EVERY FRANCHISE DESERVES AN EDSTART

Operations Manual v1.1 (2027)



EDSTART

Your Edstart Franchise is a fantastic opportunity for you to build a very successful business and earn yourself an excellent income following our proven formula.

Congratulations on your decision to purchase an Edstart Franchise.



This Operations Manual will tell you exactly what the business is all about – a little bit of our history, the products, and services you will provide and more importantly how to run your business on a day-to-day basis. This Operations Manual combined with your franchise training, work experience and on-going support will provide you with all the tools and resources you require to run your business. The only other ingredients are your hard work and effort.

We are proud of the reputation of the Edstart brand and are determined that this reputation will be maintained. For this reason, we only accept people who we believe will be able to meet the level of quality and service that we have set because this is one of your key success factors going forward. We wish you success with your new business.

Best regards

Adam Rowles

Owner and Group Director

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1 Introduction

1.1 Purpose of this Operations Manual

Welcome to Edstart. You have an excellent opportunity to build a profitable business for yourself. This is not a get rich scheme but if you follow the procedures and processes within this Operations Manual and work hard then you have an excellent opportunity to build a very rewarding and profitable business working for yourself within the Edstart Network. This Operations Manual has been written to provide you with all the necessary procedures, processes, and systems to run your franchise.
The Operations Manual is referred to in your Franchise Agreement and will be kept updated with any changes that are made to the operating procedures you need to run your business. This forms part of our commitment to you in terms of continually improving the way we run the franchise and keeping abreast of changes in the marketplace. It is important that you keep a fully up to date version of this Operating Manual as amendments and updates are made available to you. The Operations Manual is intended to be a practical document, which you can refer to as you operate your business. If you have any other issues or questions which you feel need further explanation, then please contact head office. Some of the sections within the Operations Manual will point you at other items, documents, and manuals, which form the basis of the operating systems and processes for this franchise. You should note that should you not operate in accordance with the provisions of this manual (as updated from time to time) may result in your franchise being terminated. If you have any suggestions for improvement in the manual arising from your experience in operating your franchise, then we are always happy to hear your thoughts and learn from our franchisees' direct experience.

1.2 Operations Manual Security and Restrictions of Usage

The Operations Manual must be kept secure at all times and any loss or theft must be reported immediately as its contents are highly confidential. This Operations Manual is protected by Copyright and the Terms and Conditions within your Franchise Agreement. You are allowed to use it for the sole purpose of your business, and you must not allow any other party to distribute, copy or otherwise use it unless you receive Head Office permission in writing. It is very important that the Edstart procedures, processes and systems are kept secret to protect the franchisor and franchisees. Its contents cannot be disclosed by any means to any other party. Failure to comply with these Terms and Conditions will be regarded as a serious breach of your Franchise Agreement.

1.3 Operations Manual Overview

The purpose of the Operations Manual is to provide you with all the procedures, processes, and systems to run your business.

Areas covered within this Operations Manual include:
1. Business Overview
2. Management Structure
3. Training, Support and Franchise Communications
4. Business Set Up and Operating Procedures
5. Equipment Requirements
6. Franchisee Responsibilities
7. Commencing Business
8. HR and Health and Safety
9. Sales and Marketing
10. Business Operations

We have tried to give you a comprehensive overview of how to run your franchise to achieve success. It is your responsibility though as covered within the Terms and Conditions of your Franchise Agreement to ensure you are complying with all relevant laws to do with business and employment law.

1.4 Franchise Agreement

The signed Franchise Agreement is the basis of your business. It provides the framework that both the franchisor and franchisee operate under with the objective of building a mutually rewarding and successful business.

You need to be aware of the terms within the agreement which are there to protect both the franchisor and franchisee.
Any failure to adhere to the terms of the agreement (which includes compliance with this manual) could lead to termination.
Key terms to be aware of which could lead to breach of contract include:

- Failure to provide accounting and management information in a timely manner
- Failure to pay franchise fees and supply invoices
- Failure to actively carry on the business of the franchise including the minimum sales and marketing levels expected
- Any fraudulent activity or selling unauthorised products and / or services
- Distressing the brand, which could affect other franchisees and the franchisor
- Disclosure of confidential information or improper use of marketing and logos

· Breaking the business practices set out in this manual

Please note that the summaries of the key terms of the franchise agreement contained in this manual are not exclusive and the provisions of the agreement prevail. These are for general guidance only and you should refer to the franchise agreement itself in initially if you have any queries or concerns.

1.5 Termination of Franchise Agreement

On termination of the franchise for whatever reason, the following procedures must be followed:
· Return the Edstart Operations Manual
· Return all Edstart stationery, documents, software, and printed material
· Remove all signs and notices bearing the name of Edstart
· Cease to call yourself Edstart or a franchisee of Edstart
· Transfer all customer details to Head Office
· Transfer all phone numbers and e-mail addresses to Head Office
· Settle all outstanding accounts with Edstart and any other authorised suppliers
· Transfer or conclude all leases on any vehicles, equipment, and premises with reference to Edstart
· Remove all documents and software from any computers and laptops

Following termination, you are not permitted to operate a business in a similar industry sector for a period of 12 months as per the terms of your Franchise Agreement.

NB. Please refer to the termination clauses within the Franchise Agreement for full details.

1.6 Sale of Your Edstart Franchise

In the event that you decide to sell your franchise you can sell it yourself, appoint an agent or ask Edstart to assist you (for a fee % as per the terms in your Franchise Agreement).

· Edstart must be given first refusal to buy the franchise at the market price
· Edstart must approve all selling literature
· Edstart must approve the potential buyer but will act reasonably in making this decision

The buyer of the franchise will have to undertake and pass a Training Course as per the terms and costs in your Franchise Agreement

1.7 Renewal of Franchise

It is our hope that you will wish to renew your franchise contract at the end of its current term. You can apply to renew the franchise without paying the initial franchise fee again at the end of your current term by giving us between 3 and 6 months written notice before the expiry date (see Franchise Agreement for more information).

2 Business Overview

2.1 Business History

Edstart is an organisation set up to support schools in offering a varied and broad curriculum in a range of subjects. We have been offering quality provision to both Primary and Secondary schools in a range of subject areas since 2007 throughout the North West of England.

In 2021, Edstart Sports Coaching was purchased by Adam Rowles and Ashley Greenhalgh from company founder, Chris Irwin; and has since gone through major changes and developments to enhance the brand and corporate image.

2.2 Business Expansion

It is our intention to expand the business and achieve national coverage across the UK through franchising. We believe that high quality franchisees will better serve our purpose than setting up regional offices and internal management structures to cover the UK.

We believe through franchising we will attract highly motivated and capable individuals who through their franchise investment will have a real appetite and passion to make a success of their business.

Our support and training is geared to helping our franchisees achieve success in a structured and methodical way. Through hard work and application your business should grow and prosper.

2.3 Business Ethos

We have always strived to provide a great service to our clients and grow our business through effective marketing and increasing brand awareness of our service and professionalism.

The Client Experience will determine whether a prospective client does business with you in the first place. It will also determine whether they will do business with you again, make you aware of other opportunities and make referrals on your behalf.

It is essential to maximise the client experience from the initial enquiry right through to sales and aftercare. Any client is under the care and guidance of an expert, and they should be made to feel special. This will be seen in the professionalism, attitude, and responsiveness of every contact within the company. Going forward it will be seen in any aftercare and contact that a client receives.

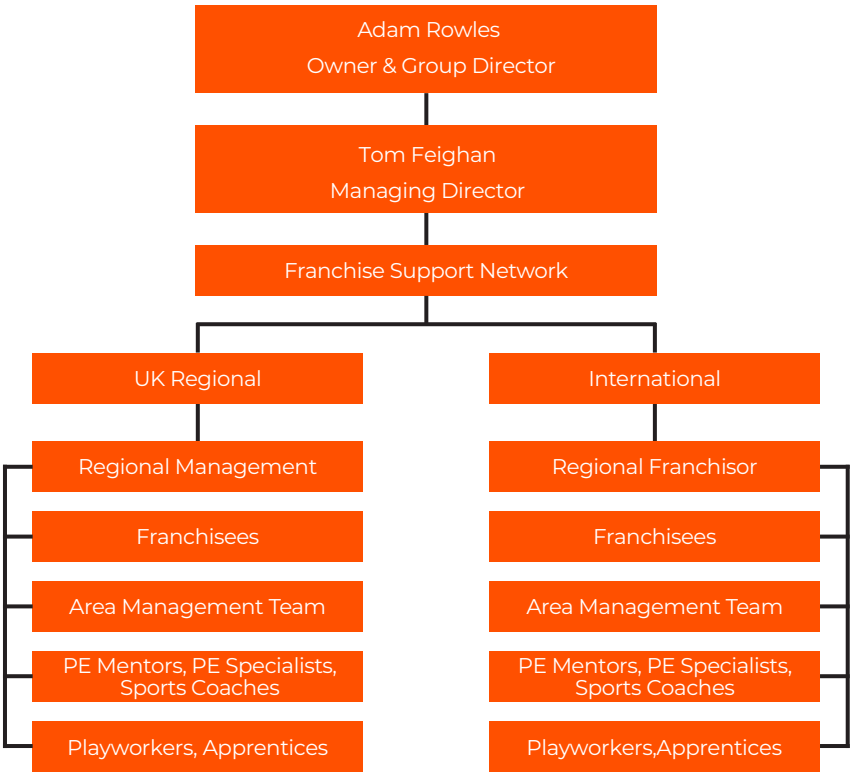
Key factors in our success and Business Ethos are that every contact with the client is another chance to show how much we value their custom and that we are a trustworthy company. It is vital that each franchise maintains this ethos so that we can protect and build our brand across the UK.

Brand Protection is one of the key considerations of the business going forward to maximise growth and profit potential. It must be a key consideration for every franchisee and their employees too.

2.4 Management Structure

The Management Structure within Edstart is as follows:

(See Section 3.2.1 for contact numbers)



Franchise Support Network

This includes: Accounts & Bookkeeping, Marketing Manager & Administrator and HR

3 Training, Support & Franchise Communications

This franchise has been set up so that the franchisor can only be successful if the franchisee is successful which creates a win, win situation for both parties.

This win, win situation can only be achieved if the training and support to franchisees is effective and resourced correctly.

3.1 Training

Effective training is essential to the success of each franchise in terms of being able to run the franchise effectively and efficiently. We have spent considerable time in developing our training processes. It has been designed to give you the required skills and knowledge to operate your Edstart Franchise.

3.1.1 Initial Training

The initial training covers the following areas:
- Edstart overview and the marketplace
- Setting up and running your business
- The technical aspects of running an Edstart franchise
- Sales and marketing
- Practical on the job training

This training gives you sufficient knowledge to confidently begin trading as Edstart.

3.1.2 Ongoing bespoke and refresher training

Once you have had your initial training from Edstart it doesn't stop there, on-going bespoke and refresher training is also available. Please ring Head Office if you wish to arrange any further training.

3.1.3 Support Section on Website

The franchise website has a resource section for franchisees and all staff which can be accessed via an online username and password which will be given to you. Your login details, along with all Edstart staff login details, must be kept highly confidential and can only be used by the individual. Any attempt to copy resources or plagiarise content will be dealt with under disciplinary proceedings. This is a valuable resource which has a range of content on several subjects which are designed to help franchisees and its staff to deliver the best possible service. We encourage you to make use of it.

3.2 On-going Support and Franchise Communications

3.2.1 Head Office Contact Points

A strong benefit of our franchise is the regular communication available to you. Comprehensive help and information are never more than a phone call or e-mail away.

It is vital that you contact Head Office whenever you have a problem, issue or question that needs resolving. You will probably find that you need to speak to Head Office more in the early days than when you are fully up and running.

It is important that you contact Head Office as early as possible particularly if you have a serious issue or concern that needs addressing. If a problem or issue is highlighted early, it has a much better chance of being sorted out in a timely manner. We have extensive experience in our industry and the chances are that we will have an immediate solution for you and if we don't, we will find one!

Our contact points are as follows:

Adam Rowles	Owner & Group Director	adam.rowles@edstart.org.uk	07896 664 391
Tom Feighan	Managing Manager	tom.feighan@edstart.org.uk	07359 112 559
Carol Estava	Accounts & Bookkeeping	accounts.payable@edstart.org.uk	07792 762 719
Amy Yates	Administrator	admin@edstart.org.uk	0330 043 3542

Alternatively, just ring Head Office number (0330 043 3542) and we will ensure that someone promptly returns your call.

3.2.2 Franchise Communication

We believe that proactive on-going communication with our franchisees is essential to the success of their business and the entire franchise programme. This includes:

- Telephone and email support
- Ongoing monitoring of franchisees performance on a weekly or monthly basis. These reports and key performance indicators help us to ensure that you are working effectively and highlight any performance issues that require further action and support
- Scheduled Meetings
- Franchise Visits

- Conferences
- Training Seminars

Franchisees are welcome to return for extra training, visits, and meetings as long as it is pre booked in advance. Costs for additional training and visits will vary depending on the type of support required.

4 Franchisee Responsibilities

4.1 Franchise Standards

It is the franchisees responsibility at all times to protect the brand name and maintain the high standards of performance, service and quality that have been laid down by Edstart. Edstart must always maintain their brand reputation for quality and service. Edstart has a duty to ensure that each franchise operates to the same standards. Where issues occur Edstart will act quickly to remedy the situation.

The franchisor as a result of extensive research, practical business development and experience has developed a successful business model. You are acquiring this business model knowledge through your initial and on-going franchise training.

It is your responsibility to implement these procedures, processes, and systems to ensure you protect the brand and continually deliver high levels of performance, service, and quality. This covers all areas of the business including Customer Service, Sales and Marketing, Business Management, Corporate Image, and Employee Training and Management.

4.1.1 Specific Quality and Performance Standards

There are several quality and performance standards that must be maintained:

1. The phone must be answered promptly and politely. It is pointless generating leads if you then fail to answer the phone correctly. Most people who are ringing a business for the first time will not want to leave a message. Always respond to any messages that have been left as soon as possible. When answering the phone always answer with, 'Good Morning / Afternoon, this is .....(name) from Edstart.'
2. Punctuality is essential. Always turn up to a meeting or an appointment on time. If you are running late, ring ahead to let them know.
3. Always be courteous and respectful to your client and their property. Clean any mess.
4. Manage the client expectations and experience. Always explain what you are doing, why you are doing it and explain any issues that come up.
5. Ensure that you deliver our product / service in the manner that we have taught you. This applies to any third parties you use to deliver products and services too.
6. In the event of any problems always respond promptly to the client and seek a peaceful resolution.
7. Communicate relevant information to Head Office in accordance with the Manual and Franchise Agreement.
8. Ensure you only order stock, services, supplies and equipment from recommended suppliers to ensure quality.
9. Pay all franchise fees and stock and supply payments on time.
10. Inform Head Office immediately of any problems.
11. Maintain any premises, vehicles, and stock in a first-class condition.
12. Ensure that you produce any required accounts and management information in an accurate and timely manner.
13. Ensure you put in the required effort and activity to take the business forward.
14. Ensure you have adequate finance available to take the business forward.

4.2 Franchise Methods

Operating procedures, processes and systems must be adopted by the franchisee in their franchise at all times. These include those given to you in your initial and ongoing franchise training, the Operations Manual, and any other methods of communication which are used either now or in the future. All changes will be notified in writing and will form amendments to the Operating Manual.

4.3 Corporate Image and Brand Protection

It is vital that the corporate image and brand of this franchise is always protected as we seek to grow a very strong corporate image for quality and service. Head Office will provide you with the forms and graphics you will need to use. Do not change these without Head Office approval.

As part of this process, it is important that we gain maximum exposure for our brand logo. Franchisees will be expected to display the corporate image on the following:
- All stationery
- Marketing materials
- Uniforms
- Awards (certificates, medals, trophies etc.)

No other logos or symbols can be used without the written permission of the franchisor.

NB. All franchisees have the right to use the name and logo of the franchisor. All business letter headed stationery displaying the logo and name must display the words:

Edstart owned and operated under license by the (franchisees business name) If you have any questions regarding this, please contact us at Head Office.

4.3.1 Trade Names and Trademarks

You have the right to use the trade name and trademarks of Edstart as outlined in your Franchise Agreement, which protects our brand identity. Please report any infringements that you come across as this could undermine our brand.

4.4 Pricing

It is illegal for a franchisor to impose selling prices on their franchisees. Pricing is very important so the franchisor will issue a recommended price list, it is then up to the franchisee to decide whether to implement it or not.

4.5 On-going Franchise Fees and Monies Owing

It is important that you stay on top of on-going franchise fees and monies owing as agreed in the Franchise Agreement.

4.6 Territory

As part of your Franchise Agreement, you have been awarded an exclusive Franchise Territory to trade within. This means that no other franchisee can trade within your exclusive area and that you cannot trade within another franchisee's area either. It is therefore vital that you devote your efforts to developing business within your territory.

If you win work from a bigger client who has opportunities elsewhere – through negotiations with Head Office, you may be able to receive client introducer commissions from other franchisees. Each case will be treated on an individual basis.

4.6.1 Territory Disputes

In the event of a territory dispute between franchisees details must be immediately passed to Head Office for resolution.

4.6.2 Out of Area Policy

Should a school wish to obtain your services that isn't in your territory; this will only be acceptable, given that there isn't an Edstart franchise currently operating in that area. When a franchise is purchased for that territory, the school must be handed over at an agreed time to suit both parties.

4.7 Marketing Restrictions

It is vital for brand protection and consistency across the brand that you use our existing marketing deliverables and templates. If you wish to develop or use additional marketing deliverables, please speak to Head Office first to check that they are OK. You must use our existing website and not develop your own.

You are only allowed to market in your existing territory. If you wish to do some marketing that may be seen in other territories discuss it with Head Office first.

5 Commencing Business

5.1 Starting Trading

Once you have successfully completed your Franchise Training to our satisfaction you are ready to begin trading.

If you follow the procedures and processes within this Operations Manual and work hard you have an excellent opportunity to build a very rewarding and profitable business. Sales and marketing activity is particularly critical to your success.

5.2 Owner/Manager

Getting your new franchise off the ground can be quite time consuming. Even if you employ staff or decide to appoint a manager your involvement from day one to get the business off the ground is essential. Only when your business is firmly up and running should you consider stepping back if that is how you intend to run the business going forward. Most franchisees will remain very hands on.

It is your responsibility to:

1. Implement all the franchise processes, procedures, and systems.

2. Comply with all legal requirements, regulations and bylaws associated with running your business including obtaining any license you may require.

3. Prioritise work.

4. Generate leads and manage the sales and marketing.

5. Manage staff and deal with any recruitment, discipline, and quality issues.

6. Business Set Up

6.1 Business Format

You will have chosen your business format prior to your initial training after discussion with your accountant or solicitor.

Your three options are Limited Company, Sole Trader, or Partnership. We recommend setting up as a Limited Company.

You should also have set up your bank account, registered for VAT (if required, though without VAT registration you are unable to claim the VAT paid for the franchise) and informed your local tax office and job centre (if applicable).

If you have any further questions regarding your business format, what you need to do, or whom you need to notify please contact Head Office or speak to your accountant or solicitor.

NB. One of the great advantages of Self Employment is that you normally pay less tax than employed people do. Please discuss your options with your accountant. It is your responsibility to make sure you comply with all business and employment legalities.

6.2 Recording of Business Transactions and Accountancy Procedures

It is very important to have an accountant employed by your Company to oversee all the financial legalities with running your business along with Company and Personal Tax Liabilities. Limited Companies annual accounts need to be approved and submitted to Companies House or an annual basis or fines become payable. Self-assessment tax needs to be calculated and submitted to HMRC.

We have a long-standing relationship with Barlow Andrews LLP who provide an efficient service to all our franchisee's. An accountant who is knowledgeable in this area of business is important and the knowledge gained through the years, has helped all of our current areas to benefit. Barlow Andrews also deal with payroll, ready for when you begin to employ staff.

Head Office provides monthly bookkeeping advice and highlights any errors in record keeping. Your accounts are reviewed at least once a month with figures reported to Head Office.

It is important to have up to date, reliable, financial information to enable you to make business decisions. It is important for Head Office to see your figures to help point out any anomalies that may affect your profit capability. Cashflow is key in the early days of your business. Head Office will highlight any areas of concern and support you where needed.

Sales Ledger
The Sales Ledger is a record of your sales and debtors. Credit control is important to keep your cashflow fluid.

Purchase Ledger
The Purchase Ledger records all the bills sent to you and what is due for payment and when.

Banking and Reconciliation
The bank is a true reflection of your cashflow. It is important that you monitor your bank account daily to ensure monies you expecting from debtors have been received, and also to check no fraudulent transactions have been made.

6.2.1 Accounts Procedures

The Franchise agreement requires the franchisee to provide regular and accurate accounting information to the Franchisor.

Using Xero accounts software, you can control all aspects of the accountancy functions. Head Office and your accountants must be allowed access to oversee the transaction reporting.

As your Company grows, you will need to register for VAT and set up a payroll scheme.

Head Office can advise on these aspects and help you through the setting up of different HMRC obligations.

6.3 Management Information and Reporting Requirements

To protect your business, our business, and the other franchisees businesses it is vital that we keep a close eye on the operating performance of each franchise. This enables us to step in quickly and provide support to franchisees when they need it, AND, when required issue warnings to any franchisees that are threatening the franchise brand or not following procedures.

We must maintain our brand reputation for quality and service at all times - after all this is our biggest USP and the reason behind our success. Our duty is to ensure that each franchise operates to the same standards.

Monitoring your franchise is one of the great support mechanisms of the franchise you are buying. We do this through your accounts and on-going weekly, monthly, annual and adhoc reports.

It is your responsibility to provide any accounting and management information required in a timely manner. This is compulsory and since the information can be collected very quickly there is no excuse not to provide it.

Weekly Gross Revenue and Sales Activity Report
At the end of each week, we require information on your gross revenue figures and sales and marketing activity for the week (see forms in Appendix A). This will help us to support you better and share best practice within the group.

Monthly Gross Revenue Report
On the last working day of each month, we require your Gross Sales figures for the month which will be used to calculate your monthly franchise fee (see form in Appendix A). This should be accompanied with your Monthly Fee and Advertising Levy too.

Monthly Profit and Loss Report
It is important that we receive a monthly accounting P&L report from you giving us an overview of how your business is doing. This should be sent to us after month end but no later than the middle of the following month.

Adhoc Reports
We may from time to time ask you to provide us with Management Information regarding your accounts, sales performance, and data from other key operational areas. This may include the Sales and Marketing Audit too which is outlined in the appendices.

Annual Accounts
You must maintain true and fair accounts of your business and adhere to all annual audit procedures (if applicable). You will need to provide copies of your accounts within 3 months of your year end and then keep them safe for at least six years. The annual report must include a Profit and Loss Statement and Balance Sheet.

VAT (if registered) You must provide a copy of your VAT statement at the end of each VAT return period.

Payments for Products and Services
Goods and services provided by the franchisor such as stock and supplies will require payment within seven days unless otherwise specified by the franchisor.

Goods remain the property of the Franchisor until full payment is made.

Payment of Monthly Franchise Fee
A monthly Franchise Fee is payable at the beginning of each month and is to be sent with your monthly report and advertising levy. The Franchise Fee is based on a maximum of 10% of net monthly income. All UK Franchise Fees are based on Edstart's incentivised tiered system. Part of your monthly franchise fee is put towards central administration, support, and other key head office functions which you would otherwise have to do.

Payment of Advertising Levy
An Advertising Levy is payable monthly as outlined in your franchise agreement. It is to be sent with the monthly report and monthly Franchise Fee and Management Fee. The advertising levy is paid towards sales and marketing activity carried out by the franchisor on behalf of the franchisees (full details on request).

Payment of Social Media Fee
A Social Media Fee is payable monthly as outlined in your franchise agreement. It is to be sent with the monthly report and monthly Franchise Fee and Management Fee. The social media fee is paid towards activities carried out by the Marketing Manager on behalf of the franchisees (full details on request).

6.4 Industry Legal Requirements

There are certain industry legal requirements which you need to comply with. These include:
- Enhanced DBS Checks
- Safeguarding Qualification Level 3 - Designated Safeguarding Lead
- First aid Qualification - Level 3
- NGB coaching qualifications (minimum level 2 when leading sessions)

6.5 Business Insurance Requirements

You must ensure that all your business insurances are paid and maintained going forward. It is your responsibility to ensure you have the correct and adequate business insurances required to run your business. Insurance you require include the following:

1. Public Liability Insurance

2. Employers Liability Insurance (needed when you employ staff)

3. Professional Indemnity

4. Vehicle Insurance

6.6 Premises

This particular franchise can be run from home, so you basically just need to set up your home office to suit your own personal requirements. You will require a laptop / computer, mobile phone, broadband internet connection with e-mail, laser printer, desk, filing cabinet, and telephone.

Once you decide to work from premises you will need to speak to Head Office to discuss their premises guidelines.

6.7 Telephone Numbers and Call Answering

It is essential that telephone calls are answered promptly, professionally, and preferably by a real person not an answer machine. This is particularly important if it is the first time that someone has contacted you. When answering the phone always answer with, 'Good Morning / Afternoon, this is .....(name) from Edstart.'

6.8 Vehicles

There are no requirements with regards to a company vehicle other than ensuring your vehicle is correctly insured for business use and is kept clean and well maintained. If you want to get a vehicle sign written in the business name, please speak to Head Office for guidance.

6.9 Staffing Requirements

There are no immediate staffing requirements with this particular franchise as just one individual can run the business. As you prepare to take staff on you will need to liaise with Head Office with regards to any training requirements and guidelines they may have. The HR and Health and Safety sections of this Operations Manual also provide you with more guidance in this area.

We expect the following process is taken when recruiting staff for quality purposes:

1. Advertise position

2. Application process

3. Interview

4. Practical observation

Once you have completed this process it is essential you follow our Safer Recruitment guidelines. This includes:
- Completing enhanced DBS checks prior to employment
- Minimum of two references from previous employers
- Completion of Fit to Work questionnaire
- Right to Work in the UK document (if necessary)

6.10 Initial Equipment and Stock Requirements

6.10.1 Office Equipment

The office equipment you need to run your franchise includes the following:

- Computer or laptop with a broadband internet connection. This will be used for ordering stock online and basic administration, marketing, and finance functions. If your computer can support a broadband connection then it will be powerful enough for your business requirements
- Good quality printer providing a professional style print
- Land line telephone
- Customer database management software - we use Class For Kids and a school CRM system

6.10.2 Initial Equipment, Stock and Stationery

All the initial equipment, stock, and stationery you require is as follows:

Equipment
Using our partner equipment provider, Decathlon, you have an initial £500 to spend on equipment that you are most likely to need. Head Office can support you with this transaction and offer advice on selected equipment if needed.

Stationery
We supply you with*:

- 200 school prospectuses
- 250 letterheads
- 250 business cards
- 2 printed banners

*Stationery can be reordered through our marketing platform, Just Digital.

6.11 Uniforms and Dress code

You will be provided with some sportswear as part of your franchise package, and we expect you to always look clean and professional. Your sportswear package will include the following*:

- Base layer x 2 (choice of polo shirt, or t-shirt)
- Mid-layer x 2 (choice of hoody, 1/4 zip, jumper)
- Woven shorts x 2
- Slim fit pants or leggings x 2
- Top layer x 1 (choice of rain jacket or stadium jacket)

*Additional uniform can be ordered through our uniform provider platform, New Balance Teamwear.

6.12 Opening Times – Hours / Days / Peak Times

The minimum opening hours for the business are 8:30am – 4.30pm (Monday - Friday). However, to maximise revenue we advise you to look at the options of running Breakfast Clubs (start from 7:30am), evening and weekend sessions.

The peak times for the business tend to be 1 - 4.30pm with many schools looking for support in running after school clubs.

6.13 Holidays and Sickness

It is important that you think through how the business will be covered when you go on holiday.

If you go on holiday, ensure you either have no clubs running or have a suitable member of staff to manage the clubs whilst you are away. In relation to sickness, you must ensure you have someone to cover sessions at all times. Schools expect you to be reliable and if a coach doesn't turn up this has a huge impact in the operations of the school.

7 Business Operations

The process of running your Franchise can be seen below along with where to find further details.

7.1 Business Overview, Income Streams and Earning Potential

7.1.1 Front End Products and Services

Your front-end products and services are PE lessons/coaching in Primary

Schools. Full Franchise

- PE Lessons
- PPA Cover
- PE Mentoring
- Online Curriculum
- JagTag
- Extra-curricular clubs
- Holiday clubs

7.1.2 Back End Products and Services

Your backend products and services are:

- Extended after school clubs
- Evening clubs
- Weekend clubs
- Birthday parties

7.1.3 Income Streams and Overheads

We have listed below the potential earning figures we would expect you to achieve in the first three years. These figures are very conservative, and we would expect that with hard work and ambition they could be greatly exceeded. We will provide you with a full breakdown of the figures at your franchise meeting.

Year 1 £25,974

Year 2 £47,823

Year 3 £56,341

A more detailed potential earnings forecast can be found in the Three-Year Earnings Potential Spreadsheet* we have printed out for you. We have also sent it to you so that you can play about with the figures to match your own targets.

*These figures are earning potential only. No guarantee of earnings can be given.

7.2 Payment Terms, Quotations, Pricing and Contracts

7.2.1 Payment Terms

Typical payment terms for schools are usually 10 days from invoice date. Familiarise yourself with the school business manager or finance director, in case of any issues or reminders. For private clubs such as after school clubs, holiday clubs, evening and weekend clubs' payment is made on booking.

7.2.2 Price Lists (Customer)

Our recommended prices can be requested.

7.2.3 Quoting, Tendering and Proposal Process

When quoting schools send over Edstart price list, if you cannot agree an in-person meeting. Follow up after 5 days through phone call and ask whether price list was received.

7.2.4 Contracts and Letters of Agreements and Terms and Conditions

On agreement with a school, it is essential that this is followed up with an Edstart Service Agreement (SA). This will include dates, times and pricing for services delivered. Both franchisee and Head teacher must sign and a copy to be kept for both parties. All Service Agreements are signed via the approved online digital signing system.

7.3 Product and Service Delivery

7.3.1 Product and Service Delivery Overview

Please ask Head Office for overview

7.3.2 Technical Delivery Aspects, Processes and Checklists

Please ask Head Office for guide

7.3.3 Behaviour on site

Your behaviour on site will determine whether people use you again and whether they make any referrals. It is vital that you are professional at all times. Some basic guidelines include the following:

- Punctuality. Always turn up at least 30 minutes prior to session commencing. If you are running late always ring ahead to let them know
- Manage the client expectations and experience so that they can appreciate what you are doing and what you have done
- Always be courteous and respectful to your client and their property. Clean up any mess
- Always wear the company uniform
- Always deliver the product and service in the manner that we have taught you to ensure that you do a first-class job
- Do not smoke

7.3.4 Dealing with Problems

If you carry out your work in the manner that we have taught you then problems and issues will be minimised. In the event that any problems do occur then respond promptly to the client and seek a timely resolution.

If any issues occur where you need further assistance ring Head Office immediately.

7.4 Inventory, Equipment and Stock Management

7.4.1 Ongoing Equipment and Stock Requirements

Once equipment starts to become worn, looks tatty or impacts on the safety of session's then new equipment must be ordered through an approved equipment provider of Edstart. Coaching equipment should last for approximately one year however should be checked prior to the delivery of each session.

When ordering new staff uniforms, orders must be placed through Edstart's uniform provider, New Balance Teamwear.

7.5 Invoicing and Getting Paid

7.5.1 Invoice Processes

Schools have the option to pay invoices through BACS payment or cheque. These payments are usually made 30 days after invoicing although the invoice should request 10 days turn around.

Parents have the option to make a card payment by paying over the telephone or online when booking onto a course. Alternatively, parents can opt to pay via bank transfer.

7.5.2 Chasing Debt

It is very rare that you have to chase payments. If a child is booked onto a club and doesn't pay by week one, the parent should be contacted. If by the second and third session a payment hasn't been made, then a letter should be sent explaining that if payment is not made before the following session, then their child will be unable to attend future sessions.

We always advise franchisees to work with parents and try and reach an agreement prior to withdrawing a child from a club.

7.5.3 Refunds

If a coach fails to show to a session, all clients should be refunded in full for that session.

8 Sales & Marketing

8.1 Sales and Marketing Overview

Generating business is a key part of your business. In this Sales and Marketing section we cover the following areas:
- The Market Place Overview
- Target Markets, Customers, and Introducers
- The Sales Process
- Lead Generation and Deliverables
- Activity Levels and Activity Planning including a Marketing Calendar and initial Marketing Launch

It is important that you understand your marketplace and your target markets. We then show you how to generate leads from your target markets and help you put together an activity plan to ensure you do a minimum level of sales and marketing each week.

NB. Ultimately the level of income you earn will be in direct proportion to the level of activity you undertake.

8.1.1 Level of Activity

The keys to maximising your income and taking the business forward are threefold:

1. Undertake a continual high level of marketing and sales activity to create prospects, contacts, and introducers. This business is basically a numbers game, and it is vital to your success that a high level of activity is continually maintained. Poor activity = poor sales.

2. Maximise the relationships that you have with clients, prospects, contacts and introducers through product and service delivery AND keeping in contact with them to ensure repeat and referral business.

3. When you are dealing with a personal or business client ask them if they know anyone else who may require your services.

8.1.2 Sales and Marketing Expenditure

Your advertising expenditure will tend to fall under the following headings:

Advertising Levy
An advertising levy is where all the franchisees contribute a monthly amount towards centralised advertising and marketing which is carried out by the franchisor (Please see Edstart tier system).

Local Advertising
The more local advertising and marketing you do, will directly impact the successes of your business.

Social Media Fee
A Social Media fee is paid by all franchisees towards centralised social media advertising fund which is carried out by the Edstart Marketing Manager. (Please see Edstart tier system).

Joint Marketing
From time to time, we may put together a joint marketing campaign in which we would expect you to contribute. We will contact you in advance of doing this to discuss it with you.

8.2 The Market Place Overview

PE lessons are delivered by skilled and specialist sports coaches from Edstart. All coaches are qualified at degree level or qualified through AfPE as Level 5 PE Specialists, and all hold a range of National Governing Body Coaching qualifications across a range of sports. We offer a broad and varied curriculum and supply schools with ongoing evidence of teaching and learning by providing them with schemes of work, lesson plans and pupil assessments.

You are likely to encounter competition from other businesses offering similar products and services. This is normal – it would be very unusual if you went into a marketplace with no competition.

Our Sales and Marketing sections covers in detail the proven ways by which we win new and ongoing business. It is essential that you apply these in your own local area. The key to your success will be the level of Sales and Marketing activity that you undertake on an ongoing basis.

8.3 Target Markets and Customers

8.3.1 Target Markets

The target markets for our products and services are:
- Primary Schools
- Local Authorities
- Children and families

8.3.2 Dream Customers

A powerful strategy to use within your local area is to identify your Dream Customers. I.e.. those customers who will buy faster, buy more, and buy more often. They are usually the easiest customers to deal with too.

The dream customers for our particular type of business are:
- A school with a minimum of two form entry that requires each class to have the minimum of two lessons of PE per week
- Working parents that understand the benefits of sport and the impact that can have on their child

You should identify the 'dream customers' in your local area and make additional on-going effort to try and bring them on board as customers. This is in addition to your other marketing efforts.

8.3.3 Introducers

The best introducers for our business are:
- Leads from other head teachers. Head teachers across most local authorities work closely with each other – if you can get one head teacher to recommend your services to another you have a greater chance of securing a deal.
- Leads from PE Co-ordinators. PE Co-ordinators regularly meet with their counterparts from other schools at various sporting events and meetings throughout the year.
- Parents, if a child goes to one of your clubs and the feedback from parents is always very positive ask them to recommend your services to the child's school. Many parents also work in schools or have contacts, it always useful to build relationships with the children's parents.

8.3.4 Identifying Specific Targets

The best approach to use is to draw up a 'named' list of Primary Schools in your area and specific target estates.

8.4 Sales and Marketing Process Overview

All our Sales and Marketing is designed to encourage prospects to contact us.

The Sales and Marketing process for Edstart is one where we must thoroughly educate the potential client on the benefits of doing business with us. This will include showing them the results that we have achieved for other clients.

NB. It is vital that the key steps of the process are followed at all times. Unless we thoroughly educated the prospect as to what we can do for them we will be perceived as just another company which means we are likely to be competing simply on price.

8.4.1 Lead Generation / Identifying Opportunities

Leads are generated through a variety of sources (see 8.5). Potential customers then contact us via telephone, email or the Contact Us form on the site. The only exceptions are if we are following up to a mailshot or email.

8.4.2 Call Answering

When answering the phone always answer with, 'Good Morning / Afternoon, this is .....(name) from Edstart.'

8.4.3 Dealing with The Initial Enquiry

Find out exactly what services are required. Where possible try and arrange a meet where you can discuss what services you can deliver and how they are delivered. If a school is reluctant to meet, follow up with an email. Signpost them to the website where they can view one of our promotional videos. Include testimonials from other schools / head teachers in your emails.

Where possible only share prices when meeting schools. However, if a school is unwilling to meet send price plan via email.

8.4.4 Price Quoting, Maximising Money in The Deal and Following Up

It is essential that you listen to the needs of the schools and understand their budget constraints. Show transparency with your quotes by showing a copy of Edstart's fixed price list. Where necessary offer small discounts as a good will gesture.

In acquiring a new school which has budget limitations it may be worth offering them one free hour in an afternoon if they will allow you to run a private after school club (paid for by parents) for a fixed period.

Demonstrate to the school your knowledge of the PE curriculum, re-assure them of the processes you have in place to cover staff sickness and that quality and reliability are at the forefront of what Edstart offers. Where possible use another Headteacher as a referee.

Once an agreement is in place, ask the school to sign a Service Agreement as soon as possible.

8.4.5 Getting Paid / Payment Terms (see 7.5 too)

8.4.6 Repeat Business

Hold termly meetings with schools. Build up a strong relationship. Once this is in place schools are less likely change providers.

8.4.7 Asking for Referrals / Intelligence gathering

Build up strong relationships with Head teachers. Ask them to speak with other schools in their LA who need PE Provision and refer you.

8.4.8 Account Management

Stay in touch with schools and parents to maximise any opportunities for repeat business and referrals. Ensure parents have opportunities to feedback on the services you provide and respond promptly and accordingly.

Arrange termly meetings with schools to review the quality of provision. Ensure you quality assure sessions in which your staff deliver and provide schools with the completed proforma taken from the observation. It is essential to work with the school and demonstrate to them that you can and will ensure the quality of the provision offered is of the highest standard.

8.4.9 Email Marketing

Send email campaigns to schools in your territory at least every two weeks. Emails need to be kept brief using bullet points advertising your services. Ensure they can be directed to our promotional videos on our website. Ensure testimonials from other head teachers are clear with names and schools.

8.5 Lead Generation Overview

8.5.1 Lead Generation for Your Franchise

The lead generation strategies you need to implement for your business are as follows:

Introducers
Identify and put a schedule together of when to call in to all the potential introducers in your area and introduce yourself (leave some sales literature and a business card). This is a very important method of picking up lots of on-going business (see 8.3).

Brainstorm Contacts
Brainstorm Personal contacts to see if you have any contacts who can make introductions for you. This is an ongoing process as you develop more relationships with schools.

Mailshots and Email Shots
Need letter + email examples Mailshots or Email shots followed up with a telephone call is a very effective lead generation method that can be used once you have identified the targets you wish to go after.

Leaflet Distribution
Leaflets can generate regular business for you particularly for Holiday Clubs.

Repeat Business
Keep in touch with existing schools, parents, and clients by email where possible and the occasional phone call. This will help you to generate repeat and referral business especially if you unearthed other potential opportunities at the

'Intelligence Gathering' stage.

Word of Mouth
Word of mouth will happen automatically if you provide a high-quality service to your current customers.

Referrals / Intelligence Gathering
Always talk to clients at the end of a job about other potential opportunities or whether they know anyone else who may be interested in your services.

Website Enquiries (SEO and PPC)
This is already set up for you. All website enquiries for your area will be passed directly to you.

PR
Any press releases or free publicity you can generate in your local area could generate good leads for your business. Speak to Head Office about the best way to do this.

Local Advertising
Posters and leaflets advertising your clubs should be handed out in local shops and other known areas where families would go.

Social Media
Have a strong presence on social media. Ask parents to feedback on social media with recommendations to their friends.

8.5.2 Managing Your Customers, Leads and Prospects

It is essential that strong relationships with customers are maintained. Regularly check that they are happy with the service being provided. If they have any concerns look to rectify them as quickly as possible feeding back on how you have rectified their concern.

Ensure all leads are followed up through email and telephone correspondence immediately. Where possible try and arrange to meet the client to promote Edstarts' services more effectively.

8.5.3 Email Marketing

Store all contacts in a database. Look to send email marketing campaigns at least once every two weeks to prospective schools. Keep parents updated on clubs by sending out regular newsletters that promote forthcoming clubs. Ensure there are plenty of positive stories from previous clubs and testimonials from clients.

9 Human Resources / Employment Law

9.1 HR / Employment Law Responsibility

It is your responsibility to ensure that you comply with all Employment Laws and that your employees operate to the same standards, which are laid down in your Franchise Agreement.

9.2 Guidance and Employment Law

This section of the manual is to provide you with some general guidelines regarding managing staff and employees. This can be a very complex area and it is your responsibility to ensure you are complying with the relevant laws.

As an organisation we work alongside Peninsula and Morton Michel who can offer all franchisees free Employment Law, HR and H+S advice. Edstart also have a retained solicitor who is available to support.

On commencing your Franchise, you will be given the following polices:
- Contracts of Employment
- Staff Handbook
- Health and Safety Handbook
- Appraisal Form
- Teaching and Learning Observation
- Confidentiality Agreement
- Data Protection Policy
- Equality and Diversity Policy
- Health and Safety Policy
- Quality Assurance Policy
- Safeguarding Policy

- Safer Recruitment Policy
- Disciplinary Policy
- Complaints Policy
- Refunds Policy

We recommend that you spend a few hours on the site to familiarise yourself with these policies and amend to make relevant to your franchise. Documents, policies, and procedures will be audited by-annually to ensure best practice is maintained.

9.3 Recruitment

As your business grows or experiences busy periods you may need to take staff on to cope with all the opportunities and work.

If you need to recruit and cannot make do with part time or temporary staff, then the first thing to do is develop the job description of exactly what you need the person to do and what type of person you need (skills and experience).

9.3.1 Recruitment Options

Once you do need to recruit, there are several options open to you:
- Word of mouth
- UK Sports
- Greater Sport
- Sports Coach UK
- Newspapers
- Recruitment Agencies
- Online / social media
- Walk in enquiries
- Previous employees

9.3.2 Choosing the Right Person

Edstart always tries and recruits a particular type of person:
- Ability to work during office hours and school holidays
- Cheerful and pleasant manner
- Lives local to the business
- Good communicator
- Experience in the industry (if possible) but willing to learn

Areas to compare between applicants include:
- Experience
- Salary Expectations
- Professional Qualifications
- Academic Qualifications
- Personality

Once you have selected the right applicant send them a notification letter and contract. Once the person has accepted let the unsuccessful applicants know.

9.4 Staff Training

Whilst we don't insist that every employee must receive training from Head Office, we do need you to make sure that you train your employees effectively and give them a thorough overview of Edstart and their role within the business. If you need any help with this then please speak to head office.

10 Health & Safety

10.1 Health and Safety Responsibility

It is your responsibility to ensure that your business complies with all Health and Safety Laws. As an organisation we will support you with any queries you may have around H + S.

Health and Safety means keeping Edstart a safe place to work within and is the responsibility of every employee. This means safe environment, safe equipment, and safe behaviour.

On commencement of your franchise, you will be issued with the following documents:

- Health and Safety Policy
- Health and Safety Booklet
- Method Statements
- Risk Assessments templates

11 Initial Action Plan & Marketing Launch

Once you have completed your Franchise Training it is essential that you maximise your time to ensure that your business starts trading as soon as possible. We recommend that as much time as possible be spent on sales and marketing activity at the beginning.

Prior to coming on the Franchise Training, you will have already taken a number of steps with regard to setting your business up.

11.1 Business Set Up

Ensure that your business is set up correctly and ready to start trading. It should comply with all the requirements set out in the Franchise Agreement and Operations Manuals.

11.2 Franchise Training Review

Take time to review your Franchise Training and make yourself familiar with key processes and systems. Contact Head Office if you need any additional help or assistance.

11.3 Sales and Marketing

11.3.1 Practice Sales Presentation

It is important at the beginning to spend at least an hour a day practicing your sales presentation and script (including handling objections). This will give you confidence and help you perform better in sales situations.

11.3.2 Target Identification

Spend time identifying the following targets within your contact sphere and franchise territory (see 8.3).

11.3.3 Sales and Marketing

Follow the processes identified in 8.5 and 8.6 to help you get your new business off to a good start.

EDSTART