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The Role of Franchise Development Manager within the company

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I. INTRODUCTION

Developing business through franchising can provide growth that even the most enthusiastic managers could not even dream of through organic growth, but it is not an overnight process. It is vital to plan the whole process correctly, get the right professional advice and have the proper support and finance in place to see it through. If done correctly, this could be one of the most successful strategic decisions that a business makes.

According to British Franchise Association (BFA), 935 franchise systems covering six broad business categories existed in 2018. There are now estimated to be 48.600 franchised units in the United Kingdom. Of these, 15.730 units were hotel and catering, 13.789 units were in personal services, 5.920 units in property services. The remaining units were spread among the other business categories (British Franchise Association, 2018).

This report aims to describe the role of Franchise Development Manager within the organisation, the skills, abilities knowledge required for performing the job and further training and development. Thus, the theoretical considerations of the preconditions for franchising are analysed in this report.

1. Company Overview

Introducing the company

Wax Centre Distribution Ltd was founded in May 2015 as a private limited company. The company operates in the beauty industry, and its main activity is defined as the retail sale of cosmetics and toilet articles in a specialised store. A second activity is providing hairdressing and other beauty treatment services through beauty salons.

Structure and Goals

Company structure follows a line organisation administrative model and consists in:

- Director - Sales Manager - Franchise Development Manager - Executive Manager	} TOP MANAGERS
- Beauty Salon Manager	First Line Manager
- Beauty Therapists - Administrative Personnel	} Nonmanagerial Employees

The most important goals for the company are:

- ❖ To become a top ten retailer in providing professional cosmetics for the beauty industry, especially for hair removal segment
- ❖ To create a beauty academy with the purpose to provide relevant, high-quality training and development within the beauty industry
- ❖ To expand the business, and become a leader in the industry by creating a franchise-type business for beauty salons

Missions and Values

Wax Centre Distribution mission is to be the preferred partner for beauty professionals across the United Kingdom. The company care about making a difference to employees and customers and getting it right each time. The company philosophy is to continue to deliver new and innovative solutions that leave that lasting impression.

II. DISCUSSION

1. Role of the employees within the organisation and how they support the organisation to achieve its goals

Satisfied, engaged, highly-motivated and loyal employees represent the foundation of a successful company. These attributes apply to both managerial and nonmanagerial employees. "Satisfied employees form positive reference to the employer and thus increase its attractiveness for potential job seekers and strengthen its competitive position in the market." (Gabčianová, 2011, pp 30-33)

The orientation of the company on the human resources turned to be one of the key tasks of strategic management and human resources play an essential role in all strategic decisions. As Boudreau and Ramstad (2007, p. 4) present: "Whether it is called "people," "labour," "intellectual capital," "human capital," "human resources," "talent," or some other specialised term, the resource that lies within employees and how this potential is maximised is increasingly recognised as critical to strategic to any company and can transform into an real success and competitive advantage.

The employees have a vital role within the company and "can truly change the impact of the company while improving outcomes for all employees" (Moore, 2007, 52-53)

Empowering the employees gives them the power to make decisions without consulting their managers and being productive and efficient. Empowerment can only thrive when the entire organisation adhere to it. Engaged employees working alongside with great managers in a motivational culture can bring the company vision and goals to life.

Employees commitments is another way by which the human capital directly participate in reaching the goals by the entity. It began to be regarded as the key to organisational success and growth of its competitiveness on the market (Gruman, Saks, 2011).

Through their engagement, combined with high levels of energy and focus, employees become more action-orientated and achieve more results. According to Schaufeli and Salanova (2007), engaged employees are energetically and effectively connected to their work. They become physically involved in their tasks and see through to completion.

2. The importance of training and development of employees

Training and development represent an essential process for any business. It is at the same time, a form of remuneration for everyone now and this, for many people, can be more important than the rate of pay. Through training, people gain the required skills and abilities to perform a specific job. Furthermore, any team member wants to see a clear pathway to being promoted or getting increased responsibilities and will expect to see a road map for it. As suggested by Schaufeli and Salanova (2007), one key to keeping employees engaged it to allow them to continue developing throughout their careers.

Through training, employees gain the required skills for performing a job. Training is particularly necessary for providing employees with a different perspective on job security and their roles within the company. Continuous and constant training leads to individual development and is perceived as professional orientation for the future (Vetrakova & Benova, 2017, pp. 92-99). In means acquisitions of a broader set of knowledge, sharpening of skills, concepts and abilities, or changing of attitudes and behaviours. To enhance the performance of employees.

3. The Role of Franchise Development Manager within the organisation, skills and knowledge, training and development

3.1 The Role

Franchise Development Manager organises and plans the franchising department of the company. The manager responsibilities include two main components:

- to offer support to existing franchisees and ensures that franchisees receive the company's message regarding business strategy, promotions and products, and
- to identify and drive the start-up processes from detailed territory opportunities analysis stage through sourcing and, evaluating, speaking to candidate franchisees, completing new franchise agreements, assigning territory and overseeing the process of the openings.

The value and intellectual characteristics of manager influence organisations' strategic directions, which ultimately affect organisational outcomes (Hambrick, 2007).

The manager is "the face of the organisation" (Chackochen, 2014) and acts as the spokespeople of the company and takes an acting role in delivering the right information. Therefore the responsibility of the franchise development manager to the highest order is to help the potential franchisee to choose the right franchised business model. A franchise development manager is a crucial person in the process of selecting the right investor alongside with the franchisor. Overall, he plays a vital role in the franchising business, both for the franchisor and the franchisee.

3.2 Skills and knowledge required

The skills of the Franchise Development Manager should be of a high calibre. Being an active member of the Top Management Team (TMT), the Franchise Development Manager needs to have the skills and knowledge to establish clear goals; consequently, the employees can focus on specific tasks and prioritise their work. To support this, Pires (2015, pp.56-58) introduce the term "SMART – specific, measurable, attainable, relevant and time-framed". Communication skills, relationships building and influencing skills, business acumen, strategic thinking and coordinating skills, business analysis, project handling, operational skills, branding, marketing and public relationship skills are essential for a good and efficient franchise development manager.

3.3 Training and development required

As futurist John Naisbitt noted, franchising is the "wave of the future". Combined with the constant need for change to adapt to economic and technological, social and cultural changes, many franchise businesses have recognised management training as a *sine qua non* for their success. The goal of education and development is increasing the manager's performance and team performance. Further training and development is more than desirable because it helps

to increase achievements and also serves as a preparation for higher duties and more responsibility in the future. It is clear that development and continuous education of managers are crucial in order to ensure success in managing an organisation. Aspects such as training, actions and motivation of employees can, therefore, help explain why satisfied customers are willing to become engaged customers.

According to Laker and Powell (2011), training and development of managers is focused on two areas of skills, hard skills and soft skills. Soft skills are more related to personal characteristics, preferences, attitude and psychological attributes. On the other hand, all skills that involved working with equipment software and data are hard skills.

Another aspect to consider for the selection of training method is the place of training. This could be off the job and on the job. Off the job training takes place in another environment than the workplace and it is designed to meet the shared learning needs of a group. On the job training is aimed to provide knowledge and skills in the work area of the manager through coaching, job instructions techniques.

4. Analytical tools

A SWOT analysis is an analytical tool used to determine and define the company Strengths, Weaknesses, Opportunities, and Threats – SWOT.

A PESTLE analysis is an analytical tool tangential to SWOT, but separately from the last one. PESTLE analysis deals with six external factors – Political, Economic, Social, Technological, Legal and Environmental.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
- Well-known brand - Research and development department - Brand exclusivity on the market - Affordable - Flexibility - Motivated sales team - Constant marketing campaign	- Budget limitations - Lack of physical store - The relative small executive team - Low commitment between the executive team - A small range of products	- Setting up a training centre - Continued market development - Increase customer loyalty through a rewards program - Attracting new customers through a referral scheme	- Emerging competitors - Change of customs regulations - A high percentage of counterfeit products on the market

POLITICAL	High level of insecurity in terms of BREXIT outcome	Slightly increase in salaries in the United Kingdom
ECONOMIC	Stable purchasing power	
SOCIAL	Increasing interest in individual beauty services, including hair removal treatments	
TECHNOLOGICAL	Research and development of new technology for hair removal	
LEGAL	Change in custom regulations	Protection laws in favour of consumers
ENVIRONMENTAL	Taxes on industrial waste	Increase of laws to protect the environment

III. CONCLUSION

Buchner (2007) suggests that contemporary socio-economic challenges have led organisations to try to improve results by increasing attention on performance management. Performance management effectively applied, will help you create and sustain high levels of employee engagement, which will produce higher levels of performance. The need for management training looks to be a fundamental requirement for further development of the company. Training programs provide the lifeblood of qualified individuals in the heart of the organisation.

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