

**Killeen & Associates**  
*Franchise Development, Support*  
**&**  
*Business Consultancy Services*  
Vat Reg. No. IE 3553994N



**Killeen & Associates**

**Mission**

**“To provide best practice advice and ongoing support to prospective franchisors by mentoring and guiding them through the complex process of franchise construction, implementation and rollout and to bring real life experience to their franchise offering.**

**David Killeen**      *Managing Partner*      *B Comm. Dip in Business Strategy, MIITD*

With over 25 successful years of retail and wholesale experience at senior managerial level, David acquired an expert understanding of the retail and wholesale sectors in Ireland. As General Manager of the Retail Brands Division of Vantage Wholesale, David was responsible for the launch and rollout of the Costcutter retail brand in Ireland. Building on his many years of business knowledge and managerial / entrepreneurial experience, he gained further market leading expertise in Franchising through the construction, development, launch and overall management and leadership of the Fareplay franchise programme with Statoil Ireland Ltd.

As he set about creating one of the few indigenous Irish franchise offerings, he soon became very conscious of the lack of availability of any relevant expertise in the Irish market in relation to the construction of a successful business format franchise system from the ground up. Notwithstanding the indisputable knowledge of some Irish legal experts who were available to draft the legal agreements and advise generally on the steps to building a successful franchise, there was no experienced and independent franchise consultant who could provide the benefits of hands on practical experience and mentorship through the process.

International Franchise consultants from the United States, who themselves had been involved in the development of a number of high profile franchise offers worldwide, were commissioned by Statoil Ireland Ltd to assist David in the development of the Fareplay programme. It was through that association that David acquired further knowledge, that coupled with his prior expertise, enabled him to successfully build the first pure business format franchise in the convenience-store sector in Ireland under the Fareplay brand.

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Working with one of the leading Legal franchise experts in Ireland, David contributed to the construction of the Fareplay legal agreements. Having gone through this process, David further refined a more clinical understanding of the complexities of the legal agreement that support any franchise offering.

**Why the company was established.**

*Having identified the opportunity for a much needed independent consultancy service, Killeen & Associates was established to provide the leading industry players with hands on, practical consultancy advice.*

*Having had exposure to the longer established franchise industry consultants in the United States David would express serious concerns as to the lack of sufficient understanding around the complexities of the franchisor / franchisee relationship as is currently operating in Ireland, especially with the newer entrants. He would controversially contend that because the franchise Industry is in its relative infancy here, many franchisors, especially those new to the franchise sector, may be exposed in ways they are not even aware of.*

*If you would like to discuss the possibility of developing your business through a franchise growth strategy, are an incumbent franchisor looking to tighten up on your franchise offering or need independent advice prior to buying a franchise you can contact Killeen & Associates at*

**Mobile;**        **086-8519713**

**Email;**        **dkilleen@oceanfree.net**

**Key Involvement in The Irish Franchise Association**

**Killeen & Associates** are active members of the Irish Franchise Association. In 2006, Killeen & Associates undertook the task, with contributions, among others, from three highly successful Irish franchisors, to draft, document and present the Strategic plan for the Irish Franchise Association for the following five years.

**Franchise Experience to date**

**Fareplay Franchise Development:**

- Mentored by American Franchise Experts
- Developed the Fareplay Legal agreements in conjunction with leading Irish Legal Franchise advisors.
- Developed the Fareplay Specification manuals
- Oversaw the documentation of the Fareplay Operations Manual.
- Created the Fareplay Marketing Brochure.

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**Fareplay Franchise Launch:**

- Recruited suitable Fareplay franchisees
- Reviewed Fareplay Franchisees' business plans
- Managed the franchisor / franchisee relationship

**Concept Development:**

- Created the Fareplay business format Franchise
- Contributed to the development of the Fareplay retail concept.
- Launched the Costcutter convenience retail brand in Ireland
- Resurrected the Mace brand in Munster
- Coordinated the rollout of retail concepts nationally

**Development of Franchise Systems**

- Reviewed existing business systems for prospective franchisors,
- Developed / refined business format Franchise systems for franchisors,
- Developed / refined Franchisor Prospecti,
- Reviewed / refined Franchise Operations Manuals,
- Reviewed / refined Franchise Specification manuals,

**Independent Consultancy**

- Reviewed Business format Franchise systems for prospective franchisees,
- Reviewed Business format Franchise systems for existing franchisees,
- Advising franchisors and franchisees on potential legal actions / claims.
- Independent assessment of franchise systems.

**Key learning from the franchise development process**

- The correct commercial basis for the Franchisee / Franchisor relationship. Finding the correct balance is key.
- Know your Legal agreements inside out.
- The four critical corner stones of any successful franchise programme.
- The critical nature of the training / operations manual.
- Why the need exists for a specifications manual as a working document.
- The absolute necessity to build in house competence at all levels in the fundamentals of franchising.
- The organisational impact of franchising as a growth Strategy.
- The need to start off on the right foot.
- The need for full transparency / disclosure.

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- Successful franchisee recruitment. Knowing your criteria!
- A Franchisee should always qualify for your franchise offering.
- The necessity to deliver a pilot programme and prove the business format works.
- Good Franchises are not sold, they are bought!
- Advice on representations re business profitability to franchisees,
- The necessity for a business plan from any potential franchisee / franchisor.
- How to best protect the franchisor in the construction of the franchise proposition.