

# Global Franchise

global-franchise.com

MASTER, REGIONAL AND INTERNATIONAL FRANCHISING

## TASTE OF SUCCESS

**50**  
FAST-GROWING  
FOOD FRANCHISES  
TO WATCH

**OPERATION  
REBRAND**  
GET IT RIGHT  
FIRST TIME

**THE BIG QSR RESET**  
TOP FRANCHISEES  
DRIVING CHANGE

**STORMING  
STADIUMS**

WHY BIG  
CHICKEN'S  
TARGETING  
NON-TRAD  
VENUES

## POWERING UP FOR BIG GROWTH

Meet the team behind Crunch Fitness' rapid global expansion

### Attract PE Investors

Master the art of engaging  
with the right backers

### Emerging Franchise Stars

Why investing in the new guy could be  
your smartest move yet

### World Domination

How to succeed with  
master franchising

# TIME TO GEAR UP

*For Franchising's Biggest Game*

## 2025 IFA CONVENTION

LAS VEGAS, NV | FEB. 10-13



TEAM FRANCHISING

TEAM ZOR

TEAM ZEE

TEAM SUP



▶▶▶▶ *Scan the QR code or visit [franchise.org/events](https://franchise.org/events) to REGISTER*

*For information on exhibiting or sponsoring, contact Lynette James at [ljames@franchise.org](mailto:ljames@franchise.org)*





## Linking global brands & markets

Welcome to this special edition of *Global Franchise*, where observant readers may notice a refreshed design and some brand-new features. This issue delves deeply into the trends and innovations shaping our resilient and exciting industry as brands navigate an interconnected market with strategies that set them apart.

Our power list, starting on page 15, features 50 fast-growing food franchises with global ambitions, highlighting both emerging brands and established names. It's thrilling to see fresh players rising alongside mature franchises in a sector that continues to adapt and thrive.

We also explore the transformative impact of rebranding on page 72, examining strategies that resonate with loyal customers while attracting new markets, and sharing insights from brands that have successfully reinvented. Their stories offer valuable lessons for anyone considering a similar journey.

The rapidly-growing fitness franchise sector also takes the spotlight this issue. With health and wellness more prominent than ever, this industry offers abundant opportunities. Our in-depth analysis, starting on page 41, examines consumer behavior and the strategies successful fitness franchises use to foster community engagement and build sustainable growth.

In response to evolving reader interests, we're launching a new thought leadership section. Here, industry experts and columnists tackle pressing issues impacting franchisors and franchisees, sparking discussions that can lead to innovative solutions and stronger collaboration within the franchising community. Turn to page 48 which kicks off eight pages of valuable insights.

As ever, this issue features interviews with international franchise leaders who share their personal stories, revealing the strategies and decisions behind their success. Their experiences offer not only inspiration, but actionable insights to support your own franchising goals. And don't miss your chance to enter the *Global Franchise Awards 2025* – the countdown to entries closing has begun. All details can be found on pages 38 and 60.

As you dive into this issue, I hope you find inspiration, relatable advice, and a tangible connection to the global franchising community. Thank you for joining us as we explore the challenges and possibilities ahead.

To your success,

*Charlotte Smith*

Editor, Global Franchise  
charlotte.smith@artichokehq.com

   @globalfranchise

**NEXT  
ISSUE  
ON  
SALE:**

FEB 2025

### EDITOR

Charlotte Smith  
charlotte.smith@artichokehq.com

### HEAD OF FRANCHISE DEVELOPMENT

Rachael Wenham  
44 (0) 1323 471291  
rachael.wenham@artichokehq.com

### SENIOR ACCOUNT MANAGER

Matt Gilley  
44 (0) 1323 471913  
matt.gilley@artichokehq.com

### ART EDITORS

Richard Allen  
Sarah Barajas

### ACCOUNTS

Artichokemedialtd@integral2.com

### PUBLISHERS

Joe Carter, Sam Reubin,  
Richard Stebbing

### PUBLISHED BY

Artichoke Media Ltd



**artichoke**

The views in this magazine are not necessarily those of the publisher. Every effort is made to ensure the veracity and integrity of the companies, persons, products and services mentioned in this publication, and the details given are believed to be accurate at the time of going to press. However, no responsibility or liability whatsoever can be accepted for any consequence or repercussion of responding to information or advice given or inferred. Copyright Artichoke Media Ltd.

# Contents

## 6 | The Guide

Books, podcasts, and international expos coming up this month

## 38 | Have you entered the Global Franchise Awards 2025?

Don't miss out - all the details are here

## 48 | Insider

Eight pages of expert insights and commentary from the heart of the franchising world

## 66 | World of franchise

Latest expansions, innovative strategies and regional trends transforming the global franchise landscape

## 69 | A roadmap for... expo season

Your go-to guide to mastering the madness and making every minute count

## INTERVIEWS

### 9 | What I wish I'd known

Ruth Agbaji, visionary CEO, founder and Nerd-In-Chief of Code Wiz, embodies the spirit of resilience and innovation

### 11 | In the words of... Michael Browning

The CEO and Founder of Unleashed Brands on entrepreneurialism and lightbulb moments



### 12 | 6 ideas

Yousif Aslam, Co-Founder of Heavenly Desserts U.K., on creating a brand people want to work for

### 71 | 6 things every CEO should do in the first 90 days

Leading franchisors on the essential strategies to help you navigate your first three months

### 82 | Father to son: how a family legacy created a franchise powerhouse

Alessandro and Victor Daher's remarkable journey highlights the impact of family influence

## INSIGHT

### 26 | Is it time to go global?

Learn how to avoid common pitfalls and pave the way for successful international growth

### 30 | Swinging for grand slam growth

As franchisors pursue significant expansion, they're leveraging multi-unit and master operators to hit it out of the park

**50**  
fast-growing  
food franchises  
to watch in 2025  
*Turn to  
page 15*



### 37 | Master the art of... attracting investors

It's more about strategy, clarity, and building meaningful relationships than simply asking for capital

### 41 | Wellness 2.0: the fitness trends driving franchise growth

Tech-driven personalization meets holistic wellness in the next evolution of fitness franchises







## 56 | Business beyond borders

Before jumping into overseas markets, it's crucial to navigate the unique business, cultural, and legal challenges that come with global expansion

## 65 | Franchisors: the wait and see approach doesn't work

Why franchisor proactivity is key to ensuring franchisees thrive when the going gets tough

## 72 | Can rebranding power growth?

Rebranding requires vision, commitment, and flawless execution. Approach it strategically, and your franchise will thrive

## 76 | 5 ways to deal with unhappy customers

How franchisors and franchisees can turn complaints around and avoid losing repeat business



## FRANCHISING OPPORTUNITIES

### 16 | Dine Brands

Uniting iconic franchises Applebee's and IHOP in an innovative dual-branded concept

### 17 | Cilantro Taco Grill

Flipping the script on authentic fast-casual Tex Mex

### 20 | Uncle Tetsu's Japanese Cheesecake

The original brand bringing Japanese desserts to international markets

### 28 | Crunch Fitness

Why Crunch Fitness is well on its way to becoming a global leader in fitness franchising

### 61 | Eat Salad

The fast, healthy concept is now seeking master franchisees in international markets

### 78 | Tariq Halal

The U.K.'s premium halal butcher launches its international expansion strategy

### 79 | KX Pilates

A boutique success story perfectly poised to make a significant international impact

### 80 | Sojubar

The Korean dining and social experience offers a unique and exciting opportunity for international investors

### 81 | Fat Phill's

Find out why the Dutch smash burger brand is taking Europe by storm





## READING

### Billionaire, Nerd, Savior, King

Anupreeta Das

In *Billionaire, Nerd, Savior, King*, New York Times finance editor Anupreeta Das takes readers behind Bill Gates' carefully cultivated public image to explore the layers of influence and strategy that have defined his life. Gates, from his days as a divisive tech figure to his role as a global philanthropist, has repeatedly reinvented himself. Das's reporting, based on hundreds of interviews with insiders from Microsoft, the Gates Foundation, and close associates, reveals how Gates wields power and influence, raising probing questions about billionaire philanthropy and its real intentions.



### The Friction Project

Robert I. Sutton and Huggy Rao

The *Friction Project* by Robert I. Sutton and Huggy Rao dives into the inevitable friction within organizations, distinguishing between the harmful and the constructive. Drawing

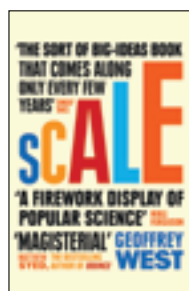
# THE GUIDE

## Global Franchise USEFUL RESOURCES

Discover new opportunities and stay ahead of the curve with the latest books, engaging podcasts, and essential expos coming up this month



on seven years of in-depth research, Sutton and Rao teach readers to become "friction fixers" who understand how to respect others' time and optimize productivity without stifling creativity. They identify five major "friction troubles" in organizations—like jargon overload and oblivious leaders—and provide a systematic approach to mitigate these issues. Closing with practical advice for leaders, this book delivers a toolkit for balancing necessary friction with streamlined efficiency.



### Scale: The Universal Laws of Growth, Innovation, Sustainability, and the Pace of Life in Organisms, Cities, Economies, and Companies

Geoffrey West

Physicist Geoffrey West, former head of the Santa Fe Institute, uncovers a hidden simplicity in complex systems—spanning biology, cities, and businesses. In *Scale*, he reveals how the size of organisms determines lifespans, heart rates, and energy efficiency, thanks to scaling laws. Astonishingly, these patterns also apply to cities, where larger sizes yield increased efficiency, wealth, and innovation, but also crime and disease. Now, West explores how these laws shape companies, offering groundbreaking insights

into organizational success and survival.

## LISTENING



### iDigress Podcast

In the *iDigress Podcast*, host Troy Sandidge leverages his impressive track record of generating over \$100 million for various business ventures to help marketers navigate the complex world of marketing. Each episode, lasting 30 minutes or less, offers valuable insights and actionable advice, guiding you from confusion to clarity in your business direction and messaging. Whether you're just starting out or looking to refine your approach, this podcast is a fantastic resource for marketers seeking effective strategies on the go.



### Happiness At Work

*Happiness At Work* is an insightful podcast featuring interviews with authors, entrepreneurs, coaches, and industry experts discussing the crucial topic of workplace happiness. Ideal for business professionals seeking a better work-life balance or wanting to enhance their job satisfaction, the show provides actionable tips for fostering a positive workplace culture. As the creators say, "We believe that happiness at work should be the 'norm' and not the

exception." *Franchise Friday: Future of Franchising* with Melissa Pang aims to empower individuals seeking self-sufficiency through business ownership. Unlike traditional franchise sales, this podcast focuses on helping listeners achieve their entrepreneurial dreams. Available on YouTube and all major streaming platforms, including Apple Podcasts and Spotify, the show features franchise owners sharing their journeys into the franchise community, along with discussions on unique and emerging franchise models. By engaging with industry thought leaders and experts, *Franchise Friday* provides valuable insights into franchising, entrepreneurship, and small business ownership.



### Franchise Today: Blog Talk Radio

Hosted by Stan Friedman, president of FRM Solutions, this is your go-to podcast for the latest news and insights in the franchising industry. Each week, guests share their experiences and best practices for running successful businesses, along with updates on current trends and industry events. This dynamic show offers a fresh perspective on franchising, covering essential topics like the pros and cons of joining the franchise community and survival tips for new owners. Notable guests include franchise expert Tom



Scarda, who discusses strategies for franchise acquisition, growth management, and the keys to successful franchising. Tune in for a comprehensive look at the franchising landscape.

## NETWORKING

### The Arab Franchise Expo, Dubai

The Middle East's premier franchise event, is set for November 6-7 aboard the iconic Queen Elizabeth 2, docked in the vibrant city of Dubai. This multifaceted expo offers a franchise exhibition, an insightful franchise conference, a strategic franchise investment meet, and the prestigious franchise awards. Designed to drive growth and collaboration in the franchising community, the event attracts entrepreneurs, investors, franchisors, and franchisees from around the globe. Attendees will have access to educational workshops, valuable networking sessions, and expert insights, making it an essential platform for those looking to expand in the Middle East.



### Franchise Expo Germany 2024

The largest franchise show in the German-speaking area, will take place November 7-9 2024 at Messe Frankfurt, Germany. This flagship event provides a unique platform for aspiring franchisees, established franchisors, and industry innovators to connect, explore opportunities, and forge partnerships. The Expo will feature insightful seminars, expert-led panel discussions, and networking sessions tailored to franchise growth, targeting international expansion and strategic development. With a focus on sectors from food and retail to health and wellness, this event promises a comprehensive look into the European franchise industry's latest trends and best practices for successful expansion into a dynamic and growing market.

### The Franchise Canada Show, Vancouver

The place to meet and connect with prospective franchisees looking to start their own local business with a reputable national brand in the Pacific region. Attendees can engage with leading national brands and franchisors across more than 50 categories,

ensuring opportunities that align with various values and interests. The event takes place on November 9-10 at the Vancouver Convention Centre (East Building).

### The Emerging Franchisor Conference, Texas

Hosted by the International Franchise Association (IFA), The Emerging Franchisor Conference takes place from November 18-20 2024, at the JW Marriott Downtown in Austin, Texas. Tailored specifically for emerging franchisors aiming to grow and expand, the conference offers a wealth of educational sessions, hands-on workshops, and networking opportunities. Attendees will connect with industry experts and gain insights from accomplished franchise leaders such as Matt Haller, Sam Ballas, Nick Friedman and Michael Seid and other presidents, founders



and senior executives from industry-defining brands. With hundreds expected from around the U.S., this event is an invaluable opportunity to learn about the latest franchise trends and best practices while building a robust network within the franchise industry.

### The Great American Franchise Expo, Dallas

America's biggest franchise trade show circuit rocks up at the Sheraton Dallas Hotel on November 9-10 2024, offering prospective franchisees

access to expert resources and hundreds of franchise concepts. Whether you're a new entrepreneur or an experienced franchisee, this convention connects you to invaluable insights and opportunities within the franchise industry. This expo provides essential knowledge for anyone looking to launch or expand a franchise. Attendees will benefit from seminars covering franchise law, absentee ownership, and financing options, plus free coaching from industry leaders. Register online to waive the \$29 entrance fee.



# BRITAIN'S BIGGEST INTERNATIONAL FRANCHISE SHOW

250+  
EXHIBITORS

11,000  
VISITORS

60+  
SPEAKERS

Head to: [www.thefranchiseshow.co.uk](http://www.thefranchiseshow.co.uk) to secure your **FREE TICKET**,  
for stand enquires call Simon Chicken on +44 (0)117 457 6035 or email:  
[simon.chicken@thefranchiseshow.co.uk](mailto:simon.chicken@thefranchiseshow.co.uk)



**FREE TICKETS**

#IFS25

**BECOME YOUR OWN BOSS  
AND START YOUR FRANCHISE  
JOURNEY TODAY!**

**BECOME**  
YOUR OWN BOSS

**DISCOVER**  
THE WORLD  
OF FRANCHISING

**LEARN**  
FROM INDUSTRY  
EXPERTS

**INTERNATIONAL**  
BRANDS ACROSS 25  
INDUSTRY SECTORS

**ENDLESS**  
NETWORKING  
OPPORTUNITIES



RUTH AGBAJI

# What I wish I'd known

**T**he one piece of golden advice I wish someone had given me at the very start of my career is that business success is a marathon, not a sprint. The journey is just as important as hitting goals and milestones. Learn to enjoy the process and not just the outcome. Embrace the lessons and experiences along the way, as they shape your growth and resilience.

**If I could time-travel, I would go back and prioritize** establishing clear structures and processes earlier to ensure everyone was aligned and working efficiently toward our goals, rather than jumping from project to project and leaving many things only half done.

**As an organization gets bigger, clarity is everything.** Being clear on the why, the priorities, the resources available, and communication channels can make the difference between hitting goals and not hitting goals.

**As the organization grew, I learned that not** everyone could work in a squirrely pattern like I can. Not having structure held us back from hitting some very important milestones. Structure provides clarity, clarity is the precursor to momentum, and momentum leads to growth.

**When it comes to food or adrenaline-filled** activities like roller coasters and skydiving, I am a risk avoider. My mantras are "My feet are best planted on the ground" and "Always order the same meal so you're never disappointed."

However, in business, it's the complete opposite. I am a risk taker. I am not afraid to go after big goals and risk financial ruin to make my dreams come true.

The biggest risk was putting our very first home down as collateral for a loan to start Code Wiz. My

**"My best piece of advice for self-growth and development is to know your zone of genius and lean into it"**



## Ruth Agbaji

CEO, founder and Nerd-In-Chief of Code Wiz, was raised in Nigeria where she faced severe financial constraints and limited access to educational resources.

Despite many obstacles, she taught herself to code, earned a master's degree in computer science and moved to the United States.

Her desire for flexibility and impact led her to found Code Wiz and NextGen Visionary, inspiring and empowering the next generation of thinkers and leaders.

husband and I had purchased our first home about six months before I used it as collateral. As a new immigrant, it was a big deal to purchase a home, and here I was, risking it all for a dream. It paid off, and I am glad I took that risk because if I didn't, the world wouldn't have gotten to experience Code Wiz.

**If I had a crystal ball, I would have loved to** understand how team dynamics can make or break a business. You can have the grandest vision in the world, but if you don't have the right team behind you to make that vision a reality, it remains just a vision.

The right team means having both capable people and a great cultural fit. A team member who is a good cultural fit but incapable of executing at a high level is just as detrimental as one who is highly capable but a poor cultural fit.

To build an A-team, borrowing from the EOS framework, team members must want it, get it, and have the capacity to do it. And if they are not a good fit, you must be willing to let them go for their sake and the sake of the brand.

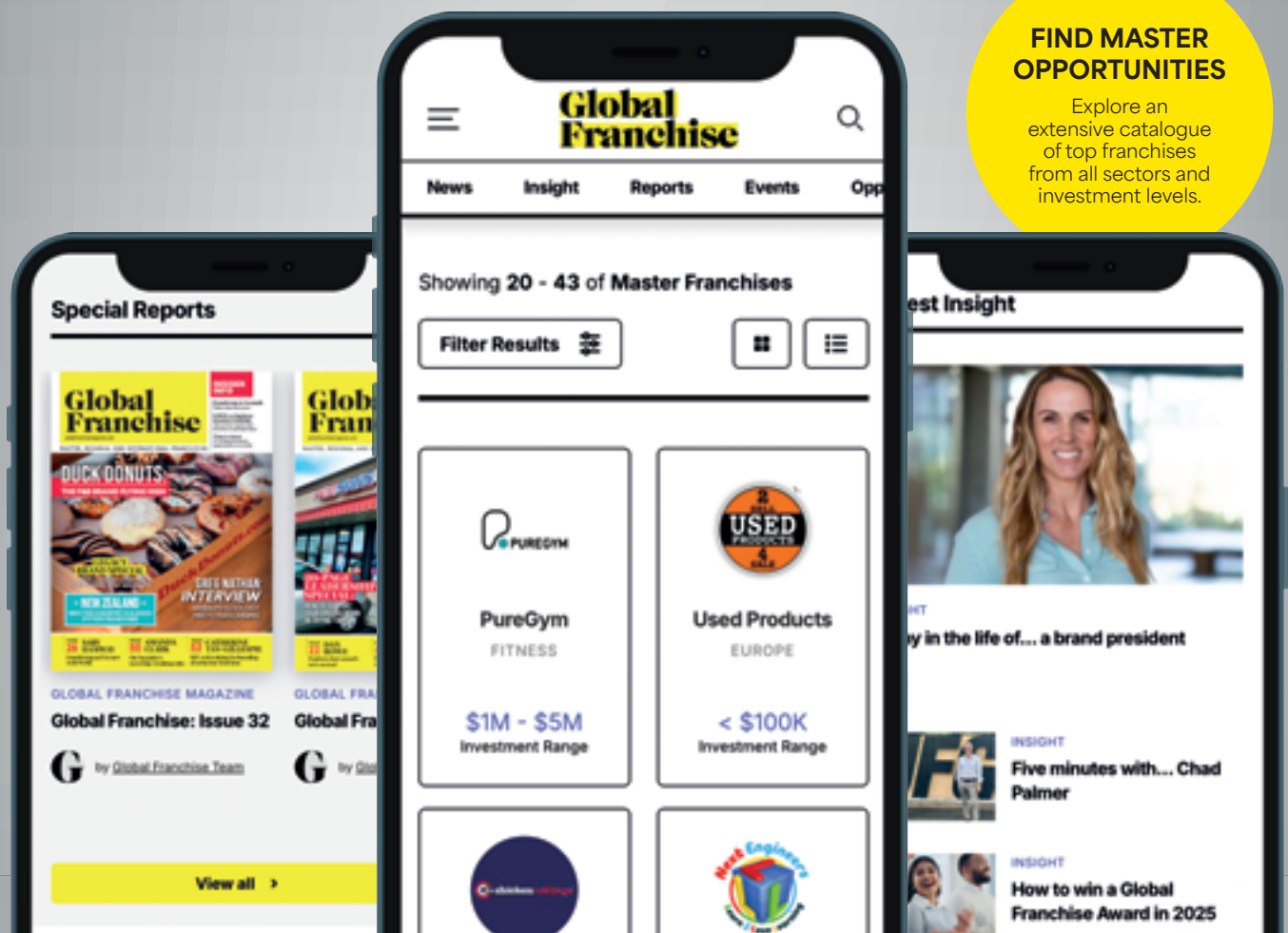
**My best piece of advice for embracing self-growth** and development is to know your zone of genius and lean into it. Get really good at it.

For any skills needed to lead an organization that don't come naturally to you, learn just enough to understand them and effectively lead someone whose zone of genius expertise lies in those areas. This way, you can build a well-rounded team that complements your strengths and compensates for your weaknesses, driving the organization toward success.

# Seeking the perfect business opportunity to achieve financial independence and personal success?

## FIND MASTER OPPORTUNITIES

Explore an extensive catalogue of top franchises from all sectors and investment levels.



## Look no further than...

# global-franchise.com

Call us at **01323 471911** or email us at **rachael.wenham@global-franchise.com**



FROM THE SOURCE...

# Michael Browning

The CEO and founder of Unleashed Brands on entrepreneurialism and lightbulb moments

**The idea for Unleashed Brands came from being a parent.** On the day state authorities in Texas said families could leave their homes and restart normal life after lockdown, my wife and I were on our phones googling “fun things for a kid who loves fine arts” and “enrichment activities for a two-year-old boy” and “after-school activities for a seven-year-old girl who loves sports.” It was at that moment I realized the youth enrichment industry was fragmented and where there’s fragmentation, there’s an opportunity for consolidation to make it easier on families.

**My father was an entrepreneur** which enabled him to be very involved in my life. He attended every sports practice, every game. This freedom didn’t come without stress as I saw him hustle and grind to provide for my family.

I was always starting businesses as a kid, from the lemonade stand to selling bracelets door-to-door that my sisters would make. In high school I taught myself to code HTML and Javascript and started building websites for

small businesses in our local community.

**During Covid, Urban Air was not considered an essential business.** Then one afternoon our neighborhood ‘safe pod’ met at the park for a cocktail. As we were standing around, discussing how hard it was to virtually school the kids, a mom said, “Hey, what if we contact a teach from our local district and all chip in to pay her to teach our kids?” Everyone loved the idea. Then another parent suggested: “Can we just do it in a party room at Urban Air and then let them play as a reward and to get exercise?”

My lightbulb went off. What if we created a daycare/tutoring/virtual schooling program that would let us serve our local community, be deemed an essential business and make a little money to pay our fixed expenses?

I took the idea to my team and they jumped. We got licensed as a day care/after school program in cities across the country. Hired local teachers. Purchased a school bus and wrapped it with Urban Air branding that would pick kids up at their homes.

This program was successful, but always a temporary solution until we were able to reopen as a family entertainment center again. But it made me realize my team had a skillset that could be used in a broader capacity than just family entertainment. My team understood that parents are our customers and kids were our users. They understood youth enrichment, not just family entertainment and franchising. My team were destined for more!

Over the years, I’ve become a better listener, valuing input from all parts of the business.

**I like to say that culture is not a ping pong table or beer keg.** Culture is when your team feels a part of a mission and realizes the part they play in it.

We have a saying at Unleashed Brands: if we are not failing, we are not trying. What this means is that we get up every day and try to beat what we did yesterday. We should always be A/B testing new ideas (test) against our current way of doing things (control). The nature of A/B testing is that either the test idea or control idea will fail. As a result of this process, we are always getting better.



11

## THE SKY'S THE LIMIT

Unleashed Brands currently includes portfolio brands Urban Air, Snapology, The Little Gym, XP League, Class 101, Premier Martial Arts and Sylvan Learning.

- Michael’s home is Keller, Texas, where he coaches kids’ sports in his spare time, reads self-improvement books and races cars. “I’m really a data nerd and technologist,” he says. “In God we trust, everyone else brings data.”
- One of his most outlandish ambitions is to take a ride into space with his oldest daughter who loves space. He’d also like to ring the bell on the Stock Exchange but admits both are equally hard to achieve!



# SIX IDEAS.

## Yousif Aslam

12

**Look after people and they'll look after you: how to create an award-winning brand**

**H**eavenly Desserts is a U.K.-based restaurant franchise delivering an unrivalled dining experience and the very finest in premium desserts. Having successfully launched into Canada in 2022, Yousif and his team are applying the same winning formula to new territories with a controlled international expansion strategy. Master franchise agreements are in place for markets including Pakistan, India, and Germany, and the brand is also seeking franchise partners to achieve its goal of opening 20 restaurants per year across Europe.

### 1

#### VISION AND STRATEGY

In 2008, my co-founders and I were exiting our F&B business and looking for the next IDEA. We were just coming out of recession; social media hadn't yet taken off, and the QSR landscape looked very different. Consumers typically ate all three courses in one establishment, but we identified that dessert menus were often uninspired. Heavenly Desserts came from a market gap to create joyful experiences in experiential full-service restaurant settings with desserts taking center stage – but in the early days we had to drive demand by reinforcing the message at every opportunity.

Expanding Heavenly Desserts into North America, Europe and Asia involves a similar strategy. The UK's dessert culture has taken off, but that's down to us reinforcing the message at every opportunity. International success hinges on partners who will do the same.

### 2

#### PEOPLE AND TEAMS

People are the most powerful part of any organization. Here at Heavenly Desserts, we allow people autonomy within their roles, empowering them to make decisions within a framework of our clearly defined mission. This approach enables individuals to develop within their roles and allows for their progression, which ultimately helps us move forward as a business.

When recruiting, it's important to hire people with the right skills and experience, but it's also vital to look for people who already have the right attitude that aligns with your organization's values. You need people to fit well into your existing culture and framework for a team to really take off and achieve great things.

### 3

#### ADAPTABILITY AND INNOVATION

The F&B landscape is forever changing and the key to successful brand building and leadership is the ability and willingness to be adaptable and innovative within your space.

We've always been innovative in our systems and processes, adopting new technology and adapting our menu offerings to meet emerging trends. We were the first dessert restaurant brand to offer a range of exciting gluten-free and vegan options on the menu back in 2017, and the first to use delivery platforms – a huge advantage when Covid struck unexpectedly as we already had the partnerships in place for home deliveries during lockdown.

Data is king. You must constantly review and interpret your data to ensure you're reaching the right customers. When our data revealed a demographic shift in favor of Gen Z, we pivoted our social media marketing strategy away from Facebook and X (then Twitter) to focus on Instagram and TikTok, a move that paid off.

### 4

#### BUILDING RELATIONSHIPS AND TRUST

Setting a strong example in leadership – acting according to your values – is key to building trusting relationships in the workspace. This results in a healthy culture which spreads throughout the entire organization, including your customer-facing teams. From here, you create consumer trust, which is the basis of long-standing relationships.

Thankfully, gone are the days where poor communication is the norm, and where leaders get away with motivating their workforce by fear and micromanaging their every move. Cultivating a healthy culture requires empowerment, clear communication, and trust that goes two ways, and this is encouraged with every interaction at Heavenly Desserts, from senior leadership through to HQ, to franchisees and their teams.



AUTHENTICITY  
AND VALUES

5

We build our core values into our training and drive them with every interaction, at every level, where they ultimately trickle down to our customers. Our values – respect, collaboration, pride, and ambition – are the foundation of everything we do and ingrained in our culture, ensuring a supportive environment where all team members can thrive. Our values guide our organizational goals and are key to our success in this competitive sector.

6

## RESILIENCE

As an expanding F&B brand in a

competitive industry, we're forever facing new challenges – and it's the same for any business. A culture of resilience within the organization is necessary if you're to survive the knocks that will inevitably come your way, and this example is set by the top down. You, as a leader, are responsible for creating a culture of resilience for others to follow.

All leaders must be naturally resilient to some degree, but you can also prepare for future challenges by training yourself to be resilient daily. You do this by purposefully generating situations that call for personal resilience – in other words, regularly pushing yourself out of your comfort zone. For me personally, I do this by working out 5-6 times per week in the gym with intensity workouts.

You can't foster resilience without discipline, the most important quality needed when nurturing the ability to function well under pressure. Without self-discipline, you won't get up early for a hard gym session or push yourself harder on a run which is already making you feel uncomfortable, but it's regular practice that gets you ready for whatever life and business throws at you, and discipline lies at the heart of it.





World's  
FIRST  
HALAL MEAT  
DRIVE-THRU

*Straight to Your Car!*

**Join the journey now: [franchise@tarighalalmeats.com](mailto:franchise@tarighalalmeats.com)**



**Global  
Franchise**

# **50**

# **exciting food franchises to watch in 2025**

---

**Discover the brands with  
dynamic growth plans**

## BREAKOUT BRAND

# Dine Brands International

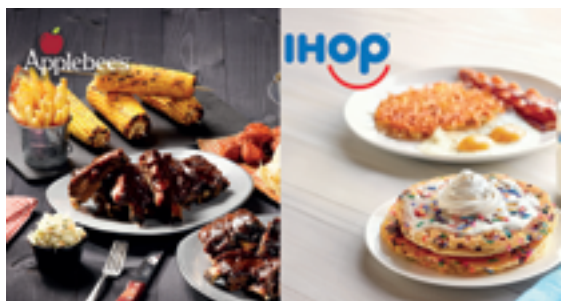
Dine Brands Global is uniting two iconic franchises, Applebee's and IHOP, in an innovative dual-branded concept. This unique model delivers diverse menu options and a seamless dining experience under one roof, all while advancing the brand's ambitious global expansion plans



## Dine Brands International

Dine Brands International, an affiliate of Dine Brands Global, Inc. –

the parent company of Applebee's, IHOP, and Fuzzy's Taco Shop – is actively expanding its dual-branded restaurant concept (Applebee's & IHOP) into new international markets. This innovative approach seamlessly integrates both brands under one roof, providing guests with distinct dining areas for each brand. This enhances operational efficiencies for franchisees and allows guests to enjoy IHOP's renowned breakfast alongside Applebee's diverse menu of casual dining favorites.



**Established:** 1958 – IHOP, 1980 – Applebee's, 2020 International Dual-Branded

**Number of outlets:** 13 dual-branded locations

**Contact:** [enrique.kaufner@dinebrands.com](mailto:enrique.kaufner@dinebrands.com)

One of the key advantages of the dual-branded concept is the complimentary brands offering distinctive and non-competing dishes. Each brand leverages its unique menu offerings with minimal overlap, ensuring a diverse and appealing selection for guests.

The dual-branded concept also excels in capturing all dayparts. IHOP shines in the morning, while Applebee's thrives in the afternoons and evenings. This strategy maximizes sales per hour during AM and PM dayparts.

By optimizing restaurants for success, this concept combines two brands under one roof, which streamlines operations. This includes using the same back-of-house kitchen with incremental equipment as needed, leveraging and cross-training staff, sharing management and fixed costs, and maximizing productivity by hour and headcount.

Furthermore, the concept enhances economics and returns by capitalizing on each brand's unique strengths and dayparts to deliver a great all-day menu. This leads to improved unit economics and favorable returns.

Recently, the team achieved a significant milestone in their global expansion by opening a dual-branded Applebee's and IHOP restaurant in San Pedro Sula, Honduras. This new establishment brings beloved American dining to a new market and showcases the

company's commitment to growth and innovation.

This strategic move is expected to strengthen the brand's presence in Central America and provide a unique dining destination for both locals and tourists alike.

With the opening in Honduras, the total number of international dual-branded locations has reached 13 across seven markets: Mexico, Canada, UAE, Kuwait, Saudi Arabia, Peru, and Honduras.

To fuel growth over the next 5-10 years, Dine Brands has so far secured agreements to develop at least 21 new locations, 13 of which will be dual-branded, across various international markets.

These commitments include conversions of existing single-branded restaurants as well as new establishments in traditional and non-traditional channels, such as airports and travel centers.

In the coming months, Dine Brands International plans to open both single and dual-branded locations in Mexico, Canada, the Caribbean, the Middle East, and more.

Dine Brands is seeking qualified Master Franchisees and Developers in select markets across Asia, Europe, and Brazil, as well as territories in Mexico and Canada.

To find out more about the franchising opportunities currently available, please visit [franchise.ihop.com/en/applebees-co-branded-franchising](http://franchise.ihop.com/en/applebees-co-branded-franchising) for more information.



## 12th Street Burgers

U.K. & EXPANDING

12th St Burgers, developed by an experienced multi-brand franchisee, is looking at a bright future. With a plan to open more than 50 U.K. stores by 2035 and keen interest from a Bahrain corporate for a master licence, the authentic 'Great American Food' franchise offers a marketable model to investors.

## Amigo's Burgers and Shakes

U.K. & EXPANDING

Already expanding rapidly across the the U.K., Amigo's Burgers and Shakes was bound to attract international interest. The franchisor is currently in talks with investors in North America, Asia and Africa with a view to take on master franchises across these regions.

## Noodle Box

AUSTRALIA & U.S.

Part of the successful Concept Eight family of brands, there are currently over 90 Noodle Box restaurants in Australia and the South East Asian-inspired hot wok brand is about to open its fourth cloud kitchen in America, with ambition to grow across the U.S. and other international markets.

# 39%

**OF RESTAURANT OWNERS PLAN TO USE MORE SUSTAINABLE SOURCING AND OPERATIONS TO STAY COMPETITIVE**

## Plan Burrito

U.K. & EXPANDING

Plan Burrito, founded in 2022, is rapidly expanding with 20 stores and a new partnership with Catesby for multi-unit growth. Aiming to be the U.K.'s favorite Tex Mex street food brand, it plans for 500 locations domestically over the next five years, while also pursuing international opportunities.

## Tropical Smoothie Cafe

U.S. & EXPANDING

The largest U.S. smoothie concept operates over 1,450 cafes across 44 states. In 2023, it marked 14% unit growth, driven largely by existing franchisees. The brand is opening triple-digit cafes annually and signing 100-200+ agreements per year.

## Wienerschnitzel

U.S. & SOUTH AMERICA

Wienerschnitzel has two multi-unit deals in Chile and Ecuador, each bringing 15 new units. Doug Koob now leads the brand's Global Development Team, focusing on growth, particularly in South America.



## Cilantro Taco Grill

**“By serving real Mexican food, we’re boldly embracing our roots to propel growth like never seen before.”**

**- Temoc Morfin,  
CEO of Cilantro Taco Grill**

**MEXICO, THE U.K. + IRELAND, CANADA, GERMANY, UAE, SAUDI ARABIA, KUWAIT**

Why settle for anything less than the real thing? Cilantro Taco Grill is flipping the script on fast-casual by bringing authentic, taqueria-style Mexican food to the masses. The easy-to-scale model, proven by 17 corporate locations in Chicago and 100+ signed units across the U.S., is proof that the future of Mexican food is real Mexican food. Founded by a Mexican-immigrant family and partnered with Pitbull, Cilantro is not just serving food – it’s transforming the industry. Now, the brand is looking for visionary partners to join them in shaping the future of fast-casual.

39%

OF RESTAURANT  
OWNERS USE  
CUSTOMER  
DATA INSIGHTS

40%

OF RESTAURANTS  
HAVE SEEN  
INCREASED PROFITS  
DUE TO INVESTING  
IN AUTOMATION

9/10

ADULTS SAY THEY  
ENJOY GOING TO  
RESTAURANTS

## Angry Crab Shack

U.S. & U.K.

Angry Crab Shack has expanded to 23 U.S. locations, with recent openings in Kennesaw, GA, and Prescott, AZ. Following its first opening in the U.K., the brand has a second U.K. location opening in October and a third scheduled for early 2025 under its Master Franchise Agreement.

## Big Chicken

U.S., U.K. & SOUTH AMERICA

Big Chicken has exceeded industry expectations since its 2018 launch, with over 350 locations in development. Backed by Shaquille O'Neal, Authentic Brands Group, and JRS Hospitality, the franchise opened 18 locations in 2023, expanding into the U.K. and South America, with global expansion ambitions.

## Bunsik

U.K. & EXPANDING

Bunsik, a fast-growing QSR, controls its own manufacturing and supply chain to support rapid franchise growth. With low entry costs and quick ROI, the brand aims to open 20 stores by 2025, 80 within five years, and over 200 across the U.K. and Europe within 10 years.

## Chicken Cottage

U.K. & AFRICA

With its recent top tier transformation, this established brand is seeking experienced investors and master franchisees for expansion in Europe, the Middle East, and Southeast Asia, having recently signed a deal with a Private Equity group in Africa with a focus on three key territories.

## Famous Toastery

U.S. & EXPANDING

Franchising since 2013, Famous Toastery has grown to 24 locations across three U.S. states. In the past year, the brand signed agreements to add 11 new restaurants, aiming to expand its franchise network further. Famous Toastery targets 200 locations nationwide by 2030.

## Fat Phill's

NETHERLANDS & U.K.

Fat Phill's is the fastest-growing food franchise in the Netherlands, operating 17 locations with nine more planned for 2024, including its first London store. The U.S.-inspired QSR aims to open 100 U.K. sites over the next decade, with additional expansion targeting mainland Europe and the Middle East.



Heavenly Desserts

## Wetzel's Pretzels

U.S. & CANADA

Wetzel's Pretzels has seen significant expansion over the past year, opening its first store in Canada and launching the 'Twisted by Wetzel's' streetside concept in the U.S. With plans for its 400th location and a focus on growth in Canada and Latin America, the brand is well on course to solidify its global presence.

## On the Border Mexican Grill

U.S., SOUTH KOREA & VIETNAM

With more than 130 locations, the brand is growing its global footprint in South Korea and Vietnam with master franchise partner JRW, while also focused on finding partners in India, Australia and Southeast Asia.



## Fish Delish

EUROPE & U.S.

Fish Delish opened its first location in 2020 to positive feedback, leading to franchise sales starting in 2022. In just two years the brand has opened 14 locations in Croatia and one in the state of New Jersey with plans to expand in Europe and the U.S. with a focus on franchisee success and satisfaction.

## Freddy's Frozen Custard and Steakhburgers

U.S. & CANADA

Freddy's has steadily grown since its 2002 founding, now boasting over 530 locations in 36 states. In 2023, it opened a record 62 restaurants and plans to add 50 more by the end of 2024. The brand aims for over 1,000 locations by 2035.



Eat Salad

## Gimme Gelato

GERMANY & EUROPE

Founded in 2018, Gimme Gelato has quickly become a leader in Berlin's artisanal ice cream scene. Known for innovative practices and sustainability, it operates a flagship café and over 20 high-tech mobile units. The brand is now poised to expand throughout Germany and Europe.

## Graze Craze

U.S., AUSTRALIA, FRANCE & CANADA

Graze Craze, the leading charcuterie franchise, has grown to over 80 locations since franchising began in 2021. Present in the U.S., Australia, France, and Canada, the brand is well on track to surpass 100 locations by the end of 2024, and become a global catering sensation.

## Dave's Hot Chicken

U.S. & CANADA

Last year Dave's Hot Chicken added 73 locations to its portfolio, reaching a total of 174, and secured 109 new franchise commitments totaling 862 units. Looking ahead, the brand plans to expand internationally with six locations in Canada and additional openings in the Middle East, including Saudi Arabia, the UAE, and Qatar.

### THIRD PARTY DELIVERY

Door Dash, Uber Eats and other third-party delivery services will continue to expand as they have become a boost to top-line sales. We will soon see advances that include voice commands and facial recognition.

## Heavenly Desserts

U.K., CANADA, PAKISTAN, INDIA & GERMANY

Heavenly Desserts has expanded from 5 locations in 2016 to 56 today. The brand has partner agreements for locations in Canada, Pakistan, India, and Germany, aiming for 100 global sites by 2025 and expansion into the U.S. and the Middle East.

## HTeaO

U.S. & EXPANDING

HTeaO quickly gained momentum after launching its franchise prototype in 2018, securing 29 agreements within a month. It now operates 118 locations and aims to expand to 300 locations nationwide by 2026, capitalizing on the thriving tea and coffee market.

## Eat Salad

EUROPE & EXPANDING

The youngest brand on the list, Eat Salad® is already primed for international growth having launched its first international location in Barcelona in 2024. The goal is to establish 300 locations worldwide by 2030, building on over 65 in France, and catering to the demand for healthy, customizable dining.

### CONTACTLESS ORDERING

Restaurants that rely on contactless ordering while you sit at the table are faring less well. It was poorly done during COVID and not advanced very much.

## BREAKOUT BRAND

# Uncle Tetsu's Japanese Cheesecake

From a single shop in Fukuoka, Japan to an expanding international brand, Uncle Tetsu's Japanese Cheesecake offers an exciting opportunity to bring authentic Japanese desserts to global markets



## Uncle Tetsu's Japanese Cheesecake

Founded by Tetsushi Mizokami in 1990, Uncle Tetsu's Japanese

Cheesecake introduced the art of Japanese baking to the world. Born and raised in Hakata, Fukuoka, Mizokami learned the traditional craft in his parents' cake shop, fueling his lifelong passion for quality desserts and ultimately inspiring his creation of the world's first Japanese cheesecake concept. Uncle Tetsu has since sparked a global trend for unique and delectable Japanese desserts.



**Investment:** \$150,000 - \$1,000,000 USD

**Established:** 1990

**Number of outlets:** 56

**Contact:** franchise@uncletetsu.com

Tetsushi's entrepreneurial journey blossomed in the 70s and 80s, opening various ventures, including Hana Jam, the shop where he first introduced the now-iconic Japanese cheesecake – a delicately soft, airy dessert that quickly became beloved by locals. This cheesecake stood out for its simplicity and melt-in-your-mouth texture, capturing the essence of Japanese flavors. By 1990, Mizokami focused entirely on the cheesecake, launching Uncle Tetsu's Freshly Baked Studio, where customers could witness each cake's creation, emphasizing quality, freshness, and the joy of a unique dessert experience.

Now, Uncle Tetsu's Japanese Cheesecake is a phenomenon with a clear mission: to make Japanese cheesecake as universally loved as sushi or ramen. Expanding steadily, Uncle Tetsu aims to open 60 units by 2025 and reach 100 by 2030, bringing the heart of Japan's Tessa's Village to a global audience. As the brand expands across Canada, the USA, Taiwan, Japan, and Indonesia, plans are underway for Europe, the U.K., and South America. Each market offers a unique opportunity for Uncle Tetsu to connect with diverse cultures by blending Japanese authenticity with local flavors. For instance, Brazil's large Japanese population and appreciation for cultural flavors create a perfect entry point in South America, where Uncle Tetsu can introduce Japanese-inspired treats

with local twists like tropical fruits or dulce de leche.

Uncle Tetsu's unique Fresh-Made Mini Factory model differentiates it from other dessert franchises. Each cheesecake is prepared on-site, hand-whisked, and baked daily for peak freshness, ensuring the same authentic, high-quality experience across all locations. With new items like cheese tarts and honey madeleines, Uncle Tetsu combines innovation with tradition, expanding the appeal of Japanese desserts worldwide.

To maintain consistency, Uncle Tetsu invests in hands-on training, sending specialized trainers to each new location to adapt recipes with locally sourced ingredients, reinforcing the brand's commitment to freshness and community support. This careful balance of technology, customized ovens, and staff training upholds quality and offers franchisees a unique value proposition.

Uncle Tetsu is actively seeking franchise partners who align with Mizokami's dedication to craftsmanship, quality, and cultural respect. Prospective franchisees receive comprehensive support, from in-depth training and marketing assistance to operational support. With a loyal and culturally diverse customer base – from Gen Z to Baby Boomers – Uncle Tetsu offers franchisees a compelling, globally resonant brand that brings the taste of Japan to every corner of the world.



## Paris Baguette

NORTH & SOUTH AMERICA

With over 170 locations in North America alone, and 70 more in development, the neighborhood bakery café is expanding into new markets such as Utah and Minnesota, opening stores in Guam and Puerto Rico, and searching for a Master Partner to jump-start development in Mexico.

## Pomme Freunde

GERMANY & EUROPE

Founded in 2009 in Munich, Pommes Freunde has quickly expanded from a pilot store to over 50 locations today. Growing sustainably, the brand opened 37 stores by 2021 and entered Austria in 2022. With monthly openings and its first airport location next year, Pommes Freunde continues to thrive.

## Port of Subs

U.S. & EXPANDING

Port of Subs boasts nearly 70 locations across nine states, with 230 units under development in key markets like Minnesota, Oregon, Arizona, Florida, and Texas. Following its acquisition by Area 15 Ventures, the brand aims for aggressive nationwide expansion, targeting major growth.

# 40%

OF U.K.  
CONSUMERS  
WANT TO  
KNOW MORE  
ABOUT HOW  
THEIR FOOD IS  
PRODUCED

## Rita's Italian Ice

U.S. & EXPANDING

Rita's Italian Ice operates 575 locations across the United States. In 2023, the brand opened 40 new outlets and plans to open 45 in 2024. With ambitious expansion strategies, Rita's aims to tap into new markets nationwide, continuing to grow its presence in the frozen dessert industry.

## Slim Chickens

U.S. & WORLDWIDE

Slim Chickens has experienced 70% growth since 2022, with over 50 openings in 2023 and 80 signed deals across 10 new territories, bringing its total to over 250 locations. This year, the brand has focused on domestic growth, as well as Canada, Germany, the U.K., Turkey, the E.U. and the G.C.C. among others.

## Salata Salad Kitchen

U.S. & EXPANDING

Salata Salad Kitchen, founded in 2005 by Berge Simonian in Houston, offers customizable salads and wraps with over 50 fresh toppings. Since franchising in 2006, it has expanded to over 95 locations across Texas, Georgia, Southern California, Louisiana, and North Carolina, with plans for further growth into new markets.

Nearly  
**two-thirds** of  
Chinese  
consumers  
(63%) look  
to menus  
for new  
foods and  
flavors

## Salad Box

EUROPE

Salad Box began in 2011 with a vision for affordable healthy food. Since opening its first restaurant in Romania in 2012, it has expanded to over 50 locations across 8 countries. Looking ahead, Salad Box plans to enter new European markets, promoting its healthy, fast meal concept across the continent.

# 50%

OF RESTAURANTS,  
INCLUDING SIT-DOWN  
AND FAST-FOOD  
ESTABLISHMENTS, OFFER  
PLANT-BASED OPTIONS,  
AND THIS IS ONLY  
EXPECTED TO GROW



Paris Baguette in Singapore





Tony Romas, Malaysia

## I Am Döner

U.K., DUBAI, CANADA

I Am Döner is a premium kebab franchise prioritizing fresh ingredients and sustainability through higher welfare sourcing and plastic-free packaging. With locations in the U.K. and Dubai, plus an upcoming launch in Canada, it aims to become a global leader in the kebab market.

## Kaspa's Desserts

U.K., MOROCCO, PAKISTAN

Kaspa's Desserts has expanded to 100 locations in the U.K. with further growth in Morocco and Pakistan and upcoming launches in Turkey, the UAE, and Saudi Arabia. The brand aims for sustainable international expansion through responsible franchising, focusing on high ROI.

Nearly half of consumers are taking a wait-and-see stance when it comes to spending. Operators offering a solid value proposition for dining out can nudge customers out of their holding pattern

## La Donutaria

EUROPE, U.K., MIDDLE EAST

La Donutaria has expanded to over 70 locations worldwide, including the Middle East and the U.K. Over the next 5-10 years, the brand aims to double its locations while enhancing sustainability and innovating product offerings, solidifying its position as a global leader in the gourmet donut industry.

## Marco's Pizza

U.S. & MEXICO

Marco's Pizza has expanded from one location to over 1,200 stores in the U.S. and beyond. With a commitment to international growth, including a 50-unit master franchise agreement in Mexico, the brand aims to double its footprint in the next decade, solidifying its position as a global leader.

*Kiosks are Shake Shack's largest order channel, enhancing sales by **14.7%** in Q1 this year*

**51%**

OF CAFFEINE-SEEKERS RELIABLY VISIT COFFEE SHOPS AT LEAST ONCE A WEEK, LEADING TO A 105% GROWTH RATE IN SUBSCRIPTIONS SINCE 2020

## Naughty Pizza

U.K. & MIDDLE EAST

Naughty Pizza is U.K. brand known for its live kitchen experience. Now with a flagship store in Dubai and a new model at Market Island, the largest food hall in the Middle East, the brand aims to expand aggressively, targeting 20-30 international franchise locations within the next 3-5 years.

*Flytrex hit the milestone of **100,000**, successful food deliveries (and counting) by drone in 2024*

## Smalls Sliders

U.S. & EXPANDING

Smalls Sliders has gained attention from many multi-unit operators since reopening franchising over a year ago. With 300 Cans open or in development across 24 states, 6 states sold out for future expansion, and a robust pipeline in place, the brand is poised for significant multi-unit growth nationwide.

## SOJUBAR

NETHERLANDS,  
BELGIUM & EUROPE

Sojubar, a brand that celebrates authentic Korean cuisine, currently operates venues in the Netherlands and Belgium. It plans to expand across Europe and the U.K., ultimately aiming for global growth through franchising in vibrant urban areas.

## The Great Greek Mediterranean Grill

U.S. & CANADA

The Great Greek Mediterranean Grill opened 21 locations in 2023 and targeted greater numbers in 2024. The brand plans to quadruple its U.S. footprint and expand into Australia, Ireland, South America, and the Middle East over the next decade.

## Tony Roma's

U.S. & WORLDWIDE

With 86 locations worldwide, Tony Roma's is poised for aggressive expansion over the next 5-10 years. The strategy targets key markets in North America, Europe, the Middle East, and Asia-Pacific, focusing on high-demand cities to create attractive investment opportunities for potential franchisees.



Papa John's, South Korea

## Tucano Coffee

EUROPE & WORLDWIDE

Since 2013, Tucano Coffee has expanded to 51 locations across seven countries. With a vision for growth, the brand aims to double its footprint by 2028, targeting 100 coffee shops in 12 countries, further solidifying its presence in the global coffee market.

## Wings and Rings

U.S. & MEXICO

Currently operating 85 locations, Wings and Rings is celebrating four decades. Focusing on franchisee support, the QSR aims to enhance its national and international footprint by aggressively expanding, with new sites planned in Texas, Georgia, and Mexico.

## You Me Sushi

U.K. & IRELAND

You Me Sushi is expanding across the UK and Ireland, aiming to reach 35 sites by the end of 2024 and doubling its estate in the future. The brand offers multi-site developer opportunities and delivery-only models, seeking operators with experience to fuel its growth.

## Zocalo

SCANDINAVIA & U.K.

Inspired by the taquerias of the Mexican Mission District in San Francisco, Zocalo operates 27 restaurants across Denmark, Iceland, Sweden, and the U.K. The award-winning brand offers a range of opportunities to area developers and master franchisees for entire to fuel its growth.

# 39%

OF RESTAURANTS PLAN TO  
START UP NEW REVENUE  
STREAMS

*The global fast  
food market  
is anticipated  
to reach  
\$913.7 billion  
by 2026*

# 50%

OF RESTAURANTS OFFER  
PLANT-BASED OPTIONS, A  
% EXPECTED TO GROW

### LOYALTY PLANS

Free loyalty programs have been very successful in the fast-food arena where customers earn points or stars toward free menu items. The return guest is the lifeblood of any restaurant and memberships drive visits even more effectively.

### PREMADE TO CUT WASTE

Restaurants will rely more on premade products in 2025, which have almost zero waste and will help lower labor costs.



Subway, Europe



## Wing Snob

U.S. & CANADA

Wing Snob® is rapidly expanding, growing from 24 to 54 locations across the U.S. and Canada, with plans to reach 100 by 2025. Targeting key markets in the Midwest and beyond, the brand is strategically positioning itself for continued growth, aiming to become a dominant player in the global wing industry.

## Tariq Halal

U.K. & EXPANDING

Operating 30 locations in the U.K., Tariq Halal plans to reach 100 within five years while expanding into Europe, the U.S., and U.A.E. As the world's only Halal meat butcher franchise, it sells premium meats to a global customer base, driving growth through innovative concepts.

## New York Fries

U.S., CANADA & THE MIDDLE EAST

With over 100 locations globally, New York Fries is reestablishing its presence in the U.S. after becoming a staple in Canada and the Middle East. Recently opened in New Jersey and New York, the brand plans to expand nationwide through non traditional venues.

## Subway

WORLDWIDE

The world's largest single-brand restaurant chain signed over 20 master franchise agreements in the last three years, leading to more than 10,000 future restaurant commitments. The chain plans to significantly expand in Europe and Latin America, doubling global locations by the end of 2025.

*The total global food demand is expected to increase by 35% to 56% between 2010 and 2050*

**55%**

**OF DINERS WANT "NEW EXPERIENCES AT THEIR LOCAL RESTAURANTS"**

## Chuck E. Cheese

U.S., LATAM & MENA

Chuck E. Cheese is expanding its global franchise, adding Egypt and Kuwait in 2024, with Australia and more markets planned for 2025. With nearly 100 locations outside the U.S., the brand is growing beyond its core LATAM and MENA markets, targeting Asia and Europe for future expansion.

## Papa John's

U.S. & WORLDWIDE

Papa John's is focused on significant U.S. expansion, building on its 5,825 restaurants across 48 states. The brand has been engaging existing franchise partners and seeking new operators to penetrate underserved markets and boost growth opportunities throughout 2024 and beyond.

**The U.S. restaurant workforce is projected to grow by 200K jobs, for total industry employment of 157M by Q4 2024. 45% of operators need more employees to meet demand**

DOES YOUR OFFICE LOOK  
THIS GOOD...?



BE PART OF THE  
**FUTURE OF FITNESS**



[www.f45training.com/invest](http://www.f45training.com/invest)

**F S 8**  
PILATES · TONE · YOGA



...IT COULD!



# Is it time to go global?

Learn how to avoid common pitfalls and pave the way for successful international growth



26

## FRANCHISE COUNSEL

**EDWARD (NED) LEVITT** is a partner at Dickinson Wright LLP, and co-chair of its Franchise and Distribution Law Group. Renowned as one of Canada's leading experts in franchising and distribution law, Ned helps franchisors navigate the intricacies of international expansion.



**Edward (Ned) Levitt**

PARTNER AT  
DICKINSON WRIGHT LLP

**Y**ears ago, the idea of a franchise system expanding internationally was the exclusive domain of mega-brands with ample financial and human resources. Fast forward to today, and you'll find a wave of emerging franchisors experimenting with overseas opportunities. The outcomes, however, have been decidedly mixed – more often than not, failures outnumber successes. This disparity stems not only from the inherent challenges of such expansions but also from a lack of

proper planning and execution. In this article, we'll delve into some of the most common mistakes made during international expansions and offer suggestions on how to sidestep these pitfalls.

### Timing is everything

Once upon a time, the conventional wisdom suggested that franchisors should saturate their home market before looking abroad. Today, this narrative has shifted. The decision to expand internationally hinges more on the quality of the franchise system and its capacity to support foreign franchisees than merely the size of its domestic footprint.

This raises a series of crucial questions. Does the franchisor possess the financial and human resources necessary to investigate whether the concept is acceptable in the target country? What

adaptations will be needed? Are there supply chain challenges to consider? And most importantly, is there a pool of qualified franchisees – whether unit, area, or master – to ensure a successful expansion?

Finding the answers to these questions requires a substantial investment of both time and money, often overlooked or underestimated. The result can be anything from a failed expansion to damage inflicted on the home country's system, as leadership gets distracted and resources become overextended.

The mantra here is simple: research, research, and then research some more. Take the time to secure the necessary funds and personnel to gather accurate and reliable information. You must answer a pivotal question: is your system truly ready for an international leap?

## The right countries at the right time

Many failed international franchise expansions can be traced back to poor choices regarding target countries. Too often, franchisors react to an overture from a foreign resident without conducting the necessary research to weigh the options and cost benefits of each potential market.

From an international franchise perspective, not all countries are created equal. Various factors need to be considered, such as proximity to the franchisor's home base, shared language and culture, the prevalence of similar businesses, availability of critical supplies and labor, and the legal protections for the franchisor's rights.

When starting an international expansion program, it's essential to think in terms of geographical regions rather than individual countries. For example, targeting the META region, Scandinavia, Europe, Asia, North America, or Latin America can yield better results.

Many franchisors find greater success by focusing on one region at a time instead of spreading themselves too thin across numerous countries. This approach can involve recruiting a master franchisee for the entire region or taking the time to learn from experiences in one country before venturing into the next.

## Choose the right franchise vehicle

When it comes to international expansion, franchisors have several franchise structures to choose from, including unit franchises, multi-unit franchises, area agency franchises, master franchises, and joint venture franchises. Selecting the right structure can be the difference between success and a spectacular flop.

A well-advised strategy is to start with one or a few corporate units. This allows for a "test drive" of the concept in the foreign market, offering more flexibility for fine-tuning and creating a localized proof of concept for prospective franchisees. Once the corporate units are thriving, franchisors can either begin franchising new units or sell those existing units to new franchisees.



### STRATEGIC PARTNERSHIPS:

Forge alliances with local experts or master franchisees who understand the market dynamics, regulatory challenges, and consumer behavior.



### EXPERIMENT WITH PILOT PROGRAMS:

Before committing full-scale, implement pilot programs in select regions. This allows you to test your concept, refine operations, and gauge reception.



### PRIORITIZE CULTURAL INTEGRATION:

Instead of merely translating your marketing materials, adapt your messaging and branding to resonate with local customs and values.

## "The decision to expand internationally hinges more on the quality of the franchise system and its capacity to support foreign franchisees than the size of its domestic footprint"

Historically, master franchising has been the go-to structure for international expansions, granting the master franchisee the right to sub-franchise. The ideal situation involves finding a well-financed master franchisee who knows the industry and has previous franchise experience. Unfortunately, these "unicorns" are rare, and many ambitious master franchise programs have floundered.

The risk of failure significantly increases when franchisors relinquish too many critical decisions to the master franchisee, mistakenly believing that local knowledge alone can replace thorough research. To mitigate these issues, consider granting multi-unit rights to a select few franchisees within a country. While this may result in slower growth and higher franchise development costs, it offers a much better chance for sustainable, long-term success.

### Avoid oversized territories

As franchisors dive into international expansion, they often face the temptation of granting large territories. Prospective franchisees frequently pursue the biggest territory they can secure, sometimes encompassing an entire country or multiple nations within a region.

Newcomers to international franchising often grant these expansive territories due to ignorance about the market's potential or the misguided belief that dealing with one master franchisee in a larger area will simplify operations. In reality, franchisors are more likely to cultivate a stronger and more profitable system by starting with smaller territories. This approach enables franchisees to demonstrate their capabilities before potentially

expanding their footprints.

Plus, it's easier – both psychologically and often legally – to reward good performance than to penalize poor results.

### Set the right fees

Determining the appropriate fees for a franchise is one of the most challenging aspects of franchising. Various factors influence this critical number, including the length of the franchise term, the system's track record, the amount of training and support provided, and the additional investments expected from franchisees.

If fees are set too low, franchisors may struggle to offer adequate support that helps franchisees achieve profitability. Conversely, if fees are too high, they can hinder a franchisee's ability to thrive financially or operate the business effectively.

Similar considerations apply when establishing the ongoing royalty rate. If the chosen vehicle is master franchising, franchisors must carefully determine how fees from unit franchisees will be divided between themselves and the master franchisee. It's vital to clarify responsibilities for system development and administration before discussing how profits will be split. Only then can a fair fee structure be established that reflects those responsibilities.

While international expansion may not be an easy road, the rewards can be substantial – financially and otherwise.

So, as the U.S. Founding Father Benjamin Franklin famously put it: "Failing to plan is planning to fail." Take his words to heart as you set out to navigate the complex but rewarding journey of expansion through international franchising.



## HEALTH AND FITNESS

# Crunch Fitness: powering up for big growth

With its commitment to inclusivity, robust leadership team, and strategic approach to expansion, Crunch Fitness is well on its way to becoming a global leader

Minimum  
required  
capital:

**\$500,000**



28

**T**he global fitness industry is currently experiencing remarkable growth, fueled by rising health consciousness and an increasing demand for accessible fitness solutions. Research shows that consumer spending on fitness is rising, and the global market is expected to expand by 9.61% per year through 2027 (Statista). Crunch Fitness stands out in this dynamic market, bringing a strong competitive edge. Known for high-quality facilities, a wide range of classes, and community-driven programs, Crunch has the flexibility to appeal to various demographics and regions. Expanding internationally aligns with Crunch's growth goals, opening opportunities for franchise partners to meet the high demand in their local markets with a credible and successful brand.

## RAPID EXPANSION

Crunch Fitness is on an impressive growth trajectory, expanding its global presence. The brand has reported double-digit sales growth and is climbing the ranks of industry leaders, recently achieving the #1 spot in the fitness category on the Entrepreneur Franchise 500® list. This is an exciting time to be associated with such a legendary fitness brand.

Crunch Fitness has amassed a membership of over 2.9 million across more than 490 clubs located in 41 U.S. states, the District of Columbia, and internationally in Australia, Canada, Costa Rica, Portugal, Puerto Rico, and Spain. Last year alone, the company increased its unit count by an impressive 16.8%, adding 71 new locations in the U.S. and abroad.

## STRONG LEADERSHIP

Led by CEO Jim Rowley, the executive team, including President Chequan Lewis (formerly the COO of Pizza Hut U.S.), CFO Dan Gallagher, COO Molly Long, and CMO Chad Waetzig, working with Managing Director of International Development, John Kersh (who previously served as Chief International Development Officer at Xponential Fitness), brings extensive industry experience to the table. Their combined expertise positions Crunch to continue its ambitious expansion on a global scale.

## STRATEGIC POSITIONING

With robust brand recognition in the U.S., innovative fitness offerings, and an affordable membership model, Crunch Fitness is strategically positioned for growth both domestically and internationally. The brand is focused on expanding in both mature and emerging fitness markets, where significant growth opportunities exist.

## INCLUSIVE PHILOSOPHY

At the core of Crunch Fitness's mission is the goal of enhancing people's lives by providing an affordable, high-quality fitness experience in a welcoming and non-intimidating environment. The brand's "No Judgments" philosophy is central to creating a space where individuals of all fitness levels feel comfortable exercising.

This commitment to inclusivity has allowed

Crunch to appeal to a diverse range of individuals, ranging from those who have recently become more interested in fitness and extending to traditional gym enthusiasts, all from various walks of life.

Crunch Fitness particularly resonates with millennials and Gen Z consumers, who represent the brand's fastest-growing demographic. These younger members highly value Crunch's positive, welcoming atmosphere and the fun, community-oriented culture that the franchise embodies.

Strength training and high-intensity interval training (HIIT) are among the most popular activities among Crunch members aged 18 to 34. To cater to this demographic, the franchise has made substantial investments in curating a variety of fitness experiences tailored to consumer needs. This includes offering an extensive range of weights, top-tier equipment, a dedicated functional turf area, advanced HIIT classes, and personal training options.

### INNOVATIVE OFFERINGS

Crunch is known for its creative and high-energy fitness classes, from HIIT circuits to dance-inspired workouts like Cardio Tai Box. These offerings set Crunch apart from traditional gyms by providing members with unique, engaging workout options that keep them motivated and returning.

### FLEXIBILITY AND ACCESSIBILITY

One of Crunch Fitness's standout features is its flexible membership structure, which appeals to many clients. With affordable pricing and varying membership benefits, Crunch can serve different demographics and income levels, from young professionals to families and fitness enthusiasts. This flexibility is especially advantageous for partners aiming to appeal to diverse audiences in regions with varying income levels or fitness budgets.

### EMBRACING DIGITAL SOLUTIONS

Crunch Fitness created Crunch+, a digital platform that offers on-demand, live-streamed workouts to complement the in-gym experience. As a membership perk, Crunch offers 70% off the retail price for Crunch+ to get equipment tips, guided workouts and a wide array of virtual classes, including HIIT, sculpt, yoga, cardio, Tai Box, Pilates, and meditation that members can utilize while on the go. This hybrid fitness experience caters to the evolving needs of modern fitness enthusiasts. Crunch+ is a powerful tool for franchisees to engage members beyond gym visits, increase retention, and cater to a broader audience.

### GROWTH PROSPECTS

Crunch Fitness has a well-established international presence, with gyms in Canada, Spain, Portugal, Costa Rica, Australia and beyond. Recently, Crunch secured the 79th position on Franchise Times' Top 400 List - an impressive leap of 37 spots. Additionally, Crunch was recognized by CoStar as one of the top 10 retailers signing new leases last year, having leased more square footage than any other fitness company. These accolades further demonstrate the effectiveness of Crunch's business model, which drives value while maintaining consistent low-cost memberships.



### FRANCHISE OVERVIEW

**Established:**  
1989

**Number of outlets:**  
490+ worldwide

**Locations of units:**  
Over 1,600 franchise rights sold



Crunch Fitness is uniquely positioned to experience substantial growth in the fitness industry. With John Kersh's extensive knowledge of global markets and over 25 years of experience in the fitness and franchising sectors, combined with Crunch's current club count and rights sold, the brand is poised to expand its footprint significantly.

In addition to the U.S., Crunch is exploring expansion opportunities in a variety of regions, including Europe, the Middle East, and Southeast Asia.

### BRIGHT FUTURE FOR INVESTORS

As Crunch Fitness strives to new heights - aiming for nearly 500 locations and 3 million members - the brand is seeking qualified partners who are passionate about the Crunch Fitness ethos and have the capability to facilitate significant expansion.

Crunch's unique combination of flexible membership, engaging workout experiences, digital integration, and community culture make it an attractive choice for international markets.

As awareness and demand for health-oriented solutions grow globally, Crunch is primed to meet these needs - and with its strong leadership, robust franchise model, and an global growth plan, is ready to bring its mission to more communities worldwide.

If you're an entrepreneur or business leader who sees potential in bringing a respected and dynamic fitness brand to your country, Crunch could be the right partner. Its inclusive philosophy and established brand recognition offer a solid foundation for success.

Reach out today to learn more about how you can bring the Crunch Fitness experience to your region and be a part of this exciting global journey.

### FOR FURTHER INFORMATION

Contact: [sales@crunch.com](mailto:sales@crunch.com)

Visit: [crunch.com/franchise](http://crunch.com/franchise)



# SWINGING FOR GRAND SLAM GROWTH

As franchisors pursue significant expansion, they're leveraging multi-unit and master operators to hit it out of the park and achieve home run success







**T**he future of franchising is increasingly being determined by those who think big – and act even bigger. Multi-unit operators and master franchisees aren't just expanding franchise operations domestically – they're transforming the relationship between franchisees and franchisors on a global level.

For franchisors looking to scale across borders – whether city, state, or international – partnering with well-seasoned operators brings valuable expertise, from creating operational efficiencies to maintaining brand consistency across multiple outlets. Furthermore, multi-unit operators with the ambition to scale can often play a pivotal role in ensuring success by accelerating growth while aiding brand stability.

While multi-unit operators focus on streamlining efficiency and profitability at scale, master franchising – where a franchisee adopts the role of franchisor within a designated region – takes multi-unit ownership a step further. Master franchisees are tasked with recruiting and supporting other franchisees, effectively becoming the brand's key driver of expansion in their territory – particularly advantageous in international markets where cultural nuances and local regulations require someone with a deep, localized knowledge.

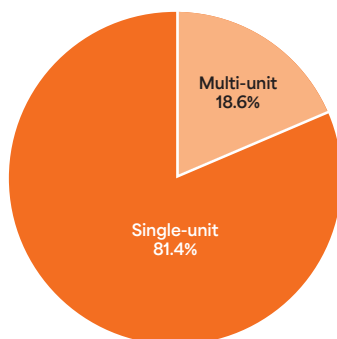
### Time to expand?

In an industry constantly pushing for growth, both models are proving to be indispensable in redefining how franchise systems grow and operate. Andrew Walters, founder of Kindling Franchise Consultants – a boutique firm with 17 years of international franchise experience – offers specialist advice to franchisors looking to expand globally. “Taking any franchise overseas is a big decision that remains an aspiration for many, and one which can feel tantalizingly out of reach as it requires strategic planning, a good chunk of money, and plenty of patience,” he points out. “So as a franchisor, you should first prepare properly and understand the different approaches available to you.”

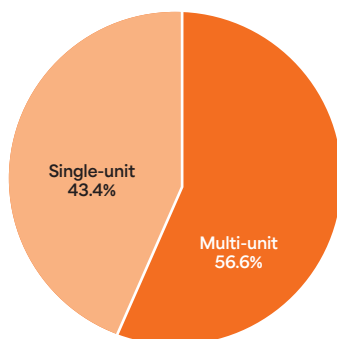
“The first option is simply to operate like you do in your home country. The direct model means you grow your franchise network in a new country, much as you've done in your existing domestic market,” he explains. “No middleman, and no big player with the rights to develop a far larger territory than you'd normally grant. You simply recruit direct franchisees.”



**U.S. Single-unit Franchise vs. Multi-unit Franchises**



**U.S. Franchised Units Owned by Single-Unit vs. Multi-Unit Franchises**



Source: FRANData

In Walters' view, this approach probably represents the easiest way to get started... but also the easiest route for things to go wrong.

“In my experience, many emerging franchisors take this route when opening a franchise in an exotic market that they've not considered before,” he continues. “It's exciting to be invited to take your brand overseas, but opening a one unit franchise makes no strategic sense unless you have an actionable plan to open many more. The cost in time and energy to support that one-unit franchisee and adapt your model to the market (and yes, you absolutely will have to, no matter how well suited you think it is) will far outstrip any upfront fee.”

For lifestyle franchises where the market is very similar to the home market, and where similar unit franchise candidates are readily available, the direct model can work to kickstart a global empire. But Walters advises caution: “Make sure you get good quality advice on the local franchise legislation and any disclosure or registration requirements as they can be cost-prohibitive for a direct unit approach.”

For a step up in scale from the unit franchise model, the multi-unit or area development approach grants a much larger territory (e.g., a city, state, or province) to one entity that will develop it themselves. There are no



## PARTNERING FOR SUCCESS

*Martin Hancock, Managing Partner at World Franchise Associates Ltd, on choosing the right international master franchisees*

### Commitment

Selecting the right master franchisee is about building a long-term relationship. Both parties must share a vision for growth and commit the necessary time, energy, and resources.

### Experience

An ideal master franchisee embraces the brand's mission and values while providing the required initial and working capital. They should have existing operations in their home country and the capacity to attract sub-franchisees and negotiate deals. Experience in real estate and site selection is a plus.

### Record

Established brands can often partner with master franchisees already in the sector, while smaller brands might consider candidates with a solid entrepreneurial record, even if they lack sector experience.

# Get set up for global growth

- Pick the model that suits your industry, your franchisee candidates, the scale of your aspirations and the target market dynamics.
- Whichever approach you take, make it a strategic decision and not one driven by ego.
- Flag planting serves nobody's interests. 30 franchisees in one new market are much better than one new franchisee in 30 markets.
- Make sure you have sufficient resources and patience for the journey.
- Don't take your eye off the ball and neglect your core franchise network.

## Master plan

A master franchise reflects the dream scenario for many franchisors yet is a model that often fails due to picking the wrong candidate.

"Rights granted are similar to those given to an area developer," Walters explains. "However, unlike the area development model, the franchisee will not only open and operate their own corporately run units, but also recruit and support franchisees. You then share the franchise fees and royalties with your master partner on an agreed percentage basis (which can vary greatly from deal to deal)."

There are some obvious advantages to this approach. "Usually, the franchisor will take a significant upfront fee from the master for the privilege, though the heady days of giant fees are somewhat behind us as an industry. The master franchisee takes on the role of recruiting and supporting franchisees, which greatly reduces your local involvement, and provides a degree of legal protection as you are now one step further removed from the local unit franchisees."

The downsides, however, can also be pretty significant, as Walters points out: "The first is financial – you're potentially giving away a good chunk of royalties and franchise fees to the master. You also lose a great deal of control and are subjected to that one master franchisee's ability to grow the business as well as you do."

This is really where recruiting the right partner is key. For math learning center franchise, Mathnasium, it was hitting on the right master franchisee that dictated which country the brand branched into next.

"For our international development, we only enter new markets via an area development or master franchisee model," explains Benjamin Simon, Regional VP of International Franchise Operations and Development at Mathnasium. "We ran into Dana Bănică's profile while looking into the European market. Romania was maybe not a top-tier target on our strategy board, but any market can be relevant with the right partner. What impressed us about Dana's potential was not only her proven track record as a successful master franchisee (60+ locations), but that she had done so in the field of kids' education with Logiscool. Through the depth of her questions on our system, her visits to our international centers, and her presentation at our home office in Los Angeles, Dana proved herself to be that partner. Moreover, Romania not only has a growing economy in a

sub-franchised units, as they are all owned and operated by the franchisee.

"Intrinsic to the success of this model is the development schedule – an agreement between both parties as to how many franchise units they will open and over what duration of time. Care must be taken to get the balance right – it should be aggressive enough to ensure that you haven't granted a huge territory that's never fully penetrated, but not so much that it's impossible in reality to deliver," says Walters.

The advantage of working with an area developer comes from the growth plan that's baked into the deal. If the franchisee sticks to their plan, you should get multiple units across the region in the timeframe that you want. You will also have a direct relationship with one player, rather than having to support multiple unit franchisees from afar.

Finding the right quality candidate here is key. "Every international discussion that I've ever had has involved a stack of reasons as to why the prospective candidate should be granted exclusive rights to a huge swathe of territory," warns Walters. "Buyer beware here – make sure that any area development franchisee is of sufficient caliber to deliver, and don't go giving multi-unit rights to a one-unit-quality franchisee."



decent-sized market, but excellence in education is so ingrained into Romanian culture that we're confident for a bright future for Mathnasium in the region."

The sums certainly add up for Mathnasium. Along with the news of their latest signed franchise agreement, the company projected international development to grow by more than 25% in 2024 compared to the previous year.

"For the medium to larger-sized master franchise-ready markets, the master model is the most relevant for faster growth," says Simon. "It minimizes CAPEX restrictions and immediately enables access to areas of a territory where an investing entity may not have expertise by relying on the local business communities."

Marco's Pizza is also working with master franchisees, this time to make big inroads into LATAM with a 50-unit franchise agreement in Mexico City. Behind the development is Grupo Pizza Amantes SA de CV, a Mexican company run by four business partners with more than 20 years of experience in the restaurant, hospitality and retail industry.

"The Marco's franchise model works for several reasons," says the brand's CDO, Gerardo Flores. "It's a simple model that allows for scalability, and managing a single master franchise over potentially a hundred franchisees enables more control and accountability over the systems. It also allows for shared capital costs as you enter new markets."

Marco's already operates 60-plus locations across the Bahamas and Puerto Rico with a master franchisee for the Caribbean. Company leadership is expecting strong penetration in the United States to continue and is now strategically targeting international development to fuel growth in 2024. Near-term opportunities exist most abundantly in the LATAM region with future sights set on Middle East, Europe and Canada.

"We have been able to scale and exceed our development goals in the Caribbean because we have a proven master franchisee that knows the market and understands the restaurant business," Flores continues. "Since they are on the ground every day, they have established stronger connections with the franchisee base. Entering a new country presents a unique set of challenges from franchise law to supply chain and ideal partners have experience bringing non-competitive food brands into that specific foreign country."

## What does it take for a multi-unit operator to be successful?



**Fred Mercer is multi-franchise owner of Expedia Cruises with four territories in British Columbia, Alberta, and California**

Fred Mercer is an experienced multi-unit franchisee for Expedia Cruises, a full-service leisure travel agency franchise backed by one of the most powerful travel

brands in the world.

Mercer has four total territories across the U.S. and Canada, located in Langley and Kamloops, British Columbia; Lethbridge, Alberta; and

San Diego, California.

"My journey with Expedia Cruises is unique as I started out as a franchisee, held a corporate position for a decade, and then returned to franchise





ownership eight years ago where I have successfully grown my unit count. I've been able to see and learn about both sides of the business, and my corporate experience really made a big difference when I stepped back into an entrepreneurial role.

It doesn't matter whether you're a first-time franchisee or an experienced multi-unit operator – there are certain traits you need to be successful.

First, a multi-unit franchisee needs to be on fire for a particular brand. And when I say on fire, I mean they need to have an unbreakable belief in the brand and drive their franchisee vision with extreme passion.

You shouldn't become a multi-unit franchisee just because you've seen how it's bred success for others. And you need to be able to figure out how to operate just one unit and build that into a fruitful business before deciding to double-down on your original investment.

Another key trait is humility and the ability

to put others before yourselves. No matter how smart a multi-unit franchisee is, they can't build success on their own. At the end of the day, you need your team to be the greatest it can be to help you to secure the longevity of your business.

A great multi-unit operator will surround themselves with great people that they can build into leaders – once that happens, they can instill trust in those leaders to help them grow their unit count and accomplish their vision within the stores.

After you've built up a strong team, your role will naturally change. You will shift from being in the weeds of the day-to-day operations into truly working on the business, while you let the emerging leaders you created work in the business. The better a multi-unit franchisee trains and trusts in the leaders on their team, the better the results will be.

Finally, and perhaps most importantly, one should have fiscal competency. Multi-unit operators need to have

a financial plan before entering the business, know the ins and outs of their core metrics – especially ones that impact cashflow, and have a clear understanding of their P&Ls (profits and losses).

Some franchisees will bring this knowledge with them from previous jobs and experiences, or they will need to trust in the professionals, resources, and support that is provided by the franchisor.

There's more at stake, financially, when you have multiple streams of revenue from various units. A multi-unit franchisee needs to master this – and own it.

Joining a franchise can be intimidating, especially if it's your first step into being an entrepreneur. From my experience with my own franchises – and from what I've seen other successful franchisees do – the bottom line is having trust in the system. Then, if something isn't working, it's not because the system is broken, it's because you aren't executing it correctly. Follow the playbook and you will succeed."

**"A multi-unit franchisee needs to be on fire for a particular brand. And when I say on fire, I mean they need to have an unbreakable belief in the brand and drive their franchisee vision with extreme passion"**

Not all markets are master franchise-ready, either because of their size (since one needs a minimum of potential locations to cover the expense of a master franchise support structure) or because the concept is not yet fully understood at the local business level. As Simon advises, entering the market with the right franchising model is key. "If a market is master franchise-friendly, then the qualities of the local partner will drive the success," he asserts.

Walters also points out that you should partner with a person or group that sufficiently understands your industry to be credible and able to represent you effectively. "They also need to understand franchising and be able to recruit and support a franchise network," he explains. "These are distinct and diverse skill sets not easily found. In addition, they must be resourced sufficiently, both in terms of financial and human capital." This combination of assets can be hard to find – Mathnasium, for example, invests a fair amount of time and effort into seeking potential candidates via proactive searches, brokers' networks, and attending relevant regional franchise networking events.

### Joint ventures

If neither of these models quite fits the needs of your franchise development, there is a middle road and an approach often seen in emerging markets where franchising is less widespread. It involves setting up a new entity in which you'll become a partner with your local franchisee. This can be useful when both parties bring really clear and distinct skill sets to the table and can perhaps be something that you build up to when the franchise relationship has been proven.

In-depth due diligence is required here. "Know exactly who you are getting into bed with and understand that the normal franchisor/franchisee relationship doesn't apply," says Walters. "Expectations will be high about what you're contributing as a partner, and you may be required to be much more hands-on than you're used to. Ensure you have all of this agreed upon ahead of time, especially as to where the share of roles and responsibilities lies.

"Financially, of course, you'll take a share of profits and benefit from the valuation of the JV – so the upside can be much higher than a simple royalty percentage. Not for the faint of heart, though!"

Spot the difference.



# Stand out with SMS

Voxie customers see...



**25%**  
Shorter sales cycle



**31x**  
ROI on SMS with  
Personalization



**50%**  
Increase in CTR



**506%**  
Increase in CVR



## MASTER THE ART OF...

# Attracting Investors

Courting investors can be a daunting task for entrepreneurs, but as Troy Hazard, an international business leader with over 40 years of experience, explains, it's more about strategy, clarity, and building relationships than simply asking for capital. Hazard, who has built and sold multiple companies and helped businesses in 16 countries as a consultant, offers his insights into how to win over investors.

As told by | **CHARLOTTE SMITH**

## BUILD RELATIONSHIPS FIRST

Attracting investors isn't about rushing into meetings with a pitch; it's about nurturing long-term relationships. When he was preparing for the sale of Poolwerx, the world's largest franchise pool service, Hazard and his team spent over two years getting to know potential investors. "We didn't just look for anyone with money - we focused on those who understood our vision and were aligned with our values," Hazard explains. "We narrowed our list from 46 potential investors down to three, based on who we thought was the right cultural and financial fit. By the time Poolwerx went to market, they had playbooked every conversation and pitch with investors, allowing them to confidently demonstrate their long-term goals. "It's all about showing that you can mitigate risk, which makes investors feel comfortable," Hazard adds.



## HAVE A LONG-TERM VISION

One of the most important lessons Hazard emphasizes is the need for clarity. Investors are drawn to businesses with a clear vision for the future. "The businesses that succeed are those where the founders have a crystal-clear vision of what the next 10 years look like. This clarity helps not only in running the business but also in attracting investors who want to see a well-thought-out plan," says Hazard. When founders lack clarity, they tend to operate in chaos, which can scare off potential investors. "Chaos doesn't necessarily mean failure, but it does make businesses less efficient and creates anxiety among leaders. Investors look for those who have a steady hand on the wheel and can show a clear roadmap for growth."

## KNOW YOUR EXIT STRATEGY

For Hazard, one of the keys to attracting investors is to always have an exit strategy in mind. Whether you're at the start or midpoint of your business journey, you should already have a vision of how and when you plan to exit.

"From the moment I enter a business, I already know what it will look like when it's sold. It helps keep you focused, and investors appreciate that level of foresight," says Hazard. "Without a clear exit plan, you risk being handcuffed to your business indefinitely, which isn't appealing to potential investors."

**"I don't need to be a nurse or parent figure in a business relationship - I need to be a mentor"**

## HAVE CLARITY

As an investor, there are certain traits Hazard looks for. "When we work with someone, whether it's to be on their board, invest or consult, the first question I ask is this: 'What do you want to look like when you grow up?' It's surprising how many don't know," he reveals. "If they've not got that clarity it's a red flag, because it means either I need to take them on that journey, I need to introduce them to that journey, or I need to not be part of that journey. I don't need to be a nurse or parent figure in that business relationship - I need to be a mentor. And the mentor role only kicks in if your mentee is open to these concepts."

# Global Franchise AWARDS 2025

— Recognizing excellence —

The closing date is soon!  
Here are six great reasons to  
enter your brand today



38

Do you have a franchise that stands out and deserves international acclaim? Are you expanding globally and aiming to elevate your brand's reputation?

Winning an award at the prestigious Global Franchise Awards offers unparalleled recognition, cementing your place as an industry leader and providing countless opportunities for positive promotion. These annual awards celebrate the best franchises worldwide, from emerging businesses to established giants excelling in their categories. Winners benefit from international recognition and the chance to network with industry leaders at the exclusive ceremony in Las Vegas in February 2025 as part of the IFA Annual Convention.

## 01

### Multiple categories

Getting shortlisted for a Global Franchise Award significantly enhances your brand's credibility, providing an industry-recognized endorsement of excellence. With 15 categories open, there are countless ways to showcase your franchise's strengths.

This year, every entrant gets a bonus: a free entry into the Global Franchise Corporate & Social Responsibility Champion category. This allows you to spotlight the impactful work your brand is doing, providing a unique platform to demonstrate the values that set your franchise apart. Take advantage of this opportunity to make a powerful, lasting impression.

## 02

### Extended opportunities

The Regional Champion Awards zone the spotlight onto the finest franchise businesses from territories the globe, further expanding your opportunity for global recognition. Each entry to the Global Franchise Awards is automatically eligible for these prestigious regional categories, ensuring a wider scope for success.

Regions include the Americas, Asia-Pacific, Europe, the Middle East and Africa and our winners will be selected by regional representatives from our panel of experts, who will be looking for franchising trailblazers making a tangible industry impact in these territories.

## 03

### Notable alumni

Many past winners of the Global Franchise Awards have gone on to achieve notable international growth and recognition, with many returning to enter the awards year after year.

Rob Price, President and CEO of School of Rock, the 2023 Grand Champion and headline sponsor for the 2024 awards commented: "Winning the Global Franchise Grand Champion award was particularly poignant because it rewarded and honored all our stakeholders, our franchisees, our team members and our customers – and, by extension, all the folks in this amazing industry sector."





Entries close 5pm GMT  
on November 22 2024.  
Scan here to  
enter now



## 04

### Brand awareness

Want to increase the visibility of your franchise as an industry leader? Shortlisting or winning a category will elevate your PR and supercharge your marketing providing a powerful boost to your reputation and helping your franchise stand out to peers, partners, and investors alike.

Gaining recognition from a prestigious international panel of industry experts solidifies your brand as a frontrunner in franchising and an exciting prospect for future growth. Winning an award proves to partners and stakeholders around the world that your franchise is not only innovative but a key player in shaping the future of franchising.

### Recognizing excellence

Global Franchise aims to recognize excellence within the wide field of international franchising, and we do this by looking at four values: global intentions, relationships, innovative marketing and how you're advancing the cause of international franchising. Whether or not your franchise is already established in lots of different countries at the moment is beside the point - but we do want to see your plans to go global and how you will do it in a sustainable, ethical way.

**Entries close 5pm GMT  
on November 22 2024.  
Enter to share your  
achievements.**

## 05

### Make meaningful connections

The prestigious and experienced judging panel includes several renowned experts from major international organizations, such as the International Franchise Association, (IFA) Canadian Franchise Association (CFA), and other recognized leaders in European and international franchising.

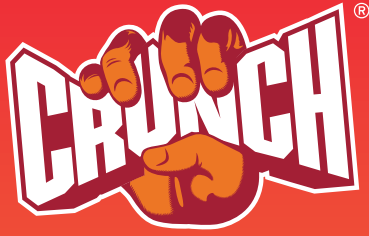
Our awards ceremony, held at the IFA Annual Convention in Las Vegas in February 2025, will bring together global franchise industry leaders, associations, and investors, creating exceptional networking opportunities that can lead to new business connections and valuable collaborations.

## 06

### Inspire your wider team

Being recognized by the industry through the Global Franchise Awards enhances morale, loyalty, and motivation within your organization. It's a public acknowledgment of your team's hard work and dedication, reinforcing their commitment to excellence.

The process of entering the awards encourages a thorough review of your business practices, strategies and outcomes, offering valuable insights into your strengths and areas for improvement. Moreover, winning or being shortlisted is a fantastic way to reward your team and give them something significant to celebrate.



# FITNESS

## RAPIDLY GROWING ACROSS THE GLOBE

Be a part of the hottest and fastest growing full size fitness franchise.

- Most competitive and progressive model in the \$32 billion fitness industry
- Ranked #1 in Fitness Category for 2024 by Entrepreneur
- Highly recognizable fitness brand with a 35-year history
- Over 1,600 franchise rights sold
- One of the largest member bases in the worldwide fitness industry

International markets selling quickly.  
Inquire at [crunch.com/franchise](https://crunch.com/franchise) for more info.  
Or, email [sales@crunch.com](mailto:sales@crunch.com) to learn more about available territories.





41

ON THE RADAR

# WELLNESS 2.0: THE FITNESS TRENDS DRIVING FRANCHISE GROWTH

Tech-driven personalization meets holistic wellness in  
the next evolution of fitness franchises



**I**f you think your local gym is still just a place to hit the treadmill or join a 7 a.m. spin class, think again. The fitness world isn't just about breaking a sweat anymore – it's undergoing a full-body transformation, flexing new muscles in technology, personalization, and delivering a truly holistic experience.

Today's fitness franchises are tech-savvy, wellness-obsessed, and laser-focused on consumer preferences. From AI-powered workouts that know you better than you know yourself to wellness hubs that treat your mind as well as your muscles, this is state-of-the-art stuff – and it's only just getting started.

The industry's evolution is fueled by shifting consumer demands for personalized, tailored experiences. Fitness franchises are adopting some of the most innovative business models around, driven by rapid technological advancements. As we step further into the 21st century, we dive deep into how these franchises are leading the charge into the future, blending cutting-edge innovation with a comprehensive approach to health. Whether you're a future investor or just curious about where the industry is headed, here's your front-row seat to the future of fitness.

### Technology and innovation

Technology is undeniably transforming the fitness industry, with forward-thinking franchises redefining the gym experience.

Digital fitness platform Fitness On Demand – a key division of Lift Brands, a global powerhouse that includes the 24/7 international gym franchise Snap Fitness – is a prime example.

"Fitness On Demand is about making fitness accessible to everyone, delivering holistic, personalized, and on-demand solutions through its four pillars: Group Studio, Flex App, Broadcast TV, and Digital Signage," says CEO, Andy Peat. "These pillars elevate the fitness experience beyond what traditional gyms offer, adding a new dimension to the four walls of a club. Each pillar activates screens with top-tier content designed to motivate and retain members – crucial in an industry where 50% of new members typically quit within the first six months."

The Group Studio offers over 1,200 on-demand classes at the touch of a button, while the Flex App caters to diverse wellness needs. Meanwhile, Broadcast TV and Digital Signage open new revenue streams and enhance member engagement through dynamic displays.

Fitness On Demand's powerful analytics suite delivers real-time insights into member behavior, enabling operators to fine-tune offerings, boost retention, and maximize revenue. With gamification features and seamless integration with wearable tech and existing apps, the platform has driven a 115% increase in member engagement and a 66% surge in user numbers, with over 9 million classes streamed in more than 20 countries.

**"It's the ability to innovate and invest in groundbreaking tech that marks out the fitness franchise sector as a significant driving force in the global wellness revolution"**



Snap Fitness, Lift Brands

### Holistic wellness

A key trend in 2025 is the shift towards holistic wellness, where fitness is seen as part of a broader approach to health that includes mental well-being, nutrition, and recovery. Lift Brands and Xponential Fitness are leading this shift by incorporating comprehensive wellness offerings into their business models.

Snap Fitness, for instance, is expanding its recovery zones and enhancing its app to provide a more rounded member experience. And Xponential Fitness, a leading global franchisor of boutique health and wellness brands, has invested millions of dollars to enhance accessibility and personalization, creating a seamless customer experience. "We want our members to have access to an Xponential experience that matches their individual needs and interests, and we do this by approaching the experience in an omnichannel way," explains Xponential's president, Sarah Luna.

One of Snap Fitness' most successful strategies has been its recent brand repositioning toward holistic fitness, encapsulated in the philosophy "All About the Feeling." Ty Menzies, global CEO of both Snap Fitness and Lift Brands, credits this shift towards well-being for fueling "significant growth in global memberships and franchise sales."

A key factor in this success is the innovative Snap App, which offers on-demand workouts, personalized training plans, nutrition guidance, and wellness content. Menzies emphasizes: "This digital-first approach has not only elevated member engagement and retention but also solidified our leadership in the market."

At the core of Snap Fitness's success is a business model that balances strong support with franchisee autonomy. With a full-time club manager handling daily operations, franchisees can focus on growth while maintaining a better work-life balance. "This approach has been highly effective, with 70% of territory sales last



year coming from multi-unit franchisees,” says Menzies.

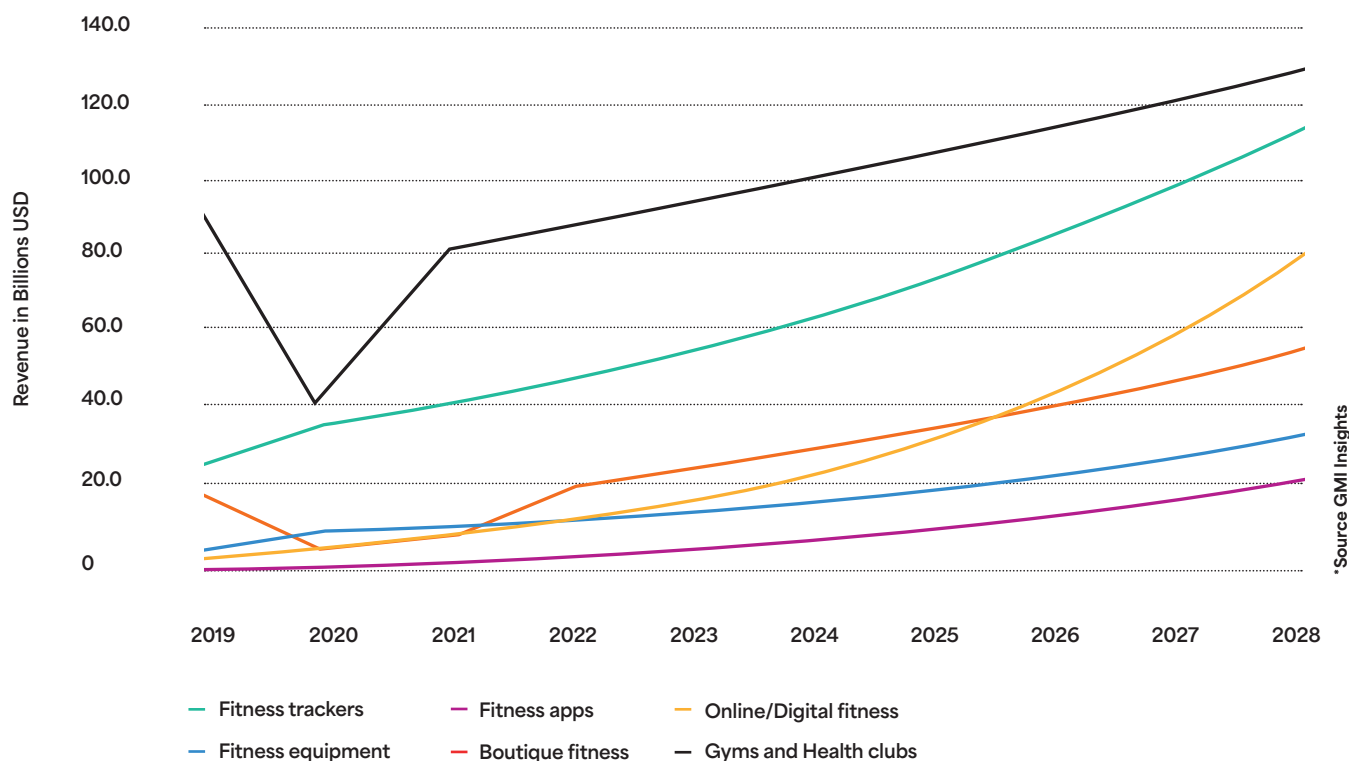
“There’s a growing demand for integrated solutions that cater to both physical and mental well-being, extending beyond the traditional gym environment,” he points out. “Snap Fitness is already capitalizing on this shift with its recent rebrand, which introduced the innovative Snap App and refreshed gym spaces. We’re poised for further global expansion, particularly in regions like APAC and EMEA, which present significant potential.”

As we approach the 2030s, Menzies sees significant opportunities in expanding digital and holistic wellness solutions, anticipating that AI-driven personalized training and virtual coaching will become normalized. In the shorter term, mental health and recovery services are set to expand, solidifying wellness as an indispensable part of the fitness experience. By enhancing the Snap App, integrating more personalized features, and introducing dedicated recovery zones in gyms, Snap Fitness is focused on the future. “We’re exploring new partnerships and digital strategies to support franchisee growth and further improve our standout member experience,” reveals Menzies.

It’s this ability to innovate and invest in groundbreaking tech that marks out the fitness franchise sector as a significant driving force in the global wellness revolution.

Building on advancements already seen across the industry, Xponential Fitness is setting new standards in boutique studio fitness by investing heavily in digital and omnichannel solutions, as well as streamlining franchise operations by driving reliable revenue through recurring memberships. Perhaps most exciting of all, Xponential offers a seamless multi-brand experience under a single subscription, underscoring the industry’s move towards integrated, versatile fitness solutions.

## FITNESS INDUSTRY REVENUE PREDICTIONS BY SEGMENT (2019-2028)



Unsurprisingly, Xponential Fitness is blazing a trail in the international market, with a particularly strong presence in the APAC region – BFT, Club Pilates, StretchLab, Rumble Boxing, CycleBar, and very soon Pure Barre and YogaSix, are making significant waves in Australia and Japan. “Our mission is to build a substantial presence in key markets, driving consumer awareness and achieving economies of scale,” says Luna.

Xponential Fitness’s commitment to making boutique health and wellness accessible to everyone is a game-changer. Catering to a broad demographic – predominantly women aged 20-60 with a household income of \$160K USD – the company’s vision for 2025 extends beyond fitness. Luna articulates a future where keeping fit is seamlessly integrated into a broader view of health and wellness. “We’re dedicated to delivering not just workouts, but a holistic experience that enriches every aspect of our members’ lives,” she highlights. “This means we’re dedicated to creating genuine value in more ways than fitness for our customers – we want our members to feel they get fitness, community, entertainment, and numerous loyalty perks and benefits for a small monthly membership. Our goal is to make that one hour in our studio enhance the other 23 hours of their day.”

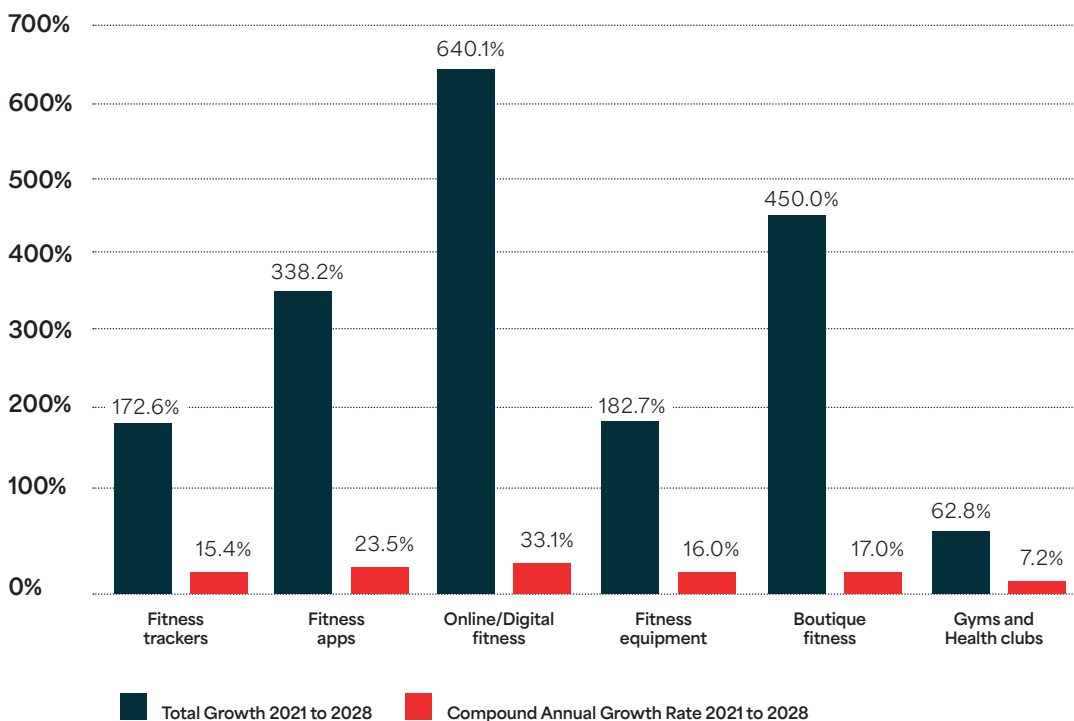
Xponential’s model benefits franchisees too. The recurring membership system delivers predictability along with higher financial security, which business owners love. “Our franchisees appreciate the stability and comprehensive support we provide,” Luna says. This support isn’t just about initial training but includes strategic partnerships with digital solutions such as Wellhub, Optum, and Classpass, as well as ongoing assistance, ensuring that our partners and their studios thrive.

Looking ahead, Xponential is poised for impressive growth. With plans for around 8,400 locations in North America and more than 1,900 already under contract, there is considerable whitespace in North America for future development. Luna notes: “The opportunity for international expansion is significant, and we’re excited to continue developing our brands on a global scale. The fitness landscape is evolving, and we’re right at the forefront, ready to meet the changing demands of our consumers.”



Anytime Fitness, Self Esteem Brands

## FITNESS INDUSTRY GROWTH PREDICTIONS BY SEGMENT (2021 TO 2028)



## Key 2024 International Fitness Trends



Australia

Most valuable trend:  
Exercise for Mental Health



Brazil

Most valuable trend:  
Fitness Programs Older Adults



Europe

Most valuable trend:  
Personal Training



UEA

Most valuable trend:  
Exercise for weight loss



USA

Most valuable trend:  
Wearable Technology





## “The fitness market is set to expand significantly, with projections indicating a \$231 billion valuation by 2027”

like wellness tourism, where travelers increasingly prioritize fitness on the road. By offering digital tools that provide access to coaching and personalized plans anytime, anywhere, Anytime Fitness ensures that its members remain connected to their fitness goals, no matter where life takes them.

As the fitness industry continues to evolve, Anytime Fitness is committed to staying ahead of the curve. The brand's investment in personalized plans and holistic wellness will remain central to its strategy in the coming years. “We’re focused on enhancing the member experience across the globe,” says the team, “and helping our franchisees and coaches make a positive impact in the communities they serve.”

In the broader context of fitness franchising, Anytime Fitness's approach is setting the benchmark for others in the industry. The brand's commitment to integrating recovery processes into the fitness experience, for example, reflects a wider trend that is rapidly gaining traction across the industry. It's this forward-thinking strategy that ensures Anytime Fitness remains a leader in a fast-changing market, offering a model of success that others aspire to follow.

The boutique fitness sector is also seeing explosive growth, with brands such as Body20 and HOTWORX leading the way.

Ranked by Inc. 5000 as one of the fastest-growing private companies in America, Body20 has plans to open over 85 new locations by 2025. The model's success is partly due to its ability to operate with a relatively small member base, which supports significant potential for international growth, as well as its scientifically endorsed EMS (Electrical Muscle Stimulation) technology. With a smaller studio footprint compared to traditional gyms, the model reduces overhead costs and optimizes space efficiency.

“Most of our customers use Body20 as an anchor for a diversified fitness program, many with a sport or lifestyle-specific goal, whether it's training for an event or enhancing performance in areas like tennis, skiing, or running,” says Jay Galluzzo, CEO. “Regardless of what drives them, they all value our personalized approach and the efficiency of our 20-minute workouts – there truly is nothing like it in the U.S. today.”

Meanwhile, HOTWORX has become a U.S. household name in boutique fitness since its inception in 2017. The brand has grown to over 670 locations, driven by its unique concept that blends heat, infrared energy, and exercise to maximize results in less time.

“Boutique fitness studios have increasingly become known for their more intimate and personalized workout experience, as opposed to the crowded and chaotic nature many national conglomerate chains are notorious for,” says CEO Stephen Smith. “Their truncated square footage allows for smaller class sizes, making workouts more approachable, and giving members a less-intimidating environment to make connections and friends during their session. This is a pivotal point to make as younger generations continue to express a strong preference for group workouts.”

This focus on personalization and a member-first approach is a hallmark of the evolving fitness landscape. As the competition in the boutique fitness franchise space intensifies, brands

### Personalization

Anytime Fitness has long been a leader in the global fitness franchise industry, and recent innovations reveal exactly why. In an era where consumers increasingly demand personalized, holistic wellness solutions, Anytime Fitness has not only kept pace but has set the standard. The introduction of SmartCoaching technology, the AF App, and its partnership with Apple Fitness+ are all part of a broader strategy to meet the evolving needs of its members.

These tools make it easier for members to incorporate fitness into their busy lives, offering personalized plans that go beyond mere workouts to include holistic health and wellness goals. “We recognize that our members have unique schedules and diverse needs,” explains the Anytime Fitness global team. “SmartCoaching and our app make personalized wellness accessible to everyone, regardless of their location or daily routine.”

This focus on personalization is more than just a trend; it's a driving force behind Anytime Fitness's growth and member retention. Franchisees are seeing tangible benefits from these innovations, with increases in membership sign-ups, foot traffic, and loyalty. The welcoming environment fostered by these tools also enhances the overall member experience, making Anytime Fitness clubs a preferred destination for people seeking more than just a gym.

Globally, Anytime Fitness's expansive footprint across seven continents positions it uniquely to capitalize on emerging trends

# “For franchisees, the opportunity lies in partnering with brands that are at the forefront of innovation”

are leveraging clinical research into new and existing holistic modalities, proving the value of personalization and technology in delivering real results.

“Where boutique fitness brands may once have been seen as bougie and ineffective, the franchise model is making such concepts more accessible, shifting that narrative, and advancing the field as a whole,” Smith adds. “Round-the-clock accessibility at our locations is a standout feature in the boutique fitness industry, offering significant value to members managing busy professional and personal lives. Additionally, in an era when many consumers are looking to save time and money, HOTWORX provides a unique advantage. Our combination of infrared sauna therapy and on-demand workout classes typically requires multiple memberships from different brands. Here, members can achieve the benefits of a 90-minute workout plus recovery in as little as 15 minutes.”

## Investment opportunities

For investors, fitness franchises present a compelling opportunity, offering a blend of stable recurring revenue and the potential for significant growth, especially as health and wellness continue to be top consumer priorities globally. The market is set to expand significantly, with projections indicating a \$231 billion valuation by 2027 (McKinsey), driven by factors such as growing awareness of health and fitness, the proliferation of digital fitness solutions, and the increasing demand for personalized, holistic wellness services.

Brands like Anytime Fitness, Lift Brands, Snap Fitness, Body20, HOTWORX, and Xponential Fitness are well-positioned to capitalize on these trends, offering diverse investment opportunities across multiple geographies and market segments. Investors are drawn to these brands not just for their

# Trends to watch

In an era where convenience and accessibility are key, fitness franchising is driving trends that integrate tech and flexible membership options

## Smart technology

Fitness franchises are leveraging AI and wearable technology to create highly personalized workout plans and wellness routines. With apps and digital platforms tracking everything from your steps to your recovery, these tailored experiences not only boost member retention but also make fitness more accessible and results-driven than ever before.

## Holistic wellness

The future of fitness franchising goes beyond just physical workouts. Forward-looking brands are expanding into holistic wellness, offering services like mental health support, nutrition guidance, and recovery therapies. This comprehensive approach aligns with consumers’ growing desire to address both their physical and mental well-being in a single space.

## Virtual coaching

As fitness becomes more tech-integrated, virtual coaching and hybrid memberships (combining in-person and digital workouts) are becoming standard. Franchises that offer seamless access to trainers and workout classes both online and in the gym will thrive, especially as members seek flexibility in how they maintain their fitness routines.

strong track records but also for their innovative approaches to member engagement, digital integration, and global expansion.

However, as always, there are challenges in this competitive marketplace. “Consumers are being inundated with new fitness franchise concepts on what often seems like a weekly basis; many of which are staking their claim with often proprietary modalities with benefits that can’t be obtained as effectively or effortlessly anywhere else,” points out Smith. “That reality is posing two significant challenges to the fitness franchise industry. For one, competition in the space is becoming more heated than ever, and as a result, securing/retaining new members has become far more of a challenge than in years past. And second, those members want to see proper validation behind the modalities they’re spending their hard-earned dollars on – they want to see results for their efforts.”

But as the fitness industry continues to evolve, it still presents a lucrative opportunity for savvy investors. Whether it’s leveraging digital tools, expanding into new markets, or catering to the growing demand for personalized and holistic wellness solutions, the future of fitness franchising looks incredibly bright.

Brands that embrace technology, prioritize holistic wellness, and offer personalized experiences will not only survive but thrive, setting new standards for what it means to be a leader in this dynamic industry.

For franchisees, the opportunity lies in partnering with brands that are at the forefront of innovation. With the right support, training, and market positioning, fitness franchising can be a profitable venture, offering the chance to be part of an industry that contributes positively to promoting global health and wellness.



Snap Fitness, Lift Brands



# AUSTRALIA'S NUMBER 1 REFORMER PILATES BRAND



MASTER  
FRANCHISES  
AVAILABLE  
ENQUIRE  
TODAY



- The largest dynamic reformer brand in APAC
- High intensity, low impact, full body workouts
- Premium boutique studios featuring the KXformer™
- World leading systems, support and innovation
- Join the global movement and inspire change for the better

[KXPILATES.COM/GLOBAL](https://kxpilates.com/global)

# Insider...

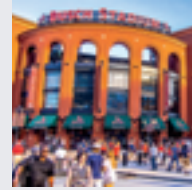
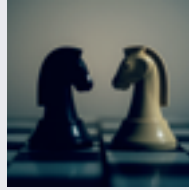
Expert insights and  
commentary from  
the heart of the  
franchising world





## INSIDER HIGHLIGHTS

- 52 Drew Chalfant on backing new kids
- 52 Callum Mackay's blueprint for expansion
- 55 Josh Halpern on non-traditional venues



# Global growth begins with attracting top talent



Ready to take your franchise global? **Vinny Provenzano**, senior VP of global franchising at Express Employment Professionals, discusses how franchisors can build a winning team to drive international success.

In today's competitive business landscape, franchisors face a pressing challenge: how to attract and keep top-tier talent, both at the franchisee and corporate levels, to drive global expansion. Success in this arena hinges on implementing strategies that not only draw in prospective team members but also keep them engaged and committed as the franchise grows.

## 1 Cultivate a strong brand

Building a strong brand is crucial for franchisors, especially those with international ambitions. A brand that truly reflects your company's values, mission, and vision becomes a magnet for potential franchisees and employees alike. But it's not just about logos and slogans—it's about the stories you tell.

Highlight the success stories within your organization. Share the journeys of corporate employees who've hit major career milestones or franchisees who've turned their operations into thriving successes. Use social media, your company website, and industry events to broadcast these narratives. A brand that champions recognition, innovation, and support, paired with competitive benefits, flexibility and growth opportunities, becomes far more attractive to top talent on a global scale.

## 2 Foster a culture of innovation and growth

Top talent gravitates toward organizations that embrace change and foster innovation. Creating a culture that encourages new ideas and supports continuous learning and development is key to attracting and retaining the right people, no matter

where the location.

Encourage your team to think creatively and contribute to process improvements and new initiatives. Equip them with the latest technology, provide resources for professional development, and involve them in innovative projects. This not only keeps employees engaged and motivated, but also ensures your franchise system stays competitive and responsive to market shifts.

Moreover, share your vision for growth with potential recruits. When prospective franchisees and employees understand your company's trajectory and future goals, they see a clear, exciting path for their careers.

**“A brand that truly reflects your company's values, mission, and vision becomes a magnet for potential franchisees and employees”**

## 3 Implement a strategic recruitment and onboarding process

Nailing the recruitment and onboarding process is critical to securing the right talent. Start by defining what your ideal candidate looks like, both for corporate roles and franchise ownership.

Consider their business acumen, financial capability, and alignment with your brand's values.

Use targeted job postings, tap into professional networks, and leverage advanced recruitment technologies to find top candidates. A thorough vetting process, including behavioral interviews and skills assessments, ensures you select the best of the best. Once they're on board, a well-structured onboarding program will help new hires get up to speed quickly, fully immersing them in your company culture and their specific roles.

By focusing on these strategies, franchisors can build a strong, dedicated team that drives global growth and ensures long-term success. With the right talent in place, expanding your global footprint becomes a far more achievable goal.

## STAYING TRUE TO ROOTS DRIVES RESTAURANT EXPANSION



Juici Patties' expansion into the U.S. proves that genuine authenticity creates a unique edge in a crowded market. **Daniel Chin**, CEO of Juici Patties' U.S. division and son of founder Jukie Chin, shares how embracing tradition is fueling growth.

Bringing a beloved Jamaican brand like Juici Patties to the United States is not just about expanding a business – it's about sharing a piece of cultural heritage with a new audience.

As we solidify our presence in Miami, a city renowned for its cultural diversity and vibrant culinary scene, we recognize that our Jamaican roots provide us with a unique advantage.

Juici Patties is deeply rooted in Jamaican heritage. Each patty we craft is a tribute to the original recipes and traditional cooking methods that have made us Jamaica's favorite.

Our expansion into the U.S. is the result of a calculated and thoughtful process, where learning and adapting to the market is as important as maintaining the integrity of Jamaican cuisine. Miami's substantial Caribbean communities embraced us with enthusiasm, making South Florida the perfect launchpad for our U.S. journey.

Here, the familiarity of our patties meets the curiosity of a diverse audience, creating a bridge between our rich Jamaican history and the new markets we aim to reach. Residents and visitors alike have quickly come to appreciate Juici Patties' authentic flavors and cultural significance, making

## THE BIG RESET

# Why leading restaurant franchisees are changing course



PayMore, the buy-sell-trade electronics retailer, has secured major international deals with Subway franchisees in the U.K. and Ireland, and in Canada with experienced QSR entrepreneurs. Co-founder and CEO **Stephen R. Preuss** explains why partnering with seasoned restaurant franchisees is key to its global success.

**In franchising, it's all about what's next, what's new, and what's on the rise. Back in 2011, my partner Erik and I saw a gap in the market and created PayMore – a business model entirely driven by proprietary technology and data, designed to be as simple and scalable as possible. Fast forward to 2024, and we've got nearly 500 units in development, attracting franchisees from big names like Subway, Firehouse Subs, Little Caesars, Domino's, Sprint, and more.**

Our expansion strategy is focused on experienced restaurant and tech franchisees for one simple reason: they

know how to scale. And with PayMore, they're finding a model that's easier and more profitable than any restaurant franchise they've ever managed.

Restaurant franchisees have mastered the art of scaling businesses. They know how to expand multiple units across different regions and are experts in operations, human capital management, and strategic growth. What makes them perfect for PayMore? Two key traits stand out: their expertise in scaling operations and their ability to bring in top-notch staff.

Restaurant franchisees are used to heavy lifting—dealing with extensive real

estate considerations, rigorous operational procedures, and intricate supply chains. So, when they transition to PayMore, it's like switching from a marathon to a brisk walk. Our business is a "lighter lift" compared to the demands of the food service industry, and that's a huge draw.

Take Liam Dalgarno and Nin Atwal, our U.K. master franchisees from Subway. With over 400 Subway units under their belts, they're no strangers to scaling. Liam says, "The operational simplicity and technological advancements at PayMore allowed us to hit the ground running." Nin adds, "Scaling with PayMore is easier than any other franchise model I've seen. The potential for growth in the U.K. market is tremendous."

Another huge advantage? Restaurant franchisees have access to key staff. Many have spent years building strong teams, and those teams are often eager to transition away from the grind of the food industry. With PayMore's lean staffing model—just a few employees per store and one GM/DM for every several stores—these franchisees can bring their trusted management teams with them, ensuring a smooth and rapid expansion.

Dan Lowe, who transitioned from Firehouse Subs to a 36-unit multi-state PayMore franchisee, shares his experience: "The switch to PayMore was seamless because I could bring my key staff with me. The simplified operations and PayMore's tech

us a beloved addition to the city's culinary landscape.

In 2023, we were recognized as the leader in customer service in Jamaica, a testament to our commitment to treating every customer like family. As we continue to grow, our focus remains on maintaining the highest standards of quality and authenticity.

Looking beyond our current expansion, we are also exploring new menu items and sustainable practices to ensure our brand continues to thrive. This blend of heritage and innovation not only helps us reach a broader audience but also cements our place in the competitive U.S. food market. By carefully curating our menu, we can highlight the most iconic Jamaican dishes, preserving cultural integrity while catering to local tastes.

Juici Patties' success in the United States is a testament to the power of tradition and cultural heritage in a global market. By staying true to our Jamaican roots, we have carved out a niche for ourselves in a competitive landscape. As we continue to expand, we remain dedicated to delivering the authentic taste of Jamaica with every patty we serve, paving the way for future growth across the country.

support have made it easier to manage and expand our units."

Let's be real – restaurant franchisees are often stuck dealing with outdated operational procedures and labor-intensive methods. PayMore's commitment to technology and constant innovation offers a welcome change. Franchisees appreciate the ease of operation and the efficiency our tech investments bring. They see the value in our first-mover advantage and the incredible growth potential ahead.

With our rapid growth, we're on track to have a PayMore on every corner in the U.S. and beyond. Our next move? Expanding into markets like the GCC and Europe, and we're on the lookout for experienced multi-unit or master franchisees to take us there.

As Dan Rowe, CEO of Fransmart puts it: "People buy franchises to get to the next level – whether it's building passive income, creating generational wealth, or finding a better work-life balance. Restaurant franchisees aren't afraid to get off the rails they've been on if it means finding a smarter, faster way to achieve their goals. PayMore is that smarter, faster way."

So, that's why seasoned restaurant franchisees are jumping on board. It's simple – they see a clear path to success, backed by technology, operational simplicity, and a proven model that's easier to scale than anything they've done before. And that's a win-win for everyone involved.



## MAXIMIZING THE INFLUENCE OF ONLINE REVIEWS



In the pursuit of the perfect marketing strategy, there's often one crucial area that franchisors overlook. **Dani Peleva**, founder and CEO of Franchise Fame, explains the powerful connection between local search engine optimization (SEO) and a franchise's online reputation.

**Every franchisor understands the importance of reputation for attracting and retaining customers, but many miss the mark when it comes to leveraging local business listings. This oversight often stems from a lack of understanding about how the Google algorithm works—and more importantly, how it can be turned to your advantage.**

Google introduced Google My Business profiles in 2014, now known as Google Business Profiles. The goal has always been the same: helping local businesses get found more easily by potential customers.

For franchises, an accurate and up-to-date local listing can make a huge difference – more queries, more walk-ins, and ultimately, higher sales. A local listing with positive reviews (and I emphasize positive reviews) is essential if you want your business to stand out online.

The Google algorithm is highly sophisticated. It can either punish or reward your listing. If your listing contains incomplete or inaccurate information, Google penalizes you by lowering your visibility. But if your listing is filled with positive signals – high ratings, glowing reviews, and prompt responses to negative feedback – Google rewards you by boosting your ranking and increasing your visibility.

I've worked with many franchisors and franchisees, and I've seen firsthand how some excel in local SEO while others lag. Consider two businesses, A and B, each with equally optimized local listings. The only difference? Business A has zero reviews, while Business B has 15.

Even if both businesses are equally diligent in their SEO efforts – consistently posting updates and optimizing their listings – Business B will almost always outrank Business A. Now imagine that Business B is your competitor.

By actively requesting reviews from their customers and responding to negative

ones promptly and courteously, Business B outranks you on Google's map pack. When this happens, you're losing valuable business simply by overlooking a small but impactful action that could draw customers to you.

Google Business Profiles are essential for any franchise looking to strengthen its online reputation and maintain a robust local presence. Remember, most people search for businesses online first.

If you're not generating and responding to reviews, you risk losing prospective customers to competitors who are. I always say that the best thing you can do for your franchise business – apart from hiring an agency – is to focus on building your review portfolio.

Tweaking categories and other small details are useful, but if you want your listing to outperform the competition, your goal should be to generate as many positive reviews as possible. In the world of local SEO, those reviews are your golden ticket to greater visibility and, ultimately, more business.







## BATTLE OF THE BRANDS:

# BACKING EMERGING STARS OVER LEGACY GIANTS



**Drew Chalfant**, franchise attorney and COO of FranDevCo, breaks down the highs and lows of investing in established legacy franchises versus up-and-coming brands – and considers why backing the new guy could be your smartest move yet.

As someone who's knee-deep in franchise development and with a legal background in franchising, I've seen firsthand the complexities of investing in established legacy franchise brands versus up-and-coming franchises. Investing in a franchise involves a delicate balance between the stability of legacy brands and the innovative potential of a new player. When you invest in a legacy brand, you're stepping into a well-defined market. Sure, you get instant brand recognition, but those prime spots? They're often taken. You might end up in secondary or less glamorous markets, which can limit your growth right from the start.

Legacy brands come with tried-and-true systems, which is great, but it also means there's little room for flexibility. Want to tweak things or innovate? Think of it as trying to steer an oil tanker – it's slow and cumbersome. The established procedures and supplier agreements can feel like they're set in stone, which might stifle your creative ideas.

Operating under a famous brand also means you're up against a lot of competition. Not just from other brands, but from fellow franchisees. Market saturation can lead to internal competition, where franchisees are basically fighting over the same customers. This can dilute your market share and make it tough to stand out.

On the flip side, emerging franchises

offer the chance to enter fresh, untapped markets. As these brands are growing, they typically have open territories in prime locations. This gives you a golden opportunity to choose markets that fit your strategy and demographics, giving you a head start as the brand expands.

Emerging brands are usually more open to new ideas and innovations. They value franchisees who want to get creative and adapt to local needs. If you're someone with entrepreneurial spirit and fresh ideas, you'll likely find a receptive audience here. This flexibility can make your franchise more responsive and better suited to local market demands.

Investing in a new franchise can be like catching the wave at its crest. If the brand takes off, you could see significant growth. These franchises often have modern business models that attract new customer segments and offer the chance to build strong, personal relationships with the founders and executive team. Your feedback can help shape the brand's development, making you feel like a key player in its success.

Emerging franchises are often more willing to adapt their models to fit local markets, crucial for tailoring marketing strategies, product offerings, and operations. If you're in tune with local conditions, this freedom can set the stage for long-term success and a powerful local presence.

# Going global – a blueprint for success



Play it smart and you can turn new markets into global success stories, says **Callum Mackay**, International General Manager at Concept Eight.

**Taking your franchise brand into international markets is one of the most exhilarating, yet challenging, moves you can make. It's not just about planting flags on new territories; it's about flawless execution, meticulous planning, and robust support.**

By focusing on a clear strategy, strong systems, and lasting relationships with the right partners, franchisors can successfully navigate the complexities of expansion, unlocking new opportunities and driving their brand to new heights on the world stage.

## Set a clear international strategy early on

It sounds obvious, right? Yet you'd be amazed at how often this step is overlooked or underplayed. To truly master international expansion, a rock-solid strategy needs to be your foundation from day one. This means getting buy-in from the boardroom to the breakroom – everyone should be on the same page.

Why are you going international? How will this move be sustained in the long-term without draining resources from your domestic operations? These aren't just questions to consider; they're the blueprint for success. A good starting point is a thorough market analysis to identify regions with high growth potential, understanding local consumer preferences, economic conditions, and the competitive landscape. Armed with this data, craft a tailored market entry strategy that covers everything from brand positioning to marketing tactics, supply chain logistics and operational requirements.

Once your strategy is in place, stick to it – but stay flexible enough to pivot when challenges arise. Consistency and adaptability are your best allies in maintaining alignment across your organization and among your franchise partners.

And don't forget to lock down intellectual property rights and trademarks in your target markets. This is non-negotiable for protecting your brand and ensuring smooth operations down the line.

## Build strong systems and processes

International expansion isn't just about replicating what works at home – it's about adapting it to new environments. At Noodle Box, we've spent nearly three decades refining our operational manuals, training programs, and technology to support our global franchisees.



If you're expanding through a Master Franchise or Licensee model, you'll need additional, tailored manuals to ensure your brand's DNA is preserved across different markets. These resources are crucial for maintaining brand standards and ensuring consistency, no matter where in the world your franchisees are.

### **Relationships and support**

Support is more than just a buzzword - it's the lifeblood of a successful franchise. At Noodle Box, we've made it our mission to build strong, collaborative relationships with our franchise partners, which includes regular communication through dedicated international support teams, online portals, in-market visits and training sessions. Global conferences are also invaluable, offering a platform for franchise partners to share experiences, learn from one another, and stay on top of industry trends and best practices, as well as create a sense of community and a collaborative environment that drives collective success.

**“Support  
is more  
than just a  
buzzword  
– it’s the  
lifeblood of  
a successful  
franchise”**

### **Attracting top-tier operators**

To achieve sustainable and disciplined international growth, franchisors require top-notch franchise partners. At Noodle Box, our purpose is clear: to enable the dreams and aspirations of our franchise partners. This philosophy drives everything we do. We're rigorously selective about who we partner with, looking for individuals who are financially capable, share our values, and possess a proven track record with a passion for food and a deep understanding of their local markets.

Success in international markets hinges on a strategic approach that respects the nuances of each market while maintaining the core values and standards of the brand. It isn't just about knowing the rules – it's about playing the game with passion, precision, and purpose. With the right partners and a commitment to excellence, franchisors can unlock new opportunities and ensure sustainable growth on the global stage.



## SURVIVING THE SHAKE UP:

# THE LESSONS WE'VE LEARNED IN SUSTAINABLE RESTAURANT GROWTH



Amid the collapse of iconic chains like Red Lobster and TGI Fridays, **Sam Ballas**, CEO of East Coast Wings + Grill discusses the strategies that ensure responsible growth and long-term survival.

The restaurant industry is experiencing a seismic transformation, with recent closures and bankruptcies underscoring the challenges many brands face today. As CEO of East Coast Wings + Grill, I've navigated economic storms for decades, and seen firsthand how these shifts are reshaping the industry. While the current landscape is undoubtedly challenging, it also offers critical insights into the need for innovation, adaptability, and a relentless focus on the fundamentals.

The wave of closures we're witnessing isn't just due to temporary setbacks and short-term issues; it's the result of a convergence of factors - rising costs, evolving consumer behaviors and an increasingly competitive market. Many long-standing brands have struggled to keep pace, but within this adversity lies an opportunity for those willing to evolve.

At East Coast Wings + Grill, our strategy has always revolved around unit-level economics. In an industry with razor-thin margins and fierce competition, ensuring each individual restaurant operates at peak efficiency is non-negotiable. This approach has guided us through various market conditions and remains a cornerstone of our sustained success.

By carefully managing costs, optimizing operations and focusing on profitability at the unit level, we've been able to maintain a sustainable growth model. This focus not only supports the financial health of our brand but also ensures that our franchisees have the tools and strategies they need to thrive in their local markets.

Part of this strategy involves reassessing our

physical footprint. Smaller, more efficient spaces that cater to both dine-in and off-premise demand allow us to serve our guests better while maintaining operational efficiency.

Today's guests are discerning and expect more than just a meal - they're seeking dining experiences that offer value, quality, and value-alignment. We've responded by enhancing the guest experience through innovative menus, a commitment to quality, and a relentless focus on operational excellence.

Convenience is king, but not at the expense of quality. By leveraging technology, we've created a seamless experience - from online ordering to loyalty rewards - while ensuring that our commitment to hospitality remains at the forefront.

In today's environment, resilience is tied to strategic innovation. The brands that thrive are those that can pivot quickly, adapt to new realities, and consistently meet their guests' evolving needs.

Whether through menu innovation, new revenue streams like delivery and takeout, or reevaluating physical spaces, the ability to evolve is critical.

At East Coast Wings + Grill, our focus on unit-level economics, real estate strategy and guest satisfaction has enabled us to navigate these challenging times successfully. The restaurant industry will continue to evolve, and while challenges are inevitable, I believe there are tremendous opportunities for brands that remain committed to innovation, adaptability and operational excellence.

The future belongs to those who can not only withstand the storm but also harness it to propel their brand forward.



## Green shoots



**David Bloom**, Chief Development & Growth Officer of

Capriotti's and Wing Zone explains how fast-casual restaurants and responsible growth can coexist comfortably.

**At Capriotti's and Wing Zone, sustainability isn't just a buzzword - it's a core element of how we operate and grow. We deal with a lot of moving parts - supply chain issues, labor challenges, energy efficiency, and consumer trends - all of which factor into our approach to sustainability.**

Balancing these demands with our commitment to sustainability is crucial, especially as we expand both domestically and internationally. It's not just about going green; it's about making sure that every part of our business, from sourcing to daily operations, aligns with our long-term vision and values. We're working closely with our suppliers, franchise partners, and team members to tackle these challenges and make sure we're not only growing but doing so responsibly.

Sustainability in our context goes beyond environmental concerns. It's about managing growth responsibly while staying true to our brand values. Our mission is to make sure that every part of our business aligns with our long-term vision. From sourcing ingredients responsibly to collaborating with vendors, franchisees, and employees, we aim to grow in a way that benefits all stakeholders,



including the planet.

Our customers are paying attention, too. People today are more informed and conscious about the brands they support. They care about sustainability, sure, but they also care about authenticity. We've found that customers care not only about whether we're using eco-friendly practices, but also whether we are good corporate citizens. They want to know how we treat our employees, how we support local communities, and where we source our ingredients. That's why initiatives like our "Caps Cares" program are so important. It encourages our team members to get involved in the communities we serve, especially in underserved areas, making a real difference on the ground.

As we look ahead, sustainability will continue to shape the quick-service restaurant industry. Recycling, partnerships with food banks, and the use of energy-efficient equipment are just a few of the practices that are gaining momentum. At Capriotti's and Wing Zone, we're committed to leading the way. Our partnerships with premium food suppliers, such as Snake River Farms and Butterball Turkey, allow us to ensure transparency and quality in our supply chain, giving customers confidence in the sustainability of our products.

Sustainability and growth aren't mutually exclusive. For us, it's about more than just keeping up with trends - it's about leading by example. We believe that sustainable business practices can coexist with growth, and we're committed to proving that every step of the way.



## Non-traditional venues propel Big Chicken to new heights



From stadiums to cruise ships, a creative approach to franchising is serving up success and expanding Big Chicken in unconventional spaces, says **CEO Josh Halpern**.

**In my experience, non-traditional venues, like airports, arenas, and train stations, are all about achieving one of two goals: delivering fun for their guests and fostering local connections. Even at airports, the aim is to get you to arrive early and spend more time - and money - there instead of eating before you leave.**

Big Chicken hits the mark on both fronts, thanks to Shaquille O'Neal's larger-than-life persona. Our journey with non-traditional venues began with Carnival Cruises, where Shaquille serves as the brand's Chief Fun Officer. Picture this: you're by the pool, enjoying a sandwich with your hand in Shaq's handprint on a basketball. It's fun, it's memorable, and it's exactly what we're about. We saw incredible success on Carnival's ships, which led us to expand into Oak View Group properties, thanks to Shaquille's friendship with CEO Tim Leiweke. Big Chicken's most recent OVG venture is the 23,500-capacity Manchester Co-op Live arena in the U.K.

What sets us apart is our commitment to local flavors and community ties. For example, at Busch Stadium in Missouri, we serve a St. Louis-inspired sandwich called the "314" - Nashville hot crispy chicken with Shaq sauce on a Cardinal-red maple bacon doughnut from a local shop. In UBS Arena, home of the New York Islanders, we've got a buffalo chicken sandwich on a blue-and-orange bagel, a nod to both local tastes and the hockey team's ardent fanbase.

This approach isn't just about offering a meal; it's about creating an unforgettable experience. Concessionaires want to increase spending per

guest, so it makes sense for them to partner with us rather than offering something generic. Non-traditional venues act as marketing channels that pay us back, not just in royalties but in brand growth. We've even had two franchisees sign deals after trying our food on a Carnival Cruise, hooked by the fun and flavor of Big Chicken.

Operating in non-traditional venues fits perfectly with our growth strategy. These venues expose our brand to massive audiences - we can sell 500 to 1,000 sandwiches per event. That's a lot of chicken! We work closely with venue operators to ensure our training protocols are followed and that the quality is top-notch, far above the usual "stadium food" expectations.

At the end of the day, it's all about the numbers. We're the top seller in almost every venue we're in, which tells us that Big Chicken is becoming a key part of the guest experience. The metrics are different from a brick-and-mortar store because you must consider the sheer number of eyes on your brand and how customers behave in these settings. For example, the blue-and-orange bagel at UBS Arena was one of the most Instagrammed foods in the National Hockey League last year.

One word of caution: most brands don't have Shaquille O'Neal behind them. Operators and franchisors need to build authentic connections within their communities to succeed in non-traditional venues. Airport authorities, for instance, want to showcase their city's unique flavor to the world. Be true to your brand, and you'll be well on your way to success.

# EXPANDING BUSINESS BEYOND BORDERS

56

**Thomas Pitegoff and Raymond Agran from Offit Kurman, P.A. are internationally recognized leaders in franchise law and go-to experts for U.S. franchisors with global aspirations**

**A**s global interest in American products and lifestyles continues to rise, many U.S. brands are looking beyond their home turf for growth. Franchisors, in particular, are well positioned to tap into these international opportunities. But before jumping into overseas markets, it's crucial to navigate the unique business, cultural, and legal challenges that come with global expansion. Careful planning can make all the difference in ensuring success.

Not every international market is a good fit for every brand, so an understanding of local landscapes is the first vital step. Franchisors need to carefully analyze factors such as consumer demand, cultural compatibility, economic stability, and regulatory environments.

Other vital initial steps in expanding internationally include selecting the right business partners and entity structure, as well as conducting a thorough analysis of applicable U.S. and destination country laws. Once the system is up and running abroad, the U.S. franchisor should

continuously monitor its international operations to ensure that local franchisees are appropriately recruited, suitable sites are chosen for the franchised businesses, and all parties involved adhere to the franchisor's brand standards.

The right local partner can help a U.S. franchisor navigate everything from customer preferences to regulatory challenges, while a poor choice can lead to delays, legal headaches, or worse. Cultural fit matters too – local partners should bring not only capital to the table but also experience in the market and a deep understanding of how the U.S. brand can be adapted for local consumers. In-depth market research and even small pilot operations can help test the waters before committing to a full-scale rollout.

Trademark protection is a primary consideration for any brand owner seeking to expand abroad. Does the trademark used in the U.S. resonate culturally in the destination country? Has the U.S. franchisor registered its primary trademark there? If not, should the franchisor register the exact same mark, a variation of it, or a different

mark? Franchisors must ensure that their marks are protected not only from imitators but also that the destination country's laws allow for injunctive relief to stop the franchisee from continuing to use the mark after the agreement ends. If they don't, what contractual or business strategies should the franchisor employ to address these issues?

In some countries, local laws may not offer the same level of protection as in the U.S., so franchisors should consider incorporating contractual safeguards that can mitigate these risks. In some cases, the franchisor might consider limiting what intellectual property is disclosed to franchisees.

Cultural sensitivity is also required when determining whether the U.S. trademark will resonate in the destination country. A case to bear in mind is the Chevy "Nova," which translated to "doesn't go" in Spanish-speaking countries.

Structurally, franchisors have several options for setting up operations abroad. One way is through a master franchise arrangement, where an independent company abroad acts as the "master franchisee" of the brand owner and as the franchisor abroad. Here, the U.S. brand owner or its affiliate grants the entity in the destination country the right to engage franchisees locally, making the individual franchisees essentially sub-franchisees of the U.S. company.

Alternatively, both parties can create a joint venture entity, owned by the U.S. franchisor and one or more owners in the destination country. If a joint venture is chosen, it could be used to test the concept or to create separate entities that operate test units before forming a company to grant franchises. The U.S. franchisor's foreign partners will staff and manage the operational entities abroad, overseeing local franchisee recruitment, training, and support while ensuring that the U.S. franchisor's business model and practices are effectively adapted to the local market. A jointly owned entity allows the U.S. franchisor not only to receive a share of the revenue but also to enjoy potential upside from an equity stake in the venture.

A 'subordinated equity arrangement', where the U.S. party has less control than in a traditional joint venture, is another option. In these arrangements, the foreign partner might initially hold significant operational rights while the U.S. franchisor takes a more passive role in day-to-day management. However, the franchisor retains the option to buy back or significantly increase its equity stake later, based on negotiated milestones. These arrangements are typically customized and require careful input from experienced legal counsel.







## “Local partners should not only bring capital to the table, but also experience in the market and a deep understanding on how the U.S. brand can be adapted for local consumers”

58

Another approach is the area developer model, in which the foreign company expands the brand in the destination country by opening unit businesses itself or through its affiliated companies. This approach might avoid the need to comply with franchise laws in the destination country, but requires a well-capitalized foreign partner that can afford to grow organically. Development agreements typically include a schedule outlining the number of locations the developer must open within a specified timeframe, ensuring multiple units become operational in the agreed period.

Product supply is another consideration that requires careful planning. Sourcing equipment, supplies, or inventory from within the franchisee's country might be advantageous due to import prohibitions, quotas, significant duties, or the perishable nature of goods, or simply because they are less costly if purchased locally.

Additionally, U.S. law restricts the export of certain goods to specific countries. If the goods are sourced by an approved foreign supplier, the franchisor must oversee quality control and may need to establish separate license or manufacturing

agreements.

The currency of payment to the U.S. franchisor requires foresight too. If payments are to be made in U.S. dollars, a currency conversion clause will be necessary. In countries with weak currencies, central bank approval may be required, and there may be limits on the amount that can be paid in U.S. dollars.

U.S. franchisors are already familiar with the Federal Trade Commission (FTC) rule on franchising, which requires them to provide a detailed Franchise Disclosure Document (FDD) to prospective franchisees in a specific format, as well as state laws that require state-level registration of franchise offerings. In comparison, many other countries have fewer disclosure requirements, but franchisors may face greater challenges in terminating franchise arrangements. In many countries, these relationships are classified as ‘distributorships’ and protected under laws that limit the U.S. brand owner's ability to end the relationship.

U.S. franchisors must also navigate a variety of federal and state laws imposing specific requirements on franchisors expanding abroad. For instance, the

U.S.A. PATRIOT Act and anti-money-laundering laws can significantly impact the due diligence process, while the Foreign Corrupt Practices Act (FCPA) may come into play if a foreign franchisee uses government-related ties to secure, in a manner prohibited by the FCPA, certain contractual rights in the granted territory.

Additionally, expanding U.S. economic sanctions must be carefully considered before making contractual commitments – particularly in regions affected by conflicts, such as parts of the Middle East and Africa, and now making franchising in Russia effectively impossible.

As an example of how state law can impact international deals, a U.S. franchisor based in New York must be aware that the New York Franchise Sales Act (NYFSA) applies whenever a franchise offer is made or accepted in New York, even if the franchisee is located outside the state. The NYFSA requires franchisors to register in New York and provide an FDD to potential franchisees worldwide, which can necessitate significant revisions to the franchisor's existing FDD to tailor it to a foreign market. This process can be costly in terms of both time and expense for what may amount to a single, unique transaction. Franchisors can request a discretionary exemption for such non-U.S. franchise sales, which the New York Attorney General's Office typically approves when properly presented.

Additionally, many countries now have their own franchise laws, and U.S. franchisors must familiarize themselves with these to ensure compliance, and also be aware that many other countries are considering adopting them.

By seeking the right legal guidance, U.S. franchisors can significantly improve their chances of mitigating risks and building a sustainable, profitable international presence. Before presenting agreements to potential partners, U.S. franchisors must ensure that these agreements are approved by both their U.S. legal team and local counsel in the destination country.

While negotiated franchise agreements are uncommon in the U.S., they play a crucial role in international deals due to differences in laws, unique factors in each arrangement, and the importance of the area development or master franchise agreement to the franchisor's overall strategy. The prospective foreign partner is likely to be a significant company with some bargaining power. Although unit franchise agreements may not be heavily negotiated once the system is operational, their terms are often discussed during the negotiation of the master franchise agreement. Effective negotiation is key to achieving a mutually beneficial outcome for both the franchisor and franchisee. A well-drafted agreement can play an important role in minimizing future disputes and helping both parties attain their business objectives.



**DELICIOUS.  
NUTRITIOUS.  
MADE BY US.**

**YUM!**

**UK OPPORTUNITY**

# **WANT TO BE PART OF A GLOBAL SUCCESS STORY?**

FUNK are looking for a Master franchisor for the UK!

**FUNK is excited to expand internationally and keen to find enthusiastic, dynamic and professional people to represent FUNK as our master franchisees.**

FUNK is a cafe concept that is known, as the name suggests, for quality food and coffee served in a funky environment. It is the FUNK feeling in store and the high standard of products and customer service that set FUNK apart from the competition.

## **FUNK Coffee + Food Business Proposition**

- Exceptional Coffee – our unique coffee roast
- Quality, Fresh Food Products
- Bold Brand Name & Dynamic Logo
- Appealing Store Aesthetics and Designs
- Seasonal Menus
- Efficient and easy to operate Business Model
- Comprehensive Training & Support
- Our aim is to grow FUNK worldwide with likeminded partners and make it successful.
- To do this we will work closely and support the master franchisees/investors every step of the way.

**Interested?**

Charlie Dickson, Franchise Consultant: [c.dickson@ashtonsfranchise.com](mailto:c.dickson@ashtonsfranchise.com)

**[funkcoffeefood.com.au](http://funkcoffeefood.com.au)**



# HAVE YOU ENTERED THE GLOBAL FRANCHISE AWARDS?

**ENTER TODAY!**

**Entries close November 22nd 2024**

**Global  
Franchise  
AWARDS 2025**

*Recognizing excellence*

GLOBAL FRANCHISE AWARDS 2025 - RECOGNIZING EXCELLENCE

## Meet our judges



**Christina Matos**

CEO, Portuguese  
Franchise  
Association



**Pip Wilkins**

CEO, British  
Franchise  
Association



**Jennifer Brandeen**

Chief Revenue Officer,  
International Franchise  
Association



**Katalin Mandel**

Franchise Industry  
Veteran



**Sherry McNeil**

President & CEO,  
Canadian Franchise  
Association

## Partnered with



**VENTURE X**



**VOXIE**



**IFA**

INTERNATIONAL FRANCHISE ASSOCIATION

## Previous winners include



**Visit**

[global-franchise.com/awards](https://global-franchise.com/awards)

**Contact**

JENNY O'NEILL Head of Awards - [jenny.oneil@artichokehq.com](mailto:jenny.oneil@artichokehq.com)

NICKY MAIA Brand Manager - [nicky.maia@artichokehq.com](mailto:nicky.maia@artichokehq.com)





PARTNER CONTENT

# NOW SEEKING MASTER FRANCHISEES IN INTERNATIONAL MARKETS

**CURRENT:**  
*90+ outlets  
in France  
& Spain*

**GOAL:**  
*300  
international  
locations  
by 2030*



61

Don't miss this rare opportunity to establish yourself as a market leader in your exclusive territory without direct competition

## FOOD AND DRINK

# Bringing health to global fast food

Having established a firm franchise network in France, Eat Salad® is seeking master franchisees to take its customizable salad concept international

Minimum  
CAPEX  
per unit:

€300,000+



62

# F

ounded in 2013 by brothers Antoine and Joseph Barat in Bordeaux, France, Eat Salad® emerged as a fast-casual dining concept focusing on fresh, customizable salads.

The inspiration for the concept came after Antoine experienced the salad bars popular in the United States. The brothers adapted the idea to suit the French market, creating an offering that appeals to local tastes while maintaining an efficient, scalable business model.

Initially, the focus was on building a successful pilot store, but after seeing immediate traction, the brothers quickly turned their attention to franchising. By 2015, the brand began offering franchise

opportunities, and Eat Salad® now operates more than 80 locations across France.

The brand believes its rapid growth is fueled by its focus on offering healthy, convenient meals at affordable prices, making it a favorite for busy professionals and health-conscious consumers alike.

## CURRENT PROGRESS

As of 2023, Eat Salad® has solidified its place as a leader in the French fast-casual dining sector. Its product offering, built around fresh ingredients and customizable options, allows customers to create personalized salads from a selection of 38 ingredients, 10 bases, and 10 sauces. This flexibility has made it a popular choice for health-conscious diners.

The brand has also made strategic moves into the travel retail sector, with locations in airports and train stations across France. This marks a significant expansion for Eat Salad®, catering to a new customer base of travelers and commuters. As the brand continues to grow, its commitment to sustainability and local sourcing remains at the core of its operations, helping to differentiate it in a competitive market.

## BEHIND THE BRAND

Eat Salad® aims to center its brand around quality, innovation, and customer satisfaction. The brand's menu is designed to cater to a wide variety of dietary requirements, including vegetarian, vegan, and gluten-free options. Customers can choose from a range of ingredients, including fresh vegetables, proteins, grains, and sauces, to create meals tailored to their tastes.

Beyond the food, Eat Salad® places a strong emphasis on sustainability. The company is dedicated to minimizing its environmental impact by using eco-friendly packaging and sourcing ingredients locally wherever possible. This approach has resonated with its customer base, which increasingly values responsible business practices.

## WHY INVEST?

Franchisees who invest in Eat Salad® will gain access to the brand's established business operations as



well as benefit from the Eat School® training program. This support provides all the tools needed to run successful operations, from daily management to long-term strategic planning. Additionally, Eat Salad® provides ongoing support in areas such as marketing, customer service, and operations.

The financial performance of Eat Salad® locations is another key selling point for prospective franchisees. On average, stores located in retail parks generate over €900,000 in annual revenue.

## MASTER FRANCHISEES

Eat Salad® is seeking master franchisees to help grow the brand in new markets as part of its international expansion. Master franchisees will have the exclusive right to develop the Eat Salad® brand in their chosen country or region, with the responsibility of opening their own stores while also sub-franchising.

Ideal master franchisees are experienced business leaders with a strong understanding of their local markets and a dedication to growing a multi-unit business. Eat Salad® will provide support, including operational training, marketing strategies, and assistance with supply chain management. By partnering with local entrepreneurs, Eat Salad® aims to replicate its success in France with new markets across the world.

## EAT SALAD® IN ACTION: YANN CALVEZ

Yann Calvez, Eat Salad® franchisee, has successfully opened three restaurants under the brand in Brest, France. He's achieved this expansion in less than four years.

"My journey with Eat Salad® began with the opening of my first restaurant in June 2020, followed by the second in March 2022, and now my third one in June 2024," he says.

"What started as an ambitious venture quickly turned into an extraordinary adventure. The success of my first restaurant exceeded all expectations, which gave me the confidence to open a second one."

Once established, the second location was also quick to garner success which encourage Yann to expand even further.

"The secret to my success has been the strength of the Eat Salad® concept and the quality of the business model," says Yann. "The brand is built on a solid foundation of healthy, customizable meals that customers love, and as a franchisee, I've been able to rely on the brand's proven processes to ensure every aspect of my business runs smoothly"

He's confident that the Eat Salad® business model will lead to further success, having seen it in action.

"With Eat Salad®, I've found not just a business, but a path to success. By following the franchise's processes and maintaining high standards, I feel assured of the continued growth and prosperity of my restaurants," he says.

"I wholeheartedly recommend this adventure to anyone looking to build a thriving business while being part of a brand of the future. Eat Salad® has given me the opportunity to enrich myself, both professionally and personally, and I believe it can



## FRANCHISE OVERVIEW

**Established:**  
2013

**Number of outlets:**  
90+

**Locations of units:**  
France and Spain



do the same for others who are passionate about delivering high-quality food and service."

## GROWTH POTENTIAL

The fast-casual dining sector is expected to continue its global expansion. The global fast casual restaurant market is expected to grow at a CAGR of 10.6% between 2021 and 2028, according to World Metrics. Eat Salad® has positioned itself to capitalize on this incline, having laid a strong foundation in France and constructed ambitious plans for international growth.

Starting in 2024, Eat Salad® has launched its first international location in Spain. The franchise's long-term goal is to operate 450 locations in France and 300 international locations by 2030.

This international growth strategy creates an opportunity for investors and master franchisees looking to partner with a well-established brand in the fast-casual sector.

## RECENT DEVELOPMENTS

Eat Salad® aims to innovate and improve its customer experience ongoingly. Recent initiatives include the introduction of self-service kiosks, allowing customers to place orders quickly and conveniently. Additionally, the franchise has launched a digital loyalty program called "Le Club by Eat Salad®" which is designed to reward repeat customers and drive engagement.

Seasonal menu items, such as soups, gazpachos, and gourmet desserts, have also been introduced to keep the menu fresh and exciting for customers. These changes reflect Eat Salad®'s aim to stay ahead of industry trends and meet evolving customer needs.

## FOR FURTHER INFORMATION

Contact: [international@eatsalad.com](mailto:international@eatsalad.com)

Web: [eatsalad.com](https://eatsalad.com)



# THE LEADING HEALTHY FRENCH QSR BRAND

Specialized in salads, wraps, hot dishes  
and even more Healthy food!



**EatSalad.**

*"Our distinctive approach empowers our franchisees to become leaders within their exclusive territories, supported by a comprehensive offering with no direct competition."*

*Our strategic marketing positioning aims to maximize market penetration in each territory, driving both brand success and franchisee reputation."*

**Antoine BARAT**  
Co-founder of Eat Salad



**Join the journey now:** [international@eatsalad.com](mailto:international@eatsalad.com)

# Franchisors, the wait and see approach doesn't work

It's about time franchise brands roll up their sleeves and jump in the trenches with franchisees at the first sign of trouble, says Nil Naik, founder and CEO at 'franchise with us'



**F**ranchise systems have long been seen as one of the most effective methods for rapid business expansion, offering entrepreneurs a proven model and a recognized brand to work with.

However, it's not uncommon for some franchise locations to underperform.

A worrying trend is that many franchisors don't adequately address the operational inefficiencies or performance shortfalls of these struggling franchisees. Instead of taking a proactive stance, they deal with the consequences once the damage is already done.

This issue stems from a lack of operational awareness among franchisors. Many owners don't know enough about the day-to-day mechanics of their franchisees' businesses and fail to detect early signs of decline. This creates a serious gap between the brand's potential and its real-world performance, often leaving franchisees to fend for themselves when they encounter challenges.

One of the critical points that franchisors need to understand is that underperformance doesn't happen overnight. In most cases, the warning signs start to appear within days or even a couple of weeks before the situation becomes dire. Indicators include a decline in transactions, customer dissatisfaction, or an increase in operational costs over a short period, like two weeks. By closely monitoring these indicators, franchise owners have the opportunity to intervene early. Yet, many of them either fail to recognise these signs or choose to ignore them. They wait until a significant amount of damage has been done, at which point it's often too late.

Proactivity is key to ensuring a franchise system thrives. Instead of allowing months of haemorrhaging performance, franchisors should work closely with franchisees from the very first signs of trouble. This involves more than just surface-level engagement; it means getting into the trenches, understanding the operational struggles faced, and collaboratively identifying solutions. By doing so, adjustments can be made to mitigate losses and potentially turn around the underperforming location before it becomes a financial drain.

Unfortunately, what often happens is quite the opposite. Many franchisors choose to overlook the problems that are right in front of them. They



**Nil Naik**

Nil has spent more than 25 years in franchising – first as a franchisee and now as a consultant to many growing franchise brands in the U.K. and beyond. He is the founder and CEO of platform 'franchise with us' which helps to devise growth plans for those looking to grow locally, nationally, and internationally.

may receive reports showing a drop in sales or hear complaints from franchisees but take no immediate action. Instead, they adopt a "wait and see" approach, hoping the issues will resolve themselves or the franchisee will figure out a solution. Six months down the line, after continued financial bleeding, the franchisee is often left with no choice but to ask for a royalty break or financial concessions to keep their business afloat. At this point, the relationship between the franchisee and franchisor has likely been strained, with trust eroding due to a perceived lack of support.

This reactive approach is detrimental to the health of the franchise system. It creates a toxic environment where franchisees feel abandoned and unsupported, franchisors are left dealing with avoidable crises. It's a lose-lose situation that could be easily prevented with better communication, operational understanding, and a proactive strategy.

Franchising is going to become more competitive. Consumers expect high standards, consistent service, and quality products. For franchisees to meet these expectations, they need more than just a recognisable brand. Franchisors must step up their game by monitoring performance indicators closely and intervening at the first sign of trouble.

They also need to understand that being proactive is not just about preventing short-term losses; it's about fostering long-term success. When franchisees feel supported, they're more likely to stay motivated, invest in the business, and contribute positively to the overall brand image.

The future of franchising will belong to those who are willing to engage deeply with the operational realities of their franchisees' businesses. Franchisors need to adopt a hands-on approach, monitoring performance, identifying potential problems early, and working collaboratively with their partners to find solutions. Waiting until the damage is done and then negotiating royalty breaks is not a sustainable strategy.

Instead, proactive engagement and operational awareness are the keys to ensuring that both franchisors and franchisees thrive in an increasingly competitive marketplace. Franchise owners who fail to adapt to this new reality risk falling behind, while those who take a proactive approach will be well-positioned for success in 2025 and beyond.

# WORLD OF FRANCHISE

Latest expansions, innovative strategies and regional trends transforming the global franchise landscape



## ❶ MEXICO CITY, MEXICO

Pure Barre, the largest barre fitness brand and an Xponential Fitness brand has announced its expansion into Mexico.

The first location is slated to open in Q1 2025 in Mexico City with more locations to follow. This marks Pure Barre's second international market outside of North America, with the brand's first location in Japan set to debut later this year.

"Mexico is a major emerging market for boutique fitness, and we believe Pure Barre's pioneering barre method and industry leading offering has a bright future there," said Bob Kaufman, President of International at Xponential Fitness.

Driving Pure Barre's expansion in Mexico is Enrique Lopez, General Director of Boutique X Fitness Studios, who has extensive experience in the fitness space with previous roles at Les Mills Mexico and Kinezis Mexico. "Pure Barre is one of the most popular boutique fitness concepts in the U.S. and we cannot wait to bring this incredible leading brand and workout to Mexico, continuing the diversification of our high-end portfolio of brands," said Lopez.

**"Mexico is a major emerging market for boutique fitness, and Pure Barre has a bright future there"**



## ❷ NEW YORK, USA

Paris Baguette, the global bakery-café franchise, has announced a strategic partnership with restaurant technology leader Lunchbox to launch a new catering suite across its 180+ U.S. locations, including catering, marketing CRM, call center, and delivery solutions, into Paris Baguette's existing systems, streamlining operations for franchisees.

The move is part of the brand's expansion strategy, aimed at meeting increasing customer demand for convenient, high-quality catering. With Lunchbox's technology, Paris Baguette can offer a seamless ordering experience for events of all sizes, providing scalable solutions to local catering teams.

"We're excited to elevate our guest experience and streamline digital ordering for franchisees with this partnership," the company stated. The unified system is expected to drive growth and efficiency as the brand continues its U.S. expansion.

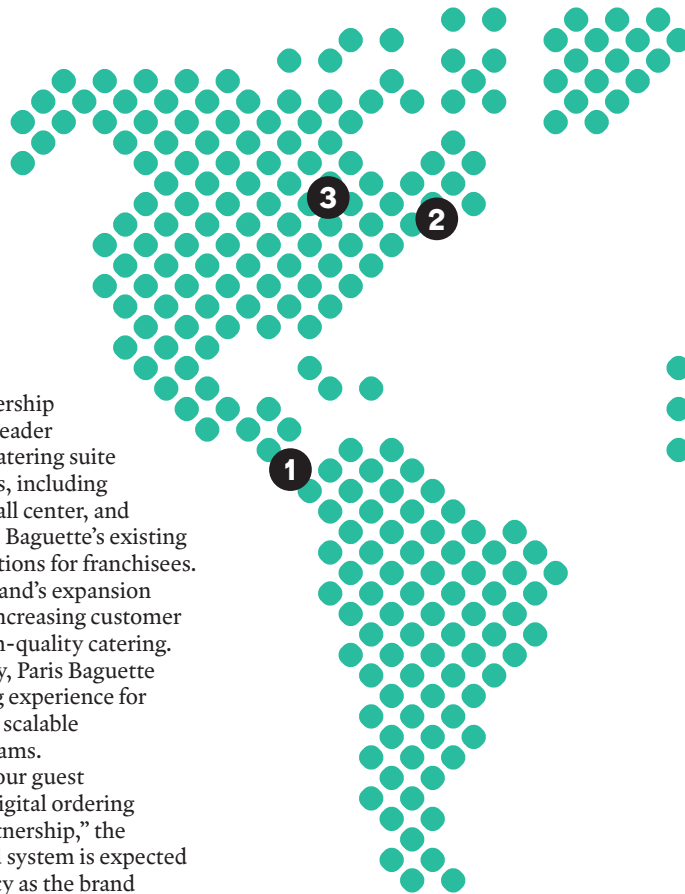


## ❸ CHICAGO, USA

Cilantro Taco Grill, the rapidly growing Mexican fast-casual franchise, has announced two strategic partnerships to enhance franchisee support through AI-driven real estate and innovative technology.

By partnering with RESOLUT RE, whose in-house analytics team uses AI-powered data and proprietary platforms to identify prime real estate locations, and Incentivio for advanced AI-driven operational tools, Cilantro is offering a turnkey solution for franchisees to launch efficiently.

"We're setting a new standard for how customers connect with Mexican food," said Temoc Morfin, founder of Cilantro Taco Grill. "These partnerships are key to driving the growth of our 100+ locations while staying true to our values."







#### 4 ENGLAND, U.K.

Hampshire has become the first county cricket club to welcome foreign ownership, with the owners of Indian Premier League franchise Delhi Capitals paying £120 million for majority control of the 161-year-old institution.

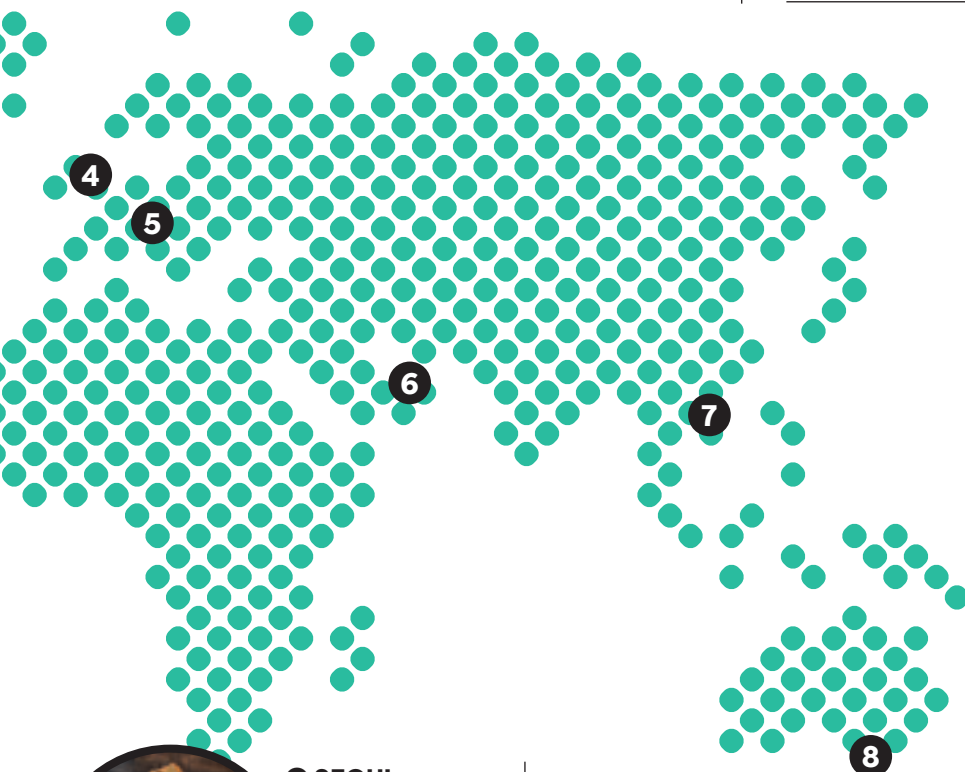
Rod Bransgrove, the club's chairman, confirmed the sale of a 53% stake after months of talks with the GMR Group.



#### 5 BERLIN, GERMANY

Arkansas-based Slim Chickens has reached an exciting milestone with the opening of its first location in Germany, marking a significant step in the brand's international expansion. This launch is part of a 20-unit development deal with The Foodelity Group, a sub-franchisee of Boparan Restaurant Group.

"We are thrilled to introduce Slims' quality cooked-to-order chicken tenders to Germany," said Jackie Lobdell, Vice President of Franchise Development.



#### 6 DUBAI/UK

The sale of a 30% stake in the Middle East, North Africa, and Central Asia Starbucks

franchise operated by Kuwait's AlShaya Group has been paused due to regional geopolitical unrest and boycotts, according to sources. The instability is making it difficult for bidders to value the business. Despite interest from Apollo Global Management and Saudi Arabia's Public Investment Fund (PIF), AlShaya is reportedly not in a rush to sell and may revisit the sale process, known as "Project Emerald," next year if conditions improve.

Both AlShaya and Starbucks declined to comment on the situation.



#### 7 SEOUL, SOUTH KOREA

Korean coffee franchises are expanding globally as the domestic market becomes saturated, according to industry experts. Hollys F&B,

which has operated since 1988, opened its first overseas store in Japan at Osaka's Namba Marui mall, featuring Korean-themed beverages like the popular Yakgwa Cream Latte. Ediya Coffee is also expanding, with two U.S. locations in Guam and plans for a third this year. In Malaysia, Ediya signed a master franchise deal, aiming to open 200 stores over five years and tap into the global halal market.

Low-cost chains like Paik's Coffee and Mega MGC Coffee have also opened stores in the Philippines, Singapore, and Mongolia.

**Korean coffee franchises are expanding globally as the domestic market becomes saturated. Watch out for brands like Hollys F&B, Ediya Coffee and Paik's Coffee coming to a mall near you**



#### 8 MELBOURNE, AUSTRALIA

Zambrero, the Mexican chain founded by billionaire Rich Lister Dr. Sam Prince, has secured franchisee commitments for 100

new locations ahead of its 300th store opening in Melbourne this September. The rapid growth follows a \$250 million capital raise in late 2022 from Metric Capital and Scott Farquhar's Skip Capital.

CEO Matt Kenny highlighted the milestone as a celebration of the chain's expansion, stating: "We're opening a new restaurant every week, bringing Feel Good Mex to more people."

To mark the occasion, Zambrero gave away 300 burritos at each of its 300 locations worldwide.

T EAT SLEEP SOJU REPEAT EAT SLEEP SOJU REPEAT EAT SLEEP SOJU REPEAT EAT SLEEP SOJU REP



# SOJUBAR

## 치킨 맥주 소주

KOREAN FRIED CHICKEN & BEER



## WANT TO BE PART OF THE SOJUBAR SUCCESS STORY?

**SOJUBAR IS EXCITED TO EXPAND INTERNATIONALLY AND KEEN TO FIND ENTHUSIASTIC, DYNAMIC AND PROFESSIONAL OPERATORS TO REPRESENT SOJUBAR AS OUR MASTER FRANCHISEES.**

At Sojubar, we are about Korean fried chicken, soju and above all... companionship! The Korean culture celebrates companionship with food & drinks. Let's celebrate quality time with friends, family & lovers at Sojubar! Sojubar is a place where you can enjoy Korean Fried Chicken, Beer and (of course) Soju.

### INTERESTED?

Matteo Frigeri, Franchise development manager: [getintouch@seeds-consulting.co.uk](mailto:getintouch@seeds-consulting.co.uk)

FOLLOWING  
HUGE SUCCESS  
IN NETHERLANDS,  
GERMANY AND  
BELGIUM





## A ROADMAP FOR...

# Expo Season

01

## Strategic networking

Networking is the backbone of any conference, but not all connections are created equal. Identify those key individuals you want to meet and set up introductions or meetings in advance. Creating a priority list helps focus your time and energy, ensuring that you connect with people who can impact your business goals. Target specific sessions or events where these individuals are likely to be present, and consider setting up small, focused meetings or dinners for more meaningful interactions.

02

## Choose wisely

Conferences are packed with sessions, but be selective about where you invest your time. Focus on those that align with your goals or offer opportunities to meet influential speakers. While keynote speeches can be entertaining and provide conversation starters, they're often not the best use of time for strategic networking. Instead, prioritize smaller breakout sessions.

Conferences can feel like a never-ending hustle of meetings, sessions, and networking chaos. For globe-trotting franchisors, here's your go-to guide to mastering the madness and making every minute count



03

## Embrace digital

The rise of hybrid conferences, offering both in-person and digital components, provide flexibility. Take advantage of digital tools to attend sessions remotely or catch up on content you missed. This approach allows you to manage your time more effectively, focusing on in-person networking while still accessing valuable educational content. For busy executives, this flexibility is essential for balancing conference activities with ongoing business responsibilities.

04

## Ration energy

Conferences can be exhausting, particularly for introverts or those who are constantly on the go. It's essential to manage your energy to stay at your best throughout the event. Schedule breaks, opt for one-on-one meetings over large social events if that suits you better, and don't feel pressured to attend every networking session. Taking time for yourself – whether through exercise, quiet reflection, or simply skipping a cocktail hour – can help maintain your focus and stamina.

05

## Nurture relationships

While conferences are great for making new connections, they also offer a prime opportunity to strengthen existing ones. Plan meetings or dinners with current contacts to solidify relationships. Strive for a balance that allows you to maintain key relationships while also expanding your professional network.





# JOIN THE FASTEST-GROWING BURGER FRANCHISE IN EUROPE!

**FAT PHILL'S** has established its success in Europe with 17 franchised restaurants, the majority of which is operated by multi-unit franchisees.

The brand is set to continue this rapid expansion, with 9 new sites preparing to open in 2024 alone, including the first UK venue in London, which is operated by experienced franchise operator Freshly Baked.

## *Fat Phill's*



Fat Phill's is known for its incredible smash burgers, stacked high and oozing with melted cheese, along with loaded sandwiches, Philly cheesesteak fries, and juicy chicken tenders.



Venues are fresh and distinctive, featuring an aesthetic of early 90s hip hop combined with a new age industrial style and unique street art.



The popularity of smash burgers is continuing to rise; in the UK alone, the burger market was valued at £5 billion and is estimated to grow by 26% by 2027.



Fat Phill's presents the perfect opportunity for any single-unit, multi-unit, or area hospitality developers to bring something trending and exciting to their region.

## INTERESTED?

Matteo Frigeri, Franchise development manager: [getintouch@seeds-consulting.co.uk](mailto:getintouch@seeds-consulting.co.uk)

# **[fatphillsdiner.com](https://fatphillsdiner.com)**





# What every CEO should do in their first 90 days

Stepping into the CEO role is a monumental challenge, but making the right steps early on will help set you up for success. Here, six seasoned franchise leaders share their essential strategies to navigating your first three months as the new face of your company, enabling you to find focus and clarity while achieving transformative results.

## 1 / Start with SWOT

As the new CEO, your first task is to learn as much as possible about the company; its financial performance, staff and operations. Start with a SWOT analysis. Research market competitors. Meet with managers in the company to obtain their input. Read all the company's training materials, paying particular attention to marketing campaigns and operational initiatives that have failed in the past, but may work today.

**ANDY DIAMOND, President, Angry Crab Shack**

## 2 / Engage with various community members

The first thing the new CEO needs to do is research the company and completely understand the pros and cons of the business. The next step is to have as many townhall and individual meetings and interviews with staff as humanly possible. The third step is understanding and getting to know the customers, especially the key ones. Goals and strategy come later, but these steps should be first.

**RAY TITUS, CEO, United Franchise Group**

## 3 / Spend time in the business, not just on it

Whether you're promoted internally or hired externally as a new CEO, dedicate the first 30–60 days to immersing yourself in the business. Understand the customers, familiarize yourself with the products, and connect with the team at all levels. This hands-on approach will provide the insights needed to make well-informed and impactful decisions early in your leadership, setting a strong foundation for your tenure.

**TY MENZIES, CEO, Lift Brands**

## 4 / Seek input from franchisees

Start by familiarizing yourself with the brand and model and evaluate franchisee profitability. Engage with franchisees to gather their insights on what works and areas for improvement. Understand their end customers and the overall customer experience. Spend time with your team to learn about the brand and seek their input on business enhancements. Finally, understand the KPIs for your franchisees and company, and identify key success criteria for your new role.

**CATHERINE MONSON, CEO, Propelled Brands**

## 5 / Hire people more knowledgeable than you

As a new CEO in an unfamiliar industry, it's impossible to master everything in 90 days. However, you can surround yourself with industry leaders, absorbing their insights to shape your brand's long-term strategy. Remember, a good CEO is never afraid to hire people who are smarter and more knowledgeable than themselves. By leveraging their expertise, you can drive the brand's success and innovation.

**MIKE ROTONDO, CEO, Altitude Trampoline Park and Indoor Active Brands**

## 6 / Build solid foundations for success

Every new CEO should focus on listening and learning in their first 90 days. Understanding the company's culture, building relationships with key stakeholders, and assessing the strengths and weaknesses of the organization are crucial. This foundation enables informed decision-making and sets the stage for impactful leadership.

**JAMIE IZAKS, President, All Points Public Relations**

# COULD REBRANDING POWER YOUR GROWTH?

72

Rebranding, done right, is a game-changer – but it requires vision, commitment, and flawless execution. Approach it strategically, and your franchise will thrive

**R**ebranding a franchise is a significant investment, but when done right, it unlocks new opportunities for growth, deepens franchisee relationships, and strengthens market positioning. However, it's not as simple as just refreshing a logo or tagline. It demands thoughtful strategy, strong stakeholder alignment, and precise execution to uphold core brand values and pave the way for future growth.

The secret? The most successful rebrands tell a story of transformation – one that resonates with franchisees, customers, and the market. Clarity, collaboration, and a long-term vision to guide your franchise through this transformative process are crucial for success.

## Why rebrand?

Even the most recognizable franchises must evolve. A well-executed rebrand can breathe new life into a business, attracting fresh customers and strengthening franchisee engagement. Franchises often rebrand to modernize their image, expand into new markets, or reflect changes in product offerings – essential if they're to remain competitive and relevant to their audience.

Mike Mastous, founder of Delta Restoration Services, formerly known as Delta Disaster Services, explains his rationale: “I wanted to align the brand more with our mission,” Mastous says. “Delta Restoration Services better reflects our focus on helping people restore their lives and property after a disaster, whether it's a refrigerator

leak, a small kitchen fire, or a major electrical fire or flooded basement. We restore people's property and their lives to what they previously had, and our new name, Delta Restoration Services, reflects that change – with greater emphasis on the ‘restoration’ rather than the ‘disaster’. This name change was more than a cosmetic adjustment; it encapsulated a shift in our mission.”

Franchises typically rebrand when they feel their image is outdated, need to reflect new products or services, or want to expand into new markets. We've seen this recently with brands like Jamba Juice, now known simply as Jamba. In 2018, Dunkin' – the world's largest coffee and baked goods chain – dropped the ‘donuts,’ a bold \$100 million modernizing move to re-establish its market dominance by refocusing on becoming a ‘beverage-first’ brand while holding onto their iconic colors and typeface.

For Now Optics, a leader in eye care, the decision to rebrand My Eyelab to Stanton Optical in 2023 followed extensive consumer research into changing customer needs, shopping behaviors, and preferences.

The study showed that 82% of consumers valued receiving glasses in three days or less, and 74% prioritized getting good value for their money.

“We found Stanton Optical was a better fit for today's customer demands for convenience and value,” says Lukana Justin, SVP of Marketing. “For our franchisees, there was an overwhelming consensus that having the ability to deliver glasses to customers on the spot would be a game changer for their store.” The rebrand, readily embraced by 94% of franchisees within a four-month timeline, significantly expanded Stanton Optical's presence nationwide.

## Creativity meets consistency

Rebranding is about more than aesthetic tweaks. It's about building a narrative that speaks to both franchisees and customers. Take FASTSIGNS, for example, which redefined its identity post-pandemic through its powerful

## BUSINESS WISE

### Stay relevant in a changing world

A rebrand can revitalize a business by attracting new customers and markets, increasing brand relevance, and modernizing its image to align with evolving customer or client expectations. This can result in enhanced brand recognition and competitiveness within the industry.

### Amplify your core message and values

Rebranding provides an opportunity to refocus a franchise's core message and values, enabling clearer communication of its unique offerings. This differentiation can strengthen customer loyalty, boost market positioning, and create momentum for expansion and growth.





**“I can’t stress enough the importance of defining the purpose of your rebrand, as well as choosing the right time to change. It’s critical to explain to franchisees the benefits of the rebrand and address any concerns head on”**

---

“Make Your Statement” campaign. Chief Marketing Officer Jennifer Herskind notes that the creative strategy was focused on bold transformations. “We worked to make sure the creative was not only well-branded but engaging. FASTSIGNS exists to help customers ‘Make Your Statement’ – it’s a perfect call-to-action,” she adds.

Once the creative vision is set, consistency is crucial – especially for large franchises like FASTSIGNS. Centralized brand guidelines ensure the rebrand is uniformly implemented across locations, from signage to marketing materials, maintaining the integrity of the overall brand. For FASTSIGNS, the effect of this methodical approach was clear:

franchisee satisfaction rose, and brand perception improved.

### **Engaging franchisees**

Franchisee buy-in is also essential for a smooth rollout. Franchisees are the foot soldiers implementing the changes on the ground, so clear communication and collaboration are vital. Workshops, focus groups, and open dialogue during the process can help align the entire franchise network.

“I can’t stress enough the importance of defining the purpose of your rebrand, as well as choosing the right time to change,” emphasizes Mastous, who recommends early engagement with franchisees to explain the benefits of the rebrand and address any concerns head on. “It’s critical



to explain to them why you're rebranding, as well as what will be changing and when – especially if it affects them directly," he says. "This can get tricky: you'll need to be ready to answer questions like, 'Why now?' or 'How will this improve my business?'"

Herskind echoes this sentiment, sharing how FASTSIGNS launched its rebrand at their annual franchisee convention in 2022, generating excitement and positive reception. "The response to our 'Make Your Statement' campaign was overwhelmingly positive among our franchisees," she recalls. "Coming out of the pandemic, it was good timing as our target audience was getting back to full-on business. It was the perfect opportunity to reignite interest in the FASTSIGNS brand."

Franchisee satisfaction for long-term growth rose significantly post-launch, highlighting the importance of timing and strategic engagement. "Since the launch, FASTSIGNS has seen franchisee satisfaction rating for long-term growth grow +3.3 points, the largest year-over-year gain we'd seen for the past nine years," Herskind elaborates. "As every marketer who has ever worked with a franchise knows, buy-in from the network is everything and really impacts the relationship between the franchisee and the franchisor."

For larger franchises, a phased rollout can help mitigate risks. Testing the new branding in a pilot market allows for fine-tuning before a system-wide implementation. FASTSIGNS adopted this strategy, first introducing the rebrand to top-performing franchisees. This approach helped build momentum and excitement while minimizing potential hiccups.

### Tools for success

Technology plays a vital role in the rebranding process, especially for large-scale franchises. Digital asset management platforms distribute new marketing materials efficiently, while project management tools help maintain alignment across locations.

# How to execute a franchise brand refresh effectively

## 1 Clarify vision and align franchisees

Use workshops and training sessions to communicate the refreshed brand vision, ensuring franchisees understand and embrace the changes.

## 2 Provide toolkits

Offer centralized resources and comprehensive training to help guide franchisees throughout the refresh.

## 3 Plan for a phased rollout

Start with a pilot, then extend to your top performers, and finally deploy the brand update across all locations to iron out teething problems as they arise.

## 4 Leverage technology

Utilize digital asset management (DAM) and project management tools for smooth coordination throughout the process.

## 5 Over-communicate, not the other way round

Engage franchisees through regular updates and success stories.

## 6 Balance consistency and local adaptation:

Ensure the brand stays uniform while allowing for a little local customization.

## 7 Monitor and iterate

Gather feedback and fine-tune based on real-world results.

Tracking performance metrics, such as customer engagement and franchisee satisfaction, allows franchises to assess the success of the rebrand in real-time and make further adjustments as needed.

FASTSIGNS quickly saw tangible results from their rebranding efforts, including a significant rise in website traffic, a 7% increase in average order value from new customers, and improved customer perception as a "brand on the move." Video engagement exceeded Google norms by more than 30%. These metrics underscored the success of their rebrand, helping the company reposition itself as dynamic and forward-thinking.

### Sharing the story

Once internal stakeholders are aligned and the rebrand is well underway, it's time to go public. A consistent message across digital platforms, marketing materials, and media engagements is critical to ensure customers recognize the new brand identity.

Whether through press releases or social media campaigns, sharing

the rationale behind the rebrand helps connect with the broader audience and reinforces the new direction.

"The media, franchisees, partners, and clients will all be interested in the reason(s) behind a rebrand, and you will find yourself explaining that often," says Mastous. "You should have a deadline for when marketing collateral and signage is changed, but it's important to give franchisees ample time to do so. Changes should not be sprung on franchisees – or the public – if you want to maintain trust."

Herskind agrees: "As marketers, we all know how media fragmentation makes it more challenging to get a brand's message in front of the right audience and at scale. Rebranding is a way to meet that challenge, but the strategic thinking and executional power of our creative agency and media partners, who worked in tandem with our internal creative and content teams, helped FASTSIGNS achieve the success we wanted to see."



## 5 WAYS TO DEAL WITH...

## ...unhappy customers

Losing repeat business can be costly to any business, so how can you turn things around when you receive complaints?

01

**Practice empathy**

Customers experience added frustration when they voice their concerns to someone who doesn't acknowledge their feelings or apologize. "There's a difference between hearing and listening," confirms Omowunmi Akingbohunbe, author of *Oops! The Client is Upset*. "Listening is for you to understand and figure out what the issues are. Some people say 'why should I say sorry? It's not my fault. But you can simply be sorry because that person feels the way they do.'"

04

**Get feedback**

Don't sweep negative criticism under the carpet, even after you've resolved an issue with a client follow up afterwards and let them know if you've made any changes. "This is particularly important," says Omowunmi. "Just getting that feedback enables you to critically analyze that data and run through that experience again. What can you improve? What can you do better? When you take that on board you can prevent such complaints happening."



02

**Be knowledgeable**

Get familiar with your brand's policies surrounding customer experience as well as discounts and freebies. "When you're knowledgeable it helps you take concessions in certain situations," explains Omowunmi. "You're able to discern whether you're going out of the scope or staying within. It enables you to say: I'm sorry at this point in time we're not able to do this but I could offer you these alternatives."

03

**Adjust your mindset**

Receiving criticism can be a hard pill to swallow, especially when it's your business. Take a deep breath – it's important you criticism to your business personally. "Before you service people, you need to service your mind knowing that meeting angry clients is inevitable," says Omowunmi. "When you meet them, do not take it personal, be passionate about listening to them and empathize." Remember, sometimes people are just having a bad day and need someone to take it out on.

05

**Draw the line**

While most customers are reasonable, occasionally you'll come across someone with an axe to grind. It's important not to take criticism personally, but there are limits particularly when it comes to abuse. "You need to know where to take a bow and still do it in a very professional manner," says Omowunmi. "I always applaud organizations that take that position and even have a clearly documented policy that we expect you to respect our staff."

## MULTI-UNIT INVESTMENTS



78

**Tariq Halal** is launching its international expansion strategy with a revolutionary new drive-thru innovation

79

**KX Pilates** is perfectly poised to make an impact on the international stage

**LOOKING TO INVEST IN AN INTERNATIONAL BRAND?**

Here are the up-and-coming franchises looking for global partners

80

**Sojubar**, the Korean dining and social experience, seeks British franchisees

81

**Fat Phill's** - the U.K. is set to welcome a growing smash burger brand

## FOOD &amp; DRINK

# Tariq Halal drives convenience global

The U.K.'s premium halal butcher launches its international expansion strategy with a revolutionary drive-thru innovation

Minimum required capital:

**£100,000**

**F**or over 30 years, Tariq Halal has been the go-to name in London for premium halal meats, known for its unwavering commitment to quality, service, and tradition. Now, this

renowned British butcher is expanding rapidly with an innovative drive-thru concept, targeting both international markets and new U.K. cities.

Imagine this: you place your order, drive up, and within minutes, your ethically sourced, freshly prepared halal meat is handed to you – all without leaving your automobile. In less than five minutes, you've picked up top-quality products, enjoying the ultimate convenience without sacrificing service or standards.

This concept is especially transformative for regions dealing with extreme heat, where customer comfort and food hygiene are paramount. By staying in their air-conditioned vehicles, customers not only avoid the heat but also benefit from the added freshness of ice-packed meat to ensure quality from store to home.

**“Imagine this: you place your order, drive up, and within minutes your halal meat is handed to you”**

Tariq Halal is more than just a butcher; it's a brand that evolves with today's consumers, catering to the rising demand for convenient, pre-packed halal meats and now available in U.K. supermarket giants like Sainsbury's and Ocado.

By introducing its drive-thru model to new markets, the brand is once again setting the standard for excellence in halal butchery. This innovative approach blends tradition with modern convenience, offering customers a seamless experience that reflects the future of retail.

Demand for certified halal products continues to rise globally. In the U.K. alone, halal accounts for 15% of the overall meat market, with projections showing a market value nearing £2 billion by 2028, according

Pic: Veloche Global



## FRANCHISE OVERVIEW

**Established:**  
1982

**Number of outlets:**  
27 sites (U.K.), Q4  
2024 - 35, 2025 - 50

**Locations of units:**  
U.K. nationwide



to research from Dr. Awal Fuseini, the Agriculture and Horticulture Development Board's halal sector senior manager, alongside Dr. John Lever and Dr. Shabbir Dastgir from the University of Huddersfield.

Tariq Halal's expansion strategy is focused on key territories, including the U.K., U.A.E., U.S.A., Canada, and the Far East – regions where demand for halal products is steadily increasing. Each store offers a wide range of products, from fresh marinated meats to spices and meal essentials, creating a one-stop destination for customers.

With franchise models ranging from Uberstores, community stores and now drive-thru, all designed for scalability with multiple revenue streams beyond meat sales, Tariq Halal also provides comprehensive support in site selection, training, and operations, ensuring each new franchise is poised for success.



**TARIQ HALAL**  
There is only one

Contact

[franchise@tariqhalalmeats.com](mailto:franchise@tariqhalalmeats.com)

Tel:

Nil Naik +44 (0) 7772 100100



## HEALTH &amp; FITNESS

# KX Pilates: inspiring a global movement

KX Pilates, already a market leader in APAC's Reformer Pilates fitness market, is perfectly poised to make a significant impact on the international stage

Minimum required capital:

**\$350,000**  
AUD

**K**X Pilates, Australia's number one Reformer Pilates brand, has been setting the standard in the boutique fitness industry since 2010 with its unique blend of traditional

Pilates techniques and industry-leading innovative practices. Under the visionary leadership of founder, Aaron Smith, KX Pilates' approach is rooted in the Japanese philosophy of "Kaizen" (continuous improvement and change for the better), which guides operations and culture to ensure franchisees, staff and clients all feel supported, motivated, and part of a strong community. Workouts are intentionally screen-free, focusing on meaningful and impactful connection between the highly skilled trainers and their clients, ensuring a premium in-studio experience. The KX exercises are conducted on the proprietary KXFormer(TM), designed with

**"We look for partners who share our passion for changing lives"**

industry leading manufacturers Balanced Body to offer more progression opportunities for clients to meet their potential.

With over 20,000 unique clients per week worldwide and rapid growth across the Asia-Pacific region, KX Pilates is a formidable force in the boutique fitness market. Since 2021, the brand has launched franchises in New Zealand, Indonesia, China, Taiwan and Singapore, as well as an online presence in the U.S. In September 2024, the brand signed a master agreement in Japan with Atsuyuki Tsuchiya, ex-President of Fast Fitness Japan - master franchisee for Anytime Fitness in Japan - and a prominent figurehead in Japan's thriving fitness industry. "We are excited to be partnering with KX Pilates Australia and to bring this dynamic workout to Japan because we believe that the KX concept, workouts, and the lifestyle that comes with KX are exactly what modern Japanese people need," says Mr. Tsuchiya.

While expansion in Asia has been a logical and organic strategy, KX Pilates is open to all international



## FRANCHISE OVERVIEW

**Established:**  
2010

**Number of outlets:**  
128+

**Locations of units:**  
Australia, Japan, Indonesia, China, Taiwan, NZ, Singapore, U.S. (online)



opportunities with the right partners. Cultural alignment is paramount to the brand's success globally. "We take a unique approach to franchise recruitment here at KX," says Selina Bridge, CEO. "Rather than focusing on growth targets, we choose to expand when we find partners who not only demonstrate business aptitude, but who more importantly share our passion for changing lives and who demonstrate an affinity with the KX core values."

**\*Minimum required capital per studio: \$350,000-480,000 AUD\*** Individual studio costs will vary depending on market and location. International Master Agreements are subject to territory size and to be discussed upon application.



## FOR FURTHER INFORMATION

Visit: [kxpilates.com/global](https://kxpilates.com/global)

## FOOD &amp; DRINK

# The U.K. anticipates Sojubar's arrival

The Korean dining and social experience is looking to appeal to British franchisees as it expands internationally

Minimum required capital:

£200,000

**W**hen walking down the streets of Seoul you're bound to find groups of friends tucking into fried chicken while drinking beer and soju (a Korean spirit). It's part of the country's social culture – and a ritual that inspired Sojubar to open its doors 5315 miles away in The Netherlands, and soon to be in the UK.

"We wanted to have a similar place that we could enjoy and feel ourselves in Europe," says Feng Chen, managing director at Sojubar. Joined by founder, Tommy Leung, the duo have recognised a gap in the market for authentic Korean cuisine which is neither in the upper echelons of fine dining, or the fast food joints that fried chicken has become synonymous with.

Instead, the restaurant's polished interior and simple but trendy menu aspires to create thriving social spot. "You know you've just finished up your work, you're with your colleagues or friends and you want to start the weekend on a good note, so you invite them to have a quick bite to eat and a drink," explains Feng.

## THE CHICKEN AND BEER CONCEPT

The menu mainly comprises Korean fried chicken with varieties such as spicy sweet, honey butter, and garlic soy. However, staples including bibimbap, kimbap, mandu, and bingsu are also available and easy for a minimal kitchen team to construct quickly – an efficiency that Feng believes sets Sojubar apart from competitors.

"One of our unique selling points is that our restaurants have a quick service back end," says Feng. "So, that's the way we drive down the cost. But if you sit in our restaurants, the front end will feel like a full-service restaurant."

The team have doubled down on financial efficiencies, particularly when it comes to sourcing Asian products. "We import a lot directly from Korea, so that's how we can offer a more competitive price



than what other restaurants can purchase at," says Feng. "We have our supply chain built up pretty much in-house."

## EUROPEAN EXPANSION

Sojubar's supply chain is an advantage that franchisees will have access to when joining the franchise network. It's an opportunity the team hope will attract UK-based entrepreneurs seeing as the brand has big growth goals.

"We have very large ambitions," confirms Feng. "We just signed a franchise in Brussels, Belgium, and we also signed with Dusseldorf and Berlin in Germany. We've also signed a master franchise in the Turkish market."

Now, with international development coming to fruition, the U.K. is a key goal and Sojubar are willing and ready to support the right candidate open multiple locations across the country.

## FRANCHISE OVERVIEW

Established:  
2021

Number of  
outlets:  
7

Locations  
of units:  
Netherlands,  
Germany, Belgium



## FOR FURTHER INFORMATION

Matteo Frigeri [getintouch@seeds-consulting.co.uk](mailto:getintouch@seeds-consulting.co.uk)

+44 (0)7824 808270

## FOOD &amp; DRINK

# Fat Phill's set to make its British debut

Having taken The Netherlands QSR market by storm, the U.K. is about to welcome a growing smash burger brand

Minimum required capital:

£100,000

**A**rmin Vahabian is no stranger to the food and beverage industry. The founder of burger franchise, Fat Phill's, grew up in his family's Iranian restaurant in The Netherlands, initially sitting out back as a child, before joining the workforce.

"Sometimes I joke about literally growing up in the back of the restaurant. I learned how to deal with employees and deal with growth," he recalls.

It was here, Armin gained the necessary insights to creating a successful brand, and in 2019, he opened the first of what would become 15 Fat Phill's' locations across the country.

The menu comprises burgers and sandwiches using premium meats from a dedicated butcher, while bread is baked especially. The burger toppings such as Philly Cheese (referenced in the brand name), fig jam, and smoked pastrami are all accompaniments concocted from Armin's longstanding love of burgers.

"The whole idea behind the smash burger is that when you press out the juice and you have a high enough heat, you can create a crust around your burger," he explains. "It's this caramelised crust that creates the flavour."

## NEW INTERNATIONAL TERRITORIES

Now, having firmly planted Fat Phill's in the Dutch market, Armin hopes he can transfer the brand to UK, which has similar market characteristics to The Netherlands.

Burgers can be a competitive space, but the business has already secured the backing of Freshly Baked - the master franchisee responsible for Auntie Anne's expansion in the U.K. and Ireland.

The hope is that it'll be able to replicate this success, with the vision to open 100 stores across the country in the next 10 years via franchise agreements. It's an ambition Armin is already confident about achieving, given that the supply chain has already been replicated in the UK.



"In that respect, you will always be able to build up a bigger business model and that's always good for franchisees who want to grow."

## BEING YOUR OWN CUSTOMER

Some of the U.K. locations are already becoming a reality, but the brand is still on the hunt for more potential business owners. For now, Armin believes the first step to this business ownership is becoming a Fat Phill's customer.

"For me, the most thing important thing that I want franchisees to do is try the

product and decide if this is something that they want to be involved with," confirms Armin - whose own go-to order is a double cheeseburger with seasoned fries and Fat Phill's sauce.

*Fat Phill's*

## FRANCHISE OVERVIEW

**Established:**  
2019

**Number of outlets:**  
16

**Locations of units:**  
Netherlands, U.K.

**Total Investment:**  
£200,000



Armin Vahabian

## FOR FURTHER INFORMATION

Matteo Frigeri [getintouch@seeds-consulting.co.uk](mailto:getintouch@seeds-consulting.co.uk)  
+44 7824 808270



Alessandro and Victor Daher's remarkable life journey - from escaping danger in South America to achieving global franchise success - highlights the inspiring impact of family influence when it comes to shaping business futures

# Father to Son: how a family legacy created a franchise powerhouse

## Alessandro Daher



**Alessandro, an entrepreneurial franchise owner in South America, faced threats to his life, prompting his move to the U.S. with his son. His journey inspired Victor's global franchising success.**

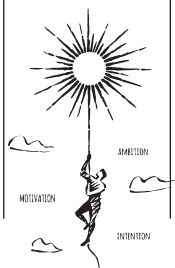
As a father, few moments are as surreal and pride-inducing as watching your son grow into an accomplished franchise expert, leading the expansion of a Top 500 franchise in the United States. Victor, my son, was immersed in my business from a young age, cultivating the work ethic essential for success in both Brazil and here in the U.S.

In Brazil, I identified a significant opportunity within the burgeoning economy and franchise industry. Affordable cleaning services and accessible franchise opportunities were scarce, with the market dominated by giants like McDonald's, Pizza Hut, and Subway. With Maid for You, I introduced an investment opportunity with a remarkably low entry point yet substantial potential for profitability. The most rewarding aspect of my work has been enabling hard-working Brazilians, many of whom had never owned a business, to succeed and build legacies for their families. This continues to drive me daily.

It was economic instability and increasing violence in our hometown that drove us to emigrate to Florida - I was determined to provide my son with a safer environment and greater opportunities. While Brazil and the U.S. differ in culture, regulations, and business practices, the fundamentals of managing daily operations and overcoming challenges remain surprisingly similar.

From a young age, I ensured Victor grasped the basics of business management. After earning his degree from Florida State University, he joined me in managing the daily operations of the business. However, after a year, it was clear that it was time for him to forge his own path in the franchising world. Seeing how far he has come in the past decade fills me with immense pride. His achievements and the brands he has helped grow are a testament to his dedication and expertise, making me a proud father every day.

**"Seeing my son grow into a top franchise expert has been my proudest achievement"**



## Victor Daher



**Inspired by his father's entrepreneurial journey, Victor embodies the American dream, leveraging his multilingual skills to help other immigrants succeed, and driving growth as VP of Franchise Development at Batteries Plus.**

My father has always been my role model. The work ethic and success I've achieved wouldn't have been possible without his unwavering love, support, and guidance throughout my childhood and young adult years.

As an only child, I was deeply influenced by everything my father did, especially his journey from

**"Franchising has been the key to fulfilling countless dreams, including my own."**

a small business owner to a franchisor. Watching him work tirelessly to impact the lives of countless entrepreneurs through his franchise brand sparked my early passion for franchising.

The U.S. is a melting pot of immigrants from diverse backgrounds and cultures. Being a multilingual immigrant myself,

I have the unique ability to connect and build strong relationships with candidates from various countries, cultures, and backgrounds. This cultural insight allows me to understand their goals and aspirations better, ensuring they align with what we aim to achieve at Batteries Plus.

A popular method of domestic expansion is awarding franchise licenses through the E-2 or EB-5 investor visa programs. My trilingual skills enable me to communicate effectively with E-2 and EB-5 candidates, helping them pursue their American dream through our Batteries Plus franchise model. There's nothing more rewarding than awarding a franchise to one of these candidates and witnessing them succeed and build the life they've always wanted.

While the future is unpredictable, I am confident that franchising and entrepreneurship will continue to play a significant role in it. My father and I have often discussed the possibility of bringing his Brazilian franchise model to the United States. However, for now, my focus remains firmly on the mission at hand - leading Batteries Plus into unprecedented growth and ensuring the brand's continued success for many years to come.



# IDEAS TO EXPAND YOUR BUSINESS



fff Fédération  
Française  
Franchise

15 - 17 MARCH 2025  
PARIS - PORTE DE VERSAILLES

Order your badge here

Or on [www.franchiseparis.com](http://www.franchiseparis.com)  
with the code PAR5GZ



# The only SMS platform built for franchise.

With Voxie, You'll see...



**31x**  
ROI on SMS with  
Personalization



**30%**  
Increase in  
YoY Revenue



**200%**  
Increase in Orders



**3x**  
Customer LTV