises, a Quick Explainer with Mark... 2:27	 Bedshed franchises, a Quick Explainer with Greg Prussia 4:15
Brighter Lines franchises, a Quick Explainer with Gary...	MindChamps franchises, a Quick Explainer with Doug...	City Cave Float & Wellness Centre franchises, a Quick...	Sleepy's franchises, a Quick Explainer with Guy Elliott	Snap franchises, a Quick Explainer with Mark...	Bedshed franchises, a Quick Explainer with Greg Prussia
 ValentABPO franchises, a Quick Explainer with Jayesh... 2:07	 Paint and Sip Studios franchises, a Quick Explainer... 2:10	 Xpresso Mobile Cafe franchises, a Quick Explainer... 2:45	 Brian Keen, How to franchise my business simply - one... 25:51	 Tour The New Snap-on Tools Truck THE 5M ISUZU 4:18	 Tour The New Xpresso Mobile Cafe Van IT'S BATTERY POWERED! 3:31
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 Episode #16 The ONE thing every business must learn from facebook bans 1:45	 Episode #15 The BIGGEST thing in franchising in 2021 8:00	 Infinite Cycle, franchise opportunity in the fitness... 0:42	 International Workplace Group (IWG) 1:50	 Episode #14 THE BEST SHOPPING CENTRES TO OPEN A STORE IN. 9:45	 Episode #13 The 4 reasons why you can't get finance for your franchise 5:22
The ONE thing for business to learn from facebook ban...	The BIGGEST thing in franchising in 2021. Episod...	Infinite Cycle, franchise opportunity in the fitness...	International Workplace Group (IWG)	The best shopping centres to open a store in. Episode#14	The 4 reasons why you can't get finance for your...
 Will Taco Bell make it this time, and how many Mexican restaurants can Australia handle? 4:11	 Understanding the two waves of change around compliance in franchising 2:07	 #TellItLikeItIs What does this franchise failure tell us about buying a franchise? 2:57	 Franchise Finance Australia 6 questions 2:53	 What is a good franchise brand? 6:01	 The current market for buyers and sellers of franchises 21:04
Will Taco Bell make it this time, and how many Mexican...	Two waves of change around compliance in franchising	Learning from this franchise failure	Franchise Finance Australia 6 questions	What are the good franchise brands?	The current market for buyers and sellers of...

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FRANCHISE COUNCIL OF AUSTRALIA

2021

FCA  
EXCELLENCE  
IN FRANCHISING  
AWARDS

AWARDS ANNUAL



# Message from the CEO



The different restrictions and changing rules across Australia in response to COVID continue to have a dramatic impact on small businesses, including franchises.

In one of the most difficult economic environments ever experienced by Australian business, both franchisors and franchisees have had to demonstrate resilience, adaptability and determination to push their businesses through the challenges.

The pandemic and associated restrictions have disproportionately affected geographic areas and some niche markets, but franchising has continued to demonstrate its strength as a business model.

The 2021 Excellence in Franchising Awards showcase just some of the remarkable achievements by individuals and brands in what has been another extremely difficult year.

The FCA congratulates the national winners and finalists on their outstanding performance in the face of adversity and their continued contribution to their franchise systems and communities.

We also congratulate all the finalists in our Regional Excellence in Franchising Awards, which were presented earlier in 2021 and encourage you to continue to participate in future Awards programs.

To the franchisees and franchisors who are considering entering the Excellence

in Franchising Awards next year, I would encourage you to take the valuable opportunity that this year's winners and finalists have taken to pause and reflect on what has been achieved so far, and to refocus in the pursuit of continued success.

We extend a big thank you to the awards judges for volunteering their time, experience and expertise to the awards program. It is only with this valuable and selfless contribution that it is possible to celebrate the talented individuals and brands that are excelling in our franchise community.

The 2021 FCA Excellence in Franchising Awards winners and finalists are to be commended for their achievements.

As we look to 2022 with optimism, the FCA remains absolutely focused and committed to supporting the ongoing success of our members, franchising and small business across Australia and looks forward to celebrating greater successes in 2022 and beyond.

**Mary Aldred**

Chief Executive Officer  
Franchise Council of Australia

# About the Awards

Organised by the Franchise Council of Australia (FCA), the Excellence in Franchising Awards recognise and reward excellence, and provide a platform for companies and individuals to showcase the amazing work they do in the franchising sector.

## 2021 Award Categories

### Australian Established Franchisor of the Year

This award is for excellence in franchising practice by an established franchise system that has been franchising its brand for more than five years.

### Australian Emerging Franchisor of the Year

This award is for excellence in franchising practice by an emerging franchise system that has been franchising its brand for between two and five years.

### International Franchisor of the Year

This award is for excellence in franchising practice in Australia by a brand first established in another country.

### Excellence in Marketing

This award is for excellence in strategy and execution of a marketing program within a franchise system.

### Franchise Innovation

This award recognises an individual or group within a system responsible for creating a successful business innovation.

### Franchisor Social Responsibility

This award recognises a franchisor's outstanding commitment and contribution to regional, national and global communities; and the natural environment.

### Supplier of the Year

This award recognises supplier excellence in contributing to the franchising sector, and helping clients within the sector to achieve their goals.

### Multi-Unit Franchisee of the Year

This award recognises excellence in business management and franchise citizenship for franchisees with a majority shareholding in multiple franchise units.

### Single Unit Franchisee of the Year - Two or More Staff

This award recognises excellence in business management and franchise citizenship for franchisee owner-operators (including partners) with two or more staff (full-time equivalent).

### Single Unit Franchisee of the Year - Less than Two Staff

This award recognises excellence in business management and franchise citizenship for franchisee owner-operators (including partners) with up to one staff member (full-time equivalent).

### Franchise Woman of the Year

This award is for excellence in personal and professional achievements by a woman in the franchising sector.

### Field Manager of the Year

This award is for excellence in delivery of franchisee support.

## Judges and the process

The categories, criteria and judging process for the 2021 FCA Excellence in Franchising Awards have been developed independently of the Franchise Council of Australia (FCA) head office and Board of Directors.

Each submission was carefully assessed by a selection of judges against a comprehensive list of criteria specific to the category, and was marked accordingly.





**WE'LL KEEP YOU MOVING**

"Rapid Tune is committed to leading the Automotive Service Industry by way of our investment towards innovation, technology, visionary partners and relationships."

A stylized, handwritten signature in black ink, likely belonging to Mark Rippon.

**Mark Rippon**  
**CEO & Founder**  
**Rapid Tune Pty Ltd**

*Finalist – Australian Established Franchisor of the Year 2019, 2020 & 2021 FCA Excellence in Franchising Awards*



**APPROVED**  
**TYRE**  
**CENTRE**

**[www.rapidtune.com.au](http://www.rapidtune.com.au)**

# Australian Established Franchisor of the Year

NATIONAL  
**Winner**

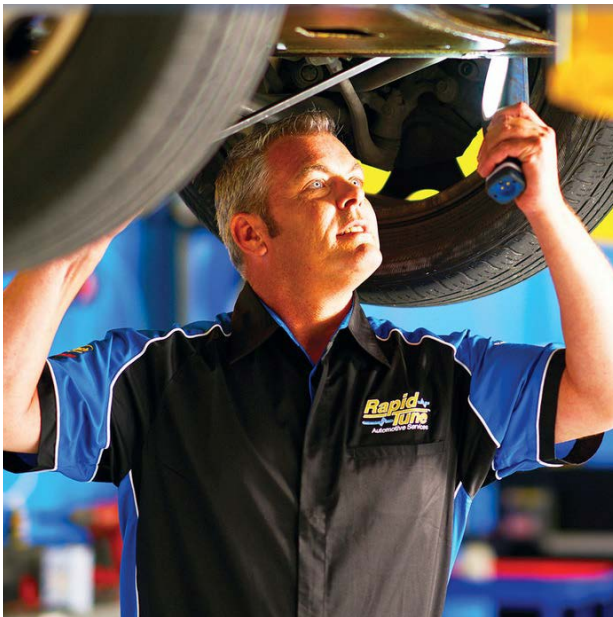


## Rapid Tune

Rapid Tune is an innovative and rapidly growing franchise within the automotive aftermarket repair sector. Today we have 29 locations, 25 franchises and four company stores. We perform mechanical repairs on all makes and models of vehicles including logbook servicing, brake repairs, management system diagnostics and a complete range of tyre fitting services.

Since our inception in 2003 we have steadily grown our brand, franchise footprint, customer and franchisee satisfaction scores and revenue.

From humble beginnings in a small office of his first store in Ferntree Gully, Victoria, Rapid Tune CEO, Mark Rippon, developed his franchising vision for the future.



NATIONAL  
**Finalists**



## Chicken Treat

Chicken Treat is a \*hugely\* popular Western Australian brand that is flying high after 45 years of satisfying cravings for rotisserie and fried chicken.



## CouriersPlease

Established in 1983 as a small metropolitan carrier, CouriersPlease (CP) has become a leading parcel delivery service with a national footprint.



## Pirtek Fluid Systems

Every day, Pirtek products and services touch the lives of every Australian. A 100% Australian owned company, Pirtek is one of the few industrial franchises in the world.



## RAMS Home Loans

At RAMS, we're Greater Together. Since 1995, we've helped over 150,000 Australians realise the great Australian dream of home ownership by providing competitive, simple yet flexible home loans.



# CITYCAVE™

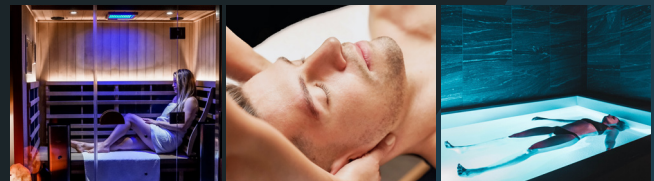
FLOAT & WELLNESS CENTRE

City Cave Float & Wellness Centre was formed in 2016 and is Australia's largest growing Float and Wellness centre with 25+ centres internationally and plans to double in size by the end of the year. City Cave strives on providing a space for people to relax and cultivate self-awareness and self-care through services including Float Therapy, Infrared Sauna and Massage Therapy.



## MEET THE FOUNDERS JEREMY HASSELL & TIM BUTTERS

The co-founders of the award-winning City Cave Float & Wellness, **Jeremy Hassell and Tim Butters**, want to make it their life's work to help people. For their clients, that means providing tranquil spaces where people can enhance their health and wellness through services to treat the mind and body. For their franchisees, the focus is on a tried-and-tested business model that drives profit.



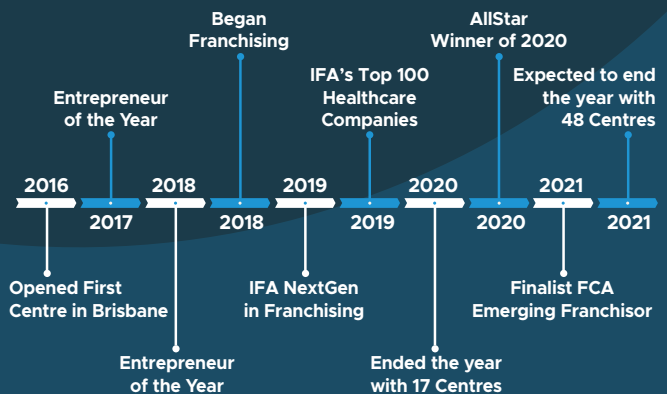
City Cave's overarching brand pillars are to provide services centrally focused on mental health remedy, physical performance and recovery, self-care and mindfulness, and building healthier communities. These brand pillars are supported by an increasing consumer base of local communities, as City Cave looks to expand their national and international operations. Since 2018, Jeremy and Tim have pursued a bold franchising strategy, resulting in a string of entrepreneurial and franchising awards. The duo remains ambitious in their mission to build healthier communities - their long-term goal is to open 150 City Cave centres in Australia, 40 in New Zealand, 1500 in the United States and 200 in Europe.



## GOAL 230 CITYCAVE™ AUSTRALIA & NEW ZEALAND

HERE ARE THE CENTERS OPERATING BY END OF 2021:

Beenleigh / Bella Vista / Bowral / North Lakes / Clayfield / Minchinbury / Picton / Ipswich / Wynnum / Rouse Hill / Aspley / Newstead / Gregory Hills / Springfield / Stones Corner / Kenmore / Helensvale / Everton Park / Mermaid Waters / Cleveland / Mt Gravatt / Kawana / Paddington / Toowoomba / Broadway / Noosa / Balgowlah / Taringa / Springwood / Mona Vale / Crows Nest / Campbelltown / Mackay / Mosman / Darwin / Hope Island / Yarrabilba / Maroochydore / Caloundra / Kirrawee / Redcliffe / Southport / Parramatta / Coomera / Calamvale / Nth Strathfield / Queenstown



# Australian Emerging Franchisor of the Year

NATIONAL  
**Winner**

**HomeCaring®**  
Disability and Aged Care Specialists

## Home Caring

Home Caring provides exceptional home care that gives people the confidence to live independently at home.

We are a culturally diverse franchise that caters for all Australians. Our team is passionate about delivering flexible, innovative and compassionate care that enables seniors and people with disabilities to live life to the full.

In 2020 we were ranked:

- 11th in Australian Financial Review Fast Starter Top 100 companies
- 6th in Australia in the Financial Times' 2021 High-Growth Companies Asia-Pacific Ranking
- 32nd fastest growing company in Asia in the same awards, competing against tens and thousands of other companies in the region.



NATIONAL  
**Finalists**

**CITY CAVE™**  
FLOAT & WELLNESS CENTRE

## City Cave

City Cave is driven by a passion to deliver preventative physical and mental healthcare to the community. Through the use of floatation therapy, infrared sauna and remedial massage we aim to add not just years to your life, but life back to your years.



## Fitstop Australia

Founded in 2017, Fitstop was built through the passion of positively impacting peoples' lives whilst providing a highly attractive, sustainable business opportunity for investors and fitness enthusiasts.



# International Franchisor of the Year

NATIONAL  
**Winner**



## InXpress

InXpress, winner of Global Franchise Awards 2021 'Global Franchise Champion' and Category winner for 'Best White Collar Franchise', is a global franchise system providing B2B express logistics solutions to small and medium sized enterprises in 14 countries around the world and through a growing network of more than 400 franchisees.

InXpress partners with brand leaders such as DHL, FedEx and UPS in addition to providing local in market domestic courier services through its innovative online platform WebShip+.



NATIONAL  
**Finalists**



## Anytime Fitness

Anytime Fitness Australia is the market leading 24/7 gym and the nation's biggest gym community with an impressive 570,000 members, across 520+ clubs.



## Chatime Group

Since our Australian launch in 2009, Chatime has been one of the fastest growing iced tea franchises nationwide.

2021

# Multi-Unit Franchisee of the Year

NATIONAL  
**Winner**



REGIONAL WINNER NSW/ACT

Alex McRae  
**ANZ Mobile Lending**

**Drummoyne, Balmain, Burwood**

Alex McRae was one of the original ANZ Mobile Lending franchisees, purchasing the Drummoyne franchise in 2005 when he was only 23 years old. In 2007 he expanded and purchased the Balmain franchise and in 2020 he purchased the Burwood franchise.

Prior to working at ANZ Mobile Lending, Alex worked in home loan retention at St George while running another business. The franchise combines his passions for business and banking. His team has regularly been recognised over the years through ANZ awards including Franchise of the Quarter and Loan Writer of the Year.



NATIONAL  
**Finalists**

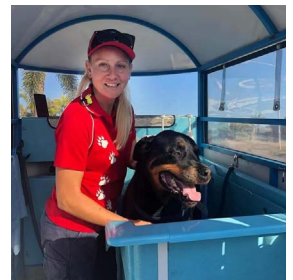
REGIONAL WINNER QLD/NT

Elizabeth Keeley  
**Aussie Pooch Mobile Dog Wash**

**Townsville**

Liz Keeley has been with Aussie Pooch Mobile Dog Wash since 2007.

Liz not only runs her successful multi-unit business but is also part of the leadership team.



REGIONAL WINNER VIC/TAS

Michael and Kathryn McGrath  
**Signarama**

**Footscray and Melbourne CBD**

Michael and Kathryn bought Signarama Footscray in 2016 and purchased Signarama Melbourne in 2019, working together to ensure success of their businesses.

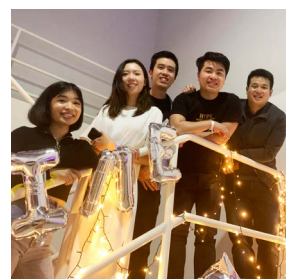


REGIONAL WINNER WA

Soon Khoo, Wei Chin, Jian Lee,  
Christine Teng and Adelina Holil  
**Chatime**

**Carousel, Waterford and Willetton**

Soon, Jian, Ming and co first acquired Carousel Chatime in 2017 and less than two years later, acquired Waterford and Willetton Chatime in 2019, thus becoming a multi-unit franchisee in 2019.







# We keep Australia operating – and we'll help keep you operating too!

Pirtek is proud to be a National finalist for **Australian Established Franchisor of the Year**

## **Congratulations to our hard-working franchise network who have made Pirtek a global success story.**

With 94 franchisees servicing 102 national locations in Australia, we continued to achieve growth even during the challenges of a COVID year.

Our 40 years of experience, ongoing support, business training, superior technology and quality products make us a resilient and growing organisation.

We keep Australia operating with essential products and services to industries right across the country.



## **Join our successful team and become a Pirtek Franchisee!**

Pirtek are looking for practical, hands-on people with strong customer-service to help continue our success.

Start small with a lower entry cost mobile franchise and grow your business to become a full-service Pirtek shop!

### **FIND OUT MORE**

[pirtek.com.au/franchising/opportunities](http://pirtek.com.au/franchising/opportunities)  
[info@pirtek.com.au](mailto:info@pirtek.com.au)

OPPORTUNITIES AVAILABLE IN MOST STATES

# Single-Unit Franchisee of the Year, Two or More Staff

## NATIONAL Winner



### REGIONAL WINNER VIC/TAS

## David Sulava and Janet Mu ANZ Mobile Lending

### Flemington

Janet and David have been the joint owners of ANZ Mobile Lending Flemington since 2014.

Janet has been in the banking industry for more than 15 years, having joined ANZ under a traineeship program when she was 18. David previously worked as an ANZ Business Manager looking after a portfolio of 400 small businesses on the northeast coast of NSW.

In 2018 the franchise was awarded ANZ Mobile Lending's High Achievers Award, Franchise of the Year and the VIC/TAS Community Spirit Award.

When Janet isn't at work she can be found planning her next adventure. Outside of work, David can be found at home with his wife and West Highland terrier or training at his local boxing gym.



## NATIONAL Finalists

### REGIONAL WINNER NSW/ACT

## Charles Batt Mail Boxes Etc. (Australia)

### Parramatta

Charles joined the Mail Boxes Etc franchise group in 2006. He established the MBE franchise in Parramatta and grew it from a "green field" site to being consistently the highest revenue centre in Australia.



### REGIONAL WINNER QLD/NT

## Gayle and Des Purdue Muffin Break

### Coolalinga

Gayle and Des Purdue began their journey as Muffin Break franchisees at Coolalinga Central in May 2017, taking the opportunity to become further embedded in their local community whilst pursuing something they love; great service.



# Single-Unit Franchisee of the Year, Less than Two Staff

NATIONAL  
**Winner**

**InXpress®**

REGIONAL WINNER QLD/NT

Bev Taylor  
**InXpress**

**Brisbane**

Bev Taylor owned the InXpress Bondi franchise for seven years, moving operations to Brisbane late 2019. InXpress offers low cost shipping solutions to SME's with 320-plus franchisees in 14 countries.

Bev takes an active role with her franchisor and is Chair of the Financial Business Development Council and an FCA Women in Franchising Committee Member.

She has won an award at every InXpress Australia conference; in 2017 she claimed the coveted "Franchise of the year" award, as well winning the FCA Single Unit Franchisee of the Year, less than 2 staff Award and being named a national finalist for the FCA Franchise Woman of the Year.



NATIONAL  
**Finalists**

REGIONAL WINNER NSW/ACT

Laura Edmonds-Armitage  
**Aussie Pooch  
Mobile Dog Wash**  
**Lambton**



Laura has been with Aussie Pooch Mobile Dog Wash since 2018 and became a Franchisee at the start of 2020.

REGIONAL WINNER SA

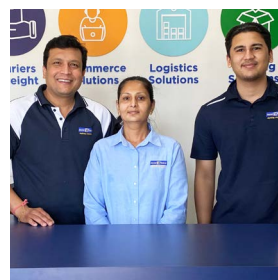
Kamran Kazmi  
**PACK & SEND**  
**Hilton**



Kamran Kazmi is the franchise owner of PACK & SEND Hilton, purchasing the business in October 2019.

REGIONAL WINNER VIC/TAS

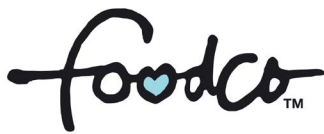
Nilam & Nitin  
Khadalia  
**PACK & SEND**  
**Cheltenham**



Nilam & Nitin became PACK & SEND franchisees in 2018, and their customer service focus has seen them awarded within the PACK & SEND network.

# Franchise Woman of the Year

NATIONAL  
**Winner**



REGIONAL WINNER NSW/ACT

Karen Purcell  
**FoodCo**

Starting her career as a budding chef, Karen Purcell has gone from strength to strength - Executive Chef, Tafe Teacher, Business Owner, Food Safety Specialist and Auditor, bringing these together for her current role as Regulations and Accreditation Manager for the Foodco Group.

During COVID-19 Karen thrived under pressure, consistently safeguarding the Foodco business while implementing technologies and innovation. She was the critical team leader and key contact for more than 300 franchise business partners across Australia and New Zealand.

Karen is a passionate advocate for women in non-traditional industries and the franchise sector, giving freely her expertise and time.



NATIONAL  
**Finalists**

REGIONAL WINNER QLD/NT

Bev Taylor  
**InXpress**

Bev Taylor owned the InXpress Bondi franchise for seven years, moving operations to Brisbane late 2019. Bev takes an active role with her franchisor and is Chair of the Financial Business Development Council and an FCA Women in Franchising Committee Member.



REGIONAL WINNER VIC/TAS

Tanya Lee  
**Rapid Tune**

Tanya Lee leads the administrative functions for Rapid Tune, a leading Australian automotive franchisor. Tanya is also developing the next generation of female leaders at Rapid Tune.



REGIONAL WINNER WA

Robyn Walsh  
**Poolwerx**

In 2013, Robyn and her husband Neville started the Poolwerx Bunbury franchise in WA. Robyn's work at Poolwerx has seen her recognised as Poolwerx Franchise Women of the Year in 2014 and 2020.





# Field Manager of the Year

## NATIONAL Winner



### REGIONAL WINNER QLD/NT

#### Phil Colburn Poolwerx

After a 30-year career in franchising, in support roles and as a franchisee himself, Phil joined Poolwerx in 2016, managing Brisbane North (through to Rockhampton) and the Northern Territory – 22 partners, 47 territories, 32 stores. In December 2019, Phil took on the challenge of growing Brisbane South (encompasses Northern NSW) and New Zealand – 27 partners, 45 territories, 25 stores turning over \$22 million per year.

A leader within the business, Phil provides strategic advice, coaching and support to Poolwerx partners to help them and their businesses thrive, and better connect them to the Poolwerx Support Centre and suppliers.



## NATIONAL Finalists

### REGIONAL WINNER NSW/ACT

#### Brooke Daubney Extend Barre

Brooke Daubney has been in the role of Performance Coach at XTEND Barre Australia for just over two years. She has been instrumental in navigating 23 studios through the challenges of COVID-19.



### REGIONAL WINNER VIC/TAS

#### Michael O'Connor Signarama

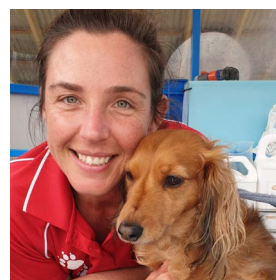
Having been a supplier to Signarama for close a decade, Michael joined the Signarama support team in 2018 with a responsibility for supporting the franchise owners across Victoria, South Australia and Tasmania.



### REGIONAL WINNER WA

#### Emily Slevin Aussie Pooch Mobile

Emily Slevin took over the running of Aussie Pooch WA at the beginning of 2018 and in three years has seen the brand grow by over 30 per cent overall in the state.

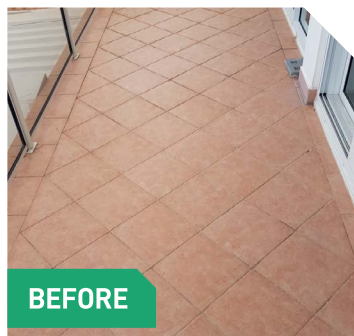
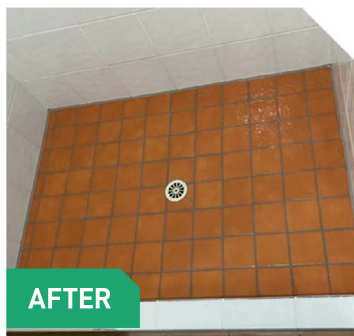


**25**  
YEARS  
— OF —  
RELIABLE  
SERVICE

## **STOP LEAKING SHOWERS & BALCONIES**

without removing tiles.

With over 25 years' experience, **Megasealed are Australia's leak repair specialists**, providing professional solutions for all your leak repair needs.



### OUR SERVICES

- ✓ Leaking Shower & Balcony Repair
- ✓ Bathroom Rejuvenation
- ✓ Grout Replacement
- ✓ Waterproofing
- ✓ Anti-Slip Solutions
- ✓ Tiling Solutions

### WHY MEGASEALED?



Our exclusive, premium products deliver top results for a fraction of the cost.



Industry leaders for over 25 years, providing nationwide service with local support.



Qualified to get the job done, good-as-new in just a few hours.



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or visit [megasealed.com.au](http://megasealed.com.au)**  
NSW · ACT · VIC · QLD · SA · WA



# Excellence in Marketing

NATIONAL  
**Winner**



## Muffin Break

Muffin Break first opened its doors in Coolangatta, Queensland in 1989.

From humble beginnings, we now have over 200 stores in Australia.

All stores are locally owned and operated by our franchise partners who are proud of the communities they serve and the products they offer. Muffin Break are firm believers that 'Good Goes In'. Everything from good coffee, good ingredients, good community, and good partnerships to add a bit of good to people's everyday.



NATIONAL  
**Finalists**



## Chicken Treat

Born and bred in Western Australia, the 57-store chain has been serving up rotisserie and fried chicken delights since 1976. Today, Chicken Treat is thriving in the West with 20 new stores set to open over the next three years.



## Megasealed Bathrooms and Balconies

As Australia's first "shower repair and waterproofing" company to offer franchising in this niche sector, Megasealed is proud to celebrate significant growth with more than 33 franchises thriving around the country.



## RAMS Home Loans

At RAMS, we're Greater Together. Since 1995, we've helped over 150,000 Australians realise the great Australian dream of home ownership by providing competitive, simple yet flexible home loans.

# Excellence in Marketing

## NATIONAL Finalists



### Sport Star Academy

Sport Star Academy is creating a movement of change for tomorrow's grassroots leaders. We do this through the three principles of learn, lead and grow.

## NATIONAL Finalists



### Subway Systems Australia

Subway® offers a fresh alternative to traditional fast food. Founded more than 50 years ago, Subway® remains a family-owned business with restaurants in more than 100 countries and 1300 restaurants across Australia.

## Make RAMS home loans what you do!



RAMS is looking for passionate people to help Australians fulfil their dream of home ownership. With opportunities to join the RAMS franchise family right across the country, that could be you!

We have all the specialist support you'll need to help customers achieve their home buying dream. So, if you share a passion for home ownership and a dedication to expertise, you should give us a call.

Talk to RAMS today.

Home loans are what we do.

[RAMS.COM.AU/FRANCHISING](https://rams.com.au/franchising)



### MYOB FCA Excellence In Franchising National Awards 2020

**Winner:** Excellence in Franchise Innovation

**Finalist:** Excellence in Marketing

**Finalist:** Single Unit Franchise of the Year,  
2 or more staff (Hawkesbury/Blue Mountains)

### FCA Excellence In Franchising Regional Awards 2020

**Winner:** NSW/ACT Single Unit Franchise of the Year,  
2 or more staff (Hawkesbury/Blue Mountains)

**More information:** RAMS Financial Group Pty Ltd ABN 30 105 207 538 AR 405465 Australian credit licence 388065. Credit Provider: Westpac Banking Corporation ABN 33 007 457 141 AFSL and Australian credit licence 233714.



# Supplier of the Year

## NATIONAL Winner



### Spectrum Analysis

Spectrum Analysis have been operating for 25 years and are one of the leaders in the field of mapping, demographics and analysis as it relates to site selection, territory planning and strategic network planning.

Our work is to assist the clients with practical advice and tools to ensure they are data driven, and not using "guesstimates" in the extremely important work for their own internal analysis and assessments, and what they are passing on to their franchisees.

Our catch cry is "Using data to make better business solutions".

## NATIONAL Finalists



### Cowell Clarke

Cowell Clarke's multiple areas of legal expertise allow us to bring an integrated approach to the opportunities presented and challenges faced by clients operating in the franchising sector.



### FC Business Solutions

FC Business Solutions is a national consultancy firm, based in Melbourne, specialising in providing key services and strategic, innovative and operational direction and leadership, to franchise systems.



### Op Central

Op Central is a 100% Australian owned and operated online system, which helps 11,000+ business in 37 countries to work smarter.

# Excellence in Franchise Innovation

NATIONAL  
**Winner**



## CouriersPlease

Established in 1983 as a small metropolitan carrier, CouriersPlease (CP) has become a leading parcel delivery service with a national footprint. Our network of 1200-plus franchisees and delivery partners and 400 employees make sure the tens of millions of parcels we handle are delivered quickly for our 26,000-plus retail customers.

CP is winning awards for its leadership and innovative products. We won the 2021 Vendors in Partnership Sustainability Innovation award, NORA Solution Partner Awards 2021 Best Returns Solution, and our CEO Mark McGinley won 'Top Executive' in the 2021 Top 30 Franchise Executives award.



## Franchise Management & Compliance Solution



Robust reporting for strategic analysis of network, key dates and preparation of Disclosure Document



Tracking of franchise performance and relevant documentation



Secure collaboration and data sharing with franchisees



Legally verified workflows to ensure compliance with the Code

**FCA 2021 SUPPLIER OF THE YEAR FINALIST**

Email [portalsupport@cowellclarke.com.au](mailto:portalsupport@cowellclarke.com.au) for more information

[www.cowellclarke.com.au](http://www.cowellclarke.com.au)

Liability limited by a scheme approved under the Professional Standards Legislation



# Franchisor Social Responsibility

NATIONAL  
**Winner**



## CouriersPlease

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Our network of 1200-plus franchisees and delivery partners and 400 employees make sure the tens of millions of parcels we handle are delivered quickly for our 26,000-plus retail customers.

CP is winning awards for its leadership and innovative products.

We won the 2021 Vendors in Partnership Sustainability Innovation award, NORA Solution Partner Awards 2021 Best Returns Solution, and our CEO Mark McGinley won 'Top Executive' in the 2021 Top 30 Franchise Executives award.



2021

# Franchise Hall of Fame

2021

## Inductee

### Lesley Gillespie Bakers Delight

The co-founder of one of Australia's most iconic franchise brands is this year's inductee to the Franchise Council of Australia (FCA) Hall of Fame.

Lesley Gillespie will join husband and inaugural Hall of Fame inductee, Roger Gillespie as a recipient of the prestigious award, which recognises outstanding contribution to franchising as a franchisor, franchisee, academic, consultant, politician, or financier.





# Franchise Hall of Fame

2021

## Inductee

### Lesley Gillespie Bakers Delight

Roger and Lesley opened the company's first bakery in 1980 in Hawthorn, Melbourne and chose the name because they believed that every loaf, every roll and every bun should be a delight to bake, a delight to eat and a delightful customer experience.

More than 40 years on, Bakers Delight remains family owned and operated under the leadership of their daughter, Elise Gillespie and her husband, David Christie and can be found in more than 650 locations across Australia, Canada, USA and New Zealand. The North American business is now headed up by their son, Aaron.

For Lesley, being inducted into the Hall of Fame represents the perseverance and success of the network's many franchisees who have helped build the brand over four decades.

"Our success as a business has always been based on the success of our franchisees and it has been their dedication to building business success that has ultimately taken Bakers Delight to where it is today," she said.

Seeing the business continue to thrive after so many years is a particular joy for Lesley, who says the secret lies in three essential ingredients.

"We built a franchise model that allows for leadership at every bakery. If you have owner/ operators with skin in the game, there's no doubt you get a much better outcome," she said.

"Secondly we have stuck to what we know best and that's bread! After all these years we haven't deviated from our core offering and it has served us well. Thirdly, we have always believed that franchisee success comes first which when nurtured correctly, ultimately leads to more focus on customer experience, greater brand loyalty and better customer satisfaction at every bakery."

While there have been plenty of challenges throughout the Bakers Delight journey, there have also been plenty of highlights, particularly during the early days of the brand's expansion into Canada under the name of COBS Bread.

"Opening our first Canadian bakery in 2003 was a very proud day. We took a big risk in expanding into North America and we didn't know whether it would work or not. Seeing that first bakery finally open up and take in \$30k - an opening week record at the time - gave us a tremendous sense of satisfaction."

Lesley was also instrumental in establishing and nurturing Bakers Delight's long-standing partnership with Breast Cancer Network Australia - a partnership that continues to this day and has helped raise over \$20 million for the cause over the past two decades. It is this, along with providing employment to literally thousands of young Australians that she is most proud of.

"Seeing people who were genuinely hungry for success but never destined to be doctors or lawyers come into the network and find a business or career for themselves is incredibly satisfying. It has been a privilege to give so many people a chance to succeed and then watch as they pass the same opportunity on to a new generation."



Learning Management System



Operations Manuals Software



People & Culture Software



Site Auditing & Risk Software



Franchisee Management System



All packages include Vax Central

The system trusted by market leaders

justcuts

Bedshed



BabyBunting

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BEAUTIFUL JEWELLERY

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BFT



# It's Brand Magic.



## Get your franchisees to do more marketing.

Sesimi is the foolproof, cloud-based brand management platform that protects and grows your franchise brand. Using Sesimi, franchisees can tailor their own 100% compliant content, at scale for any media channel in a matter of seconds.

***‘Sesimi provides a vast number of asset templates for our franchisees to access instantly wherever they are to build content within brand guidelines.’***

*- Jeff Baars, Chief Marketing and Digital Officer,  
Quest Apartment and Hotels*

Discover the magic now.

**[sesimi.com](https://sesimi.com)**

**sesimi**