FRANK ADVISORY

CASE STUDY

Childcare Provider Expansion

Client Overview

Industry: Childcare

Our client is a fast-growing childcare and early learning provider in regional Australia. The business had two centres and ambitious plans to scale, but this required systemised processes, strategic frameworks, and risk management.

Frank Advisory was engaged to provide strategic guidance, frameworks, and hands-on support to enable fast, structured growth.

The Challenge

The business faced several challenges that threatened efficient expansion. There was no documented playbook for opening new centres, which risked inconsistencies and delays. The client lacked a systematic approach to site selection and developer engagement, resulting in ad-hoc decisions.

Capital constraints were also a concern, as traditional expansion requires significant upfront investment, and leadership needed a strategy to minimise financial exposure. Finally, without structured agreements in place, there was potential risk in negotiations with developers, including upfront payments, lease terms, and operational guarantees.

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Our Approach

Frank Advisory implemented a structured, strategic approach, combining playbook development, operational frameworks, and relationship strategies:

- **Playbook Development**

We created an 80-page playbook covering all stages of expansion—from site evaluation to centre opening. It was designed for handover to a corporate development hire, enabling scalable execution, and included checklists, budgeting templates, and KPIs to track timelines, costs, and quality.

- **Site Qualification Framework**

We developed criteria to evaluate sites based on location, demographics, and market potential, identified key developers in target regions, and implemented a scoring system to prioritise sites by strategic fit and profitability.

- **Developer Relationship Strategy**

Deals were structured so developers cover all upfront costs, enabling "no money down" expansion. Guarantees and lease terms were negotiated to minimise financial risk, leveraging the provider's reputation to secure developer confidence and long-term partnerships.

- **Operational and Strategic Oversight**

Weekly meetings tracked progress, resolved blockers, and ensured the playbook and site framework were applied. Guidance was provided on operations, budgeting, and compliance to ensure smooth, scalable expansion.

The Outcome

Within nine months, the business expanded from two centres to nearly ten centres under lease agreements, all opened with zero upfront capital funded by developers. Leadership now has a repeatable, scalable framework for expansion and is preparing to enter the OSHC (Out of School Hours Care) market through a structured acquisition strategy.

THINKING ABOUT YOUR NEXT PHASE OF GROWTH?

Speak with Frank Advisory to explore how we can help.

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