

[EBOOK]

The Franchise Territory Design Guide



 smappen

with contributions from



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A champion of high animal-welfare standards and first-class franchisee support and training, Jo also co-founded the We Love Pets Foundation to advance animal education and community impact.



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Introduction

How you set up franchise territories can either make or break your franchise game. If the territories are too large for the franchisees, your business might miss out on some serious growth. But if they're not appealing enough, good luck finding anyone to join the franchise party!

Designing territories is part of the franchisor's know-how, and as such, it is at the heart of your franchise model.

No one-size-fits-all rules here because every business has its own quirks, limits, and vibes. Still, there are a few basic principles you can roll with to figure out how to design your territories.

So, here's the guide to discovering your secret sauce that'll spice up your repeatable success recipe!



Jo White, Director, We Love Pets

"I see franchise territory mapping as absolutely essential to sustainable growth. It's a bit like walking your dog in the park — everyone enjoys themselves more when they've got their own space to run around without bumping into each other's leads.

From day one, we've always mapped our territories carefully so our franchisees know exactly where they can grow, build strong local relationships, and make the most of their patch without internal competition. Just like giving a dog a well-marked route keeps tails wagging, giving our franchisees clear boundaries helps them thrive, while allowing us as a franchisor to expand smoothly across the UK.

It's this structure that protects our brand, maximises returns, and keeps the whole We Love Pets network happy and healthy."

1. Understanding Territories

Before getting to the heart of the matter, here are some definitions and reminders to be clear about what we are talking about when we talk about territories.

1.1 Franchise territories

A franchise territory refers to a specific geographic area or region within which a franchisee is granted the exclusive or semi-exclusive right to operate a franchise business. The purpose of establishing franchise territories is to ensure that franchisees have a defined market in which to operate and build their business without direct competition from other franchisees of the same brand within that territory. This can help protect the interests of both the franchisor and franchisee. The scope, size, and level of protection within the franchise territory have to be described in the franchise agreement.

There are mainly two different types of franchise territories:



Exclusive territories

An exclusive territory ensures that the franchisor will not grant new franchises in the area, and is not allowed to sell to clients in the area, whether via physical premises or online.



Protected territories

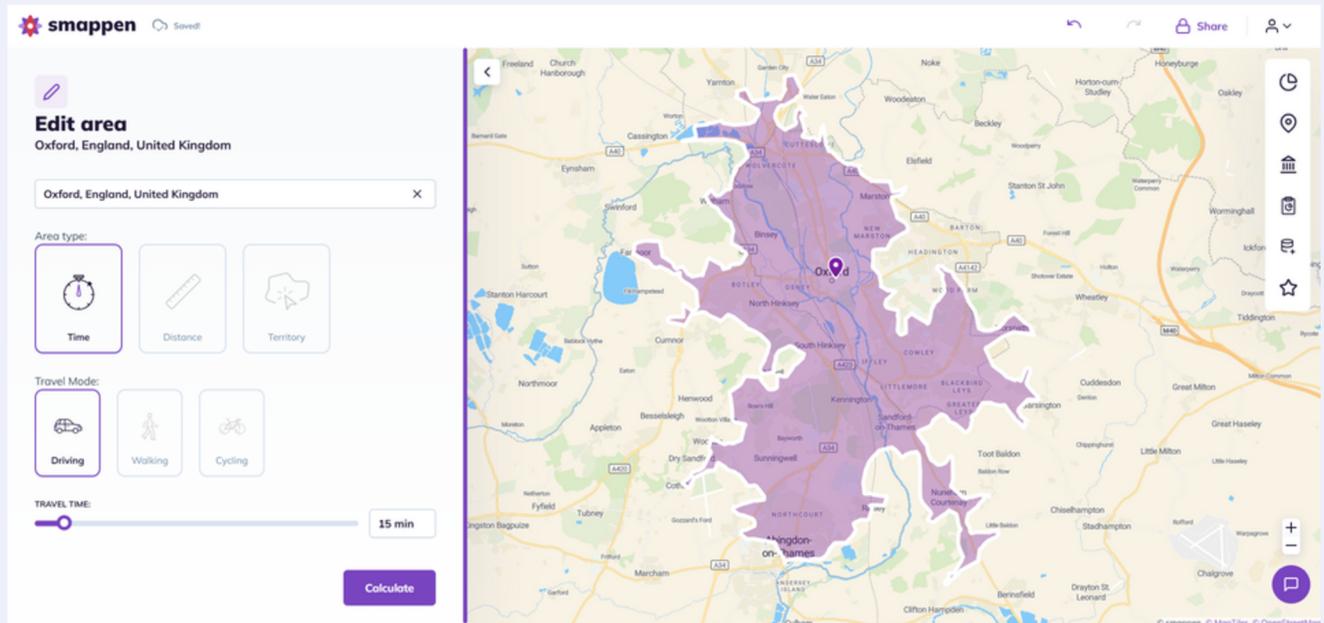
They usually refer to various degrees of protection. For instance, the agreement may prevent the franchisor setting up other franchises in your neighborhood, but it might allow the franchisor to target online customers in your area.

1.2 Catchment areas or trade areas

The catchment area, or trade area, determines the addressable area for a franchisee. This term is mainly used for fixed location businesses. It refers to the area where the customers are coming from. For instance, the trade area for a restaurant in a suburban area may be around a 10 minute drive time if that's where above 80% of your customers are coming from.

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Catchment areas are helpful to understand customer behaviour, and are a good start to estimate the potential for a new fixed location.



Source: [Smappen](#)

1.3 Service areas

Service areas are relevant to mobile businesses. It comes down to the area where the franchisee will be able to service its customers. For instance, a home care service franchise will choose to provide its service within a 10 driven miles radius from its locations, to avoid high operating costs related to travel time and costs.

Service areas are defined by the franchisor, and often correlate with franchise territories when exclusivity is granted.

2. Why you should define franchise territories

Although most of them do, not all franchisors award franchise territories. But making use of them provides some advantages.

2.1 Secure candidates

Franchise territories help franchisees by providing a degree of exclusivity, market focus, and local knowledge that can enhance their chances of success and profitability within their designated areas.

As franchisees typically make a significant financial investment to join a franchise system, having an exclusive or protected territory provides a level of security. It reduces the risk that a new franchisee will open in close proximity and undermine the original franchisee's investment, and is an important factor of their franchise choice.



Steve Felmingham, Managing Director, Access4Lofts

"In so many franchises, the franchisee is primarily purchasing territory rights, so they need to know that firstly, their territory is comparable in terms of demographics, otherwise the financial projections will be impossible to justify.

Secondly, and perhaps more importantly than most people realise, showing a potential franchisee a detailed map of 'their' territory makes their investment become 'real' as it is often the first visible manifestation of the asset they are purchasing. It's also reassuring for them to know that the franchisor has invested time and money in making sure that the franchisee is being offered a real, credible and workable territory, providing enormous comfort that can dramatically affect the conversion rates of new franchisee enquiries."

2.2 Avoid cannibalization

Cannibalization results from overlapping catchment areas, often due to poorly sized or neighboring zones or the addition of a new store in an area served by an existing franchisee. This proximity immediately leads to underperformance in sales for affected locations.

Defining territories in a way that avoids catchment areas or service areas overlaps ensures that you won't have any cannibalization issues.

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2.3 Ensure optimal coverage

If you're not maximizing your territory coverage, you're leaving money on the table. Coverage directly impacts your revenue, as it influences your market penetration and your brand recognition.

Designing franchise territories helps optimizing and maximizing the coverage, and avoid white spaces that are not covered by your franchise. White spaces can account for up to a 60% loss in potential for a franchisor!

You should aim at avoiding unserved customers, even though you won't necessarily be able to ensure a 100% coverage: some territories just don't have enough potential to justify investing in a new location.



Alan Wilkinson, Senior Partner, The Franchising Centre

"Too often I see in a network that territories have been granted in a way which purely meets the needs of a prospective franchisee, without taking into account the surrounding territory. When dealing with a large town or city, always consider the overall potential. Can you have 2, 3 or even 10 franchisees in that area, and before granting territory to one franchisee, map out the wider region. This may then open opportunities for a franchisee to commit to multiple territories, rather than simply granting them an area which may be too big, or which removes the potential for other franchise territories in that area."

2.4 Prevent conflicts

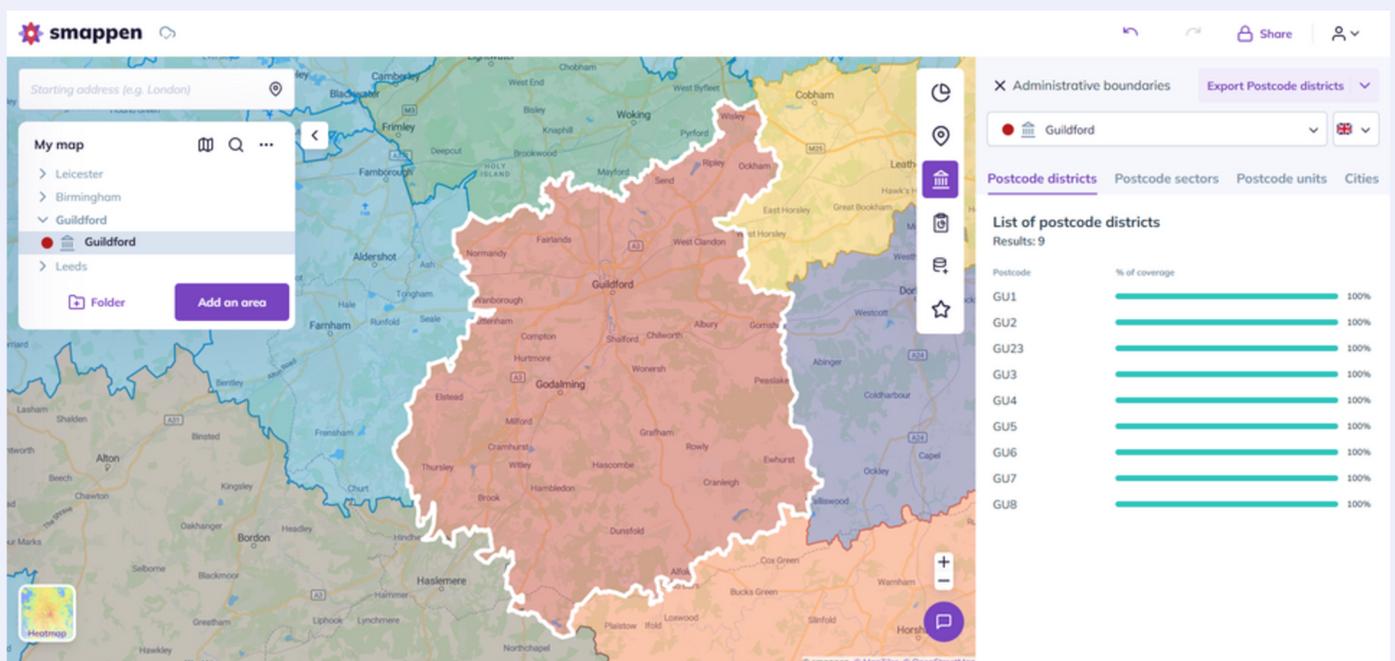
Without clearly defined franchise territories, franchisees' areas of operation are not well-established and can be a breeding ground for disputes. This can lead to disparities in terms of potential for success or territory size, ultimately resulting in revenue imbalances and conflicts between franchisees, and in some cases, between the franchisor and franchisee.

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2.5 Assign leads and online sales

If you generate leads or online sales and want to allocate them to your franchisees, you'll need to define who gets what. Territories are a good way to handle this, as they will also allow you to optimize the costs of delivering your products or services by assigning them to the closest franchisee.

Franchise territories can be used as a reference to assign these new business opportunities to your franchisees: any new opportunity in the territory belongs to the respective franchisee.



Source: [Smappen](#)



Alan Wilkinson, Senior Partner, The Franchising Centre

“The franchise agreement will often specify how enquiries are allocated between franchisees, be they local enquiries or from key accounts or National Accounts. Without a pre defined territory this can be a challenge”

3. When you should define franchise territories

Territories can be designed at different stages of your franchise sales process. Knowing when is the best time will mainly depend on the stage of growth your franchise is in.

3.1 In an opportunistic manner

Emerging franchisors usually begin by defining their franchise territories opportunistically whenever new franchisee opportunities arise. This is a good starting point, especially as early-stage franchisors often lack a well-established track record, leading to an evolving definition of their territory design criteria. This approach allows room for learning and improvement. Typically, the initial territories assigned tend to be generously sized and filled with potential. Over time, as the franchisor gains experience and confidence, they can fine-tune the new territories to their optimal size.

However, this method has some drawbacks, including:

- **Lack of a clear plan:** similar to a leaf carried by the wind, you expand according to opportunities, not knowing where you will land.
- **Territory over-sizing,** often driven by candidate demands, can be challenging to refuse. Over-sized territories represent untapped potential, meaning you might have one franchisee where there could be three or four. Many locations that could have been established will never see the light of day.
- Another risk of opportunistic development is the **creation of white spaces.** Dividing territories without a prior plan is akin to randomly tossing puzzle pieces and hoping they will fit together well.

3.2 Upfront

Another approach is to plan a few steps ahead and define franchise territories proactively, even before you have candidates for these areas.

By doing this, you will adopt a different mindset: you will initiate a development strategy, assess, and prioritize your next steps.

This approach offers the following advantages:

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- **Logistics Optimisation:** inventory management and delivery issues are often critical for franchise networks, especially in the retail sector. Prioritising new locations to have multiple franchisees in a geographic area can streamline efforts, such as offering a centralised storage facility.
- **Time Optimisation:** effective network management is crucial for the well-being of the network, and the efforts provided must meet expectations. This includes events, meetings, discussions, knowledge sharing, and ensuring the correct application of the concept. Your field consultants regularly visit franchisees. Regional management should help save time on travel.
- **Cost Optimisation:** the final reason is, of course, a direct consequence of the previous two reasons. Optimising logistics and time ultimately increases the profitability of your actions. Less time spent means optimising your efforts and, therefore, your costs. Keep that in mind!

You don't need to map out the whole country — at least not in the beginning — mainly for the following reasons:

- You'll learn a lot along the way. You can't define your success criteria perfectly the first time, and they will evolve over time.
- Your positioning, products, and services may change, which will impact your success criteria and territory sizes.
- Your brand awareness will grow. Franchisees will achieve better market penetration over time, making territories viable with less initial potential.

However, as you start selling franchises in large cities, it's important to plan ahead and begin segmenting those areas. Start by focusing on your top priorities, and plan a few steps ahead.



Alan Wilkinson, Senior Partner, The Franchising Centre

“Most franchisors plan their expansion in one of two ways. They either expand outwards from their existing base in ever increasing circles, or simply consider granting a franchise wherever the candidate comes from. Whichever method you choose, knowing the key criteria for how to create a territory is critical.”

4. How you should define your franchise territories

Territories are defined by their size, shape and potential. These elements are intricately and influence each other. Designing a territory is all about finding the perfect balance between these three variables.

4.1 Choose your reference locations

To define these success criteria, you should model them on your existing locations. Select those that are successful and generate suitable revenue for your business, as well as those that are less successful—these also provide valuable insights. Be cautious not to only choose the overperforming locations, as they may not be representative of your entire network. It may not necessarily be the first outlets opened, but rather those that best reflect your brand and positioning. It is on this basis that you will start your study.

4.2 Know your typical influence area

The first element to know for the creation of your franchise territories is the typical influence area of your locations.

For fixed location businesses, it is necessary to know your typical catchment area. It will show you how far your customers are generally coming from. This is a great indication to define the maximum size for your territory: above this limit, your location won't be able to have a significant market penetration.

For mobile businesses, you'll look at your typical service area. This is important to take your operating costs into account: above a certain distance, it will become unprofitable to service customers.



Alan Wilkinson, Senior Partner, The Franchising Centre

In my experience, one of the best ways of mapping out franchisee territories is to start by mapping out the territory in which you have been trading yourself. Consider the drive time or walk time to your business of your customers. Think about your own customers, their age, affluence levels etc. Think about where your competitors are, and if you like to be close to competing brands or away from them. Then use this information to build a 'franchise territory' based on your own trading. This will give you invaluable data upon which to build your franchisee territories and inform your prospects on how and why you have designed their franchise territory the way you have.

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4.2.1 Typical catchment area

If you're a fixed location business, your typical catchment area is generally defined as the drive time area within which are 80% of your customers. There are different possibilities to estimate it, depending on the available customer data that is available.



If you have customer location data

If you have customer databases with their addresses, you'll be able to precisely evaluate your typical catchment area.

Take some of your reference locations, and assess their catchment area: all you need to do is to plot your customers on a map, and draw a drive time area that contains 80% of your customers. This drive time is the location's catchment area.

For instance, if a 20mn drive time contains around 80% of a location's customers database, then 20mn drive time is the catchment area for this location.

Perform this analysis for some of your reference locations, and keep the average.



If you don't have customer location data

To overcome the lack of customer data, don't hesitate to conduct a survey at your points of sale to understand your customers' mobility. How much time do they spend traveling to reach your store? By what means (on foot, by car, using public transportation)?

You can use the results of this survey to define your typical catchment area.

4.2.2 Typical service area

If you're a mobile business, you need to define the maximum distance or drive time you want to service. It's a financial tradeoff, that is necessary to ensure minimal margins and profitability:

- Distances will generate operating costs, related to fuel, vehicle maintenance costs, ...
- Drive times generate costs as they're non productive and don't generate revenue

It's also possible to adapt your pricing according to these costs, but you must keep competitiveness in mind when doing so.

4.3 Know your territory design criterias

The success criteria are the foundation of the franchise. They guarantee the replicability of the concept in the territory. These criteria are the indicators that allow evaluating the market potential in the area and sizing it accordingly. They are primarily related to your target audience.



Alan Wilkinson, Senior Partner, The Franchising Centre

“A prospective franchisee will want to know how the territories have been defined, and why they are as they are. The demographic information you use should be based on experience from your own business. For example, if you have built a successful business in tutoring, and there are for example 25000 5 to 19 year olds in the area within which you trade, then each franchise territory should ideally contain 25000 5 to 19 year olds. This way you can demonstrate to your franchisee the potential within the territory they are considering.”

4.3.1 Define your ICP

Defining your ideal customer profile will help you identifying the metrics you have to look at to define your design criterias.

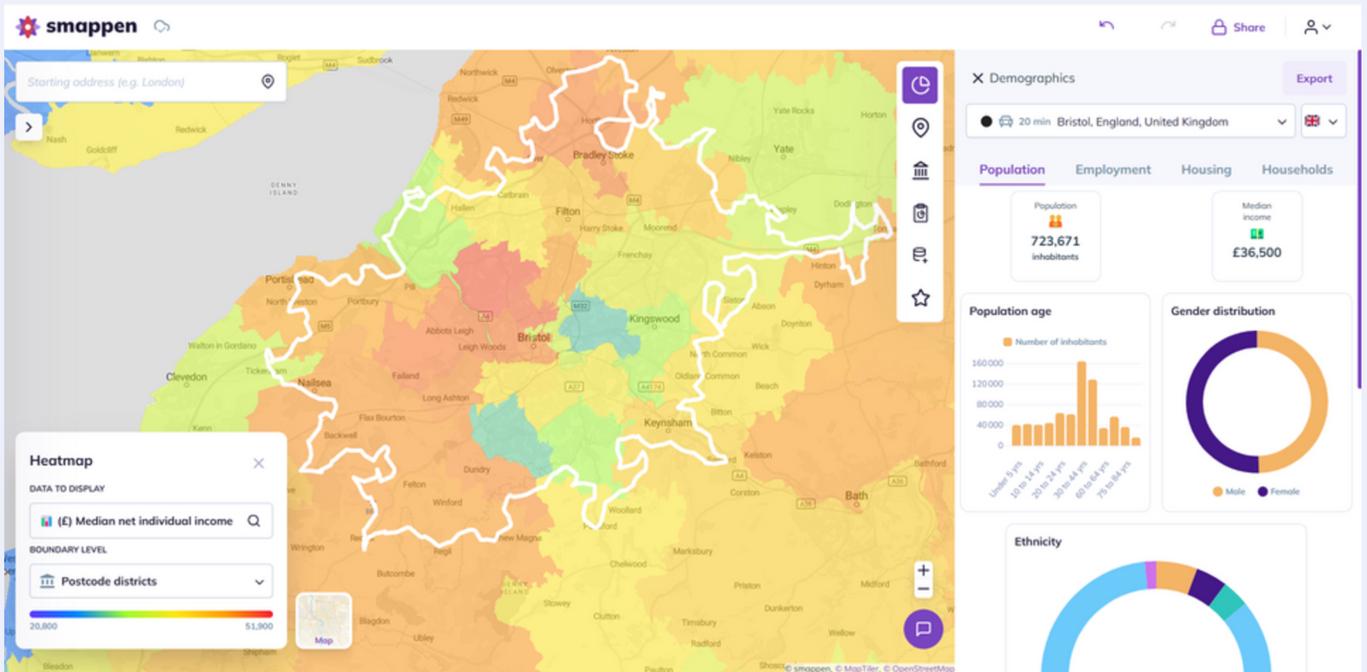
Your ICP should include the key characteristics of your main targeted customers in terms of **demographics (for B2C) or business type (for B2B)**

You can identify these characteristics using:

- Customer data: if you have enough detailed information, analyzing your customer database can help you identifying recurring factors among your most valuable cutomers
- Existing territories analysis: if you don't have detailed customer data, you can start by looking at the statistics withing your existing territories, and identify recurring patterns.

Commonly used characteristics in B2C are: age, revenue, family size, education...

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Source: [Smappen](#)

4.3.2 Quantify key success factors

Once you know your ICP and associated metrics, you need to quantify your key success factors. The objective here is to define what is the minimum value for your different metrics to ensure that a territory is viable.

- **Look at successful locations:** your successful locations will tell you which values are acceptable to define a viable territory. They set some references, but not necessarily the minimum values (a franchisee can be successful with an oversized territory).
- **Look at unsuccessful locations:** you can learn from your unsuccessful locations, if you have any. They will tell you which metrics values may put your locations in a danger zone.

An example of quantified key success factors could be:

- Minimum 50,000 people
- Median household income above £50,000

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4.3.3 Other criteria

It can be interesting to look at some other factors that can have a substantial impact on your business, such as:

- Brands with similar targets: know who your best neighbours are, and locate them. They're the ones who have a similar ICP, and ideally are renowned enough to attract a consistent flow of potential customers close to your future business.
- Prescriptors or referrers: if you have businesses that can recommend your products or services, it's a good thing to have them around.
- Competitors: this one is a double-edged word. Competitors can of course be a threat, but also a good indicator that an interesting market is there.

4.4 Pick the right geography

There's more than one way to map out territories, and it all boils down to how you want to measure things. Specifically, you can define your territories in one of four ways.

Distance radius

Definitely one of the simplest way to define territories, distance radiuses define territories as circles on a map. The biggest issue with this kind of approach being that circles don't fit well together. You'll either have:

- Blank spaces between your territories, leaving potential customers unserved
- Overlapping territories if you want to ensure a full coverage, opening the door to territory disputes.

Manually drawn area

You might be tempted to do things the old-fashioned way. You don't necessarily need to break out pen and paper to use this method, though, as you can use online mapping tools to do this. However, it will create ambiguous boundaries that can only be described with a map and leave room for potential unwanted debates.

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Isochrone or isodistance area

When drawing an isochrone area, you pick a travel time (like half an hour) and a means of transportation (like driving) and use that to define your territory. An isodistance area is similar to an isochrone area in that it represents real-world conditions, only with distance instead of time.

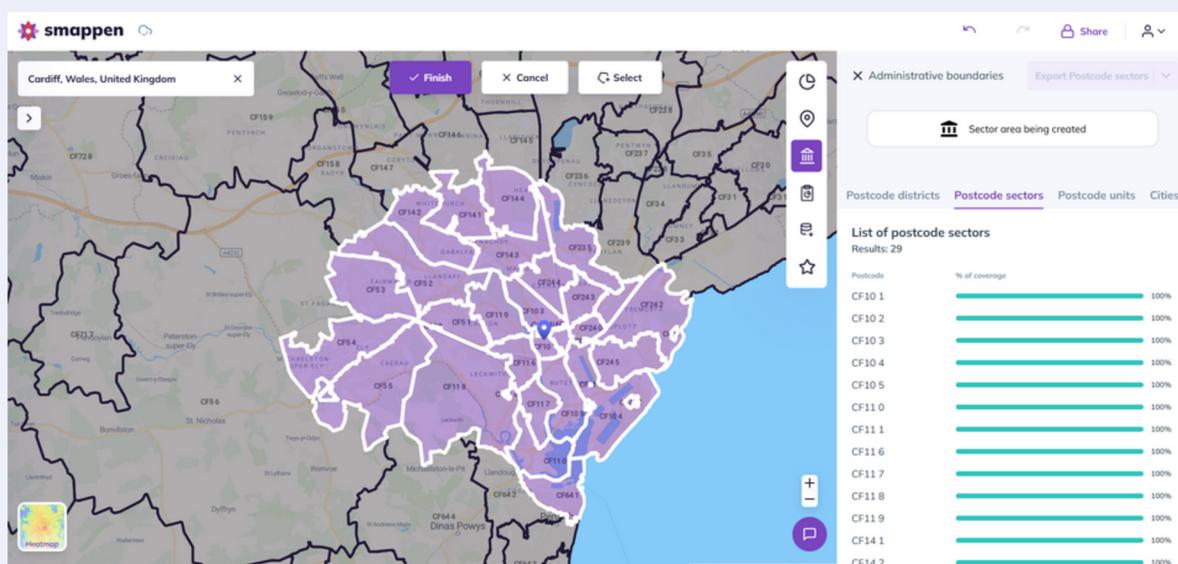
The biggest advantage of this method is it gives you a territory that accurately communicates real-world conditions. That means it's closer to representing actual customer behavior or serviceable areas than some other methods.

It's not necessarily best suited to drafting a franchise agreement. You can't really define a territory as "an area covering a 15-minute drive in every direction from 872 Pine Hill Road." Franchisees will expect something a bit more concrete, and it's recommended to have a definition that leave no space to disputes.

Administrative boundaries

From a legal perspective, this may be one of the simplest ways to map out franchise territories, and that's one of this method's greatest advantage. Administrative boundaries are incredibly easy to communicate; you just have to list them in your contract. This leaves no room for conflicts between franchisees. Most franchisors use postcodes to define their territories — typically postcode sectors or districts.

Above all, administrative boundaries are like a puzzle you can play with — allowing you to define scenarios, iterate, and gradually draw your path to optimal coverage of your target country. Plus, they're also very handy for marketing purposes! Clearly, we highly recommend this methodology to design your territories.



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4.5 Design your new territories

Now you've got all you need to design your territories, it's time to get started. Using your selected geography, you can draw a first draft and iterate to find the optimal territory for a new franchisee.

Here are a few guidelines you can follow.

4.5.1 The minimum size

Each territory should offer enough potential for the franchise to succeed. If a territory is undersized, the franchisee is set up for a project doomed to failure.

That's when your quantified key success factors prove to be useful: the minimum size for a territory is the smallest territory you can draw that complies with your key success factors.

4.5.2 The maximum size

It can be tempting to compensate for an undersized area by increasing its size. A larger territory may have greater potential, but it can also conceal additional costs or unintended impacts.

Your typical catchment area or typical service area will help you set the limits and avoid sizing a territory above its reachable market.

- **For catchment areas** (fixed location businesses): outside of your catchment area, chances are high that potential customers won't make the trip to your location. The franchisee will have a very low market penetration, wasting revenue potential.
- **For service areas** (mobile businesses): outside of your maximum serviceable area, the franchisee will either have high operating costs and decrease their profit margins, or won't service these areas at all, leaving potential customers unserved.

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Alan Wilkinson, Senior Partner, The Franchising Centre

“Granting the right territory can be critical in the development of a franchise model. This will almost always be done on the potential within a territory rather than the geographical size of that territory. In this way a franchisor can ensure that each franchisee has the same potential for business. Some territories may be geographically compact, and some may be geographically larger, but all should contain a similar number of potential customers.”

4.5.3 Common mistakes

There are a few common errors you should be mindful of while designing your territories:

Ignoring existing locations:

Carefully consider your existing network to avoid any risks of cannibalization. Mapping your locations' customer databases can help you identify such risks.

Sacrificing future locations to close a deal:

Sometimes, extending a territory will compromise the viability of a neighboring territory. Avoid closing a deal that may result in losing another.

Giving away market potential to close deals:

Avoid doing favors for candidates without receiving something in return. At the very least, adapt your price to the territory's potential.

Seeking perfection:

You probably won't achieve 100% coverage of your target country, especially if you're a mobile business. Some areas are just not worth the investments and operational costs.

Not taking ground reality into account:

Ensure that the territories you design align with terrain reality, local habits, or operational constraints. Consider natural barriers like rivers and make territories accessible and serviceable.

Not considering channel conflicts:

Make sure you consider other existing channels such as selling products online, selling at other local retailers, and operating in unique venues (sports stadiums, universities, ...) when designing your territories.

Creating unbalanced territories:

Aim to design balanced territories, providing all franchisees with a playground for a successful launch and development. Unbalanced territories can lead to disputes with franchisees who feel their deal was unfair compared to others.

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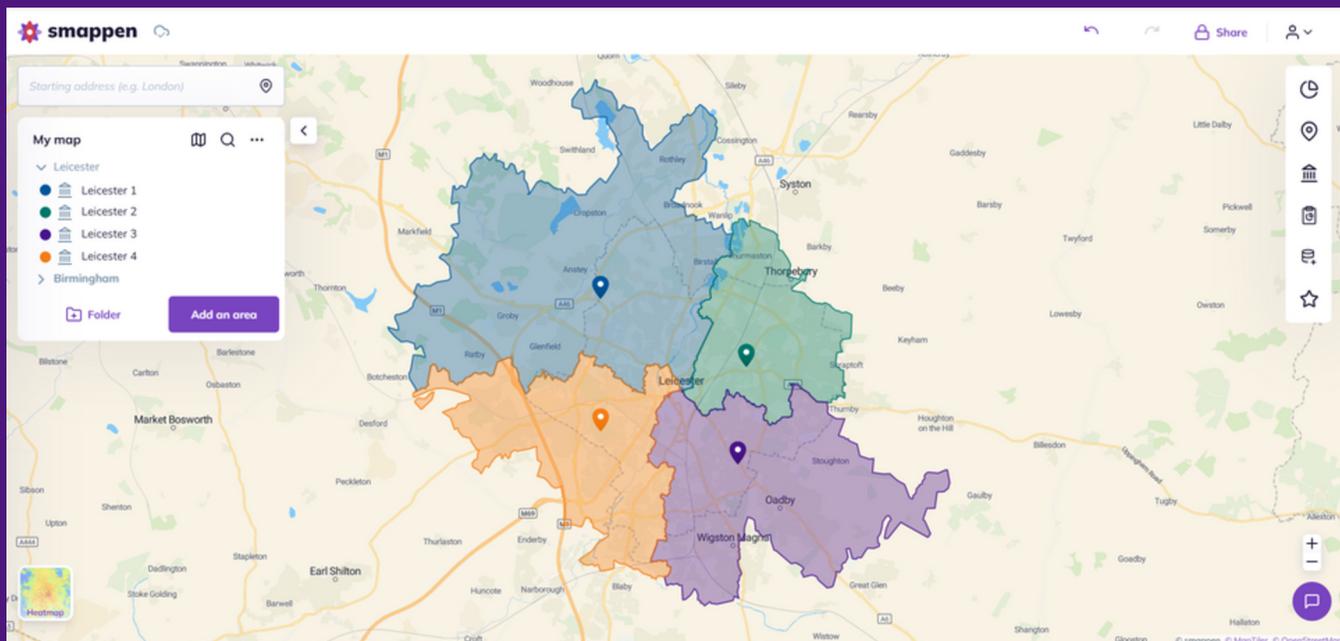
Cutting a city into slices

In large cities, there is often the opportunity to establish multiple franchises. Ideally, we recommend awarding these territories to a multi-unit franchisee to avoid unnecessary splitting. However, it may be necessary to divide these cities into several territories.

It's a complex exercise. Indeed, each city is heterogeneous, with urban areas, outskirts, affluent neighborhoods, and popular neighborhoods, each with different characteristics. It's not easy to create equivalent zones under these conditions!

One possible strategy: dividing it like a cake. Here, the goal is to cut equivalent portions in terms of potential and characteristics.

For example, a city can be sliced like a pie chart, so that each franchisee can have a part in the city center and a part in the suburban area. Don't aim for perfection, aim to be fair; that's already very good.



Source: [Smappen](#)



Alan Wilkinson, Senior Partner, The Franchising Centre

“Too often I see in a network that territories have been granted in a way which purely meets the needs of a prospective franchisee, without taking into account the surrounding territory. When dealing with a large town or city, always consider the overall potential. Can you have 2, 3 or even 10 franchisees in that area, and before granting territory to one franchisee, map out the wider region. This may then open opportunities for a franchisee to commit to multiple territories, rather than simply granting them an area which may be too big, or which removes the potential for other franchise territories in that area.”

5. Exploring new and promising territories

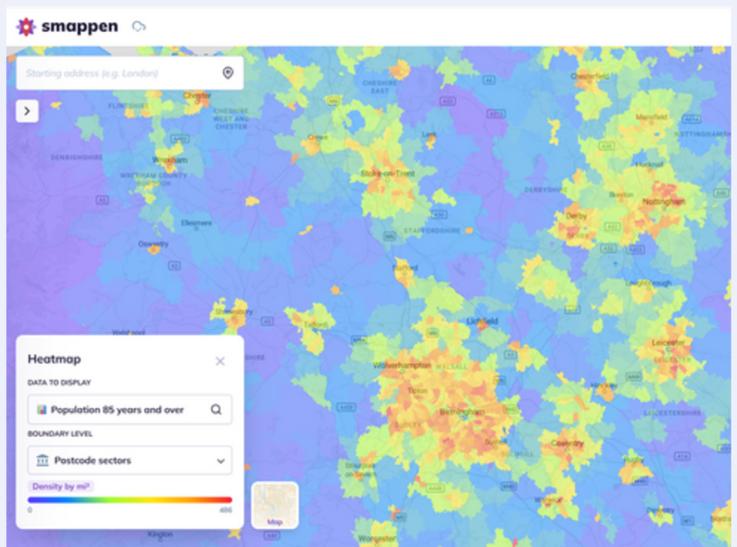
At the beginning of your franchising adventure, it seems like there's potential everywhere, and it can be challenging to determine where you should start first. Conducting a few analyses can help you quickly identify the most promising territories and focus on easily attainable opportunities.

5.1 Look at the distribution of success factors

Your key success factors are your best indicators to assess the potential of an area. So look for areas where these factors have the highest score.

Heatmaps are great to visualise success factors, such as:

- Median household income
- Population density
- Median age...

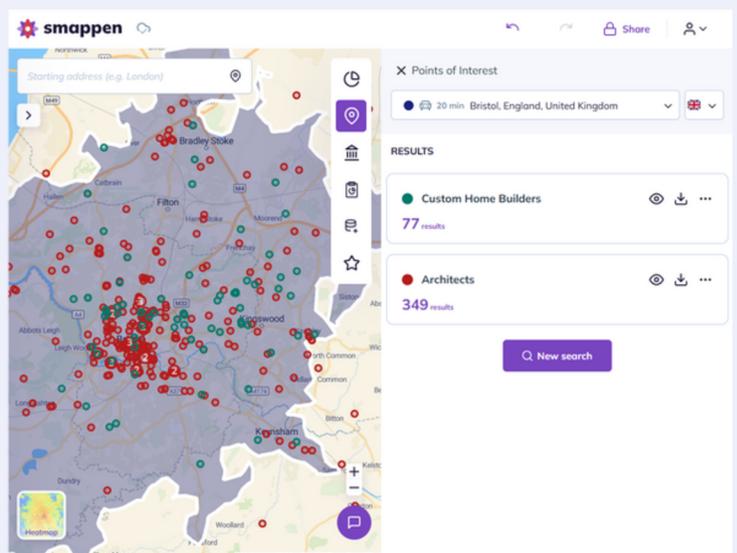


Source: [Smappen](#)

5.2 Spot competitors

If there's no competitor in the market, there's probably no market. The opposite is equally true: if there's a market, there should be competitors around.

Map your competitors to identify interesting areas, especially the well-performing competitors. Chances are high that they've done their research and have seen potential in the areas where they're located. Identify the best competing brands and see where they are.



Source: [Smappen](#)

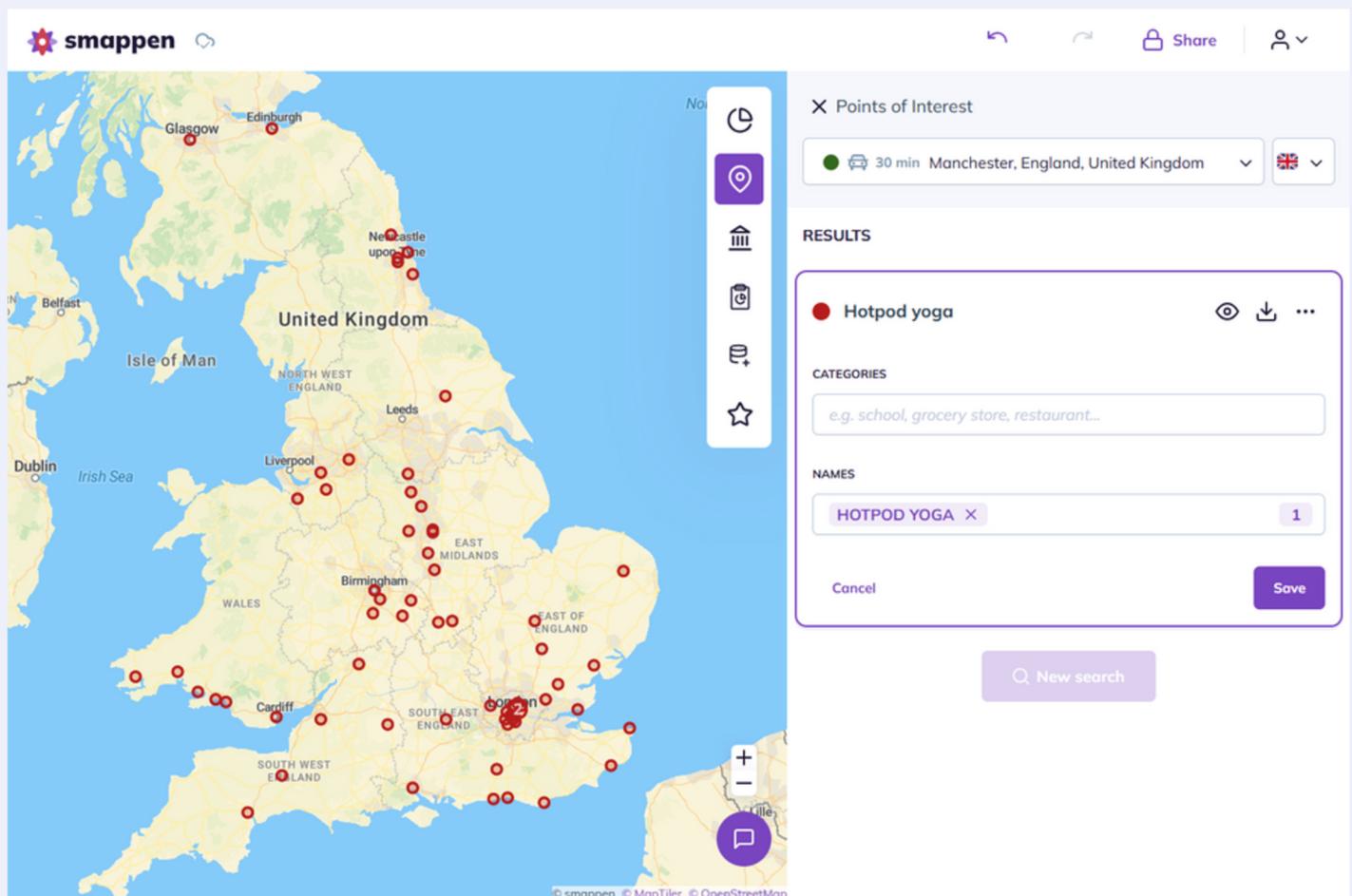
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5.3 Locate mirroring brands

You probably know some brands that have a similar ICP but aren't direct competitors. They target the same profiles but offer different products or services than yours. The presence of these mirroring brands is a good indicator that there may be an interesting concentration of your ICP in the area.

If you can't think of a specific brand, it may also be businesses offering products or services that your ICP usually buys. For instance, if you're offering healthy food, locating fitness or yoga centres may be a good starting point.

Moreover, having them around will also generate some traffic that you can benefit from, so you should definitely take a closer look at areas where you have this kind of neighbours.



Source: [Smappen](#)

Conclusion

So, there you have it - your ultimate guide to the art and science of franchise territory design, that can make your franchising game a hit.

Now, as you gear up to explore new and promising territories, armed with insights on success factors, competitors, and mirroring brands, consider this guide your compass.

But remember, this is just the beginning of the adventure. The real fun begins when you start mapping out those territories, creating your franchise masterpiece.

So, grab your map and let the franchising exploration begin!



Steve Felmingham, Managing Director, Access4Lofts

I firmly believe that good-quality Territory Mapping is essential to the successful development of a franchise model. Any good franchisor should ensure they know the potential market size of their network before they even start recruiting, so that they can create detailed business plans for both themselves and their franchisees. Without accurate mapping for each territory that is impossible to do."

Acknowledgments

Our sincere thanks to [Alan Wilkinson](#), Senior Partner at The Franchising Centre, [Steve Felmingham](#), Managing Director at Access4Lofts and [Jo White](#), Director of We Love Pets for their invaluable contributions to this ebook.

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About

To contact and learn more about The Franchising Centre, visit:
thefranchisingcentre.com

More about Access4Lofts franchise:
access4lofts.co.uk

And We Love Pets:
welovepets.care

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*Territory mapping has
never been this easy!*

