

FRANCHISING WORLD®

AUGUST 2019



GEARING UP FOR GROWTH

FRANCHISE DEVELOPMENT & OPERATIONS ISSUE

GROOMING YOUR FRANCHISE

PG. 12

BALANCING FRANCHISE & CORPORATE STORE DEVELOPMENT

PG. 20

YOUR GUIDE TO ACHIEVING SUSTAINABLE GROWTH

PG. 26

Contents 8/2019

★ Features



12

Grooming Your Franchise

By Neal Courtney, Cookie Cutters Haircuts for Kids

20

Balancing Franchise and Corporate Store Development

By Jeff Smith, Peterbrooke Chocolatier

24

Are You Selling Your Franchise Brand?

By Kevin Wilson, Buzz Franchise Brands

26

Your Guide to Achieving Sustainable Growth

By Craig Sherwood, Gold's Gym

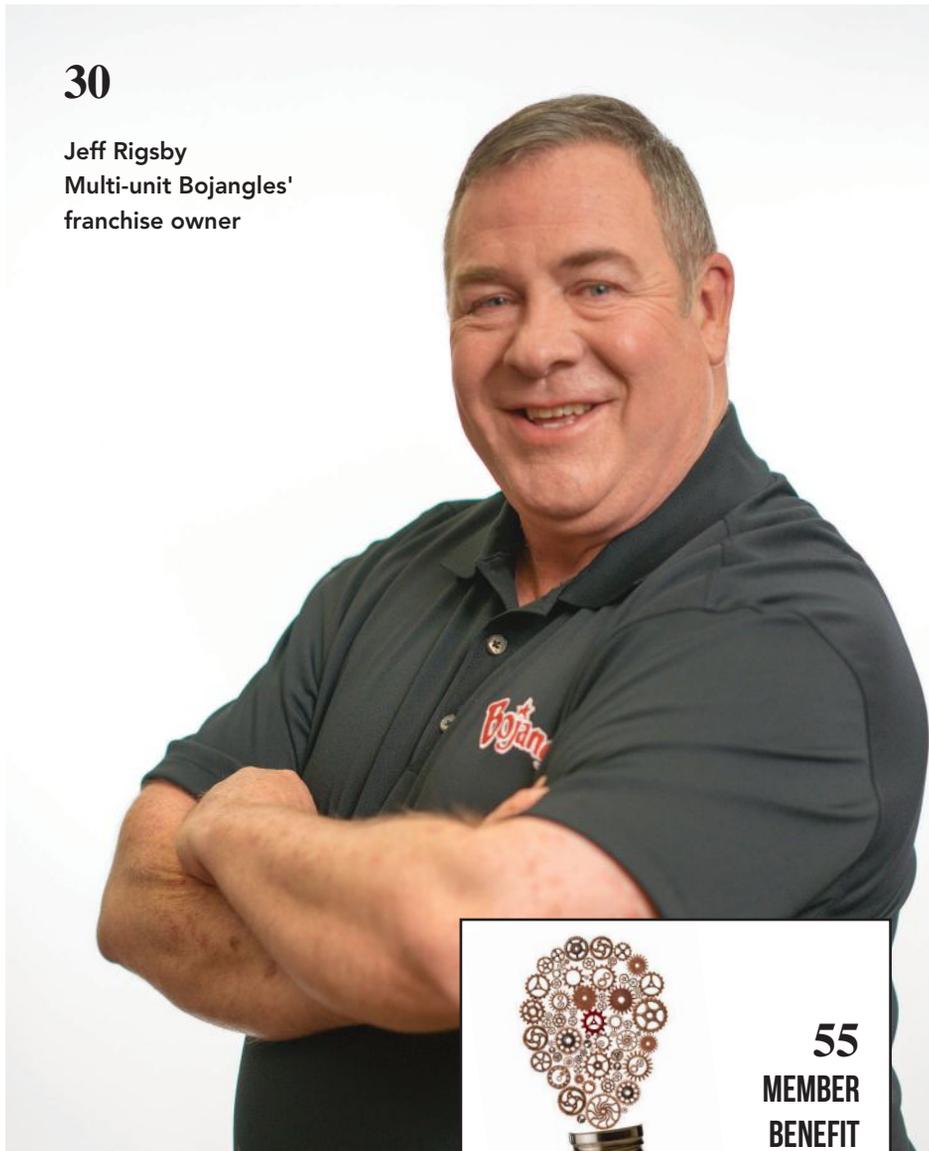
30

Q&A With Jeff Rigsby of Bojangles'

By IFA

30

Jeff Rigsby
Multi-unit Bojangles'
franchise owner



55
MEMBER
BENEFIT
MONTHLY

6

FROM THE CEO'S DESK

Franchise Development and Operations



8
PEOPLE & NEWS



62
IFA SUMMER
INTERNS



Q&A WITH JEFF RIGSBY OF BOJANGLES'

Bojangles' franchisee Jeff Riggsby shares what it takes to manage operations with a high unit count.

By IFA



Jeff Rigsby has been working with Bojangles' since 1994, and currently owns and operates more than 60 Bojangles' units. We asked Jeff about his experience in the franchise industry and what tips he has to give to *Franchising World* readers about multi-unit ownership and advancement.

IFA: How many Bojangles' restaurants do you own?

JR: I own 66 Bojangles' restaurants in 5 states.

IFA: How do you keep different restaurant locations operationally consistent?

JR: You have to have a solid operational structure in place when you're a multi-unit franchisee to ensure that systems and processes are followed in all locations. We consistently keep our restaurants up to brand standards.

IFA: Hiring managers is obviously very important for high unit count operators. What's the most important thing to remember when hiring someone to manage a new restaurant?

JR: Building a strong team is an important piece of the puzzle. I always use the phrase 'fishing and farming.' Fishing is always being on the lookout for fresh talent. Farming is developing your team from within whenever possible. You have to have that right person ready when the next opportunity presents itself. Hiring the right talent and promoting from within are both the main keys to retention.

IFA: With such a high unit count, some restaurants perform better than others. What's your strategy for getting lower performing locations on track?

JR: I always look for opportunities to coach individuals and get the team focused on the priorities at hand. I also analyze what's working at locations that are higher-performing and try to mirror them in the locations that might need a boost.

IFA: How do you prioritize your time across such a large portfolio?

JR: Having key leaders in the major disciplines like accounting, human resources, marketing, training, etc. is vital. It's great to have people that I trust to handle different facets of the business. This leads to a firm operational structure as well as the development of our staff, managers and other personnel.

IFA: Why did you choose to open so many Bojangles' rather than diversifying your portfolio with several brands?

JR: I do have other brands that I'm involved with, but I have a strong connection to Bojangles' since I have been with the team for so long and worked on the corporate side as the Director of Operations. From a volume standpoint, I enjoy how Bojangles' creates opportunities for jobs in each community we open a location in, and this is definitely a driving factor in why I continue to open locations. I'm proud to be able to build opportunities for our people.

IFA: What's the biggest challenge of having so many locations?

JR: Having a consistent culture and making sure we stay focused on culture across all of my locations can be a challenge when there are so many different employees, managers, etc. that are employed in different communities. Cultures, not to mention employment laws, differ across states, so it's important to keep your finger on the pulse of each location and treat it as an individual business, while maintaining brand consistency.

IFA: What are some benefits of multi-unit expansion (other than financial)?

JR: When you are a multi-unit franchisee, you have more opportunities for others to grow within their roles. It's a great feeling to see individuals develop and increase their responsibilities over time.

IFA: What's one thing you wish you could tell your first-year-in-business self?

JR: Stay focused on building solid operational disciplines. Strong operations and processes are crucial to your business running smoothly, and it's extremely important to get this aspect of the business locked down from day-one.

IFA: What are your expansion plans?

JR: I'd like to have 100 restaurants within the next five years.

IFA: Did you plan on being a multi-unit owner from the start?

JR: Yes, this was the plan from the beginning and I'm so glad that we have been able to grow bigger each year.

IFA: What made you want to be a multi-unit owner?

JR: My passion for Bojangles' motivated me to want to grow the brand as much as I possibly could. Bojangles' has given me amazing opportunities from working on the corporate side to now being a multi-unit owner. I've enjoyed every minute of it!

IFA: What's a piece of advice you'd give to someone looking to become a franchisee?

JR: Do your homework and get to know your franchisor and the culture of the brand before signing on to be a franchisee. Additionally, take the time to talk to other seasoned franchisees, as they have gone through the experience and process themselves and can offer some different and valuable perspectives. 📍

For more information about Bojangles', visit franchise.org/franchise-opportunities/bojangles-restaurants-inc.

