

2025 IFA CONVENTION

LAS VEGAS, NV | FEB. 10-13

TEAM
FRANCHISING

How do you Successfully Export Your Franchise Brand's Culture?

How do you explain a TGIF experience to a server if they have not experienced it? If the customer experience is critical to the value proposition, how do you export a customer experience to another country? Embed, training, secondment, what are the most popular and successful methods for exporting your brand's culture?



SPEAKERS



Stewart Germann
Moderator

Partner
Stewart Germann
Law Office

stewart@germann.co.nz



Gary Masterson

Professor
University of Louisville

gary.masterson@louisville.edu



Paul Preston

Co-Founder & President
Aqua-Tots Swim School

paul@aqua-tots.com



Eric Keller

Vice President
Purpose Brands, LLC

eric.keller@sebrands.com

INTRODUCTION

- Your franchise brand's culture is paramount.
- Culture is not an HR function – it comes from the Top.
- Every franchise company wants a great culture.
- Talk to your people and understand what they care about.
- To successfully export your brand's culture is hard.





GARY MASTERSON

Professor
University of Louisville

gary.masterson@louisville.edu



KFCI BRAND EXPORTATION OR CULTURE BLENDING?

- First KFCUS Restaurant opened as a franchise in 1952.
- First KFCI Restaurant opened in the UK in 1965.
- Successful KFC International Markets observed BLENDING Cultures.
- KFC Culture during my time was all about Colonel Harland Sanders.
 - HIS Image, Likeness, & Catch Phrases.
 - HIS Proprietary Recipes, Equipment & Supply Chain.
 - HIS Restaurant Processes & Systems of Success.
 - His Own Style of Southern Hospitality & Entrepreneurial Spirit.

KFC INTERNATIONAL BLENDED CULTURES APPROACH

- Hire local nationals as new country KFC Leaders teach them KFC Culture.
- Core Menu plus menu additions to promote local adaptation.
- Create centers of excellence to be shared with other KFCI Markets.
- Connect the Colonel's somewhat feisty profile with culture norms.
- Use research before, during and after new market penetration.
 - Uses & Attitude Studies.
 - Focus Groups w/perfect product reviews.
 - Separate but necessary operations metrics that align locally.



KFCI EXAMPLE OF BLENDED CULTURES – KFC JAPAN

- Shin Okawara and JV partner Mitsubishi Discovery.
- Japanese Culture respects and greatly values the elderly.
- First KFC in Japan in 1970, Colonel Visits Japan on national talk shows.
- Mr. Okawara added to the KFC image a unique feature.
- KFC Japan adds regional preferences to the menu.
- KFCJ developed a Christmas Bucket promotion that changed the game.
- KFCJ success positively influenced future KFC penetration like KFC China.

KFCI EXAMPLE OF BLENDED CULTURES – KFC IRELAND

- Leading re-entry into Ireland I reflected upon KFCJ often.
- Converted historic building in Dublin to 200 city-center restaurant.
- KFC Ireland Strategy - own City Centers and franchise suburban areas.
- KFC Ireland's future hinged on success in this location.
- Researched before and during and maybe over thinking adjusted culture.
- City Center a huge success but changing the culture was unnecessary.



WHAT DID I LEARN ON CULTURE BLENDING?

- Always hire the best local leader to lead your brand.
- Listen to the customer, research before, during & after opening.
- Never stop looking for ways to blend the cultures.
- Seek intelligence locally on culture blending.
- Trust the brand culture but be prepared to adjust.
- Respect and honor the differences in each new market.





PAUL PRESTON

Co-Founder & President
AQUA-TOTS SWIM SCHOOL

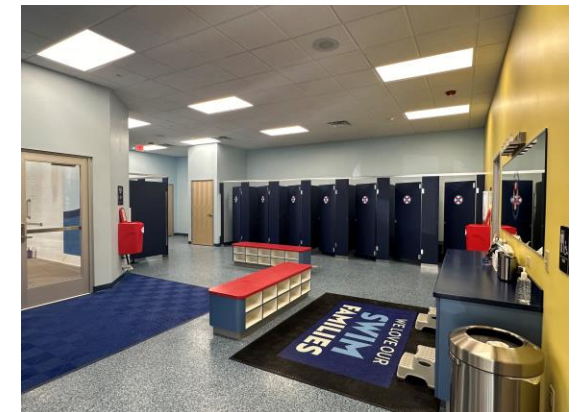
paul@aqua-tots.com



AQUA-TOTS SWIM SCHOOL

ABOUT AQUA-TOTS

- 170 locations in 14 countries
- 100 locations in development
- Dedicated, year-round, indoor facilities
- 5M swim lessons taught each year
- 2.5M children have learned to swim
- Saving lives since 1991



VETTING WITH OUR VALUES

1. Affirm each other's strengths and protect each other's weaknesses.
2. Treat others the way you desire to be treated.
3. **Extend grace to those who are teachable.**
4. **Seek first to understand others before trying to be understood.**
5. **Choose relationships over profits.**
6. Think outside the box; always question the status quo.
7. Praise in public; correct in private.

AQUA-TOTS SWIM SCHOOL

Saudi Arabia



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Bangkok, Thailand



HOW TO SUCCESSFULLY EXPORT YOUR BRAND'S CULTURE

- Choose values that are cross-cultural.
- Look for the people who share your values.
- Do they live by your values already?
- Will they bring your values to their teams and the families in your community?





ERIC KELLER

Vice President

Purpose Brands, LLC

eric.keller@sebrands.com





Anytime Fitness delivers **personalized, affordable** health and wellness **training, coaching, nutrition** and recovery guidance for our members - in the club, in their homes, in their pockets, wherever they are and *anytime they need it.*

THE STATS

- 5,400+ CLUBS, 42 COUNTRIES, 7 CONTINENTS
- OPEN 24/7/365
- ACCESS ANY CLUB WORLDWIDE
- PARTNERSHIP WITH APPLE FITNESS+



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DEFINING THE ANYTIME FITNESS CULTURE

It's easy to copy what we do. It's much harder to copy how we do it.
~ Peter Drucker



BRINGING THE CULTURE TO LIFE AROUND THE GLOBE



- People = Partners
- Engaged
- Self-Awareness
- Sense of Humor
- Competitiveness
- Passion
- Empathy
- Mutual Interest



HARMONIZING ANYTIME FITNESS GLOBALLY



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NOT EVERY PART OF OUR CULTURE TRANSLATES

*Anytime Fitness has become a "tattoo worthy Brand"**



*except in Japan!

EXPORTING YOUR CULTURE: BEST PRACTICES

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. ~Maya Angelou

