

*Celebrating remarkable franchise achievements*



FLA  
awards 2023

WINNERS' SPECIAL









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## ORGANISER



Franchising and Licensing  
Association (Singapore)

## SUPPORTING ORGANISATIONS

**Enterprise**  
**Singapore**

**ASIAWIDE**Franchise  
爱思威特许经营





# ABOUT FLA AWARDS

The Franchising & Licensing Awards (FLA Awards) was launched in 2005 by the Franchising and Licensing Association (Singapore) to recognise outstanding achievers in the local industry.

In its 17th edition, the Awards continue to provide a formidable platform for successful franchise concepts and businesses to be showcased in the international arena. It also serves as a national benchmark for franchise concepts aspiring to greater heights.

Over 280 brands have benefitted from the Awards since its inception, for example, kskin, Matchaya, JUMBO Seafood, Subway, Ng Ah Sio Bak Kut Teh, Signarama, and more.

The FLA Awards, which include both **Competitive** and **Recognition** Awards, consist of **17 categories** that recognize and honor the various stakeholders in the franchise and license industry, such as Franchisors, Licensors, Franchisees, Licensees, and individuals. As part of the Awards, the Gala Dinner will expect an attendance of 350 guests, including awardees and industry professionals from Singapore and the region, representing various industries, including F&B, Retail, Service, and Education, among others.

## Competitive Awards

### Franchisor Category:

1. The **Promising Franchisor of the Year Award** encourages and recognises budding local franchisors with great potential to succeed.
2. The **Franchisor of the Year Award** rewards Singapore's most successful franchising businesses.
3. To bring these Awards to the world stage, the **International Franchisor of the Year Award** was introduced to identify reputable franchisors, both local and overseas, whom have established a strong presence in at least three foreign markets.

### Licensor Category:

4. The **Promising Licensor of the Year Award** acknowledges new players in the licensing industry with impressive accomplishments.
5. The **Licensor of the Year Award** recognises companies for establishing a strong licensing business.

### Franchisee Category:

6. Franchisees are recognised by the **Franchisee of the Year Award** for their hard work, drive, and dedication.
7. The **[New] Retail Excellence of the Year Award** gives recognition to local franchisees that most effectively ran a campaign, initiative or program designed to reach customers via innovative marketing, sampling, competitions, in-store displays etc in a retail environment.

### Licensee Category:

8. Licensees are recognised by the **[NEW] Licensee of the Year Award** for their innovation, partnerships and entrepreneurial spirit.

## Recognition Awards

### Corporate Category:

9. The **Customer Service Excellence Award** recognises the exceptional efforts that both franchisors and franchisees put in to ensure the delivery of a great customer service experience.
10. The **Sustainable Business Award** is for businesses that have significantly and positively impacted the environment and society.
11. The **Innovation Business Award** credits companies leveraging on technology and resources to drive and achieve business excellence.
12. The **Commendable International Franchise Partner Award** aims to recognise the exceptional efforts by franchisees to build up the Singapore brand in their respective international domestic markets.
13. The **Established Franchisor Award** provides specific recognitions to franchise brands that have achieved remarkable results over the past fifteen years.
14. The **[NEW] Marketing Excellence Award** credits the best marketing campaigns or initiatives that successfully increased recollection of brand(s), product(s), or service(s) amongst target audiences with return on investment, innovative/creative use of media, both above the line & below the line activities & social media.

### Individuals Category:

15. The **Franchise Executive Award** acknowledges individuals who have played an instrumental role in managing & building Singapore franchises.
16. The **[NEW] Franchise Manager Award** recognises dedicated individuals that managed franchisees with a successful track records and achievements.
17. The **[NEW] Franchise Leader Award** honors distinguished franchisors with a strong reputation in expanding Singapore brands internationally and have implemented franchise systems/processes to improve standards.

## PRESIDENT'S MESSAGE



**Mr Dickson Low**

*President  
Franchising and Licensing Association  
(Singapore)*

Since its inception in 1993, the Franchising and Licensing Association (FLA) (Singapore) has been dedicated to nurturing and developing Singapore's franchising and licensing industry. The FLA Awards, introduced in 2005, recognise and honour the exceptional efforts of businesses in managing an effective and efficient franchising and/or licensing system.

We are proud to celebrate the growth and resilience of our businesses post-pandemic. Despite the challenges and uncertainties, franchises have shown remarkable adaptability and creativity in continuing to serve their customers and communities.

This year, the **17th edition of the FLA Awards**, recognises outstanding achievers, excellent franchise partners as well as dedicated individuals key to growth & successes in the franchising and licensing industry. The Awards signifies a badge of honour, instilling confidence and a true testament to local brands' ability to achieve global competitiveness.

A total of 26 nominations from 14 companies were received this year; FLA is delighted to have our guest-of-honour, Ms Low Yen Ling, Minister of State, Ministry of Trade and Industry & Ministry of Culture, Community And Youth present **24 awards across 11 categories to 13 companies representing 10 brands** from the F&B, Lifestyle (Fitness), Retail (Convenience Store) and Services (Care) industries. ***My heartiest congratulations to the Award Winners.***

Through the Awards, and our activities (such as WSQ Franchise Courses, Overseas Franchise Exhibition Participation, etc), FLA aims to build capabilities & strengthen Singapore brands' position in international markets. Franchising and licensing are the driving forces behind accelerated business growth in today's dynamic economic landscape. Our unwavering commitment to raising standards and fostering a vibrant community of franchise professionals sets the stage for Singapore to emerge as the hub of franchising and licensing in Asia. FLA has indeed been true to our mission to support and accelerate Singapore companies and brands to internationalise.

Finally, a big thank you to FLA Awards 2023 & Gala Ceremony organising committee, the FLA Awards 2023 judging panel, Enterprise Singapore, FLA EXCOs and Advisors, our secretariat team, trade association partners and most importantly the WINNERS of FLA Awards 2023 for another impactful celebration!



## ABOUT FLA (SINGAPORE)



Franchising and Licensing  
Association (Singapore)

**Franchising and Licensing Association (Singapore)** was established in 1993 with the mission to nurture and develop Singapore's franchising and licensing industry and a vision to be the thought leader of the industry in Singapore.

A founding member of the **World Franchise Council (WFC)** and **Asia Pacific Franchise Confederation (APFC)**, **FLA (Singapore)** is an essential component of Singapore's knowledge-based economy and aims to contribute to the efforts to make Singapore a regional franchise and license hub. **FLA (Singapore)**'s growing membership currently stands in excess of 140 companies, strong representing more than 250 strong brands.

**FLA (Singapore)** is led and managed by a dedicated team of advisors, committee members and secretariat; **FLA** aims to create international opportunities for Singapore enterprises and provide the right support for their international development.

The Association promotes and facilitates the use of franchising, licensing and branding as a growth strategy for Singapore enterprises. These initiatives include assisting its members in their international development programmes and developing the core competencies of franchisors and master franchisees in Singapore through education and training programmes.

# ENTRY CRITERIA

## Competitive Award Categories

| (I) Franchisor Category                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | (II) Licensor Category                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>Incorporated and registered the organisation in Singapore/ home country*</li> <li>Engaged in franchising as a:               <ol style="list-style-type: none"> <li>Franchisor with at least <b>1 franchisee</b> or</li> <li>Master Franchisee that has appointed at least <b>1 franchisee</b></li> </ol> </li> </ul> <p><b>a. Promising Franchisor of the Year</b></p> <ul style="list-style-type: none"> <li>Possess a track record of not more than <b>3 years</b> in franchising</li> </ul> <p><b>b. Franchisor of the Year</b></p> <ul style="list-style-type: none"> <li>Possess a track record of at least <b>3 years</b> in franchising</li> </ul> <p><b>c. International Franchisor of the Year</b></p> <ul style="list-style-type: none"> <li>Possess a track record of at least <b>3 years</b> in franchising</li> <li>Have a presence in at least 3 foreign markets</li> <li>Have a direct or indirect presence in Singapore</li> </ul> <p><small>*Applies only to the International Franchisor of the Year Award.</small></p> | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>Incorporated and registered the organisation in Singapore</li> <li>Engaged in licensing as a:               <ol style="list-style-type: none"> <li>Licensor with at least <b>1 licensee</b> or</li> <li>Master Licensee that has appointed at least <b>1 licensee</b></li> </ol> </li> </ul> <p><b>a. Promising Licensor of the Year</b></p> <ul style="list-style-type: none"> <li>Possess a track record of not more than <b>3 years</b> in licensing</li> </ul> <p><b>b. Licensor of the Year</b></p> <ul style="list-style-type: none"> <li>Possess a track record of at least <b>3 years</b> in licensing</li> </ul> |
| (III) Franchisee of the Year Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (IV) Retail Excellence of the Year [New]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>Incorporated and registered the organisation in Singapore</li> <li>Engaged in franchising as Franchisee with at least <b>1 outlet</b></li> <li>Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>Incorporated and registered the organisation in Singapore</li> <li>Engaged in franchising as Franchisee with at least <b>1 outlet in Singapore</b></li> <li>Master Franchisee should have at least <b>1 year</b> of franchise experience in Singapore</li> <li>Nominated by the Franchisor/Master Franchisee</li> <li>Description of campaign or initiative to effectively reach customers (attach examples of collaterals used and the implementation process)</li> <li>Provide details of campaign outcome/results</li> </ul>                                                                                           |
| (V) Licensee of the Year Award [New]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>Incorporated and registered the organisation in Singapore</li> <li>Engaged in licensing as Licensee with at least <b>1 licensed IP concept (e.g. curriculum, recipes, etc), or brand character/ design, or technology/software, or invention, or artistic copyrights.</b></li> <li>Licensor or Master Licensee should have at least <b>1 year</b> of licensing experience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



## Recognition Award Categories

| (VI) Customer Service Excellence Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (VII) Sustainable Business Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Incorporated and registered the organisation in Singapore</li> <li>• Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> <li>• Franchisor or Master Franchisee should have at least <b>1 franchisee</b></li> <li>• At least <b>5 customers testimonials</b> or supporting documents of its internal management's feedback on the exceptional customer service provided by the outlet</li> </ul>                                                                                                  | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Incorporated and registered the organisation in Singapore</li> <li>• Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> <li>• Franchisor or Master Franchisee should have at least <b>1 franchisee</b></li> <li>• At least <b>5 customers testimonials</b> or supporting documents of its internal feedbacks on how the company has been environmental-minded in their business operations and how they balance the costs and resource opportunities across three segments of people, profit and planet.</li> </ul> |
| (VIII) Innovation Business Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | (IX) Established Franchisor Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Incorporated and registered the organisation in Singapore</li> <li>• Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> <li>• Franchisor or Master Franchisee should have at least <b>1 franchisee</b></li> <li>• At least <b>5 customer/partners' testimonials</b> or supporting documents of its internal feedbacks on the use of technology and innovation which contributed to business' success, the success of franchisees, and people</li> </ul>                                         | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Incorporated and registered the organisation in Singapore or based its headquarter in the home country</li> <li>• Engaged in franchising as Franchisor or Master Franchisee with at least <b>2 markets</b></li> <li>• The brand should have more than 15 years of franchising experience</li> <li>• No less than <b>30 operating outlets</b> (self-owned &amp; franchised) globally at the time of application</li> <li>• An established franchise model by proof of contract, manual and related documents</li> </ul>                                           |
| (X) Commendable International Franchise Partner Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (XI) Marketing Excellence Award [New]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Franchised a Singapore brand in their respective overseas domestic market with at least <b>1 outlet</b></li> <li>• Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> <li>• Nominated by an incorporated and registered company in Singapore (i.e. The Franchisor / Master Franchisee)</li> <li>• Strong testimonials from Franchisor for nomination.</li> </ul>                                                                                                                                | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Incorporated and registered the organisation in Singapore</li> <li>• Franchisor or Master franchisee should have at least <b>1 year</b> of franchise experience</li> <li>• Franchisor or Master Franchisee should have at least <b>1 franchisee</b></li> <li>• Description of the marketing campaign or initiative, collaterals used, and the implementation process</li> <li>• Provide details of measurable outcomes/impact (i.e. quantify and qualify the increased recollection of brand(s), product(s) or service(s) amongst target audiences)</li> </ul>   |
| (XII) Franchise Executive Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | (XIII) Franchise Manager Award [New]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Be an employee of an organisation incorporated and registered in Singapore</li> <li>• Be involved in the franchise operations of the organisation for at least <b>1 year</b> (upon application)</li> <li>• Produce a summary of franchise scope completed during his/her employment with the organisation</li> </ul>                                                                                                                                                                                                                         | <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Be an employee of an organisation incorporated and registered in Singapore</li> <li>• Be involved in the franchise management of the organisation for <b>at least 3 years</b> (upon application)</li> <li>• Produce a summary of franchisees portfolio under his/her care within the organisation and how he/she has grown the company by leveraging on Franchising – track records and achievements</li> </ul>                                                                                                                                                  |
| (XIV) Franchise Leader Award [New]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>The Participant must have:</p> <ul style="list-style-type: none"> <li>• Be the owner or part of the managing team of an organisation incorporated and registered in Singapore</li> <li>• Be involved in the franchise management of the organisation for <b>at least 5 years</b> (upon application)</li> <li>• Produce a summary of achievement accomplished during his/her time with the organisation – the directions set, countries where the brand successfully entered, financial growth of the company as a result of franchising and franchise processes/systems implemented to drive improvements</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## FLA AWARDS 2023 NOMINEES





# AWARD CATEGORIES & WINNERS

## COMPETITIVE AWARDS

| Award Categories                     | Status                     | Name of Franchise Licence                       | Name of Winner                                         |
|--------------------------------------|----------------------------|-------------------------------------------------|--------------------------------------------------------|
| Promising Franchisor Of The Year     | Overall Winner             | <b>GOPIZZA</b>                                  | <b>Kelvin Sia</b><br>Regional CEO                      |
| Promising Franchisor Of The Year     | Runner Up                  | <b>Hovi Care</b>                                | <b>Tommy Tan</b><br>Managing Director                  |
| Franchisor Of The Year               | Overall Winner             | <b>7-Eleven Singapore</b>                       | <b>Serene Seow</b><br>Managing Director                |
| Franchisor Of The Year               | Runner Up (F&B)            | <b>JUMBO Seafood</b>                            | <b>Ang Kiam Meng</b><br>Group CEO & Executive Director |
| Franchisor Of The Year               | Runner Up (Lifestyle)      | <b>Inspire Brands Asia</b><br>(Anytime Fitness) | <b>Luke Guanlao</b><br>Group CEO                       |
| Franchisor Of The Year               | 2 <sup>nd</sup> Runner Up  | <b>Subway</b>                                   | <b>David Leong</b><br>Regional Director                |
| International Franchisor Of The Year | Overall Winner (F&B)       | <b>JUMBO Seafood</b>                            | <b>Ang Kiam Meng</b><br>Group CEO & Executive Director |
| International Franchisor Of The Year | Overall Winner (Lifestyle) | <b>Inspire Brands Asia</b><br>(Anytime Fitness) | <b>Luke Guanlao</b><br>Group CEO                       |
| International Franchisor Of The Year | Runner Up                  | <b>Subway</b>                                   | <b>David Leong</b><br>Regional Director                |
| International Franchisor Of The Year | 2 <sup>nd</sup> Runner Up  | <b>Kopitiam Asia Pacific</b><br>(OldTown)       | <b>Dawn Liew</b><br>CEO                                |
| Promising Licensor Of The Year       | Overall Winner             | <b>Ng Ah Sio Bak Kut Teh</b>                    | <b>Ang Kiam Meng</b><br>Group CEO & Executive Director |
| Franchisee Of The Year               | Overall Winner             | <b>HHH Enterprise</b><br>(Poke Theory)          | <b>Nicole Hoang</b><br>Managing Director               |
| Franchisee Of The Year               | Runner Up                  | <b>88 Enterprises</b><br>(7-Eleven Singapore)   | <b>Jaymes Lee</b><br>Franchise Owner                   |
| Franchisee Of The Year               | 2 <sup>nd</sup> Runner Up  | <b>Ashba</b><br>(Anytime Fitness)               | <b>Eugenio Palmieri</b><br>Co-Owner & Director         |

## RECOGNITION AWARDS

| Award Categories                            | Status                  | Name of Franchise Licence                          | Name of Winner                                         |
|---------------------------------------------|-------------------------|----------------------------------------------------|--------------------------------------------------------|
| Innovation Business                         | Winner                  | <b>VEGANBURG</b>                                   | <b>Alexander Tan</b><br>CEO and Founder                |
| Established Franchisor                      | Winner (Platinum level) | <b>Subway</b>                                      | <b>David Leong</b><br>Regional Director                |
| Established Franchisor                      | Winner (Gold level)     | <b>Kopitiam Asia Pacific</b><br>(OldTown)          | <b>Dawn Liew</b><br>CEO                                |
| Commendable International Franchise Partner | Winner (Thailand)       | <b>C J Seafood Company Limited</b> (JUMBO Seafood) | <b>Malida Chinsupakul</b><br>Director                  |
| Commendable International Franchise Partner | Winner (Philippines)    | <b>AF247 Inc.</b><br>(Anytime Fitness)             | <b>Eugenio Palmieri</b><br>Co-Owner & President        |
| Franchise Executive                         | Winner                  | <b>7-Eleven Singapore</b>                          | <b>Aaron Cheng</b><br>Senior Franchise Executive       |
| Franchise Manager                           | Winner                  | <b>JUMBO Seafood</b>                               | <b>Tan Chiah Liang</b><br>General Manger               |
| Franchise Manager                           | Winner                  | <b>GOPIZZA</b>                                     | <b>Kelvin Sia</b><br>Regional CEO                      |
| Franchise Leader                            | Winner                  | <b>JUMBO Seafood</b>                               | <b>Ang Kiam Meng</b><br>Group CEO & Executive Director |
| Franchise Leader                            | Winner                  | <b>Subway</b>                                      | <b>David Leong</b><br>Regional Director                |





## COMPETITIVE AWARDS

FRANCHISOR OF THE YEAR  
(RUNNER UP - Lifestyle)

Anytime Fitness is the **world's largest and fastest-growing gym franchise**. With more than 5 million members across 5,500 gyms in 42 countries on all 7 continents, its vast 24/7 network is a testament to a truly global reach, and commitment to making fitness accessible and fun for everyone anywhere, anytime.

**Anytime Fitness Asia: The next great growth frontier** Franchise West to East Pte. Ltd. (FWE) is the franchise management group of Inspire Brands Asia (a consortium formed in 2020 amidst the COVID-19 pandemic to acquire the regional Master Franchisee license in nine strategic Asian territories) for Anytime Fitness (AF) in Asia. Through the Anytime Fitness brand, FWE, operates over 330+ clubs across a deep and diverse range of Asian markets, including Singapore, the Philippines, Hong Kong, Malaysia, Indonesia, Taiwan, Thailand, and Vietnam. This is the single largest network of fitness facilities across the region, setting new standards in the wellness industry.

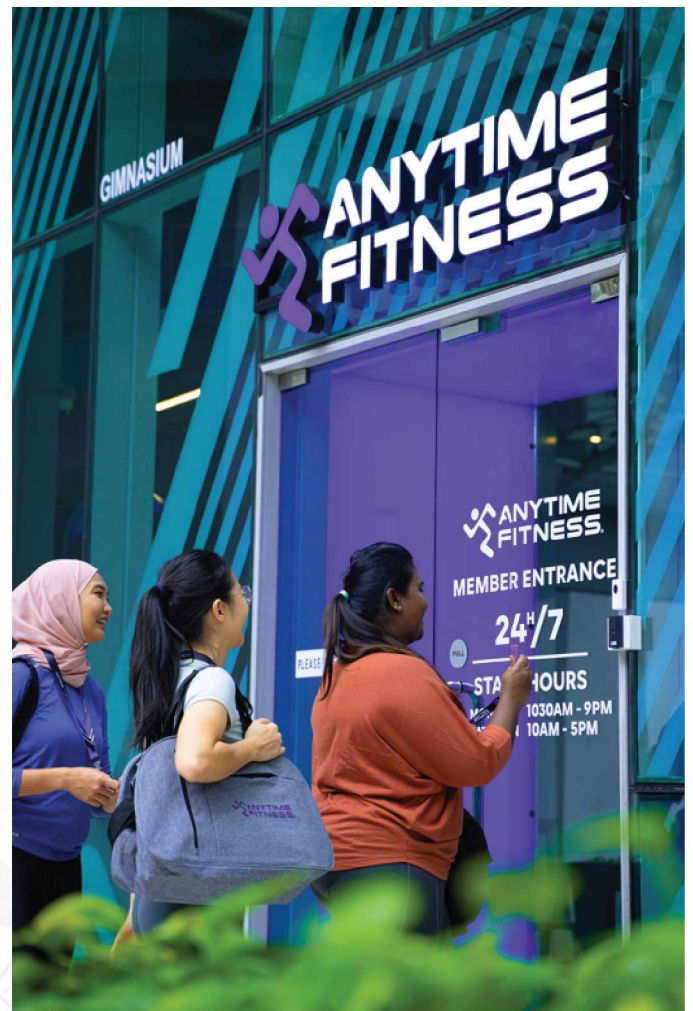
### A Multi-Awarded Gym Franchise

The franchise concept has received multiple accolades including numerous global and regional awards, recognizing its dedication to excellence and member care. The brand continues to offer attractive investment opportunities for individuals interested in the fitness industry and entrepreneurship in Southeast Asia. Entrepreneurs can invest in exclusive territories and become a part of Anytime Fitness Asia's continued growth story.



## COMPETITIVE AWARDS

INTERNATIONAL FRANCHISOR OF THE YEAR  
(OVERALL WINNER - Lifestyle)



### Shape Lives Across Borders

More than franchising, this is an organization committed to **changing lives of real people across Asia through fitness**.

The organization's mission is to enable everyone to benefit from fitness and wellness—whether from the lens of consumers, employees, business owners, or investors.

Seize the boundless potential of Anytime Fitness in Asia and join the movement.





## COMPETITIVE AWARDS

FRANCHISEE OF THE YEAR (2ND RUNNER UP)  
*Eugenio Palmieri (Co-Owner & Director)*  
*Ashba Pte Ltd*

## RECOGNITION AWARDS

COMMENDABLE INTERNATIONAL FRANCHISE  
 PARTNER (WINNER)  
*AF247 INC (Philippines)*

Anytime Fitness is the **world's largest and fastest-growing gym franchise**. With more than 5 million members across 5,500 gyms in 42 countries on all 7 continents, its vast 24/7 network is a testament to a truly global reach, and commitment to making fitness accessible and fun for everyone anywhere, anytime.

### The Anytime Fitness Advantage

Amidst a consumer environment shaken by a revitalized view on health, the organization's mission is to enable everyone to benefit from fitness and wellness—whether from the lens of consumers, employees, business owners, or investors.

- **The community-driven model** based on the pioneering 24/7 concept places world-class, accessible fitness hubs right in the heart of where people live, work, and play—not just in the central business districts and monolithic shopping malls where traditional "big box" players operate.
- **This encourages people to lead more active lives**, with clubs within arm's reach of all forms and sizes of communities.
- **This allows dreamers and entrepreneurs to achieve their business goals and ambitions** with a proven, high-return model powered by relevance and rigor.
- **This enables tomorrow's generation of fitness professionals to have fulfilling careers** making a meaningful impact in the lives of people who need their services the most.
- **This empowers investors to have a meaningful and diversified portfolio** with the model built on competitive CAPEX and highly optimized OPEX built on technology, customization, and automation.



### Transforming Lives Globally

More than franchising, Anytime Fitness, along with its franchisees, is an organization committed to **changing lives of real people across Asia through fitness**. It is set to continue its expansion across Southeast Asia with its award-winning franchise model, extensive training program, and comprehensive franchise support.





## COMPETITIVE AWARDS

PROMISING FRANCHISOR OF THE YEAR  
(OVERALL WINNER)

## RECOGNITION AWARDS

FRANCHISE MANAGER (WINNER)  
*Kelvin Sia (Regional CEO)*

**GOPIZZA's** remarkable journey began with a fundamental question: "Why does pizza take a long time, cost more, and have to be large?" From its modest origins as a food truck in the vibrant Yeouido Night Goblin Market of Seoul, South Korea, GOPIZZA has aspired to evolve into a global pizza brand that redefines the norms of the industry. This extraordinary quest is underpinned by the dual commitment of ensuring customer delight through the delivery of superior products and pioneering technology while adhering steadfastly to principles of transparency and goodwill in every aspect of its operations.

GOPIZZA's success centres on its innovative Korean-style pizzas, which blend the classic charm of traditional pizza with the captivating flavours of Korean cuisine. These creations transcend food; they offer a cross-cultural culinary experience that delights taste buds worldwide.

In the realm of fast food, GOPIZZA proudly claims the mantle of being the "fast food of pizzas." What sets GOPIZZA apart is the unwavering dedication to innovation. GOPIZZA's signature parbaked dough, meticulously crafted in-house at their Parbake Dough Innovation Centre, ensures a consistent and efficient operation. Combined with their revolutionary GOVEN pizza ovens, they are able to serve piping hot, delicious pizzas in under 5 minutes. This efficiency reflects the company's commitment to providing a superior customer experience.



This unique offering reflects GOPIZZA's unwavering dedication to culinary innovation and the desire to deliver a distinctive taste sensation.

The company's reach extends well beyond the borders of South Korea and Singapore. With a thriving network of over 20 outlets in Singapore and a global footprint that encompasses Indonesia, India, Thailand, Malaysia, Hong Kong, and Japan, GOPIZZA's presence is truly global. However, their commitment to accessibility transcend international boundaries. The fast food brand strategically positioned outlets include standalone restaurants, food kiosks in petrol stations, and appearances in hawker centres and food courts. The ultimate aim is to ensure that customers can relish the flavours of GOPIZZA wherever their journey takes them.

As of October 2023, GOPIZZA holds a growing network of franchised stores in Singapore, with additional openings anticipated before the year concludes. This expansion underscores the growing demand for the GOPIZZA experience and sheer determination to bring this unique culinary delight to even more pizza enthusiasts around the world. Notably, our Regional CEO, Mr. Kelvin Sia has been instrumental in this success. Through the challenges posed by the Covid-19 pandemic, he persevered against the odds, achieving a remarkable increase in sales, continuously opening new outlets despite the reverse market trend and turned the business around. Looking ahead, GOPIZZA remains dedicated to innovation, expansion, and enhancing the world of pizza, with the promise that every bite will bring delight to its customers.



One of GOPIZZA's most celebrated creations is the "K-Bulgogi Pizza," a signature masterpiece that encapsulates the essence of Korean cuisine. It's a tantalising marriage of the sweetness of bulgogi with the irresistible crispness of its signature dough.





## COMPETITIVE AWARDS

PROMISING FRANCHISOR OF THE YEAR  
(RUNNER UP)

### Hovi Care - High-Quality Elderly Care for Seniors

Hovi Care offers a franchise model for evidence-based and individualised elderly care services. We serve seniors who need assistance in activities of daily living (ADL), social activities, cognitive rehabilitation and physiotherapy.

Our senior care improves our clients' and their families' wellbeing and quality of life. The care plan is individually tailored for each client, reflecting our slogan: Own Your Life.

**Hovi Club** is a Senior Activity Centre that offers engaging programs via social interaction, memory and physical rehabilitation.

**Hovi Assisted** provides 24/7 care to clients in a well-designed, elderly-friendly premises to allow them to own their lives and live independently.

**Hovi Home** provides care at the home of the clients. Home Care, is a natural extension of our daycare centre care.



### From a family to a family.

Those words crystallise the family-oriented approach of our world-class senior service model – Hovi Care®. We have invested 34 years of continuous work as a family company in building up the franchising model for offering the best well-being service for seniors and peace of mind for their families.

**World class, plug-and-play elder care solution, riding on megatrends of ageing and dementia care.**

Our franchising model is based on ISO9001-certified, forerunning best practices and expertise in memory, social & physical rehabilitation. Its cornerstones are individual care, Artificial Intelligence (AI) assisted tools, and lean evidence-based methods. All of it is topped with the human touch of a family company.

Our franchising model has operations in Singapore, Indonesia, and Finland.

Phone: +65 9653 4766

Email: [tommy.tan@hovicare.com](mailto:tommy.tan@hovicare.com)

Website: [www.hovicare.com](http://www.hovicare.com)





## COMPETITIVE AWARDS

FRANCHISOR OF THE YEAR  
(RUNNER UP - F&B)

### The Big Name in Seafood

JUMBO Seafood is where it all began. Our most prominent brand had humble beginnings in 1987, operating from a single outlet (now our flagship restaurant) in East Coast Seafood Centre. The restaurant soon gained a loyal following, garnering a reputation for serving only the freshest seafood cooked to perfection, with iconic dishes such as the Singapore Chilli Crab and Black Pepper Crab capturing the hearts of local and overseas gastronomes. As its reputation grew, so did the number of outlets in Singapore and overseas.

In addition to serving its JUMBO Award-Winning Chilli Crab, JUMBO Signature Black Pepper Crab, Golden Salted Egg Prawns and Crispy Fried Baby Squid, the chain of restaurants offer other innovative and distinctive menu items, including special seasonal dishes.



### The Pursuit of Excellence

Over the last 36 years, JUMBO Seafood has continually focused on serving delectable food coupled with quality services and this has led to many awards, accolades and notable mentions in prestigious publications. It was awarded the Best Taste of Singapore Award by Singapore Tatler in 2022, 2021 and 2020. JUMBO's signature Chilli Crab was highlighted by Lifestyle Asia as one of the best in Singapore in 2020. Separately, well-known Straits Times food critic, Wong Ah Yoke recommended JUMBO Seafood retail sambal sauce as one of the Top 5 sambal sauces fit for a queen. This year, JUMBO Seafood is on the list of 150 Most Legendary Restaurants In The World by TasteAtlas.



Overseas, JUMBO Seafood was conferred the China Feast Restaurant Awards 2019/2020 – Best Asian Restaurant, Recommended Restaurants in 2020 by MEISHIGONGLUE, The Best Asian Cuisine Restaurant (2020) by GANLANHUABAO, Outstanding Southeast Asian Restaurant of the Year (2020) by that's Shanghai and Best Seafood Restaurant 2020 by Shanghai WOW.

In franchising, JUMBO Seafood won the Franchising and Licensing Awards in 2022 and 2023 in the following award categories:

- International Franchisor of the Year (2022)
- International Franchisor of the Year (Overall Winner - 2023)
- Franchisor of the Year (Overall Winner - 2022)
- Franchisor of the Year (2023)
- Franchise Leader (2023)
- Franchise Manager (2023)

Underpinning its success is a simple philosophy. JUMBO Seafood thrives on doing what it does best – bringing diners the best seafood cuisine Singapore offers.

### Bringing Singapore Chilli Crab to More Diners in the World

Through franchising and overseas ventures, there are 23 JUMBO Seafood outlets in 12 cities, namely, Singapore, Shanghai, Beijing, Xi'an, Fuzhou, Xiamen, Taipei, Seoul, Ho Chi Minh, Hanoi, Bangkok and Phnom Penh.

JUMBO Seafood will continue to work towards expanding its global footprint and bringing the Singapore chilli crab experience to more diners worldwide.

Industry: Food & Beverages

Website: <https://www.jumboseafood.com.sg/en/home>





## COMPETITIVE AWARDS

PROMISING LICENSOR OF THE YEAR  
(OVERALL WINNER)



NG AH SIO  
Bak Kut Teh

### The Origin of Bak Kut Teh

One of the only truly Singaporean culinary heritage dishes, Bak Kut Teh, remains a firm local favourite. It is believed that it was the early settlers who came to Singapore; young godown workers who were the first to brew this dish for nourishment and strength.

### The Taste of Heritage

Mr. Ng Siak Hai (nickname Ng Ah Sio) started working at his father's stall at the foot of Government Hill (present-day Clarke Quay) along River Valley in the 1950s.

Mr Ng Ah Sio took over the business after his father's retirement in 1977 and relocated it to New World Amusement Park (current Kitchener Road). Years later, Mr Ng moved his eatery to Rangoon Road. Since then, over a million bowls of this well-loved Singaporean dish have been served.

The fame of NG AH SIO's Bak Kut Teh spread far and wide. Soon, political dignitaries, celebrities and corporate bigwigs joined the queues to taste the tender, juicy pork ribs in an aromatic soup cooked in a distinct Teochew style. Most memorably, the restaurant made headlines when former Hong Kong leader Donald Tsang was deprived of a tasting when he visited after closing hours.

Since its humble beginnings, NG AH SIO Bak Kut Teh has won the hearts of many Singaporeans and overseas visitors. It stays true to its Teochew roots with the same recipe that dates back to the 1950s.

### Bring Home the Taste of NG AH SIO Bak Kut Teh



In 2008, NG AH SIO launched its Bak Kut Teh and Xiao Ye Gan through available retail packs, allowing Singaporeans and tourists to easily recreate the quintessential

Singaporean dish accompanied by the freshly brewed Xiao Ye Gan in the comfort of their homes.



### The Heritage Brand Go Global

JUMBO Group acquired NG AH SIO Bak Kut Teh in 2010 and expanded the heritage brand. In 2018, it turned to global expansion and expanded to Taiwan and Shanghai, serving its famed pork ribs soup.

Looking forward, NG AH SIO Bak Kut Teh continues to capitalize on its strong brand equity to open more outlets in the region through franchising. In addition, it also offers licensing to enter into new markets for increased brand recognition and visibility. Some of its notable licensed merchandise include instant noodles, ice cream and snacks.



### Awards & Recognition

Over the years, NG AH SIO Bak Kut Teh has garnered awards and achievements that honour the brand's commitment to excellence. In 2012, NG AH SIO Bak Kut Teh won Heritage Brand by Singapore Prestige Brand. In franchising, it won the Innovation Business Award (2022) and Promising Licensor of the Year (2022 and 2023).

Industry: Food & Beverages

Website: <https://www.ngahsio.com/en/home>





## COMPETITIVE AWARDS

INTERNATIONAL FRANCHISOR OF THE YEAR  
(OVERALL WINNER - F&B)

### The Big Name in Seafood

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Industry: Food & Beverages

Website: <https://www.jumboseafood.com.sg/en/home>





## RECOGNITION AWARDS

COMMENDABLE INTERNATIONAL FRANCHISE PARTNER (WINNER)

*C J SEAFOOD Company Limited (Thailand)*

### Partnering for Culinary Excellence

In the bustling streets of Thailand, the fragrance of authentic Singaporean cuisine began to waft, thanks to a partnership forged in passion for good food. Meet C J Seafood Company Limited, a team driven by a decade-long love affair with the restaurant industry, having managed a diverse range of eateries from Thai to Italian.



Intrigued by the iconic status of JUMBO Seafood in Singapore, C J Seafood Company Limited envisioned bringing this culinary gem to Thai shores. The Thai populace, known for their discerning taste buds, had heard whispers of JUMBO Group's culinary magic, and their curiosity was piqued.

With 10 years of experience, a solid local network, and a rapport with suppliers, C J Seafood Company Limited was the perfect candidate for this ambitious venture. They contacted JUMBO Group in 2015, expressing their enthusiasm to introduce JUMBO Seafood to Thailand. Their dedication and understanding of the restaurant industry made them the chosen franchisee for Thailand.

The partnership bore fruit in November 2018 when the first JUMBO Seafood outlet, adorned with the brand's distinctive flavours, opened its doors at Iconsiam Shopping Centre. The Thai audience embraced the Singaporean culinary marvel with open arms, savouring every bite of the legendary Award-Winning Chilli Crab and Signature Black Pepper Crab.

Buoyed by the success at Iconsiam, C J Seafood Company Limited continued its flavourful journey, unveiling a second JUMBO Seafood outlet at Siam Paragon Shopping Centre in April 2021. Their dedication to bringing the essence of Singapore's gastronomy to Thailand has been nothing short of extraordinary.



The story of C J Seafood Company Limited and JUMBO Seafood is a testament to the magic that unfolds when passionate individuals come together, fueled by the love for good food and the desire to share it with the world.



## RECOGNITION AWARDS

FRANCHISE MANAGER (WINNER)

*Tan Chiah Liang (General Manager, Franchise)  
JUMBO Seafood*

### Pioneering Growth and Resilience at JUMBO Group

Mr Tan Chiah Liang, General Manager (Franchise), is the driving force behind JUMBO Group's global expansion and resilience. Joining the company in 2016, he swiftly set up the Franchise System, crafting essential operational manuals and guides. Within the same year, he secured the first overseas franchise deal in Vietnam, marking a significant milestone.

### Building Bridges, One Franchise at a Time

In 2017, Mr Tan led the team to the successful opening of the first franchise outlet in Ho Chi Minh City. His dedication and coordination between departments paved the way for the grand venture. Since then, JUMBO Group has set up multiple outlets overseas, from Taiwan and Thailand to South Korea.

### Navigating Challenges, Forging Ahead

Amidst the storm of the COVID-19 pandemic, Mr Tan showcased exemplary leadership. He worked tirelessly to support franchisees, and orchestrating weekly meetings to devise strategies to keep businesses afloat. Despite the challenges, Mr Tan's vision was resolute. He strategized to reopen businesses, leading a team that defied adversity, opening 6 new franchised outlets across 5 cities in 2022.

### A Vision for the Future

Looking ahead, Mr Tan envisions a bright future for JUMBO Group's franchise businesses. With a steadfast commitment to growth, he plans to spread Singapore's culinary treasures, the Award-Winning Chilli Crab and the Legendary Singapore-style Teochew Bak Kut Teh, across Asia and beyond. Mr Tan's dedication, resilience, and strategic foresight fuel JUMBO Group's global journey.







## RECOGNITION AWARDS

FRANCHISE LEADER (WINNER)

**Ang Kiam Meng (Group Ceo & Executive Director)**  
JUMBO Seafood

The JUMBO Seafood story began in 1987 when a group of friends shared a passion for socializing over good food. The first JUMBO Seafood outlet opened at East Coast Seafood Centre. Mr Ang Kiam Meng, the Group CEO and Executive Director of JUMBO Group joined the business in 1993. Under his leadership, JUMBO began to lay the foundation for sustained success and expansion by establishing a solid corporate structure and implementing processes and policies to improve the internal operations of JUMBO. In 2008, a central kitchen was established to achieve consistency in food quality across all restaurants.

### JUMBO Seafood's Recipe for Global Success

In franchising, Mr Ang believes in the importance of laying a solid foundation that encompasses the fundamental elements of the franchise journey. Thus, the central kitchen is pivotal in navigating towards a successful and thriving franchise. It enables the company to expand overseas through franchising so diners can savour the authentic taste of JUMBO Seafood from any part of the world.

Apart from the central kitchen, JUMBO provides comprehensive franchisee training and ongoing operational support. In addition, JUMBO conducts periodic audits to ensure that franchisees adhere to the standards, policies and procedures set forth by JUMBO. The goal is to ensure consistency across all franchised outlets and help protect the brand's equity.

JUMBO strongly believes that the success of its franchised business starts with the success of its franchisees.

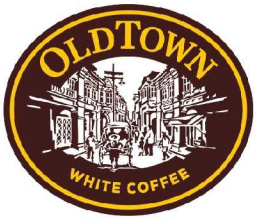


### Global Expansion and Recognition

With a robust franchise system to grow the business, JUMBO Seafood opened its first franchised outlet in Ho Chi Minh City in 2017. To date, JUMBO opened 11 franchised outlets in 8 cities with an annual revenue of US\$18.5 million.

On receiving the award for Franchise Leader 2023, Mr Ang feels deeply honoured for the recognition. The award greatly acknowledges the Group's commitment to excellence, the underlying factor for JUMBO's continued success — domestically and overseas.





## COMPETITIVE AWARDS

INTERNATIONAL FRANCHISOR OF THE YEAR  
(2ND RUNNER UP)



Established in 1999, OLDTOWN founders formulated a special white coffee blend and manufactures instant beverages mixes and products with the intention of providing quality white coffee to Malaysian households and the food service industry.

In 2005, the business expanded into food service sector with the opening of a chain of café outlets based on the traditional Ipoh coffee shop setting and ambience under the brand name "OLDTOWN WHITE COFFEE" which now operates more than 150 outlets throughout Malaysia, Singapore, Indonesia, Philippines, and Hong Kong.

OLDTOWN success is attributed partly to its franchise system model. OLDTOWN outlets are operated by its franchisees – a network of more than 130 franchisees' owned outlets – committed in delivering comfort food to the communities that we serve that they may rely on us without questions.

As OLDTOWN looking to expand further in the Asia Pacific region, we present to potential business owners with franchise opportunities that has fully integrated support system that is safe and regulatory compliant.

OLDTOWN's commitment to innovative brand strategic and adherence to Halal integrity have solidified its position as a premier brand with a strong reputation and customer confidence.



## RECOGNITION AWARDS

ESTABLISHED FRANCHISOR  
(GOLD WINNER)

OLDTOWN demonstrated its consistent growth, strategic planning, and dedication to producing high quality products. The company's innovative product formulation, strategic distribution network, and effective marketing plans have catered to the market's demand for exceptional products. OLDTOWN also dedicated to responsible sourcing that focuses on the social and environmental impact of our materials, packaging and equipment and animal welfare within our supply chain.

OLDTOWN is set to unleash the possibility of connecting people through food and drink culture at every level, outlets, and countries that we are in. Ensuring that everyone who visits OLDTOWN has the ability to choose products that are good for them and the environment.

Industry: Food & Beverages  
Website: [www.OLDTOWN.com.my](http://www.OLDTOWN.com.my)





# pokeTHEORY



FLA  
awards 2023

## COMPETITIVE AWARDS

FRANCHISEE OF THE YEAR (OVERALL WINNER)

Nicole Hoang (Managing Director)

HHH Enterprise

Poke Theory was **first inceptioned in 2013** when **Joey Lee, then a 19 year old student from Ngee Ann Polytechnic**, stumbled upon a poke bowl at Venice Beach in Los Angeles. Initially sent to L.A for a journalism internship to round off his Mass Communication diploma, the humble bowl of fresh sashimi marinated in flavours of soy and sesame heaped onto a bed of steamed rice, proved to be love at first bite.

Joining forces with his sister, **Vannessa Lee, also an alumni in Mass Comm in NP** but specialising in advertising, the concept burst into the life in July 2016, planting its flag(ship) right in the heart of the CBD, in the Telok Ayer enclave. To say it was a hit, would be an understatement.

They were 22 and 24 year-old fresh faces in the scene, inexperienced but absolutely ready to learn. Thanks to Vannessa, who was then armed with **3 years of experience working in an advertising firm** in walking distance of Telok Ayer, a social media strategy was plotted out on Instagram and Facebook, introducing a healthy option into the #foodporn archives with just \$50 applied to boosting the post.

It resulted in **a queue that literally snaked out onto the roads**, and after selling out day after day in the first couple of weeks, they finally implemented a system that could churn **400-500 bowls within the 1.5-2 hours of lunch rush in the CBD**, with an experience on delivery very much similar to an experience when dining in. It was deliciously timed, given the emergence of UberEATS back then, and Poke Theory enjoyed an almost six month run where it topped the charts as the **most frequently ordered merchant in the CBD**.

Not surprisingly, **franchise offers started streaming in**, with the first actually arriving within the very first month since operations started. Competitors popped up like mushrooms after catching sight of the attractive model that produced quick turnovers of the seats and an easy manpower structure, and with limited finances to keep up with the need to expand, the founders decided to dedicate their model toward franchising.



By sharing the hype that was ongoing with their innovative new spin on poke bowls, which had been adapted into a build-your-own-bowl style concept that customers could assemble poke into both salad and/or grain bowl form, they **found partners that shared the same vision for the brand**, and that were keen to grow alongside with them despite the brand still being in their somewhat infancy stages.

Just before the end of the following year, the first franchise outlet had opened. Three more came along in the next year. By the following year, the homegrown brand had opened its **first international franchise in Indonesia**, and also joined forces with Commonwealth Capital.

(Cont'd)



# pokeTHEORY



## COMPETITIVE AWARDS

FRANCHISEE OF THE YEAR (OVERALL WINNER)

Nicole Hoang (Managing Director)

HHH Enterprise

Having always marvelled at QSR concepts that were light on their feet such as Subway, it's no secret that Joey, who led the business development aspect of the business, aspired to learn from the little details here and there that would combine into a model that made it attractive for franchising. Light cooking and a casual, counter-service model, meant that capital expenditure and manpower requirements would be much lower than usual, **allowing franchisees from all backgrounds an opportunity to invest and grow with the brand.**

After displaying true strength in the delivery space by **not just surviving Covid-19, but expanding during the pandemic**, Poke Theory currently stands strong at **13 locations locally, with recent further overseas expansion in Bali, Indonesia, as well as most recently, Ho Chi Minh, Vietnam.**



"Always leaning in our brand direction, we've stayed true to our values of **planet-friendly materials** used in our disposables, the handcrafted sauces that we've used to flavour our ingredients since day 1, and **providing our customers with a tasty yet nutritious meal** at affordable prices, so eating healthy is always a choice and not a privilege. Taking these values that we've honed over the years, we've brought what defines Poke Theory abroad to markets outside of Singapore, most recently, into Ho Chi Minh, Vietnam. We'll continue to drive the core of the brand beyond our shores, and we hope our **efforts will produce success overseas just like it has back home,**" enthused Joey Lee, co-founder of Poke Theory.

Eyes set on the bright future ahead as the surrounding overseas markets bounce back in this post-pandemic phase of life, the brand is looking for continued expansion into the APAC region. By keeping its focus on being a franchise-centric model, the brand will continue to ensure that it will attract more partners that will be keen to grow the brand alongside with it, and tap into the potential of the an ever-growing demand for healthy yet delicious meals.





## COMPETITIVE AWARDS

FRANCHISOR OF THE YEAR  
(2ND RUNNER UP)

Subway Asia Pacific celebrates a quad of accolades at FLA Awards 2023, including this year's inaugural Franchise Leader Award, setting a new benchmark for excellence in the franchise industry. Altogether, Subway Asia Pacific has been honored with the following awards

1. Franchise Leader Award – Winner  
(David Leong, Subway)
2. Established Franchisor Award – Platinum
3. International Franchisor of the Year – Runner Up
4. Franchisor of the Year – 2nd Runner

These awards highlight Subway Asia Pacific's unwavering commitment to innovation, growth, and franchise excellence in a highly competitive market.

### David Leong on the Landmark Achievement: A Multi-Year Transformation

David Leong, Development Director at Subway Asia Pacific, shared his thoughts on this momentous occasion: "Subway is on an exciting multi-year transformation journey to improve across all aspects of our business. Despite the challenges posed by the pandemic, we've realized significant milestones, such as substantial sales growth, expanded digital presence, and market penetration. The Asia Pacific region, continues to be a powerhouse for growth, fueled by its vast population and increasing prosperity."

### Strategic Expansion and Operational Excellence: The Cornerstones of Success

Underlining Subway Asia Pacific's strategic initiatives, Eric Foo, President of Subway Asia Pacific elaborates, "We continue to focus on expanding our brand and reinforcing our status as one of the world's leading restaurant brands. In the past four years, we've formed pivotal partnerships in Greater China, Thailand, Indonesia, and Malaysia, and ensured optimal placement and format for our restaurants. Our introduction of non-traditional outlets like Drive-Thrus in key markets, coupled with our emphasis on operational excellence for our franchisees, ensures the highest quality experience for our guests. There's immense potential for growth in the APAC region, and we are eager to bring the unique Subway experience to an expanding guest base."



## COMPETITIVE AWARDS

INTERNATIONAL FRANCHISOR OF THE YEAR  
(RUNNER UP)



### Strategic Expansion and Milestone Achievements

Subway is ridding itself of a development-first mindset and opting for an experience-oriented approach. That means focusing on operational excellence and ensuring locations are in the right image, location, and format to best meet guests' needs.

(Cont'd)



## RECOGNITION AWARDS

ESTABLISHED FRANCHISOR  
(PLATINUM WINNER)

## RECOGNITION AWARDS

FRANCHISE LEADER (WINNER)  
*David Leong (Regional Business Development  
Director - APAC Region)*

"We continue to focus on strategic expansion and maintaining our position as one of the world's largest quick service restaurants. We're also ensuring that Subway restaurants are in the right location and right format. In addition, we've expanded our non-traditional fleet such as Drive-Thrus in several key markets. Just as important, we're focused on supporting and training our franchisees on operational excellence so that they can provide the best possible experience to our guests. We have significant growth opportunities in the APAC region and we look forward to bringing a greater Subway experience to our guests"

added Foo

### Looking Forward: A Future of Growth and Innovation

Looking to the future, Subway Asia Pacific is committed to building on this legacy of success, by adopting a two-pronged strategy. Among the existing base, Subway will work on helping existing franchisees to expand from one to more restaurant portfolios.

At the same time, Subway will seek to engage with new partners in green field markets under new business formats. Whilst doing so, the focus will remain on expanding the brand's presence while continuing to offer high-quality, eat fresh feel good, options to its guests.

### About Subway Asia Pacific

Subway Asia Pacific, part of the global Subway brand, is renowned for its fresh and customizable sandwiches. With a strong presence in the Asian market, Subway continues to lead with its guest experience, menu innovation & brand growth.





# VEGANBURG



FLA  
awards 2023

## COMPETITIVE AWARDS

INNOVATION BUSINESS

(WINNER)

### VEGANBURG's innovation through the years

VEGANBURG is the world's first 100% plant-based burger joint that was founded in 2010 in Singapore.

Ahead of the curve, at a time when vegan options were limited, VEGANBURG pioneered a revolution and redefined what plant-based foods could look and taste like. Through the use of innovative technology—powered by globally-infused recipes and the love for Mother Earth—VEGANBURG launched vegan versions of local comfort foods for all to enjoy.

In 2012, VEGANBURG launched concept kiosks at Marina Boulevard and Raffles Boulevard as well as a full-service restaurant at the grandstand. The following year VEGANBURG introduced its catering at Asia's largest dance party, ZoukOut. It continued to provide plant-power to international names including Taylor Swift's Red Tour, DJ Steve Aoki, and Earth Hour with Andrew Garfield.

Customers know and love the VEGANBURG menu, especially key favorites: the world's first award-winning Chili Krab Burg with a konjac patty at its heart and topped with house-made rempah; a hearty Satay Burg with peanut sauce; the nasi lemak inspired Rasa Sayang Burg with a vegan sunny side up egg and the much-loved Hainanese Chickenless Burg that offers an allium-free version.

As a leader in the plant-based food industry, VEGANBURG has been recognized with accolades such as Best Veggie Burger in California, and mentions that include but are not limited to conscious publications like VegNews, PETA, and Forbes. Being recognised as one of the Top 100 Movers and Shakers in USA by FastCasual, and two-time Green Business Award winner, is a testament to the vision of CEO and founder, Alexander Tan, to revolutionize veganism and sustainability.



Committed to a net zero policy since its inception, every touch point of VEGANBURG is biodegradable and low-carbon, including the use of FSC-certified paper packaging, vegetable printing ink, biodegradable, kraft materials and cutlery made from corn. What started as a niche lifestyle has now become a mainstream movement, and VEGANBURG has played a pivotal role in reshaping the perception around vegan food. Today, VEGANBURG operates primarily in the United States and Singapore with preliminary franchising scouting teams around the region.





## COMPETITIVE AWARDS

FRANCHISOR OF THE YEAR  
(OVERALL WINNER)

Enhancing the customer's perception about 7-Eleven stores to be a one-stop shop for all customers' needs, 7-Eleven is the store of choice not just for convenience needs but for a wide range of meals on-the-go, beverages and snacks –

**Think Food, Fun, Exciting, New & Value,  
Think 7-Eleven.**



7-Eleven Singapore is a member of DFI Retail Group. We have operated under license from U.S. based 7-Eleven Incorporated since 1983 when we opened our first store at Upper Changi Road. Today, we have an extensive network of close to 500 stores with more than 70% market share. Since our first franchise store in 1988, we have been at the forefront of the franchise industry in Singapore for 40 years now serving more than 8 million customers per month island wide.

At 7-Eleven Singapore, besides going the extra mile in supporting suppliers and brands that offer sustainable sourcing, saying No to plastics to the best of our abilities and offering employment to the vulnerable suffering from mental health issues, we champion the Incubator-to-Launch Pad Mission to support aspiring entrepreneurs with a low-risk franchise business proposition entailing a low start up barrier in terms of capital and expertise requirement, nurture them in a robust support ecosystem with skills-training programme, round-the-clock business guidance, strong marketing and backend support, and means-tested financial support.

Supporting franchise entrepreneurs beyond the incubator stage to launch their business expansion plan within our expansive network is our commitment. We continuously strive to be the beacon and catalyst for both the aspiring young and individuals embarking on a career switch in their liberating journey as entrepreneurs.



As of Oct 2023, 7-Eleven has a growing network across island wide, of which, 54% are currently franchised.

Constantly looking to evolve, to move and grow with the times, the brand has since been offering entrepreneurs the unique opportunity to leverage its internationally acclaimed branding and kick start their business.

Industry: Retail Convenience

Website: <https://www.7-eleven.com.sg>





## COMPETITIVE AWARDS

FRANCHISEE OF THE YEAR (RUNNER UP)

Jaymes Lee Kim Meng (Franchisee Owner)  
88 Enterprises



Jaymes Lee embarked on professional journey in eCommerce businesses at the young age of 15, worked his career from automotive salesman to a business development executive in China. At the age of 25, he stumbled across 7-Eleven's franchising model and that piqued his interest in joining the 7-Eleven franchise family and became one of the pioneers of recently launched Franchisepreneur Management Trainee Program (FMTP) which is offered to fresh graduates or young entrepreneurs with less than 6 years of experience.

As a new franchisee, his goal was to expand at a comfortable pace. This means distributing the tasks appropriately, maintaining stability within his team. He also gives importance to his team by learning to communicate with them more, to understand their perspectives and find a balance to instil a welcoming and encouraging culture for them to work together.

Jaymes is committed to upholding and embodying the image and brand of 7-Eleven. Being customer-centric, staying committed and critical are keys to actualizing and bringing forth his vision.

Customer satisfaction is crucial to customer retention. To stand out from the sea of convenience retailers and maintain 7-Eleven's image as the go-to convenience store brand, it is extremely important to deliver the best customer experience. As a franchisee, Jaymes trains and educate his team, who are the face of the brand, to always offer exceptional customer service and engagement.

For this young entrepreneur, staying committed means always respecting the image, rules, and policies from 7-Eleven, whilst still staying relevant to today's market by providing timely feedback on how we can grow together as a brand to overcome challenges that he faces in day-to-day operations.

A mindset of thorough analysis and evaluation, with constructive questioning is Jaymes' way of staying critical as a franchisee. Three years in and Jaymes is currently managing 5 stores, with a team of 27 staff. He strongly believes that a combination of commitment and hard work, with a mindset for continuous improvement, are the key contributors to his achievements within the 7-Eleven franchise system today. He firmly believes that **"Knowledge evolves, so should you."**





## RECOGNITION AWARDS

FRANCHISE EXECUTIVE (WINNER)

Aaron Cheng

7-Eleven Singapore



Aaron began his career with 7-Eleven in the year 2021, leaving the comfort of his previous role as a Business Analyst into franchising as Senior Franchise Development Executive. From then on, his passion for the franchising industry remains unwavering, and he is dedicated to embracing new challenges and opportunities that lie ahead.

He completed Bachelor of Business Studies with a specialization in Human Resource Management, which has been instrumental in shaping his understanding of business operations and honing his expertise in human resource management.

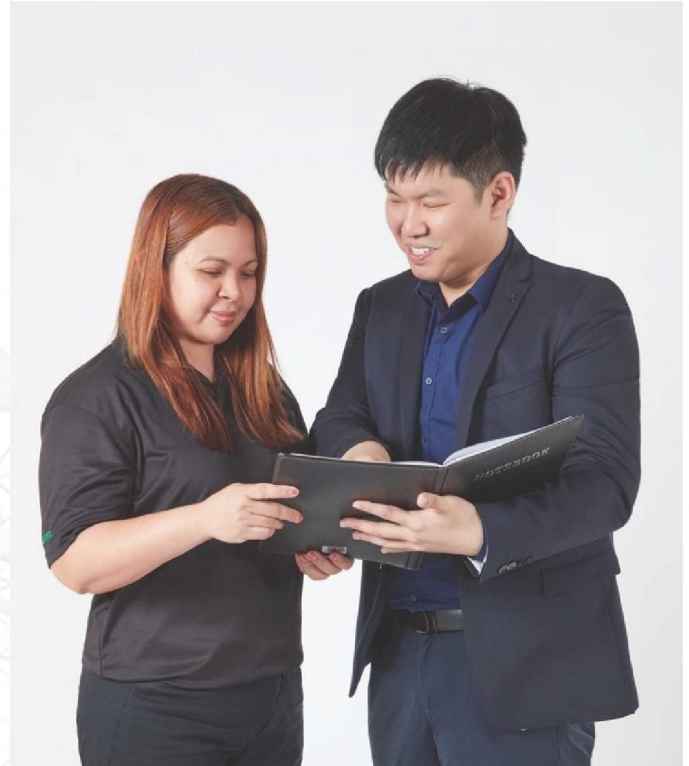
Although the Franchise Model has proven effective and reliable for our franchisees, Aaron actively led projects that enhanced 7-Eleven franchise's efficiency and effectiveness with the aim to create a more attractive and profitable proposition for potential franchisees while also supporting the success and growth of existing franchisees.

Some of the notable projects that Aaron spearheaded is Building Opportunities Through Store Success Program (BOSS) for corporate managers turned franchisees and collaboration with different departments and agencies to drive Franchisepreneur Management Trainee Program (FMTP) meant for fresh graduates or young individuals who aspire to be entrepreneurs.

Recognizing the power and popularity of social media, Aaron worked with the likes of TikTok (Tropic Monsters) and MustShareNews leveraging on their platform to promote the benefits of the franchise opportunities.

Collaboration with various departments, such as Marketing, Operations, and Finance, has been a key factor in the success of our franchise system. By working closely with these teams, the department has been able to align the strategies and ensure that franchisees receive the necessary support and resources to thrive in their business.

Aaron played a crucial role in the franchise system's growth and success while overseeing 35 single and multi-franchisees, who operate 79 stores across Singapore with primary focus to provide financial consultancy, facilitate store expansion, and manage any conflicts that may arise.





## MEET THE JUDGES

### Let's meet the prestigious judging panel of FLA Awards 2023

Over the years, the FLA Awards have had the privilege of being presided by distinguished panel of judges comprising prominent franchise leaders, industry experts, and statutory board representatives. This has been indispensable in helping the Awards maintain its prestige and legitimacy in the international franchise arena and elevate the brands of Award winners.



**Mr Andrew Khoo** is the Chairman and Chief Executive Officer of Malaysian United Industries Berhad and the Executive Chairman and Chief Executive Officer of MUI Properties Berhad. Andrew has over 15 years of experience in the food, retailing and hospitality sectors where he held various senior management positions. He was also the Chief Operating Officer and Director of Group Business Developments of a Singapore-listed company, and the Director of Corporate Affairs in a UK and Malaysian listed company. Andrew is currently serving as the Immediate Past President of the Franchising and Licensing Association (Singapore) and as Chairman of the FLA Awards 2023 Committee.



**Ms Angeline Chan** has accumulated close to 20 years in market strategy consulting, planning, industry development and policy making in public service. Angeline was responsible for leading the launch of Scale-up SG which is an apex development programme to groom future global business champions. She is currently Director of Food Services Division in Enterprise Singapore, responsible for policies and strategies to develop a vibrant food services sector in Singapore.



**Mr Ernie Koh**, is currently Chairman of Commune Lifestyle Pte Ltd and Executive Director (Marketing) of Koda Ltd. Ernie has significant experience in international marketing and corporate branding, including client base diversification and new product launches globally. He sits on and has served in various capabilities in industry associations, committees and advisory boards and is often invited to present papers in various international conferences. Among others, he is currently President of Singapore Retailers Association, Council of Singapore Business Federation & Singapore Chinese Chamber of Commerce & Industry.



**Ms Serena Chan** is a strong advocate for strategies branding and value creation, with 25 years in senior leadership, including a tenure with SPH Magazines as its General Manager. She has worked with business leaders across various industries to elevate their organisational brand experience and accelerate business growth. As a director of Imageworks, an award-winning customer experience training and consultancy, as well as FT Academy, Serena has supported many local brands, guiding them in their transformation, commercialisation and internationalisation journeys to scale new heights.



**Ms Esther Wee** heads the Intellectual Property Practice Group at Harry Elias Partnership LLP. Her expertise lies in devising and managing comprehensive IP filing and protection strategies as well as assisting clients in maximizing the return on their IP investment by advising on IP strategy, monetisation, licensing or franchising agreements relating to corporate acquisitions, joint ventures and strategic business activities. Esther is currently the President for the Singapore's Chapter of the International Intellectual Property Commercialisation Council (IIPCC), Deputy Vice President of the Singapore Digital Chamber of Commerce (SGDCC) and Co-Chair of the Brands for Good movement. Esther is also a committee member of INTA's Anti-Counterfeiting East Asia & Pacific Sub-Committee for the 2020-2023 term.



# Congratulations



Promising Franchisor Of The Year (Overall Winner)  
- GOPIZZA



Promising Franchisor Of The Year (Runner Up)  
- Hovi Care



Franchisor Of The Year (Overall Winner)  
- 7-Eleven Singapore



Franchisor Of The Year (Runner Up - F&B)  
- JUMBO Seafood



Franchisor Of The Year (Runner up - Lifestyle)  
- Inspire Brands Asia (Anytime Fitness)



Franchisor Of The Year (2nd Runner Up)  
- Subway



International Franchisor Of The Year (Overall Winner - F&B)  
- JUMBO Seafood



International Franchisor Of The Year (Overall Winner - Lifestyle)  
- Inspire Brands Asia (Anytime Fitness)



# Congratulations



International Franchisor Of The Year (Runner Up)  
- Subway



International Franchisor Of The Year (2nd Runner Up)  
- Kopitiam Asia Pacific (OldTown)



Promising Licensor Of The Year (Overall Winner)  
- Ng Ah Sio Bak Kut Teh



Franchisee Of The Year (Overall Winner)  
- HHH Enterprise (Poke Theory)



Franchisee Of The Year (Runner Up)  
- 88 Enterprises (7-Eleven Singapore)



Franchisee Of The Year (2nd Runner Up)  
- Ashba Pte Ltd (Inspire Brands Asia - Anytime Fitness)



Innovation Business (Winner)  
- VeganBurg



Established Franchisor (Platinum Winner)  
- Subway



# Congratulations



**Established Franchisor (Gold Winner)**  
- Kopitiam Asia Pacific (OldTown)



**Commendable International Franchise Partner (Winner)**  
- C J Seafood Company Limited (JUMBO Seafood) Thailand



**Commendable International Franchise Partner (Winner)**  
- AF247 Inc. (Inspire Brands Asia - Anytime Fitness) Philippines



**Franchise Executive (Winner)**  
- Aaron Cheng (7-Eleven Singapore)



**Franchise Manager (Winner)**  
- Tan Chiah Liang (JUMBO Seafood)



**Franchise Manager (Winner)**  
- Kelvin Sia (GOPIZZA)



**Franchise Leader (Winner)**  
- Ang Kiam Meng (JUMBO Seafood)



**Franchise Leader (Winner)**  
- David Leong (Subway)



## **FLA Secretariat**

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