Seven steps, from your network to your next opening.

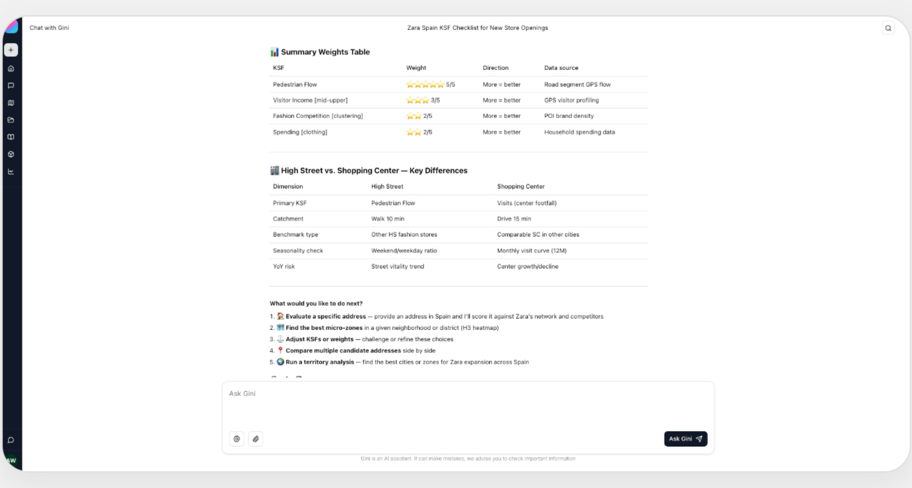
BEFORE STEP 1

This assumes your mandate is set: units per year, target markets, franchise model, capital per unit. If not, settle that first.

HOW TO USE IT

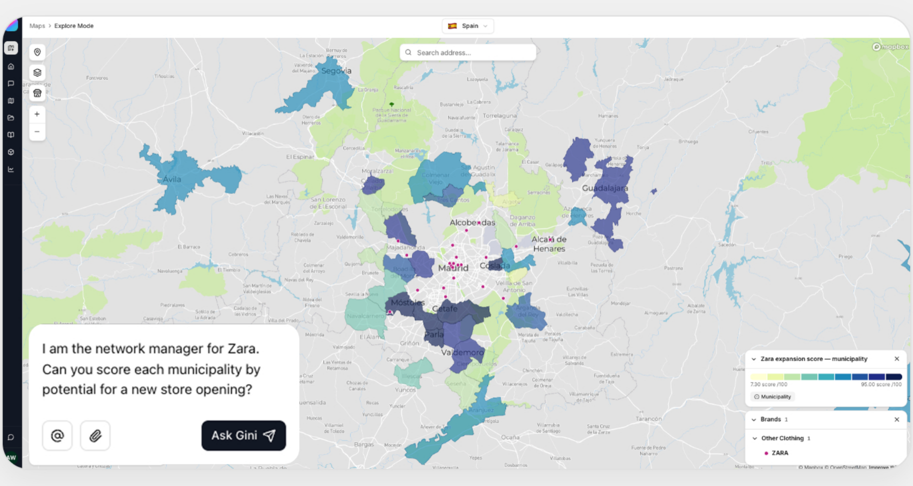
Print it. Tick the boxes. A step with an empty box is a step you skipped.

1 Study your own network first



- [ ] Put every existing unit in a table: sales, surface, format, rent, opening date, operator.
- [ ] Rank them fairly. Compare a two-year-old unit to a two-year-old unit, not to your flagship.
- [ ] Ask why your best locations are your best. What do they share? Catchment size, footfall, visibility, neighbours, transport, parking.
- [ ] Ask why your worst locations underperform. Wrong catchment, wrong format, wrong rent, or wrong operator? These are four different problems.
- [ ] Write down the 3 to 5 factors that genuinely separate the two groups. Those are your Key Success Factors.
- [ ] Turn them into a criteria checklist with weights.

2 Choose where to expand

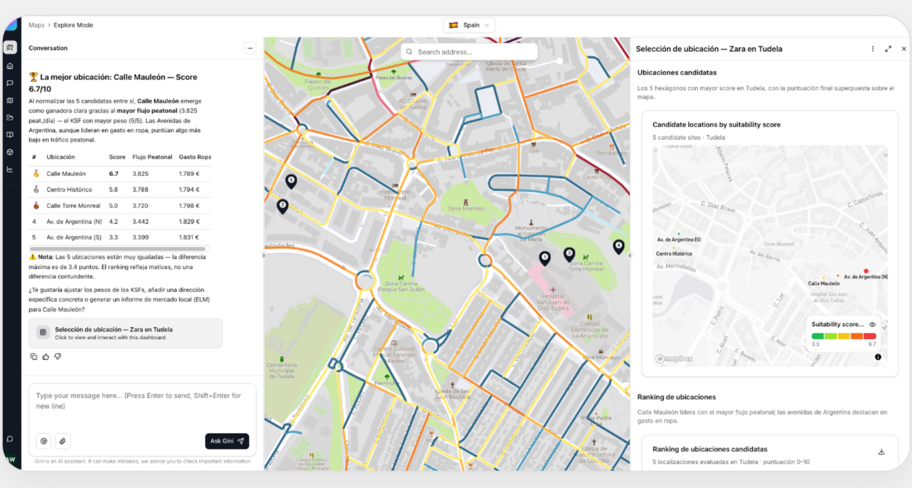


- [ ] Build one spreadsheet: a row per candidate city, a column per Key Success Factor from step 1. Score each 1 to 5.
- [ ] Ask your franchise recruitment team how many funded candidates they have per market. Zero candidates means the market waits.
- [ ] Draw the real catchment around every existing unit, using the travel distance your own customers cover: a 10-minute drive, a 5-minute walk, whatever step 1 showed. Overlay them on your shortlist. Every gap that still meets your criteria is white space for you to expand to.
- [ ] Define exclusivity in writing before you sell it: the radius or drive time it covers, and who owns delivery orders inside it.

3 Pre-screen every site and kill fast

- [ ] One intake form, same fields for everyone: address, coordinates, surface, asking rent, availability date, landlord contact, photos. Anything incomplete goes back to the broker.
- [ ] Convert your Key Success Factors into six to eight yes-or-no questions.
- [ ] Set the numeric floors from your best existing units: catchment population, daytime population, median income, parking spaces, maximum rent as a share of forecasted sales.
- [ ] List the neighbours your concept needs and the ones that sink it.
- [ ] Answer within 72 hours, always in writing, with the reason. Log it. Brokers who get reasons send you better sites in the future.

4 Score the survivors properly



- [ ] Visit each site and get a footfall count of each.
- [ ] Stand where a passerby first sees the unit. Is it visible? Can you see parking? What about footfall: do pedestrians walk past the unit?
- [ ] Pull the catchment data: population, income, age, daytime against evening population, and where visitors travel from.
- [ ] Map every direct and indirect competitor inside your catchment, plus the anchors and complementary businesses that bring your customers past the door.
- [ ] Forecast sales from three comparable existing units with a similar catchment and format. Give a low, base and high case. The rent has to hold under your ceiling in the low case.
- [ ] Score three to five sites side by side in the same week, with the weighted checklist from step 1 and a fixed rejection floor. A site judged alone always looks fine.

5 Approve

- [ ] No site moves forward without a named franchisee who is vetted and funded.
- [ ] Sign a conditional LOI before spending anything on surveys, drawings or legal review.
- [ ] Same dossier every time: scorecard, catchment map, competitor map, your footfall counts, lease summary, layout, three sales cases.
- [ ] Decide in writing within five working days: approve, approve with named conditions, or reject with the reason.
- [ ] Nobody signs a lease until that written approval exists.

6 Negotiate the lease

- [ ] Confirm permitted use and zoning in writing with the municipality.
- [ ] Get signage agreed in the lease: size, position, illumination, and who approves changes.
- [ ] Ask for exclusivity inside the centre, and make them define "direct competitor" in the text.
- [ ] Negotiate the money: base rent, escalation cap, free rent months, TI package, term and renewal options, then who pays CAM, taxes, insurance and utilities.
- [ ] Negotiate the exit: assignment and subletting rights, a co-tenancy clause if the anchor leaves, and a termination right if sales stay below an agreed level.
- [ ] Walk the delivery route and read the centre rules on hours, waste and noise before signing, then set the lease start after your expected permit date.

7 Open, then close the loop

- [ ] Build a 90-day countdown with a name and a date per line: permits, FF&E delivery, hiring, training, POS and online ordering, licences, inspections.
- [ ] Spend launch budget inside the catchment only: geotargeted ads, letterbox drops, partners within your drive time.
- [ ] At 90 days and 12 months, compare real sales, footfall and cost against your network.

MAKE IT HOLD

One owner per step.

One system for pipeline, scorecards and approvals.

Fixed data sources with a refresh cadence.

A decision deadline on every stage, and a named person to escalate to.