

# Index

## A

Abrakadoodle, 101  
ACDOR. *See* A Certain Dose of Reality (ACDOR)  
Ace Hardware, 99  
A Certain Dose of Reality (ACDOR), 161  
Advertisement, 13–14  
Advertising plan, 84–85  
Advertising sales franchise, 109–115  
Agreement, 214  
AllBusiness.com, 57–58, 59  
*The American Car Dealership* (Genat), 33, 34  
Antifranchise brokers, 142–143  
Assumptions, franchising and, 92–95  
Attorney referrals, 233–234  
Auntie Anne's Pretzels, 99  
Auto dealership, 32

Autonobile franchises, 33–34  
Automobile invention, 32, 34–36

## B

Bankruptcy, 120, 180  
Batteries Plus, 59, 160–162  
Beer commercials, 165–166  
Bellamkonda, Shashi, 165  
Berry, Tim, 210–211  
Billy-Willy's Frozen Yogurt Shop!, 55–56  
Blankety-blank franchise lawsuits, 227  
Bliss, 165  
Blog(s):  
    small business, 246–248  
    thefranchiseking.com/blog, 82  
Bonding, 191  
Branding, 61  
Brand recognition, 52–53

- Break even, in franchise
  - business, 134
- Brick Gentry, P.C., 214
- Brightstar Healthcare, 101
- Brochure, 165–166
- Brogan, Chris, 107,
  - 160–161
- Brokeda, Barry, 202
- Burzminski, Mike, 160–161
- Business(es):
  - complex, 61
  - franchisors commitment to success, 62
  - high-investment retail, 62
  - low-margin, 61–62
  - retail, 91–92
  - sign, 91, 92
  - startup, 128
- Business functions/professional skills,
  - 87–88, 236
- Business hours, in franchisor
  - manual, 59
- Business-to-business (B2B)
  - franchise, 92, 100, 102
- “Buying a Franchise? Splash Some Money in Your Favorite Stock Drawer!”, 133
- C**
- Car business, 107–108, 114
- Children’s related franchise, 101
- Clark, Brian, 150–151
- Cleveland, in the 1950,
  - 126–127, 145
- Colonial period, franchising in, 30
- ComfortLites, Inc., Pennington at,
  - 9–10
- Commodity, 61
- Competition, 146
- Complex businesses, 61
- Contract, 21–22, 238
- Conversion franchise, 19, 61
- Copyblogger, 150–151
- Cost(s):
  - of entry into franchise brokerage, 153
  - of Master Franchisee, 130
  - of startup business, 128
- Customer service, in operations
  - manual, 57
- Cyborgs, 44–47
- D**
- Decision Day, 226, 227–240
- Decker Decker Dito & Internicola, LLP, 215
- Dine and Dash, 202
- Direct mail business, 109–115
- Discovery Day, 198
  - insight on operations, 217–223, 226
  - at the 23-Topping Pizza, 17–19
- Discovery process
  - cyborgs, 44–47
  - franchise shopping, 41–43
  - making phone call inquiry, 47–50
  - starting with the mind, 43–44
  - steps for prospective buyers, 39
  - things heard by, 40
  - website, 50, 51
- Dr. Energy Saver, 101
- Dry-cleaning franchise,
  - 166–168

**E**

Earning claims, 180–181  
 eBay Drop-off Stores franchises, 65  
 Employee Retirement Income Security Act (ERISA) of 1974, 207  
 Entrepreneurial activities, 60  
 Entrepreneurial companies, 62–63  
 Entrepreneurs, 55–56  
 ERISA of 1974. *See* Employee Retirement Income Security Act (ERISA) of 1974  
 Express Services, 100

**F**

Family, getting loans through, 201–206  
 FastSigns, 90  
 FDD. *See* Franchise Disclosure Document (FDD)  
 Federal Trade Commission (FTC), 176  
 Fogle, Jared, 57  
 Food franchises, 15, 99, 104  
 Ford, Henry, 33, 34, 36, 38  
 Formal application, 173–176  
 Formal training program, franchise business model and, 52  
 Franchise brokerage group, 149, 150, 151  
 Franchise brokerage industry, 154  
 Franchise broker(s). *See also* Franchise consultant(s)  
 advertisements about becoming, 153  
 franchise opportunities, 154  
 Joel Libava as, 143–145

questions to, 151  
 starting as, 153  
 tasks of, 152  
 vs. franchise consultant, 142  
 working with, 150–152  
 Franchise business model:  
 background of, 31–38  
 benefits of, 53–54, 69  
 entrepreneurial model vs., 54–57  
 franchising model definition, 52–53  
 operational manual, 57–62  
 other people's money, 60–62  
 Franchise categories:  
 business to business (B2B), 100  
 children's related, 101  
 food and restaurants, 99  
 green franchises, 101–106  
 health and fitness, 101  
 home services, 100  
 lodging, 100  
 retail, 99–100  
 Franchise company. *See* Franchisor(s)  
 Franchise consultant(s). *See also* Franchise broker(s)  
 Barney Greenbaum, 68–69  
 Elza Gennicks, 69  
 free services of, 141–142, 150  
 Sean McGarry, 69  
 Franchise development director, calling, 168, 169–173  
 Franchise development firms, 63–65  
 Franchise development representative, 167, 169, 170, 192–195  
 Franchise Direct, 69

- Franchise Disclosure Document (FDD), 16, 176–184, 214, 216
- Franchisee(s). *See also* Franchisor(s)
  - benefits of relationship with, 186
  - calling, 183–184
  - questions to ask, 184–186
  - validation calls, 183, 1870
- Franchise industry professionals,
  - opinions of, 67–70
- Franchise Kings*, 30
- Franchise Navigator, 173–175
- Franchise network, 53
- Franchise offering, questions about, 170–172
- Franchise opportunities:
  - Direct mail franchise failure, 109–115
  - franchise brokers and, 154
  - franchise categories, 99–106
  - introduction to, 97–99
- Franchise owners, prospective. *See also* Franchise ownership
  - becoming successful, 154
  - brochures and, 165–166
  - FDD five elements, 179–182
  - franchisors business concepts, 60–61
  - impressions on franchising, 83–84
  - mistakes of, 7
  - representing, 215
  - startup, resources on, 212
  - steps followed by, 39–40
  - takingthefranchisequiz, 75
- Franchise ownership:
  - failed, 80, 82, 109–115
  - planning for profitable franchise, 71–72
  - reasons for considering, 84–86
  - rules and, 147
  - scoring on the quiz, 75–80
  - takingthefranchisequiz results, 72–74, 97
- Franchise packet delivery, 164–168
- Franchise quiz:
  - after completion, 72–74, 97
  - results, 71–80
  - scores, 75–80
  - taking, 39–50
  - website of 50, 72–80
- Franchise(s). *See also* Franchise
  - business model, Franchisee(s); Franchise opportunities; Franchise owners, prospective; Franchise ownership; Franchise quiz; Franchising; Investing in franchise(s)
  - business plan, 209–212
  - buyers, 152, 244
  - financial picture of, 119–125
  - location of, 22–23, 238
  - matching personal/character traits, 102–106
  - mistakes of opening, 28
  - resale, 127–128
  - selling, 122
  - shopping for, 41–43
  - start-up, 127, 129–130
  - underperforming, 66
  - websites, 50, 245–246
- franchisEssentials, 67–68
- Franchising
  - advantages of, 67
  - assumptions, 92–95
  - during colonial period, 30
  - definition of, 52–53
  - during middle ages, 29–30

Franchisor-Franchisee Happiness

Rule, 243

Franchisor(s). *See also* Franchisee(s)

business experience, 179

commitment to success, 62

franchisee input and, 57

manual, 57–60

marketing, 53

support, 54

with underperforming franchises, 66

Friends, getting loans through,

201–206

FTC. *See* Federal Trade Commission

(FTC)

## G

Genat, Robert, 33

Gennicks, Elza, 69

GNC retailer, 99

Goddard Schools, 101

Gold's Gym, 101

Good Roads Movement, 35

Grand opening, franchisors and, 53

Great Clips, 93–94, 99

Greenbaum, Barney, 63–69

Green franchises, 101, 106

Group purchasing power, franchise

business model and, 52

## H

Hay, Don, 67

Health and fitness franchise, 101

HELOC. *See* Home equity line of credit (HELOC)

High-investment retail businesses, 62

Hilton, 100

Home equity line of credit (HELOC), 201

Home equity loans, 200–201

Home services franchises, 100

Huntington Learning Centers, 101

## I

I. M. Singer & Company, 31

iFranchise Group, Inc., 61

IKEA, 62

Income, potential:

of buying start-up franchise, 129–130

of franchise consultant/franchise broker, 152–154

of franchisee, 193–195

Informational material, on

franchises, 164–168

Intellectual property, 215

Internicola, Charles, 213, 215

Intuition, 224–226

Investing in franchise(s), 116. *See also* Money

financial picture, 119–125

financial situation and, 129–131

investment and net worth

averages, 125–129

money needed in, 131–133

the money part, 118

pressure of not making money, 134–135

secret Internet agents,

137–139

starting the search, 135–137

iSoldIt, 65

## K

Kelly, Sean, 65

K-Mart, 62

Kohller, H. O., 32

Kroc, Raymond Albert, 36–38  
Kurant, Jack, 213, 214, 233

## L

LED Source, 101  
Legalities, 198  
Legal websites, 249  
Lesko, Mattherw, 208  
Lesonsky, Rieva, 56, 59  
Libava, Jerry, 144, 148–149  
*Licensing arrangement*, 31  
Light on the Starch Dry Cleaning Franchising, Inc., 122  
Lines of credit, 200–201  
Litigation, past or current, 179–180, 214–215  
Loans:  
    to franchise buyers, 131  
    home equity/lines of credit, 200–201  
    long-shot, 207–209  
    personal, 206–207  
    small business, 85, 197, 198–199  
    Small Business Administration, 199–200  
    through family and friends, 201–206  
Location of franchise, 22–23, 238  
Lodging franchises, 100, 102  
Long-shot loans, 207–209  
Low-margin businesses, 61–62

## M

Maid Brigade, 67, 100  
Manual of franchisors, 57–62  
Marketing:  
    crafted message, 150–151

    franchisors and, 53  
    plan for, 67, 84–85  
    websites, 248  
Marriot hotel, 99  
Massage Envy, 101  
Massage Height, 101  
Master Franchisee, 130–131  
Master Franchise Model, 130  
McDonald, Dick and Mac, 36–38  
McDonald's, 36–38, 57, 99  
McGarry, Sean, 69  
Meal preparation/meal assembly, 64–65  
Men's 30-Minutes Fitness, 65–66  
Metrics, for ideal franchisee, 174–175  
Metzger, William, 32  
MFES. *See* Mystical Franchise Experience Syndrome (MFES)  
Middle ages, franchising in, 30  
Money. *See also* Investing in franchise(s)  
    loosing, 239–240  
    other people's, 60–62  
    questions about, 188–192  
    running out of, 238–239  
Motorbooks International, 33  
Mr. Handyman, 100  
Mystical Franchise Experience Syndrome (MFES), 158–159, 161

## N

Network Solutions, 165  
Net worth average, 125–129  
Nightingale, Earl, 42  
Nigut, Rush, 213, 214

- Normal phone niceties (NPNs), 169–170
- NPNs. *See* Normal phone niceties (NPNs)
- O**
- Oh, the Thinks You Can Think!* (Dr. Seuss), 52
- Online sources, for franchise searching, 136
- Operating system, franchise business model and, 52
- Operational manual, of franchisors, 57–62
- OPM. *See* Other People's Money (OPM)
- Other People's Money (OPM), 60–62
- Outlets, FDD and lists of, 181
- P**
- Palo Alto Software, 210, 211–212
- Payment installment plan, 31
- Pay-per-day method, 31
- Pennington, James, 7–28, 97, 228–229. *See also* 23-Topping Pizza franchise
- at ComfortLites, Inc., 9–10
- looking for franchise, 13–15
- at Mingley Packaging, 10, 11–12
- motives of, 228–229
- at Portland Lighting Warehouse, 10–11
- at Spring-Flash Lighting Company, 7–9
- Personal and character traits, 88–89, 102–106
- Personal loans, 206–207
- Phone call inquiries:
- arranging for multiple calls, 186
  - decision on franchise offer, 172
  - to franchise development representative, 167, 169–170
  - franchise discovery process, 47–50
  - to franchisees, 183–184
  - normal phone niceties, 169–170
  - questioning style, 171
  - questions on franchise offerings, 170–171
  - results of, 192–195
  - taking notes during, 187
  - typical, 138–139
  - The Plain Dealer*, 207
- Fond scum franchise development firms, 63
- Portland Lighting Warehouse, Pennington at, 10–11
- Powerhouse Franchising, 658
- Prelaunch support, franchisors and, 54
- Prescreened franchise, 150
- Primrose, 101
- Public relations, 237, 249
- Q**
- Questioning style, 171, 190–191
- “The Question-Mark Guy,” 208
- QuikDrop, 65
- Quiz, 39–50, 72–80
- R**
- Relationships, with franchisees, 186
- Research process

- business functions/professional skills, 87–88
- business taxation, 201
- mistakes on, 7, 28, 82
- money questions, 188–192
- personal and character traits, 88–89
- small business loans information, 197
- steps on, 164–195
- Resources. *See also* Searching for franchise
  - on buying franchises, 136
  - for franchise buyers and owners, 245–249
  - for prospective franchise owners, 212
  - on small business taxation, 201
- Restaurants franchise, 99, 104
- Retail businesses, 91–92
- Retail franchises, 99–100, 103–104, 105–106
- Return on Investment (ROI), 85
- ROBS. *See* Rollover as a business start-up plans (POBS)
- Rockefeller, John D., 126
- Rollover as a business start-up plans (ROBS), 207
- Rules, franchise owners and, 44–45, 147
- S**
- Salvin, Craig, 173–175
- SBA Franchise Registry, 200
- SBA Loans. *See* Small Business Administration (SBA) Loans
- SBA-Preferred Lenders, 199
- SBDC. *See* Small Business Development Center (SBDC)
- Searching for franchise. *See also* Resources; Websites
  - lists, 87–89
  - online sources, 136
  - secret Internet agents, 137–139
- Search limbo, 162
- Secret Internet agents, 137–139
- Segreto, Paul, 67
- Self-discovery, 43
- Selling franchise, 122
- Siebert, Mark, 61
- SIGNARAMA, 90
- Sign industry franchise, 91
- Singer, Isaac Merritt, 31–32
- Skills and Values Behavioral Assessment tool, 174
- Small Business Administration (SBA) loans, 199–200
- Small Business Development Center (SBDC), 132, 212, 232
- Small business loans, 85
- Small business websites and blogs, 246–248
- Snap Fitness, 101
- Snappy Auctions, 65
- Social media Websites, 248–249
- Solar Universe, 101
- Spring-Flash Lighting Company, Pennington at, 7–9
- Spring Green Lawn Care, 68, 100
- Stakeholders, franchise and, 169
- Standard Oil, 126
- Startup franchise, money to invest in, 131–133
- Statistics, of success and failure, 84–85

Stokar, Joe, 220  
 Subway franchise, 58  
 Success and failure statistics, 84–85  
 Support, 53, 84  
 Synergy Healthcare, 101

## T

Takethefranchisequiz, 50, 69,  
 72–80, 97  
 Technology, 52, 53  
 Thefranchiseking.com, 82, 133,  
 136  
 Total investment average, 125–129  
 Total investment ranges, 127  
 Transportation Security  
 Administration (TSA), 230  
 Trump, Donald, 120  
 TSA. *See* Transportation Security  
 Administration (TSA)  
 23-Topping Pizza franchise, 15  
 closing up, 26–27  
 Discovery Day, 17–19  
 finding locations for, 23–24  
 franchise disclosure document, 16  
 grand opening of, 24  
 James Pennington in business,  
 24–26  
 lawsuits, 20–21  
 offer to James Pennington, 19  
 signing contract, 21–22  
 training class at, 24

## U

Underperforming franchise, 66  
 Unhappy Franchise, 65

## V

Valpak, 100

## W

Wachter, Kurant, LLC, 214  
 Websites:  
 business plan software, 211–212  
 Chris Brogan, 161  
 on crafted marketing message, 150  
 Federal Trade Commission, 176  
 franchise, 50, 245–246  
 legal, 249  
 marketing, 248  
 public relations, 249  
 small business, 199, 201,  
 246–248  
 social media, 248–249  
 takethefranchisequiz, 50, 51, 69,  
 72–80  
 thefranchiseking.com, 82,  
 133.136  
 Weltman, Barbara, 201

## Y

Young, James, 68  
 Young Rembrandt, 101

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>