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FRANCHISE INDIA
Empowering Change Since 1999

ing's: Over the period of time, Jetking has encountered several challenges pertaining to the smooth running of its operations. The learning from these has translated into refined processes.

Franchise Recruitment-Psychometric profiling: Jetking does not take on just about anybody with space and money to become franchisee partner. Jetking has taken pains to ensure their partnerships were done with like-minded and equally dedicated individuals with sharp business skills, but all along they lay stress on partnering with people dedicated towards imparting education.

In an individual case, it was observed that one of the learning centres was not performing up to the potential of the area in which it was operating. On investigation it was found that the owner of the learning centre did not visit the center on a regular basis. On conducting detailed testing of the franchisee, which included series of psychological tests, it was found that he was suffering from certain psychological disorder. This finding has resulted in Jetking making the psychometric profiling a must for all the potential franchisees.

Standardized delivery: Jetking has designed delivery tracking mechanism using Track.com. Use of this tool has ensured that the training delivery is uniform across the learning centers. This tool also provides the evidence of the topics covered during the classroom session.

Uniform Brand Identity: During the initial years, it was a challenge to maintain a uniform brand identity across the learning centers. Each center followed its own design and interiors. In order to maintain a uniform brand identity and identical student experience across the centers, Nandu Bharwani defined the interior and look and feel specification after series of consultations with architects and interior designers. The result has been a vibrant and lively interior which enhances the learning experience of the students. Today, every Jetking centre has this uniform look across the country.

Future plans:

The company is targeting a turnover of Rs. 1000 crores by the year ending 2012. In order to achieve this, Jetking has put together the blue print to expand Business Partner Network in India and abroad. Looking at the states of West Bengal and Orissa in the eastern sector and Andhra Pradesh and Tamil Nadu in the south, Jetking hopes to map the entire nation in 2009. Further, it is planning to spread its wings into African and Chinese market as well in 2010.

Infrastructure Management Services (IMS) is yet another emerging opportunity, with a market projection of \$150 billion+ by 2010. In this, India is expected to corner about \$10 billion. The key driver for this growth will be the fact that non engineers can be easily deployed with training for IMS roles creating a huge market opportunity. According to a report by MAIT - Ernst & Young, the demand for computer hardware and networking professionals will be at 2.4 million by 2010, leading to an estimated demand and supply gap for trained man power of approximately 40 per cent.

Case study Career Launcher

Company History

In 1995, a team of IIT-IIM alumni, that shared a burning passion for education, founded a company, called Career Launcher (CL), with the sole objective of "enabling people realize their potential and making their dreams come true." With humble beginnings in a basement and a starting capital of only Rs 17,000, CL, has today, gone on to establish itself as Asia's leading education service provider. Currently, the company has a presence in over 130 locations across India and South-East Asia, through which it provides a myriad of educational services to over 60,000 students annually.

Education Services: Today, Career Launcher offers its services across a broad education spectrum encompassing mainstream education through its brand of K-12 schools called 'Indus World Schools', play-schools known as 'Ananda', higher education through its B-School, titled 'Indus World School of Business', vocational education through its SkillSchool division and test prep education for various higher-education and undergraduate programs.

CL, as a brand, has always remained distinguished for its student-focused, learning-centric approach. The company pays special emphasis on remaining contemporary in terms of both curriculum and pedagogy. This is well illustrated by the recent example of CL being the first test prep institute to completely prepare itself, beforehand, for the switch in CAT format from a paper pencil test to a computer based test. As a result, while other test prep institutes scramble to gather an effective strategy to counter the change in CAT format, CL openly welcomes the switch, as it provides its students with an edge over competition. Such an approach benefits



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franchisees as well, since they can remain only as current as their parent franchiser.

The Franchise Model and Growth

Ever since the inauguration of its first franchise in early 2001, CL has adopted a home-grown franchise model that stresses more on quality, than on quantity of franchisees. Business sense, for CL, is about finding the right educators, and supporting them in exploring their passion. "Saraswati first, Lakshmi follows", says Sanjay Shivnani, President-Vocational at CL, describing the core philosophy behind CL's unique franchise model.

Recruiting Franchisees: Franchise applicants are thoroughly scrutinized on basis of CL's stringent attitude, rather than monetary requirements. Applicants need to have a passion for education, along with a yearning to make a difference in people's lives. They need to be eager to participate as the largest part of the value chain, personally contributing as teachers or academicians. From CL's point of view, good academic sense makes for great business sense, since the business aspect of the franchise (invoice collection, tracking sales, etc) would, in any case, be backed by CL support team. Being highly selective in choosing franchisees may mean sacrificing a faster rate of expansion, but CL has always frowned upon diluting quality for the sake of numbers.

Franchisee Support: Once inducted, franchisees are provided full access to CL's blanket of support services (administrative, marketing, etc), as well as the CL brand, that is a well established and highly respected name in the education industry. Additionally, they benefit from CL's vast experience in various educational domains. CL does not believe in a system of one time lump sum payment from franchisees. It believes, instead, in building a relationship wherein risks and rewards are shared continuously by the two entities. Thus, the up-front fee placed on franchisees is kept low.

Area Franchising: CL shines away from multiple franchisee models for small cities. Keeping the number of CL centers low within a city translates to CL providing undivided support to the area franchise and allows for more scope of growth to CL centers. It prefers to further deepen relations with the same franchise, distributing more services and products through it, over a period of time, than starting more centers within the area to do so.

Franchise Relationships: CL enjoys relations with numerous successful franchisees that have consistently provided outstanding results in terms of academics as well as profits. Over the years, it has been observed that usually, such franchisees are run by couples who are passionate about education. They are full time faculty members, feel a need to make a difference in their students' lives, have an eye for like minded, passionate educators to build their team and accord high priority to personal satisfaction as return on their investment.

Future Plans

The Company plans to continue as per its existing franchise model, which has so far served it well. Besides India, CL has a presence in Dubai and Singapore as well. At the moment, no plans of further expansion, abroad, are under consideration.

Case study Eurokids

Company History:

EuroKids International Limited (EIL) was founded in 1998 through a joint venture between the Indian Express Group and Egmont International Holdings, Denmark. The main activities revolved around publishing and distribution of licensed children's books. In year 2001 Eurokids became a wholly owned subsidiary of Egmont and in the same year the company entered into the education services segment with its offering of 'EuroKids Pre Schools'. Subsequently in year 2004, the local management effected a management buyout (MBO) to take control of the company. Very recently i.e. in late 2008, EuroKids International forged a strategic partnership with India's leading integrated education services company Educomp Solutions Ltd. The main activities of the company revolves around licensed children's book publishing and education services where the company has three distinct offerings Viz EuroKids Pre-Schools, EuroSchools- Primary and Secondary schools and EuroKids Teachers Training Institute (ETTI)- Training Institute for Pre-primary teachers.

EuroKids conducts the programs of PlayGroup, Nursery, Lower and Upper kindergarten for children in the ages of 2 to 5 years. Today EuroKids is the preferred option amongst parents and the company had more than 90,000 students who've enjoyed the EuroKids experience.



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