

**Social Firms UK Annual Conference**  
**Shaping The Future: Supportive Employment, Successful Businesses**  
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**WORKSHOP E: Blind Date: For Those Thinking Of Taking On  
A Licence/Franchise**

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**Background:**

*There is increasing talk about franchising and replication options in the social enterprise sector. This is a fun workshop that provides insight into the types of assessment you and/or your organisation would experience when considering taking on a franchise or licence/replication. You'll come away knowing what to expect!*

**Key Points:**

*Risk*

Big risks can be problematic for some organisations with a duty of care. Social services don't need to take risks. Risk can be attractive to entrepreneurs if the reward is great. Normal rules apply: with replication and business the risks are just as great. Risk for an existing organisation can mean three things:

- expansion of existing products/services
- creation of new products/services
- setting up an entirely new organisation.

The more you move from your mission and social purpose, the greater the risk to the organisation.

*Culture*

Every Social Firm that is successful has an entrepreneur. You need to look closely at your organisation and see if you have one! Entrepreneurial traits:

Determination to succeed  
Blinkered and focused  
Take responsibility  
Spotting opportunities  
Having a vision  
Being okay with change  
Managing networks and relationships  
Motivated  
Managing risk  
Making things happen

These traits don't have to belong to just one person, they can be spread among the group.

Franchisors have various points on their format which they won't change. You need to find a franchisor who has enough experience in replicating the franchise and be there for advice in the future.

The franchise brand must be adhered to and potential franchisees need to recognise that and also the franchisor has the final say.

Organisations don't recognise that a huge amount of energy is needed to start a franchise. This in particular is a problem in the Social Services sector.

*Motivators to becoming a franchise:*

- Modernisation
- Proven model
- Know how available
- Viewed favourably by lenders
- Have ready-made systems
- Option of interim management

*De-motivators to becoming a franchise:*

- Being put in a box
- Very much dependent on chosen managed ability
- Bad rep can have a domino effect.