

# 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



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# 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

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# 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

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**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



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# 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?



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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.*

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### 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



# 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*

