



Franchise Management Manual

Section 4:

Communications and Support

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4.1 About Communication and Support

A fundamental characteristic of the ShowerFix franchise system is that it is built on communication and support that requires mutual ongoing input and feedback.

Our focus is on assisting you to achieve excellent results and a highly successful business. To help you achieve this we strive to enhance our franchise system and brand and provide you with the best advice and support possible. We are committed to working with you to ensure the continued success of your business.

Open and regular communication between the franchise support office and you as the franchisee is an important factor so that we can understand and assess your needs and measure our success in meeting them.

This section outlines the various support services provided to franchisees, and the different communication methods that will be used in the franchise relationship between the franchise support office and franchisees.

4.2 Responsibilities

ShowerFix

- ▶ Franchise system and operational updates
- ▶ Commitment to continuous improvement within the franchise system
- ▶ Updates to the manual and related documents as franchise system and processes evolve over time
- ▶ Regular ongoing communication and advice as required
- ▶ Identification and provision of training (where required)
- ▶ Organise an annual conference
- ▶ Field visits at times determined by the Franchise Support Office
- ▶ Performance appraisal and feedback systems to help advance your franchise business
- ▶ Support and approval for annual Business Plans; including local marketing plan
- ▶ Co-ordination of joint local marketing activities (where appropriate)
- ▶ Group marketing activities (at a level determined by ShowerFix) and communication to franchisees
- ▶ Annual summary feedback on Group Marketing Fund (when relevant)

Franchisee

- ▶ Provide annual accounts in a timely manner as required
- ▶ Provide reports to the Franchise Support Office as and when requested
- ▶ Maintain an open flow of communication with the Franchise Support Office
- ▶ Develop business and marketing plans and provide to the Franchise Support Office by the specified date
- ▶ Seek approval for local marketing initiatives which fall outside standard pre-approved activities
- ▶ Provide evidence of local marketing activities and local marketing spend when requested

- ▶ Prepare for field visits, assessments and reviews and work with the Franchise Manager (or other designated the Franchise Support Office personnel) during these activities
- ▶ Act on action points and plans from field visits, assessments and reviews
- ▶ Attend the annual conference (and any meetings arranged by the Franchise Support Office)
- ▶ Attend and satisfactorily complete ongoing training as required
- ▶ Notify the Franchise Support Office of any suggested changes to the franchise manual
- ▶ Provide suggestions for franchise system enhancements to the Franchise Support Office if appropriate

4.3 Communication and Support Plan

This table provides an overview of the interaction between franchisees and ShowerFix during the year. Timing may vary at the discretion of ShowerFix.

We will work with you to determine the optimum communication and support needed for your franchise.

Type	Description	When
Reporting	<p>From time to time ShowerFix may require you to provide business reports (e.g. profitability, operating costs, sales leads, sales effectiveness, customer feedback, customer complaints).</p> <p>These must be provided in a timely manner using the format specified by the franchise support office.</p>	<p>As and when requested by the Franchise support office.</p> <p>Key performance indicators (KPI) – monthly by 10th of the month following month end.</p>
Local marketing	<p>Local marketing amount - evidence of spend (e.g. copies of original invoices, proof of placement).</p>	<p>Timeframes to be set by the franchise support office, on request.</p>
Financial accounts	<p>Full set of franchise business accounts prepared by qualified Chartered Accountant, including</p> <ol style="list-style-type: none"> 1) Statement of financial performance - profit & loss statement 2) Statement of financial position - balance sheet 	<p>Annually by 30th September 3 months following the end of financial year.</p>
Proof of insurance	<p>Written evidence of renewal and payment of premiums.</p>	<p>Annually - upon request by the franchise support office.</p> <p><i>continued on next page</i></p>

Type	Description	When
Field visits	On site visits to franchisees to facilitate communication, assist with business development, marketing and operational problems, review business and marketing plans, and any other relevant matters arising.	Frequency and timing at discretion of ShowerFix. Typically quarterly.
Franchisee business and marketing plan	Initial plan developed during induction training. Annual plan developed thereafter. Plans will be reviewed during field visits, or by phone.	Annually - by 15 May for approval by 15 June and implementation 1 July.
Franchise Assessment	A structured appraisal of the franchise business at a given point in time. Franchisees may be asked for feedback in a structured format at this time as well.	Usually undertaken during a field visit annually.
Franchise Performance Review	Discussion between ShowerFix and the franchisee. To review franchisee performance over the past year and mutually set expectations for the business for the year ahead. A pre-cursor to your business and marketing planning process.	Prior to the franchisee business and marketing planning process. Typically in April or May annually by phone.
Conference	Organised by ShowerFix for sharing information and network development.	Annually, typically held early May. Timing may vary at ShowerFix discretion.
Ongoing training and assistance	Help and support provided by phone, email.	Ongoing.

4.4 Ongoing Communication

Introduction

Some of the key elements of the ShowerFix system are the channels and protocols by which we communicate.

The method of communication changes according to what we are trying to communicate. In many instances, a phone call or email is all that is required. In other instances, such as marketing pre-approval or a process improvement, more formal communication methods are used.

Informal communication

We are always keen to offer assistance and advice and will be in contact with you on a regular basis by phone and email.

Communication will involve general enquiries regarding your day-to-day operation and management of the business, and also advice and answers to any problems that you have contacted the franchise support office about.

You are encouraged to communicate regularly and freely by phone or email with the franchise support office when you need advice.

Written communication

Reports, letters, and emails will be sent to franchisees by the franchise support office from time to time. These may, for example, relate to business management, market comments and trends and training information. It is important that, where required, you respond to these communications promptly.

Formal franchise support office contact

More formal communication is required for:

- ▶ Requests to update the franchise manual - ShowerFix manual amendment update request (FMM-003) form. Request from franchisee to franchise support office.
- ▶ Identification of an opportunity for improvement - ShowerFix opportunity for improvement (FMM-004) form. Request from franchisee to franchise support office.
- ▶ Manual amendment and update which will accompany additions, amendment and deletions from the manual with instruction regarding changes - ShowerFix update to manual form FMM-005. From franchise support office to all franchisees.

- ▶ ShowerFix History of Update to Manual (FMM- 006) form – a schedule recording the history of amendments to your manual as a record to ensure it is up to date. From franchise support office to all franchisees.

- ▶ ShowerFix Marketing Pre-approval Request (FMM-008) form. Request for approval of non-standard local area marketing initiative from franchisee to franchise support office.

- ▶ ShowerFix Business and Marketing Plan (FMM-007) form. A standardised template for the annual business and marketing plan. Provided by the franchisor to franchisees, for completion subject to discussion / consultation with the franchisor, and franchisor final approval.


Templates for these forms and instructions for completion are contained in Section 15 of the Franchise Management Manual

Communication with other franchisees

Other franchisees can be a source of valuable information, support and advice.

For example you may be in a position to work with a neighbouring franchisee on regional marketing and promotion activities. You are encouraged to communicate freely with other franchisees and develop relationships across the franchise network.

Please keep in mind that while we encourage positive support and communication, there can be times when, for whatever reason, your relationship with the Franchise Support Office may become strained. In this instance, we encourage you to discuss the issue with the Franchise Manager rather than other franchisees.

	STANDARD
4.4.1	Communicate regularly with the Franchise Support Office as the need arises using the most appropriate means.
4.4.2	Respond promptly to any communication received from the Franchise Support Office that requires a reply or action.
4.4.3	Where communication is of a more formal nature it must be made using the form or template provided.
4.4.4	All communication with the Franchise Support Office and other franchisees should be professional, positive and courteous.
4.4.5	If you have any concerns about your relationship with ShowerFix, please talk to us first.

4.5 Field Visits

About field visits

Throughout the year we will undertake a range of activities to provide you with support for the effective management of your business. One of the most important of these activities is the field visits.

The Franchisor (or other designated Franchise Support Office personnel) will undertake field visits to franchisees. The number of visits to an individual franchisee in a year will be at the discretion of the franchise support office. A suitable date and time will be mutually agreed.

Field visits typically cover business performance, sales and marketing activities, key performance indicator (KPI) targets, compliance, quality standards and areas for improvement.

The Franchise Support Office personnel may also wish to speak to managers, staff and customers during these field visits.

Purpose of field visits

The purpose of the field visit is to:

- ▶ Facilitate ongoing communication between franchisees and ShowerFix
- ▶ Build and strengthen the franchisee / franchisor relationship
- ▶ Provide assistance and advice
- ▶ Review business plans, local area marketing plans and key performance indicators
- ▶ Work through Action Plans from previous visits
- ▶ Work through any business development and marketing issues that may have arisen
- ▶ Complete annual reviews and assessments
- ▶ Agree on plans for advancement


Field visit procedure

We will contact you in advance to confirm a suitable date and time and ask whether you have anything specific that you wish to cover.

We will email an “agenda” prior to the visit. This will list items to be covered during the visit, for example;

- ▶ Action points from a previous visit / any assessments / any other communication
- ▶ Analysis of performance to business and marketing plan
- ▶ Points arising from ongoing communication
- ▶ Sales and marketing activities
- ▶ Training requirements and delivery
- ▶ People and other resources
- ▶ Operational and technical assistance
- ▶ Compliance
- ▶ You need to be up to date with the following prior to the meeting;
- ▶ Action plans
- ▶ Annual business and local area marketing plan
- ▶ Financial reports
- ▶ KPI information
- ▶ Key business issues
- ▶ Correspondence from the franchise support office.

Action points and tasks for the advancement of the franchise will be agreed during the visit along with timeframes for their implementation. These items should be captured in the action plan part of your business and marketing plan. A copy of is held by both yourself and the franchise manager. A brief summary will be emailed after the visit itemising the points of discussion and any agreed action points. You should acknowledge receipt of the email and contents.

	STANDARD
4.5.1	Ensure you are available for field visits at the agreed times and that required information is readily accessible.
4.5.2	Field visit outcomes such as action points/tasks and performance, compliance and any other issues must be completed or resolved within the agreed timeframes.
4.5.3	Acknowledge receipt of any summary received after the visit.

4.6 Franchise Assessments and Reviews

As part of our support programme, we will carry out appraisals of your business during the year. These will typically be undertaken during a field visit or by phone.

Annual Franchise Assessment

The franchise assessment is a structured appraisal of your franchise operation by the franchise support office. It provides the opportunity for ShowerFix to present formalised feedback on your franchise operation. The assessment will typically be carried out annually.

The franchisor or franchise support office staff will inspect the franchise business and review business documentation and accounting records. They may also elect to interview and survey staff and customers.

The assessment will cover areas such as;

- ▶ Marketing and promotions
- ▶ Business and marketing plans
- ▶ General administration
- ▶ IT standards
- ▶ Statutory compliance
- ▶ Health and safety standards
- ▶ Products, services and pricing
- ▶ Customer satisfaction
- ▶ Sales and customer service procedures
- ▶ Staff contracts and performance
- ▶ Operational procedures

During the assessment process, you may be given the opportunity to present feedback to ShowerFix on the franchise system.

Annual Performance Review


The annual performance review involves time spent with franchisor or franchise support office staff in an open discussion about performance, objectives, and network relationship building. This review will typically be carried out annually, by phone.

It is usually held prior to your business planning process so that the review outcomes can be used to help you develop your business plan.

The purpose of the performance review is to:

- ▶ Assess the performance of your franchise over the previous year
- ▶ Discuss goals, objectives and targets for the coming year
- ▶ Provide opportunity for feedback from both ShowerFix and the franchisee.
- ▶ Provide an opportunity for us to discuss franchise performance and objectives in line with network objectives
- ▶ Act as a precursor to, and provide input into, your business planning process
- ▶ Develop an agreed action plan for mutual improvements/developments

Any action points will be agreed and documented.

	STANDARD
4.6.1	Ensure that you are available for franchise assessments and performance reviews at the agreed times and that all pertinent information is readily accessible.
4.6.2	Assessment and review outcomes such as action points/tasks need to be given immediate attention; and performance, compliance and any other issues must be resolved within agreed timeframes.

4.7 Ongoing training and assistance

The most intensive training a franchisee receives is the initial training course as outlined in the pre-commencement section of this manual.

Ongoing training and assistance will be delivered in a variety of way across the franchise network and to individual franchisees.


Group training sessions may be delivered by the franchisor and franchise support office staff at the annual franchise conference attended by all franchisees.

This is likely to consist of;

- ▶ Refresher training on areas of the franchise system where it is determined there is a widespread need across the network.
- ▶ Training associated with new product or service offerings
- ▶ Individual franchisee (or franchisee staff) training either face to face by phone delivered by the franchisor or franchise support office staff to address an agreed need (e.g. prospecting and sales)
- ▶ Individual training from an external, third party, training provider to address an agreed need.

Franchisees (and staff where necessary) are expected to attend training courses where recommended by the franchise support office.

Costs associated with ongoing training are a franchisee's responsibility as set out in the franchise agreement.

	STANDARD
4.7.1	You are expected to undergo further training where recommended by ShowerFix
4.7.2	Costs associated with ongoing training are a franchisee responsibility

4.8 Annual Conference

Conferences are a valuable networking experience for both franchisees and ShowerFix personnel and provide the opportunity to review network performance, build a common identity, share ideas, group developments and successes.


They assist in the continued development, growth and improvement of the franchise system and network.

An annual conference is organised by the franchisor for franchisees usually over one to two days a time designated by the franchise support office.

Conferences may include;

- ▶ ShowerFix sharing company vision
- ▶ Presentations and guest speakers
- ▶ Workshop sessions
- ▶ Introducing system enhancements / improvements
- ▶ Relationship building, networking, mutual support
- ▶ Time for socialising and fun
- ▶ Celebrating success

The franchise support office will provide reasonable written notice to franchisees of the time and place for the conference.

	STANDARD
4.8.1	Franchisees are expected to attend the annual ShowerFix conference and are responsible for some costs as set out in the franchise agreement (e.g. accommodation, incidental expenses, travel).

4.9 Communications and Support Schedule

The franchisor will prepare an Annual Network Communications Plan. This serves a number of purposes;

- ▶ Ensures a consistent level of communication between the franchisor, the whole franchise network and each individual franchisee.
- ▶ Allows for franchisee to plan and schedule key, annual, quarterly and monthly activities.
- ▶ Ensures information collection and distribution between franchisor and franchisee is timely and of benefit to the whole network.
- ▶ Allows franchisees to plan and schedule workloads, and staff and customer needs and requirements in advance.

The franchise support office will communicate with individual franchisee's a minimum of four weeks in advance to finalise dates for field visits, franchise assessment and franchise performance reviews.

Network Communication Plan

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Franchisor Business Plan											Prepare and finalise by 31 December	
Franchisee Performance Review				During field visit								
Franchisee Business Plan	Prepare and franchisor review		Franchisor Approval									
Franchisee Marketing Plan	Prepare and franchisor review		Franchisor Approval									
Franchise Audit/Assessment										During field visit		
Franchisee Year End Accounts						Financial Accts Due						
Field Visits (2 per year)				✓						✓		
Franchisee Satisfaction Survey					Email / phone							
Franchisee KPI Reports (monthly)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Benchmarking Information (quarterly)	✓			✓			✓			✓		
Franchise Conference (annual)						✓						
Franchise Advisory Council (if required)												