

From 10 to 50: Built to Scale

A Future-Back Growth Framework for Franchisors

Scaling a franchise from 10 to 50 units is not about selling more franchises. It's about building the leadership, systems, and operating rhythm required to support growth while retaining control of your network and increasing profitability.

This framework shows how franchisors move from early traction to a scalable, resilient network through a structured, future-back approach.

The Scaling Challenge

Early Success

You've built a proven model with 10 franchisees. The concept works, the system delivers results, and early adopters are succeeding. Your foundation is solid.

Growing Complexity

Leadership bandwidth, consistency of performance, recruitment quality, governance, and culture all come under increasing pressure as the network expands beyond initial success.

The Critical Gap

Without structured support, franchisors risk losing grip on performance, relationships, or brand integrity during this crucial growth phase from 10 to 50 units.

From 10 to 50: Built to Scale has been developed to support franchisors through this critical stage of growth. It provides a structured, future-back framework that enables controlled expansion without losing sight of what matters most. This programme is delivered in partnership between The Franchise Company and Black Flag Coaching, combining franchise architecture expertise with deep operational and leadership experience to create a comprehensive growth solution.



Proven Foundation

You've validated your model with early franchisees



Ambitious Vision

You're ready to scale to 50 units within three years



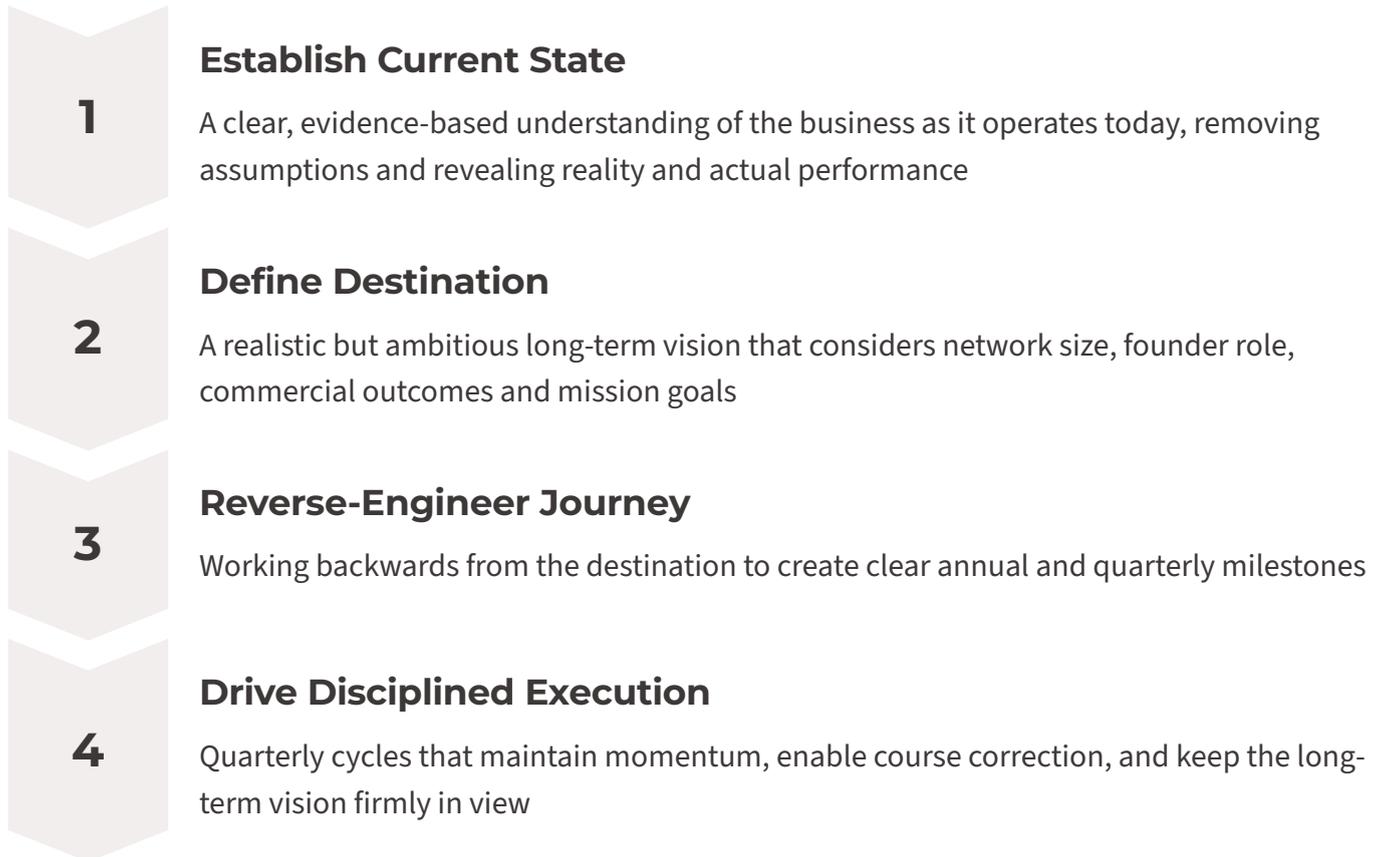
Structured Path

You need clarity, discipline and accountability to get there

What Built to Scale Delivers

From 10 to 50: Built to Scale is a structured growth framework designed specifically for franchisors who have proven their model and possess genuine ambition to reach 50 franchisees within the next three years.

This is not ad-hoc support or ongoing advice. It is a structured growth control system.



"Growth decisions made without clarity are often based on assumption rather than evidence. This framework ensures every decision is grounded in reality and aligned to your destination."

Phase 1: Scale Readiness Business Review

Paid Diagnostic Phase

The journey begins with a comprehensive Scale Readiness Business Review. The purpose of this phase is to establish a clear and objective view of the franchise business as it actually performs today. Growth decisions made without this clarity are often based on assumption rather than evidence, leading to costly missteps during expansion.

The Scale Readiness Business Review reviews the business across six core disciplines, providing a detailed examination of your current operational reality.

1 Financial Performance

Franchisee performance across the entire network, consistency of margins and royalties, sustainability of the franchisor revenue model, and where appropriate, cashflow and profitability analysis

2 Operating Model

How the business actually operates day to day, systems and documentation currently in place, reliance on informal knowledge, and consistency of execution across your franchise network

3 Leadership Structure

How leadership responsibility is distributed, who does what on the franchisor side, levels of founder dependency, and whether capacity will scale with network growth

4 Support Infrastructure for Franchisees

Current onboarding, training and support provision, proactive versus reactive approach, and scalability of the support model as the network expands

5 Recruitment Model

Current franchisee recruitment approach, clarity of the ideal franchisee profile, what is working and what isn't, and whether decisions are driven by fit or momentum

6 Governance Alignment

Practical alignment between franchise agreement, operating manuals and motivating your network. How underperformance is managed, and monitored

Scale Readiness Business Review Outputs and Value

What You Receive

The Scale Readiness Business Review produces four critical deliverables that provide immediate strategic value to your franchise network.

The Review delivers standalone value, even if no further work follows. Many franchisors find that the insights gained during the Review fundamentally shift how they view their business and make strategic decisions.



Current State Snapshot

A clear, objective view of the franchise business as it operates today, free from assumptions and wishful thinking

Scaling Constraints

Identification of specific obstacles and limitations that will prevent successful growth from 10 to 50 units

Risk Flagging

Early warning indicators highlighting potential issues if growth continues without addressing underlying challenges

Shared Understanding

An objective, evidence-based foundation for all future strategic decisions and growth planning

The Scale Readiness Business Review typically reveals surprising insights that franchisors weren't aware of. Common discoveries include hidden founder dependencies, inconsistent franchisee performance masking systemic issues, or support models that appear functional today but would collapse under the pressure of 50 units. This diagnostic phase ensures growth is built on reality, not optimism.

Phase 2: Destination and Scale Intent

Following the Scale Readiness Business Review, a dedicated working session is held to define the franchisor's long-term scale ambition. This is where the future-back methodology truly begins; by establishing a clear destination before planning the journey.

This conversation goes beyond unit numbers to define what success actually looks like.

01

Network Size and Shape

The desired number of franchisees, geographic spread, and overall network composition at scale

02

Founder's Role Evolution

How the founder's day-to-day involvement will transform as the network grows and matures

03

Commercial Outcomes

Revenue targets, profitability expectations, and financial sustainability at the destination point

04

Lifestyle Considerations

Personal priorities, work-life balance, and what success means beyond financial metrics

05

Realistic Timeframe

An ambitious yet achievable timeline, illustratively three years, that drives urgency without creating panic

Why This Matters: This destination is defined early to ensure all subsequent decisions remain aligned to the end goal. Without a clear destination, even the best execution can lead to a network that doesn't serve the founder's true ambitions.

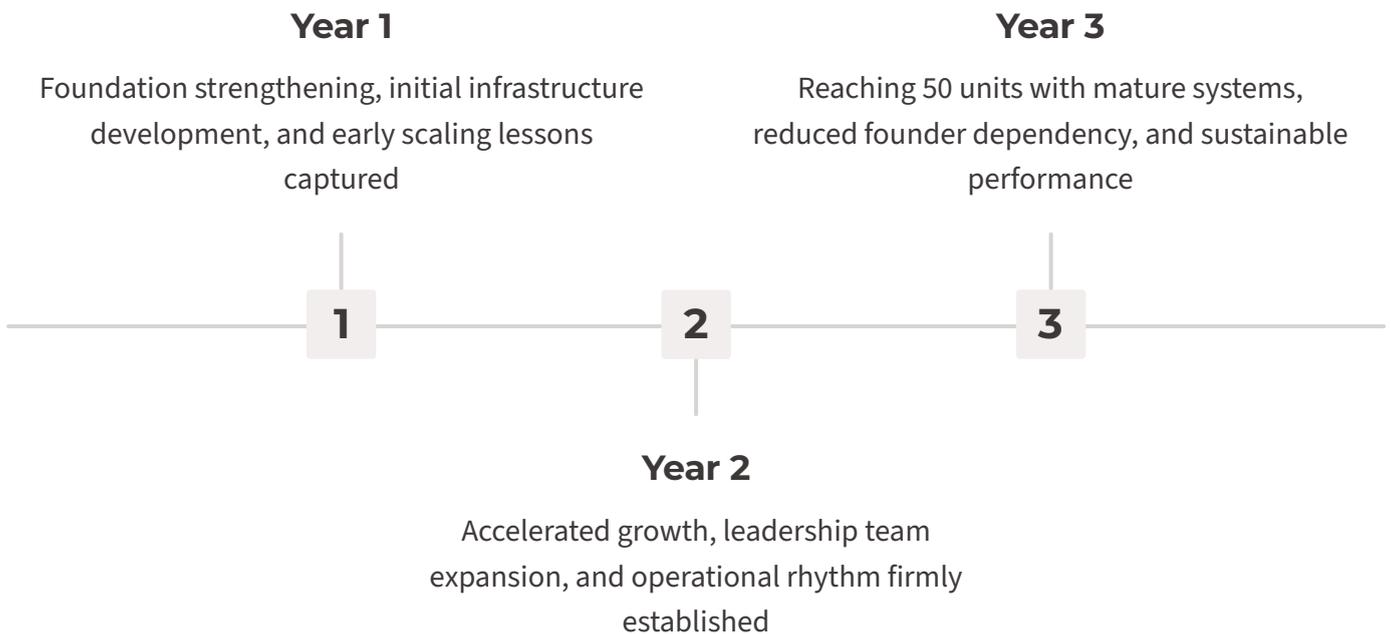
The Future-Back Approach: By starting with where you want to be, we can work backwards to identify what must be true at each stage of the journey. This prevents reactive decision-making and ensures strategic coherence.

Phase 3: Future-Back Planning and Milestones

With clarity on the current state, the destination, and the agreed timeframe, the journey between the two is methodically reverse-engineered. This is where strategic ambition transforms into actionable milestones that guide every decision over the coming years. The future-back methodology ensures that growth is intentional, structured, and aligned to the ultimate destination at every stage.

Annual Milestone Development

Annual milestones are established to answer a crucial question: **"What must be true by the end of each year for the destination to remain achievable?"** These milestones go beyond unit numbers and focus on organisational maturity.



Comprehensive Milestone Categories

- **Leadership Capability:** Team skills, roles, and decision-making authority at each stage
- **Support Infrastructure:** Onboarding, training, and ongoing support capacity requirements
- **Operating Rhythm:** Meeting cadences, reporting systems, and communication protocols
- **Founder Dependency Reduction:** Systematic delegation and knowledge transfer
- **Network Consistency:** Performance standards and brand integrity maintenance
- **Unit Numbers:** Franchisee recruitment and onboarding targets aligned to capacity

Each annual milestone is then broken into **quarterly milestones**, creating a clear, executable plan for the year ahead. This granular approach maintains momentum whilst allowing for regular review and adjustment based on real-world results and emerging insights.

Phase 4: Execution and Review

12-Month Retainer Model

Delivery operates on a 12-month retainer model, providing consistent support and accountability throughout the critical first year of scaled growth.

Work is structured around **quarterly execution cycles**, each consisting of three core components that ensure continuous momentum and alignment. This rhythm creates regular touchpoints for assessment, learning, and forward planning whilst preventing the stagnation that often accompanies annual planning cycles.

Progress Review

Assessment against agreed milestones with honest evaluation of what worked and what didn't



Data-Driven Adjustment

Course corrections based on reality and evidence rather than assumptions or panic

Forward Planning

Clear objectives and actions for the next quarter aligned to annual milestones

The Quarterly Approach Benefits

Creates Urgency Without Panic

Quarterly cycles are short enough to drive action but long enough to achieve meaningful progress and learn from results.

Maintains Strategic Alignment

Regular check-ins ensure every action remains connected to the long-term destination and annual milestones.

Enables Course Correction

Adjustments happen before small issues become major problems, preventing momentum loss during growth.

Keeps Destination in View

The long-term vision remains firmly in focus, preventing reactive decisions that undermine strategic intent.

At the end of the first year, the franchisor can choose to recommit for year two or conclude the engagement based on impact achieved. This natural decision point ensures mutual accountability and allows both parties to assess whether continuing the partnership serves the franchisor's evolving needs.

Flexible Delivery Model: Monthly hours are recommended based on the agreed plan, with flexibility to align ambition with budget. This ensures the programme remains accessible whilst maintaining the intensity required for successful scaling.

Who This Programme Serves

From 10 to 50: Built to Scale is designed for ambitious franchisors with a genuine desire to reach 50 franchisees within the next three years. This programme requires commitment and a willingness to change over time, how the business is led and operated.

The Ideal Franchisor Profile



Proven Model

You've validated your concept with early franchisees who are achieving results. The foundation is solid.



Growth Awareness

You understand that growth will require a shift in how you lead and operate. You're ready to develop and adapt your franchise model if necessary.



Clarity Seeking

You want structure and discipline rather than reactive support. You value strategic planning over firefighting.



Journey Commitment

You're willing to commit to a defined growth journey with accountability with regular progress reviews.

What This Isn't

- Quick-fix consulting for immediate problems
- Generic business advice without franchise expertise
- Passive mentorship without accountability
- A programme for franchisors not truly ready to scale

What This Is

- A structured, growth programme to achieve long term goals
- Partnership between franchise and leadership experts
- Disciplined execution with quarterly accountability
- A transformative journey from 10 to 50 units

Mutual fit and working chemistry are established during the initial discovery conversation. This ensures both parties are aligned on ambition, approach, and expectations before committing to the partnership.

"This programme serves franchisors who recognise that scaling successfully requires more than ambition; it demands structure, discipline, and the courage to evolve both the business and their own leadership."

Your Next Steps

1

Initial Discovery

Schedule a conversation to confirm intent, explore fit, and discuss your scaling ambitions

2

Scale Readiness Business Review

Complete the comprehensive diagnostic phase to establish your current state and constraints

3

Define Your Destination

Articulate your three-year vision for network size, founder role, and commercial outcomes

4

Agree Delivery Plan

Finalise the first 12-month plan with quarterly milestones and begin your scaling journey

A Final Thought

Scaling from 10 to 50 franchisees is a defining phase in the life of a franchise business. It is the point where success is no longer driven by effort alone, but by structure, leadership, and discipline.

Some franchisors grow through this phase by reacting quickly and hoping problems can be fixed later. Others choose to slow down just enough to build the foundations that make growth sustainable.

From 10 to 50: Built to Scale is designed for the second group.

If reaching 50 franchisees within the next three years is genuinely your ambition, the question is not *whether* complexity will increase - it is *how intentionally you choose to manage it*.

The next step is a conversation to explore fit, intent, and timing. From there, the Scale Readiness Business Review provides the clarity needed to decide what comes next.