

CONTENTS

Preface to the Third Edition	ix
Acknowledgments	xi
Part 1. An Overview of Intellectual Capital Leveraging Strategy	1
1 Leveraging Intellectual Capital to Create Growth Opportunities and Profitable New Income Streams	3
Part 2. Franchising as a Growth Strategy	9
2 The Foundation of Franchising	11
3 Developing the Operations and Training Programs	21
4 Developing System Standards and Enforcing Quality Control	37
5 Federal and State Regulation of Franchising	59
6 Compliance	89
7 Structuring Franchise Agreements, Area Development Agreements, and Related Documents	105
8 Protecting the Intellectual Property of the Franchise System	135
9 Managing Disputes	165
10 Developing Sales and Marketing Plans	191
11 Taking Your Franchise Program Overseas	215

Part 3. Financial Strategies	231
12 Business and Strategic Planning for the Growing Franchisor	233
13 Capital Formation Strategies	243
14 Management and Leadership Issues in Building a Successful Franchising Organization	281
15 The Role of the Chief Financial Officer and Related Financial and Administrative Management Issues	297
16 Special Issues in Mergers and Acquisitions	317
17 Managing the Transfer and Renewal Process	333
Part 4. Alternatives to Franchising	345
18 Strategic and Structural Alternatives to Franchising	347
19 Structuring Licensing Programs and Agreements	361
20 Joint Ventures and Strategic Alliances	383
Appendix. Resource Directory: List of State Administrators and Agents for Service of Process	397
Index	429