



**the  
bfa  
magazine**

**Celebrating values that  
carve out future success**

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**Andrew Quail**

Andrew was the Head of Quality Standards and Compliance at the BFA up until nearly 10 years ago. In this crucial role, he played a pivotal part in maintaining and upholding the standards and compliance that underpin the UK franchising sector. His dedication to ensuring the highest quality standards in franchising is evident in his long-standing commitment to the industry.

Even after retiring from his role Andrew continued to serve for several more years as the Chairman of the BFA's Expert Panel. In this capacity, he held the significant responsibility of making the final judgments regarding the QFP (Qualified Franchise Professional) designation, which is a hallmark of excellence in the franchising field.



**Andrew Quail**

**Pam Bader OBE**

Pam's journey in franchising, marked by her role in shaping Molly Maid's success, is an inspiring story of dedication and empowerment. In 1984, she and her partner Malcolm Tall acquired the Molly Maid master license for the UK, realising the brand's potential. Their motivation was to build a thriving franchise that celebrated both franchisees and clients.

Pam's vision led Molly Maid to notable achievements, including being awarded Franchisee of the Year and achieving Investor in People recognition. However, the most significant milestone was taking Molly Maid from a startup to a £16 million turnover franchise with 70 owners.

Challenges, from economic recessions to employment law changes, were met with resilience. Pam's focus on caring, well-trained staff and the brand's "Consistent Careful Cleaning" philosophy has fostered customer loyalty. A successful Molly Maid franchisee, in Pam's view, is one who embraces the established system and is people-oriented.

Her advice to aspiring franchisors is to seek professional guidance, with the BFA being a valuable resource. Pam's remarkable contributions to women in franchising earned her the 'Outstanding Contribution to Women in Franchising' Award.

Pam Bader's legacy in franchising is a testament to her vision, adaptability, and commitment to empowerment, inspiring future generations of franchise entrepreneurs.



**Pam Bader OBE**

**Derrick Simpson QFP**

From a business background which included buying for Selfridges, operations management with Blacks Leisure and Athena I joined the franchise community with Kall Kwik 33 years ago. Franchising then was in its infancy compared to where it is now and looking back clearly had a huge amount to learn though it always seemed to me an ideal way of getting into business. I was lucky to be working with an ethical franchisor so at the time I never came across some of the more dubious options then available for prospective franchisees.

Becoming involved with the sales and resales side of franchising introduced me to my future area of expertise. At the time the concept of being able to pro-actively resell your franchise was an anathema to most outside a few enlightened franchisors. Most allowed franchisees to go and then sold a new territory. Progressing within Kall Kwik I became Director of Franchising for On Demand Communication (ODC) - the now expanded business which included Prontaprint. I eventually left ODC in 2005.

Using much of what I had learned over the years I developed and launched Franchise Resales Limited in 2007. Here I refined the model way of selling existing franchises offering these specialist services, training and advice to franchisors across the UK. Working with the BFA as an affiliated member I produced seminars for regional meetings and conferences which assisted franchisors to embrace the resales of their networks and I promoted the process of reselling as the ultimate growth goal for their franchisees. This covered the whole journey of preparing a franchisee's business for resale from initial thinking through to sourcing a purchaser and legal completion. I sold Franchise Resales Limited to my team via a management buy-out in 2016.

During my long period working with the BFA I served three terms as a member of the Board both as a franchisor member and an affiliate. I have been both a regional chair and chair of the affiliated professional advisors as well as an original member of the panel of assessors for the QFP qualification. In 2013 I was privileged to be made a BFA Companion. I still participate in the industry, mostly as a judge of awards, but am now happily retired, cooking, travelling, birding, looking at art and watching dance. If I look back over my franchise career it is with satisfaction that the franchise sector has now embraced the concept of preparing and managing franchise resales and the part I played in that process.



**Penny Hopkinson**

**Penny Hopkinson**

My journey into the franchising industry began with a passion for journalism. From a young age, I aspired to become a journalist, and this dream was sparked by a comment from my tutor who suggested I consider technical writing. After some years of experience in publishing, I landed a role as a journalist at Northwood Publications when I was 21. I worked on trade and tech magazines, covering industries such as healthcare and printing.

Over time, I rose through the ranks, becoming the Assistant Editor of Occupational Safety & Health and Electrical Contractor & Retailer. Later, I took on the role of Editor at Electrical Retailer. However, this publication met its demise due to the 1973 Oil Crisis, which led to electricity restrictions and reduced promotion of appliances.

My next adventure took me to Media International, where I served as the launch editor for the European Journal for Planners of International Advertising. This role involved working with top publishing companies, advertising agencies, and media buyers globally. Little did I know that these experiences would lay the



foundation for my future career in franchising. In my 40s, I transitioned to working as a freelance socio-economics correspondent, reporting for prestigious publications like Export Times, Near East Business, the International Herald Tribune, and the Wall Street Journal. I interviewed business leaders and members of ruling families in emerging Gulf States, gaining insights into their success.

During this time, I also worked as a Quality Correspondent for Procurement Weekly and Purchasing & Supply Management, covering topics like quality circles, Total Quality Management (TQM), and Kaizen. This led me to attend a government White Paper release, which eventually led to the creation of the UK's first management systems quality standard, BS 5750, and the subsequent ISO 9000 series.

This standard positively impacted organisations globally, driving growth, productivity, and customer satisfaction. The need for a Procedures Manual for compliance and continuous improvement became evident. I realised that businesses that understood the value of a well-documented system based on TQM principles were underserved, leading me to research the market and identify a gap.

In 1986, I secured a contract to develop the Underwriting Agents Procedures Manual at Lloyd's, marking the birth of Manual Writers International. This venture aimed to help businesses, both SMEs and multinationals, document their quality management systems. In the same year, I won the Parcellforce Award for Quality Management.

A serendipitous encounter at a networking event led to the development of operations manuals for an iconic health spa and health club franchising globally. It was during this project that I realised the potential of merging the franchise model with TQM and brand management strategies, creating a comprehensive internal and external audit system. This fusion became my passion and niche.

In the early days, operations manuals were issued in hard-copy format, which proved costly and challenging to update. The shift to digital formats, such as CD-ROMs and password-protected PDFs, marked a significant advancement in simplifying the creation and accessibility of operations manuals. This change aligned with the preferences of tech-savvy Millennial and Gen-Z franchise teams who desired instant access to information.

Reflecting on my involvement in the BFA, I contributed to updating their guides and handbooks, and setting

minimum standards for operations manuals at various membership tiers. In 2011, I was honoured as a Companion of the BFA, a memorable achievement, despite dealing with a hip replacement at the time. My guiding principles throughout this journey have included adaptability, resilience, innovation, community collaboration, optimism, and agility. These values have been the compass for my professional and personal life. Challenges I faced included transitioning from a freelance writer to a business owner in an under-recognised niche. However, working with diverse businesses provided valuable insights into setting up and scaling successful enterprises.

The franchising landscape has undergone significant changes over the years. In the late '80s, franchising was predominantly domestic, with limited international reach. Technological advancements, societal changes, and global economic shifts have transformed the industry. Today, technology plays a central role in franchising, with advanced systems, CRM tools, and digital marketing strategies.

Globalisation, diversification of franchise models, and the rise of virtual franchises have reshaped the franchising landscape alongside modern consumers prioritising sustainability, wellness, and technology. My latest achievement, "Manual Magic: Create the Operations Manual Your Franchisees Need to Succeed," published in October, summarises my experiences in franchising. It took over 20 years to come to fruition, and during the pandemic, I dedicated time to researching and writing the book. It aims to revolutionise operations manuals by creating knowledge-sharing environments for franchisees. One example of the positive impact of my work is the comprehensive documentation of The Costa System for Costa Coffee's Brand Partners. This project helped streamline operations for a global network of 2000+ franchisees. The principles I developed have also been successfully applied in other organisations.

For the next generation in franchising, I emphasise the importance of adapting to digital trends, authenticity, purpose-driven work, and mentorship. Success takes time, perseverance, and passion. Embrace challenges, maintain ethics and integrity, and prioritise work-life balance.

My journey in franchising has been a fulfilling one, marked by transformation, innovation, and a commitment to making franchising a more accessible and successful endeavour for all.

**Stay tuned for more BFA Companion insights in next month's magazine as we continue to honour the BFA Companions and their contributions to franchising excellence.**