

# the franchise review

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## Managing rising competition and costs

Taking  
control in an  
inflationary  
environment

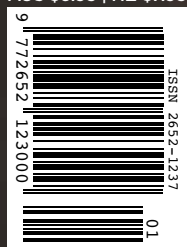
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A message from  
the FCA Chair

# Delivering for our members in 2023

**Brendan Green**  
Board Chair -  
Franchise Council of Australia

It might be a new year, but the challenges facing small business and, in particular, franchising are familiar ones.

Globally, economic uncertainty is rising. Domestically, a tight local labour market has resulted in staffing shortages and significant upward pressure on wages.

In the face of these challenges, businesses across Australia need responsible economic leadership from government to build stability and confidence.

As the national voice for the Australian franchising community, the FCA is proud to represent and fiercely advocate for franchised businesses.

With the departure of our former CEO, Mary Aldred, in December, the Board took the opportunity over summer to look closely at the FCA's focus, the needs of our members and conducted a full assessment of the skill set requirement for a new CEO.

The Board has also sought direct feedback from FCA members through a national survey. The only way that an industry association like ours can function effectively is by thoroughly understanding the needs and expectations of members - their input is vital.

The FCA's Acting CEO, Peter White, recently led an Australian delegation to the International Franchising Convention in the US, hosted by the world's largest membership organisation for franchisors, franchisees and franchise suppliers - the International Franchise Association (IFA).

As well as strengthening the connection with the IFA, the key discussion was how the IFA is helping members deal with post-pandemic

issues, especially the challenging economic environment, and how they provide member value.

We related strongly to the IFA's focus - delivering services in networking, franchise growth, advocacy and education that provide practical content and tools that empower members, including meeting the current challenges of recruiting franchisees and retaining employees.

While the issues and lessons in the US are informative, it ultimately worked to reinforce the fact that FCA must always deliver value to members in a manner which reflects their specific needs and expectations. This is why member engagement, such as via the national survey, is so important. They provide crucial platforms for member voices to be heard.

As well as undertaking the survey, the FCA is utilising our strong network of State Chapters to reach out and engage directly with members, and to gather useful insights which we can then act on to deliver value.

We are also reviewing and revising our educational programs to broaden their range, while honing-in on specific topics of current relevance and importance to franchising and the operational success of small business in Australia.

Our 2023 program of advocacy and stakeholder engagement is well underway and achieving results to support our members' day-to-day business operations.

The FCA has already directly engaged with a number of federal and state agencies this year on a wide range of issues, including:

- Renewed participation in the Australian Competition and Consumer Commission's National Small Business & Franchising Consultative Committee

“As the national voice for the Australian franchising community, the FCA is proud to represent and fiercely advocate for franchised businesses.”

- Providing feedback to the Fair Work Ombudsman in regards to how they communicate with and educate small businesses

- Participating in a policy roundtable chaired by the Australian Small Business and Family Enterprise Ombudsman on the issue of payment deadlines for small businesses

- Consulting directly with the Australian Taxation Office to provide them with a better understanding of the way franchising operates, with a specific focus on e-invoicing

- Meeting with the Victorian Small Business Commission in relation to jobs initiatives being undertaken by the Victorian State Government and to provide specific feedback on the challenges being faced by franchised businesses

- Supporting a submission by the National Retailers Association to the Queensland State Government backing an expansion in school-based retail traineeships

Beyond these, the FCA has confirmed that the Hon Julie Collins MP, the Federal Minister for Small Business, will deliver the opening address at the 2023 National Franchise Conference.

This year's National Franchise Convention, to be held in the Gold Coast from 15-16 May, provides another chance for franchise professionals to collaborate and learn.

The theme of NFC23, 'A World of Opportunity', highlights the need for franchised businesses to remain open to new possibilities, even as they face growing challenges.

2023 is shaping up to be an interesting year for the franchising community and the FCA is ready to assist our members in any way we can. ■



# Franchisors are being targeted by the FWO

For the first time, the Fair Work Ombudsman has filed litigation against a franchisor due to its franchisees breaching employment laws.

Under the *Fair Work Act 2009*, franchisors are required to take 'reasonable steps' to manage their brand's employment compliance. Failing to do this can mean franchisors could be found liable for breaches made by their

franchisees, as we have just seen. Some of these 'reasonable steps' include:

- Setting Expectations
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- Monitoring Compliance
- Taking Further Action

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# Is lack of working capital holding your franchise back?

From supply chain pressures and rising costs to reduced in-store traffic and employee shortages, both franchisors and franchisees alike have had unparalleled economic and operational challenges to combat in recent years.

**By Emily Roberts**

General Manager of Consumer and Commercial Sales - American Express







Whether your franchise remained unscathed or is still on the road to recovery, access to sufficient working capital is vital.

“Almost half (49%) of operators say cash flow management is the most stressful part of running their business...”

American Express conducted research with 500 small business owners in Australia<sup>1</sup> to understand their relationship with working capital and the impact that cash flow uncertainties are having on their mental wellbeing and business. Almost half (49%) of operators say cash flow management is the most stressful part of running their business, while 53% say they rely on their customers to pay on time, otherwise they struggle to pay their own bills or suppliers.

Despite this reliance on cash flow, a little over a third (35%) of small business owners say they don't know where to start when it comes to managing their working capital cycle.

Cash flow worries have a negative impact on mental health and wellbeing. Small business owners say it has made them lose sleep (31%), contributed to a decline in physical wellbeing (21%), and led to a strain or breakdown of personal relationships (22%).

These findings show how financial uncertainties can cause issues beyond the day-to-day running of a franchise. To be at your peak personal and business performance, it takes a strategic game plan.

### Make a plan now: Will your franchise ride through with resilience?

A solid working capital management plan gives franchisors and franchisees greater peace of mind and makes

unpredictable circumstances easier to navigate.

While franchisees lean into areas such as competitive buying power from their franchisor to protect profit margins, it's critical that franchisors also focus on boosting their business' flexible capacity for the benefit of the network.

The type of capital needed can range from a short-term cash injection to long-term optimisation. Common solutions to working capital issues, like cash advances and overdrafts, may offer some flexibility but come with added costs and fees. Consider solutions that offer fixed repayment schedules and no hidden fees.

For longer term needs, analyse where cash flow is constrained. Watch out for slow-turning inventory, which can tie up capital and impact profitability. From our research we saw that supply chain issues increased the need for many franchises to buy more stock upfront, which can result in further cash flow constraints through unsold stock. Franchisors can consider how access to more regular working capital could enable more frequent purchases at a franchise level to ensure franchisees are always stocked.

Faster collection of receivables can free-up capital, so review inefficiencies and extended payment terms where possible.

It's also worth exploring cash flow tools, like credit or charge cards. These tools provide immediate, flexible working capital and extended payment windows, reducing the need for immediate out-of-pocket expenses.

Franchisors can streamline the process for collecting payments from franchisees through an automated payments program which removes the need to focus on receivables collection, freeing time up to focus on reinvesting in network growth. At the same time, franchisees can reap the benefits of earning rewards points on their business spend.

Access to regular, flexible working

capital is fundamental to building franchise resilience and for better seizing business growth opportunities as they arise.

### Driving growth through uncertainty

Despite macroeconomic headwinds, almost three quarters (72%) of small business say they remain optimistic about their business' future.

Franchisors and franchisees who actively manage their working capital now are more likely to drive growth with more confidence, anticipate cashflow constraints or risks before they occur, and jump on areas of competitive advantage in a turbulent market.

Small businesses with up to 19 employees make up 97.5% of Australian companies<sup>2</sup> and contribute 32.7% of the country's GDP<sup>3</sup>. Franchises play a crucial role in the ecosystem of larger businesses and the vibrancy and diversity of local communities. Collectively, we need to rally behind them to support their success.

For access to mental health support and resources for small business owners, head to:

- [Beyond Blue New Access For Small Business Owners](#)
- [Small Business Debt Helpline](#)
- [Lifeline](#)
- [Ahead For Business](#) ■

#### Footnotes:

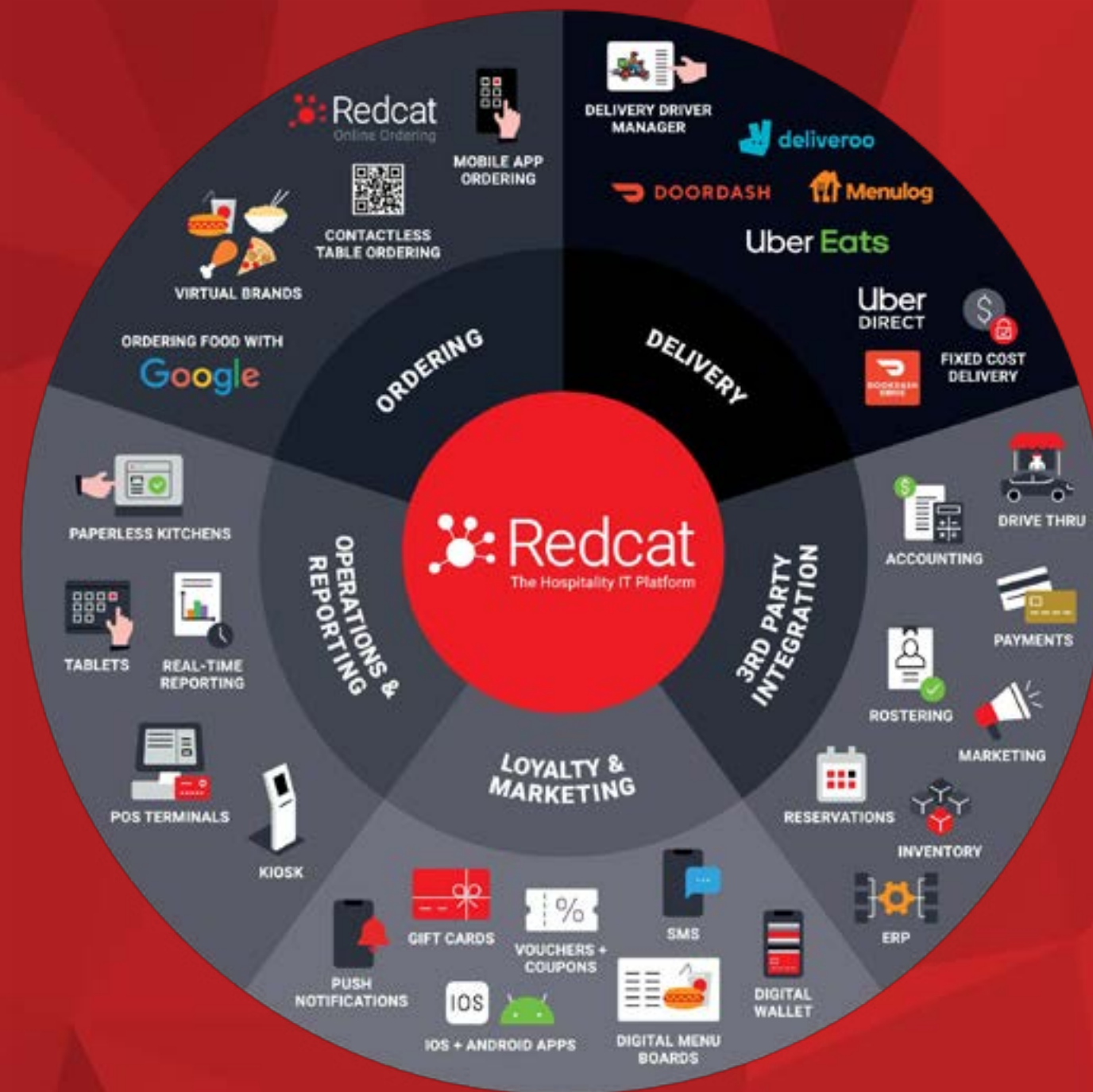
<sup>1</sup> [American Express Working Capital Research](#). The survey research was commissioned by Ogilvy PR and American Express and was conducted by Loneragan Research in accordance with the ISO 20252 standard. The survey was conducted online amongst members of a permission-based panel, between 12th August 2022 and 18th August 2022.

<sup>2</sup> Based on The Australian Small Business and Family Enterprise Ombudsman report 'Contribution to Australian Gross Domestic Product' August 2022, found [here](#)

<sup>3</sup> Based on The Australian Small Business and Family Enterprise Ombudsman report 'Contribution to Australian Business Numbers' August 2022, found [here](#)

# Are you impacted by rising operational costs?

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# Seven ways that tech helps hospitality with rising costs & staff shortages

By Louie Scarpari  
Redcat

As the pandemic restrictions lifted, hospitality businesses gave a collective sigh of relief. But that relief was short-lived when the realities of the pandemic hangover hit. Hospitality businesses are now facing the 'double whammy' of rising costs and a shortage of staff.

## Rising costs

Hospitality businesses are reeling from the rising cost of living. The price of raw ingredients has spiked, along with the gas and electricity needed to turn them into meals, and to literally keep the lights on in the venue is also increasing at a rate of knots.

## Staff shortages

At the same time, the hospitality sector is facing an unprecedented shortage of staff. Fewer international workers, and the 'great resignation' of 2021 have led to hundreds of thousands of vacancies for hospitality workers.

So, what can hospitality businesses do? What they can't do is change the global economy. But they can at least minimise the impact of the current situation by harnessing the power of technology. Smart technology can help hospitality businesses mitigate rising costs and staff shortages, and maximise their chances of coming through these tough times.

## Technology is the answer

Some of the key technologies for hospitality businesses to consider in order to 'do more with less' are:

**1. Self-service ordering** - taking customer orders is the most staff-intensive front-of-house process. Therefore, putting ordering into the hands of customers, rather than staff, can be a very cost effective and resource saving strategy. The technology to enable self-service ordering includes a tablet at the table, an app on the customer's own phone, or a self-service kiosk.

**2. Online orders integrated into POS** - online ordering is a great efficiency driver, but integration can save even more staff time. If your online ordering system is not integrated into the point of sale (POS), then staff need to spend time rekeying the orders from the online order system into the POS. Not only is this an inefficient use of staff time, but it has the potential to introduce errors, which then use up more staff time to resolve. So, by using technology that integrates online orders directly into the POS, hospitality businesses can streamline online ordering even further.

**3. Cloud based systems** - a hospitality business relies not only on the staff in the venue, but on the team that supports the back office/head office, including IT staff. An increasing number of hospitality businesses are realising the efficiencies of moving their core hospitality platform to the cloud, reducing the number of in-house IT staff needed, along with the costs of purchasing, running and maintaining their own hardware and technology infrastructure.

**4. Digital media boards** - printed menus, hand-written signs and specials boards are time-consuming to manage. Digital signage technology allows all written communication to be entered once at head office, and updated in real-time. So if a menu changes, specials are added or promotions offered, staff in the venue don't have to spend their time checking the details and making updates - it's all done once, centrally, saving time and freeing them up for focus on customers.

**5. Virtual brands/Dark kitchen** - with increasing rents, and lower foot traffic in city centres due working-at-home, eat-in city centre venues are a less viable proposition than before. Technology has enabled the rise of dark kitchens (those which produce food for delivery only) and virtual brands (those that have no 'store-front' presence). Online ordering apps with integration to delivery partners enable dark kitchens and virtual brands. Hospitality businesses can save money by using less costly locations, and making economies of scale by running multiple virtual brands from one kitchen.

**6. Automated kitchen management** - a kitchen management system (KMS) helps to streamline the ordering and meal preparation process. Orders are captured directly into the computerised system - either by wait staff, or by customers utilising self-service ordering. Orders go directly to the KMS, eliminating the errors that can occur with a hand-written docket, and speeding up the process. Each station in the kitchen has a display, and the KMS automatically sends the orders to the correct station. Each station sees only their own information, maximising the productivity of kitchen staff.

**7. Integrations** - a hospitality business relies on multiple different technology systems - front of house, back of house, rostering, inventory, accounting, delivery, reservations and many more. If these systems are not integrated, and staff have to manually move information around, or double handle data, they are not being their most productive. Using hospitality technology that integrates all the disparate elements makes for much more efficient use of limited staff resources.

Hospitality businesses are still facing tough times - no longer from forced closures, but from increased costs and a shortage of staff. Harnessing the power of technology enables them to streamline their operations, do more with less and come through this crisis positioned for the future. ■



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Supply chains have experienced major disruption, and on top of service impacts, all businesses are feeling the pain of inflationary cost pressures.

## Managing your costs in an inflationary environment

By Kevin Seward  
Principal Consultant - Expense Reduction Analysts



Actively managing your cost base can help differentiate your business from your competitors and minimise adverse impacts on your customers.

### Ensure you have the right suppliers in place

A good starting point is to review your spend, service and quality levels across your key suppliers of goods and services. Kick-off projects to test the market for better pricing or alternate supply. Key tips:

- Ensure you are comparing 'apples with apples'
- Issue an RFP (Request for Proposal)
- Evaluate total cost of each alternative, including extra costs, such as freight and storage

### Build supplier relationships

Once you have found the right supplier(s), it's important to develop a productive relationship to help all parties win. In difficult times suppliers look after customers with whom they have built quality relationships. Key tips:

- Setup regular times to communicate
- Discuss issues in an open and honest way
- Keep track of supplier's performance
- Agree on a standard ordering process
- Adhere to payment terms

### Negotiating and managing contracts

Whether re-negotiating with existing suppliers or commencing new agreements, it's critical to document requirements and KPI's (Key Performance Indicators) where appropriate. Along with the quality and service you specify, the following contractual elements can impact overall costs:

- Volume rebates
- Delivery costs
- Payment terms
- Minimum order fees
- Agreed future cost increases

### Explore cost optimisation

Once good supplier relationships have been established, you're ready to discuss cost optimisation. By listening, collaborating and compromising you can develop partnerships that ultimately lead to a win-win situation for all involved. Some ideas:

- Ask your suppliers what new technology is available
- Reduce delivery frequency to reduce freight costs
- Seek supplier ideas to reduce waste or substitute for cheaper alternatives
- Ask for bulk discounts or early payment terms
- Increase volume discounts by consolidating your product range

### Control what you can control in your organisation

You may have the cheapest supplier and great supplier relationships, but in a tough trading environment, you may need more. You need to be looking internally to control processes and behaviours more effectively. Some ideas:

- Review inventory levels and ensure you are using everything that is ordered
- Prevent maverick or unapproved spend that can result in wastage
- Sacrificing quality to save costs can be counterproductive, but in some cases you don't need the best quality product
- Centralise disparate purchasing and warehousing functions, to achieve savings in staff, processes and technology
- Get your entire team on board to adopt a mindset of savings

It's not all doom and gloom in relation to cost management, but managing costs in an inflationary environment does require action. The alternative, doing nothing, will guarantee your costs will continue to rise sharply for the foreseeable future.

### Who are Expense Reduction Analysts (ERA)?

As one of the world's leading cost management specialists, ERA are experts in optimising their clients supply chain and processes, finding innovative suppliers and providers to meet their clients needs.

ERA operate in over 40 countries with a network of more than 700 consultants, delivering expertise in a wide range of business expenditure categories. If you could use specialist support in reviewing and managing your service provider costs, contact: [kseward@expensereduction.com](mailto:kseward@expensereduction.com) ■

# A WORLD OF OPPORTUNITY

NFC23 15-16 MAY 2023

The National Franchise Convention is the largest and most comprehensive professional development event on the Franchise Council of Australia's annual calendar.

Join over 800 franchise industry professionals from across Australia – including senior decision makers from major franchise brands, franchisees, small business owners and industry suppliers.

Taking place on the Gold Coast from 15-16 May, NFC23 will be an unmissable opportunity for franchises looking to hear directly from inspirational keynote speakers on issues impacting our entire industry.

### Keynote speakers

**Dr. Richard Harris** – 2018 Thai cave rescue hero

**Michael McQueen** - Australia's leading trends forecaster and futurist

**Pauline Nguyen** - Best-selling author and award-winning owner of Red Lantern

**Amna Karra-Hassan** - Founder of the first ever AFL Women's team in Western Sydney

NFC is inspiring, insightful and ultimately valuable. It's an unmissable event for any franchise system or professional who aspires to best practice and business success.



Every delegate attending NFC2023 will have the opportunity to:

- Engage directly with other conference delegates, speakers and exhibitors
- Gain introductions to potential partners and clients
- Hear directly about key issues shaping franchising and small business
- Be educated on franchising best practice
- Speak with high-quality exhibitors over two days

There's plenty of food for thought on offer in the NFC23 panels, roundtables, and plenary sessions, as well as opportunities to catch up with exhibitors and network with your peers and colleagues at the NFC social events.

### Interactive panel discussions

- Retaining quality franchisees
- The future of consumerism
- International Expansion
- Building robust training programs
- Marketing your franchise into the future
- The importance of corporate social responsibility
- The role of AI in franchising
- Who is your future franchisee
- Legal and compliance risks

The Gala Conference Dinner at the conclusion of NFC23 is the cherry on top of this packed program of knowledge and information sharing.

For exhibitors, NFC23 provides an affiliation with a credible and reputable event that is widely regarded as the franchise event of the year. ■



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The Federal Labor Government was elected back in May of 2022 on a platform that included fixing the Australian economy's flagging wage growth, which has trailed inflation for some years.

# Federal industrial relations reforms and implications for your labour costs

by **Steve Champion**  
Director - ER Strategies

Since the Labor Government's election, inflation has hit a rate as high as 7.8%, whilst we have also had increasing interest rates as a result of the RBA's interventions aimed at controlling inflationary pressures. These pressures have arisen from disruptions caused by the war in Ukraine, as well as reduced exports from China stemming from their strict COVID-induced lockdowns, even though these lockdowns have now been largely abandoned.

So, the Australian public have been unfortunately coping it from a variety of angles, with increasing interest rates and increased prices, whilst wage growth has continued to lag behind inflation.

## Changes to our Enterprise Bargaining Laws

The Federal Government is hoping to address lagging wage growth by getting our enterprise bargaining system moving again, after years of deteriorating interest from most market participants.

Over the last decade, the percentage of employees covered by enterprise agreements has fallen considerably. In 2013, between 22-23% of all employees were covered by an enterprise agreement. However, the latest data from 2022 shows that this number was down to 12%.

In addition, union membership has declined as a percentage of the workforce from 41% in 1992, to just 12.5% as of August 2022. This has weakened the ability of unions to arrest the fall in agreement making.

Some of the changes introduced by the Federal Government which are progressively coming into operation, include:

- Freeing up the 'Better-Off-Overall-Test' (commonly referred to as the

'BOOT' test), so that it will be easier to have new agreements approved and harder for them to be rejected on purely technical grounds, as long as employees are overall better off under the agreement than they would be under their award

- Giving unions and other employee representatives the ability to force employers into agreement negotiations by 'roping' them into Single Employer Authorisations (SEA's). These SEA's are designed to cover not just single employers, but a number of employers who fall within a group according to some "common interest", which only employers with less than 20 employees are exempted from. For employers with between 20 and 50 employees, the onus will be on the employees and their representatives to prove that there is a "common interest", however for employers with 50 or more employees the onus will be on the employers to prove there is no "common interest"

- Providing the Fair Work Commission (FWC) with the power to far more easily arbitrate the outcome of bargaining disputes where there is little chance of a negotiated outcome eventuating, perhaps due to the intransigence of the employer or employees involved in the negotiations

- 'Zombie Agreements' entered into prior to 2010 will automatically terminate in December 2023, unless an application to extend them is approved by the FWC

## An Enterprise 'Non-Agreement'?

Perhaps the most notable of all these changes is that whilst the previous enterprise agreement rules provided that an employer had to agree to be covered by a particular enterprise agreement, now they can be forced into

an agreement that might have been negotiated with their competitors and may force the employer to pay much higher pay rates than previously.

To avoid being forced into such an unwanted agreement, the employer must:

- already be covered by another enterprise agreement that has not passed its nominal expiry date; or
- have agreed in writing with the relevant employee organisation to bargain for a new single enterprise agreement

## What are the implications for employers?

Whilst the changes to our enterprise bargaining laws are major in their scope and are meant to significantly increase wages growth, many employers remain confused as to what they will need to do as a result of these changes.

Whilst even most practitioners specialising in the employee / industrial relations area are still trying to get their heads around the full extent of the changes in rules relating to enterprise bargaining, many employers are looking to neutralise the effect of the changes by updating their current enterprise agreements.

## How ER Strategies' can assist your business

ER Strategies has decades of experience in negotiating enterprise agreements and have recently expanded their capacity in this area, with seasoned specialist Grant Lawrence recently joining the team.

If you would like to discuss how we can assist your business in developing and implementing your own strategy to meet these changes, please call us on 1300 55 66 37, or visit <https://erstrategies.com.au/contact> ■





# Franchising gives back Helping fight prostate cancer

**By Janet Rowlands**  
Hire A Hubby

Every day, in communities across Australia, franchise businesses are finding ways to give back. From supporting local sports teams, to donating food for homeless shelters, thousands of charitable stories exist. Hire A Hubby is Australia's largest handyman business – with home maintenance teams spread across the country.

In 2010, Hire A Hubby engaged with the Prostate Cancer Foundation of Australia (PCFA) after two of their franchisees were diagnosed with prostate cancer.

The CEO of Hire A Hubby, Brendan Green, described this as a poignant moment. "It occurred to me that most of our Hubbies were in the age group of being at risk of prostate cancer. This was the impetus that led us to deciding (in 2015) to commit to donating \$1 from every invoice, to get a 'Man Van' on the road. Our vision for the 'Man Van' was to have a four-wheel drive vehicle wrapped with the Prostate Cancer Foundation of Australia and Hire A Hubby branding and have it out on the road and at events to drive awareness about the importance of getting tested and early detection," Mr Green said.

According to the PCFA, prostate cancer is the most commonly diagnosed cancer in Australia and this year, over 24,000 men will hear the news that they have prostate cancer.

In a significant elevation of their commitment to fight prostate cancer, Hire A Hubby recently announced that as of 1 April 2023, the amount paid to the PCFA will increase to \$2 per invoice.

The campaign, which launched in 2015 with over 300 franchisees donating \$1 from every invoice, has already raised close to \$750,000 for the PCFA.



PCFA CEO Anne Savage commended Hubbies around the country for helping men improve their health and wellbeing. "Hubbies make a remarkable contribution to our mission each year, raising significant awareness and funds. They've been lending a hand to support men's health since 2010, building a local and national support base that cannot be underestimated. Above and beyond fundraising, their efforts go a long way to promoting prostate cancer awareness, getting the conversation started about early detection. Hubbies play a pivotal role in driving forward life-saving research and improving survival outcomes for the 1 in 5 Australian men who will be diagnosed

with prostate cancer in their lifetime. The doubling of this contribution is an incredible investment in the health of our community – we're grateful to the Hubbies team and would love to see homeowners getting on board to support prostate cancer awareness."

Reflecting on the decision to increase the donation amount per invoice, Hire A Hubby CEO, Brendan Green said, "We're proud to be one of PCFA's long-term partners and double our efforts in 2023 to provide a secure stream of funding so that they can do the hard yards to keep up the research and support. We're really proud of our affiliation and know that every dollar makes a difference." ■

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# Getting more with less from your marketing and communications spend

**By Tracey Cooper**  
CEO - Dokio

At the recent International Franchise Association conference in Las Vegas, we spent quite a bit of time discussing the challenge of delivering a consistent customer experience in your franchise network and its importance to business success. A common theme was how to control messaging and amplify activity to leverage investment.

The cost explosion, lack of resources and business uncertainty means that it's never been more important to drive conformity in a franchise network to maintain the brand's image and reputation.

The franchisor has a set of standards that franchisees must follow, including branding, marketing, operational, and customer service guidelines. However, franchisees may face challenges in adhering to these standards due to various reasons, including cultural differences, personal preferences, and market demand.

For instance, a franchisee operating in a rural area may find it challenging to follow the same marketing strategy used in metro areas. Similarly, franchisees may have different preferences when it comes to choosing suppliers or vendors, leading to variations in the quality of products or services offered.

Fortunately, content management and creation tools can help franchisors save franchisees money and deliver faster, better and more cost effectively.

## Streamlining franchisor communication creation

One of the primary ways that content creation tools save franchisors money is by streamlining the content creation process. Serving up the right content in a way that is easy to use allows franchisees to create high-quality content quickly and easily.

## Consistency across all locations

One of the biggest challenges that franchisors face is maintaining consistency across all locations, no matter the skills that are present. Ensuring that the expert franchisor team serve up a centralised library of content

tailored to each franchisee in a timely manner delivers consistency. Building in data agility is critical to driving high performance outcomes for the network. The key is to KNOW that content is consistent across all locations, and that franchisees don't need to spend time and money creating their own content.

## Lower marketing costs

Marketing is one of the most important functions for a franchisor. It drives franchisee uptake and most importantly consumer trust. High-quality content is a critical part of any marketing strategy, this can be expensive, especially when at the delivery layer there are franchisees with limited budgets. By using content creation tools, franchisors can enable their network to create high-quality content at a fraction of the cost of traditional methods. This allows franchisees to stretch their marketing

budgets further, without sacrificing the quality of their content.

## Increased productivity

Another way that content creation tools save franchisors money is by increasing productivity. By using these tools, franchisees can self-serve what they need to create consistent customer experiences. They won't need to spend time creating content themselves, enabling them to focus on other critical tasks, such as customer service, inventory management, and employee training.

## Better ROI on marketing efforts

Finally, content creation tools can help franchisees get a better return on their local area marketing investment. By creating high-quality content that resonates with their target audience, franchisees can increase engagement

and drive more traffic to their websites and social media pages. This can lead to increased sales and revenue, which can help offset the costs of their marketing efforts.

In conclusion, content creation tools are an essential part of any franchisor's toolkit. By using these tools, franchisors can streamline content creation, maintain consistency across all locations, lower marketing costs, increase productivity, and get a better ROI on their marketing efforts. All of these benefits ultimately lead to cost savings for franchisees, allowing them to focus on growing their business and achieving long-term success.

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The fitness industry has undergone significant fragmentation in recent years. This is evidenced by the emergence of boutique studios and the explosive expansion of new franchise chains.

# Rejecting the marketing 'status quo' can help your business shine

By **Ricky van Vliet**  
Franchise Marketing Manager - Anytime Fitness





“By launching the ‘Any Body, Any Time’ brand platform and establishing partnerships with key organisations, there has been a clear commitment to diversity, inclusion, and social responsibility.”

and a focus on diversity. Fitness is for Any Body.

To drive genuine diversity and inclusion, Anytime Fitness strategically partnered with WeFlex and Proud 2 Play, as well as continued the long-standing partnership with RUOK? a public health charity that promotes life-changing conversations.

WeFlex, has become the official national disability partner of Anytime Fitness, and is dedicated to improving the fitness, longevity, and quality of life of people with disabilities and unique support needs by matching them with NDIS Personal Training. This partnership consists of an education program for staff, personal trainers, and members to raise the profile of WeFlex and its mission.

Proud 2 Play, a sports inclusion group for the LGBTIQ+ community, partnered with Anytime Fitness to continue to remove barriers of entry often felt by the LGBTIQ+ when entering sports and recreation.

Each year RUOK? and clubs host the annual ‘Tread As One’ event; a national fundraiser that encourages people to stay connected and have meaningful conversations to help the people in their world through life’s ups and downs. In 2022, the Anytime Fitness networked raised over \$280,000 for RUOK?

The ‘Any Body, Any Time’ brand platform and shift in business ethos has ensured the growth and success of the Anytime Fitness brand. Brand Health tracking has shown an uplift across key brand metrics including Awareness, Consideration, and Preference.

Anytime Fitness has taken the lead in making meaningful change to the fitness industry. By launching the ‘Any Body, Any Time’ brand platform and establishing partnerships with key organisations, there has been a clear commitment to diversity, inclusion, and social responsibility.

This transformation has not only enhanced the brand’s reputation but has also resulted in tangible business growth. As the industry continues to evolve, Anytime Fitness is well-positioned to continue its position as the number one fitness brand in Australia. ■

Despite these changes, its marketing remains focused on the physical and, at times, functional aspirations of fitness. However, this approach often leads to generic marketing that gets lost in the noise of the industry.

Anytime Fitness, Australia’s largest gym network, has a footprint of over 550+ clubs and 600,000 members. This size and scale presented an opportunity to challenge the status quo of generic marketing that was prevalent in the industry. Namely, this was the outdated perceptions of what ‘fit’ and ‘healthy’

looks like (slim, toned, and tanned) and the stigma of gyms being an intimidating place.

In January 2022, ‘Any Body, Any Time’ was launched, and along with championing health inclusivity, it became more than a campaign that championed health inclusivity. It sparked a wider business mission to make Anytime Fitness the most welcoming gym network in Australia. It has transformed the operations, culture, and values of the entire business. There has been a shift in perspective, a drive for social inclusion,

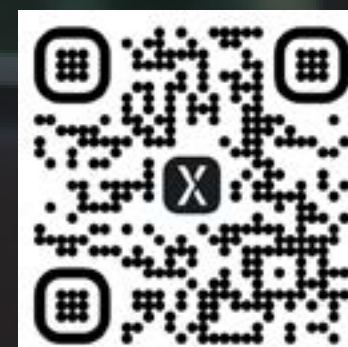
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As a business owner, you understand the importance of having systems and processes in place to run your business efficiently and effectively. An operations manual is a must-have tool for franchisors and franchisees alike, providing clear guidelines for running the business and maximizing profitability. In this article, we'll explore how an operations manual can help set your franchise system apart from the competition and boost your franchisee profitability. So, let's take a closer look!

# Setting yourself apart How an operations manual can boost franchisee profitability

**By Kate Hopley**  
Operations Expert - Bizzibox

## Why an operations manual matters

An operations manual is a comprehensive guide that outlines the procedures, policies, and standards that franchisees must follow to operate their business. It's the franchisor's way of sharing their expertise and best practices with franchisees, so they can run their business with confidence and success.

Here are just a few reasons why an operations manual is so important:

- 1. Consistent Brand Image:** One of the key advantages of a franchise system is consistency across all locations. An operations manual ensures that all franchisees follow the same procedures and protocols, maintaining the franchisor's brand image and providing a consistent customer experience.
- 2. Improved Communication:** The operations manual acts as a single source of truth for franchisees, reducing the need for multiple training sessions and improving communication between the franchisor and franchisee.
- 3. Increased Efficiency:** The manual provides clear instructions for franchisees on how to perform various tasks, reducing the time it takes to train new employees and increasing overall efficiency.
- 4. Reduced Risk:** An operations manual helps reduce the risk of legal and financial issues by establishing clear policies and procedures for franchisees to follow.
- 5. Increased Profitability:** A well-written operations manual can help franchisees improve their bottom line by providing clear guidelines for cost control and maximizing profits. By following the franchisor's proven business practices, franchisees can increase their efficiency and reduce their costs, leading to greater profitability.

## Setting yourself apart from the competition

Having an operations manual is a key way to set your franchise system apart from the competition. Here are just a few ways it can help:

- 1. Differentiate Your Brand:** A comprehensive operations manual that outlines your unique procedures and protocols can help differentiate your brand from others in the industry.
- 2. Provide a Competitive Advantage:** An operations manual can provide franchisees with a competitive advantage by providing clear instructions and best practices for running the business efficiently and effectively.
- 3. Attract High-Quality Franchisees:** A well-written operations manual can be a valuable marketing tool for attracting high-quality franchisees. It shows them that you're a professional and organized franchisor who takes the success of their franchisees seriously.

## Creating the perfect operations manual

Creating an operations manual can seem like a daunting task, but it's well worth the effort. Here are some factors to consider when creating your manual:

- 1. Customize It:** Your operations manual should be customized to the specific needs of each franchise location to ensure that it's relevant and helpful.
- 2. Keep it Simple:** The manual should be written in plain language and should be easy to understand, with clear instructions and step-by-step procedures.
- 3. Stay Up-to-Date:** The manual should be regularly updated to reflect changes in laws, regulations, and best practices.
- 4. Make it Accessible:** Franchisees should have easy access to the manual, either in print or electronic form, so they can reference it whenever needed.
- 5. User-Friendly Format:** The manual should be organized in a logical and user-friendly format, with headings and subheadings to help franchisees quickly find the information they need.

An operations manual is a powerful tool for franchisors and franchisees alike. It provides clear guidelines for running the business and helps ensure consistency across all locations. By setting clear policies and procedures, an operations manual can help reduce risk, increase efficiency, and boost franchisee profitability.

So, if you're looking to set yourself apart from the competition and provide your franchisees with the tools they need to succeed, consider creating a comprehensive and user-friendly operations manual or it may be time to update the one you have. It's a small investment that can yield big returns for your franchise system. ■



# Business success recognised at 2022 Excellence in Franchising Awards

The Franchise Council of Australia honoured some of the nation's best and brightest in business at the 2022 FCA Excellence in Franchising Awards in Brisbane.

The winner of Australian Established Franchisor of the Year was the world's largest global franchise pool service brand - Poolwerx, with RAMS Home Loans, Mister Minit, Quest Apartment Hotels, SILK Laser Australia and CouriersPlease named as finalists in the category.

Accepting the award on behalf of Poolwerx, CEO Nicholas Brill highlighted the important contributions of their entire team, saying that "it's all about our franchise partners, it's all about suppliers, it's about all of our people." He also noted that winning was "extra special", as 2022 was the company's thirty-year anniversary.

OMI Group was named the Australian Emerging Franchisor of the Year, with City Cave and Local Hero Singapore named as category finalists.

"We started from zero. After five years, we have eighteen outlets and three retail brands. We are honoured that two of our brands were shortlisted in this category tonight," said Ven Chin, OMI Group Founder.

The Franchise Woman of the Year Award was won by Emma Glazebrook of MBCM Strata Specialists. Emma had won the 2022 Victorian Franchise Woman of the Year Award and said that she "wanted to thank my family, my team and my franchisor as they help prop me up every day."

The International Franchisor of the Year Award was taken out by InXpress. Quest Apartment Hotels won both the Excellence in Marketing and Franchisor Social Responsibility Awards.

Gayle & Des Purdue of Muffin Break (Coolalinga & Gateway Palmerston) were named as the Multi-Unit Franchisee of the Year. The pair were thrilled to receive the award and paid tribute to their team, saying that "they are an amazing group of people whose commitment is outstanding."

RAMS Home Loans took out three awards, winning Excellence in Franchise Innovation. Franchisee Cheryl Haywood from RAMS (Southern Vales) took out the Single Unit Franchisee of the Year (two or more staff) award and franchisee Andrew Erlandson, RAMS (Toowoomba) won the Franchisee Community Responsibility and Contribution award.

Geotech Information Services was named as the 2022 Supplier of the Year, with Retail Doctor Group and GapMaps named as finalists. The Field Manager of the Year was awarded to Crystal Allen of Muffin Break.



Australian Emerging Franchisor of the Year - OMI Group



Australian Established Franchisor of the Year - Poolwerx



Excellence in International Franchising - Boost Juice



Franchise Council of Australia Hall of Fame inductee - Serge Infanti, Foodco Group

The FCA has also announced its annual Hall of Fame inductee for 2022, with Foodco Group Executive Chairman, Serge Infanti, named as the recipient of this prestigious award.

Serge was 'born into coffee' in his parents' café bar in Italy. He joined Foodco in 1991 and became one of their early Franchise Partners - successfully operating two Jamaica Blue and two Muffin Break cafes.

After 20 years Foodco is now one of the largest franchised coffee brands in the UK and has established networks in New Zealand, Malaysia, the UAE, and China. There are 50 Franchise Partners who have been with Foodco for more than 10 years, and over 40 franchisees who own multiple stores. ■



Franchise Woman of the Year - Emma Glazebrook, MBCM Strata Specialists



Franchisor Social Responsibility - Quest Apartment Hotels



International Franchisor of the Year - InXpress



Multi-Unit Franchisee of the Year - Gayle & Des Purdue, Muffin Break



Single Unit Franchisee of the Year (two or more staff) - Cheryl Haywood, RAMS Home Loans



Supplier of the Year - Geotech Information Services

# Winners 2022 Excellence in Franchising Awards

**Australian Established Franchisor of the Year**  
Poolwerx

**Australian Emerging Franchisor of the Year**  
OMI Group

**International Franchisor of the Year**  
InXpress

**Multi-Unit Franchisee of the Year**  
Gayle & Des Purdue, Muffin Break  
(Coolalinga & Gateway Palmerston)

**Single Unit Franchisee of the Year, two or more staff**  
Cheryl Haywood, RAMS Home Loans (Southern Vales)

**Single Unit Franchisee of the Year, less than two staff**  
Kamran Kazmi, PACK N SEND (Hilton)

**Franchise Woman of the Year**  
Emma Glazebrook, MBCM Strata Specialists  
(Shepparton, Echuca & Seymour)

**Field Manager of the Year**  
Crystal Allen, Muffin Break

**Supplier of the Year**  
Geotech Information Services

**Excellence in Marketing**  
Quest Apartment Hotels

**Excellence in International Franchising**  
Boost Juice

**Excellence in Franchise Innovation**  
RAMS Home Loans

**Franchisor Social Responsibility**  
Quest Apartment Hotels

**Franchisee Community Responsibility and Contribution**  
Andrew Erlandson, RAMS Home Loans (Toowoomba)

**Franchise Council of Australia Hall of Fame inductee**  
Serge Infanti, Foodco Group



# Upcoming FCA Events

There are numerous franchising events which take place across the year – including expos, breakfasts, roundtables and education sessions. As a member of the Franchise Council of Australia, you are entitled to attend some of these events free of charge, and some at member-only prices.

## New South Wales

12/13 August Franchising Expo NSW

## Queensland

15-16 May National Franchise Convention  
7 September QLD State Chapter Breakfast Event  
23 November QLD State Chapter Christmas Function

## South Australia

23 May SA State Chapter Breakfast Event  
30 November SA State Chapter Christmas Function

## Victoria

7 June Women in Franchising Breakfast  
6-7 May Franchising Expo VIC  
19 July VIC State Chapter Breakfast Event – ‘Learning from successful franchise systems’  
6 September VIC State Chapter Breakfast Event – ‘Creating a culture of compliance’  
6 December VIC State Chapter Christmas Function

## Western Australia

3 May Coffee catch-up  
26 July Coffee catch-up  
Early September WA State Chapter Breakfast Event  
11 October Coffee catch-up  
Early December WA State Chapter Christmas Function

Events held by and in conjunction with the Franchise Council of Australia are designed to be informative and educational, along with providing ample networking opportunities. Meet franchisors, management staff and experts in the sector to discuss issues relevant to your brand and your career. Breakfasts, forums, roundtables and education courses are being added to the national calendar all the time. To see the most up-to-date version of the calendar and register for events, go to [www.franchise.org.au/event-calendar.html](http://www.franchise.org.au/event-calendar.html)

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