

Franchising & Licensing: Two Powerful Ways to Grow Your Business in Any Economy

By Andrew J. Sherman

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Filled with illuminating examples, stories from the field, and dozens of forms for drafting franchising agreements and licensing programs, the fourth edition of Franchising & Licensing covers all the strategic, legal, financial, and operational aspects of these complex but highly profitable business strategies.

Incorporating up-to-the-minute information on regulations, best practices, Web 2.0 strategies, branding techniques and global trademark laws, the new FDD disclosure format, and the latest franchising trends, this indispensable reference reveals how to:
Raise capital, structure agreements, and protect intellectual property - Create market-responsive sales, marketing, and globalization strategies - Establish quality control and compliance measures - Assess opportunities for mergers and acquisitions, joint ventures, and other alternatives to franchising - And much more
Comprehensive and applicable to domestic and international franchising initiatives alike, this essential guide remains the industry standard.

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It’s not just fast food operations. Thousands of businesses in a wide variety of industries with branded products or trade secrets are branching into franchising and licensing as powerful growth and intellectual capital harvesting strategies. But many are rushing blindly ahead, without a clearly defined plan of action, and stumbling every step of the way.

Avoid the mistakes that trip up your competitors—miscommunication, unrealistic goals, ill-formed selection of franchisees, lax enforcement of the brand, and more—by following this complete, fail-safe plan for setting up and operating a profitable franchising operation.

Covering every crucial business, legal, and financial step, *Franchising & Licensing* has served as the definitive resource to the domestic and international franchising community for more than 20 years. And it’s now completely overhauled to reflect important new trends, laws, and strategies: new FDD disclosure regulations, updated branding strategies and global trademark laws, social networking tips for franchise recruitment and relations, M&A and private equity trends in franchising, the latest best practices in franchising operations and training, and much more.

Whether you’re a small start-up or an established giant, *Franchising & Licensing* gives you the tips and tools you won’t find anywhere else:

• 17 key components for building strong, long-term relationships with your franchisees

• 75 items to include in your operations manual, an essential document that sets the stage for success

• 16 criteria for developing systems standards that are clear and attainable, and enforced consistently and effectively

• 23 items to include in the compliance file of every franchise candidate—protection in the event of a dispute or investigation

• 10 problem areas that frequently lead to litigation, with tips on how to resolve conflicts before they escalate

• 5 ways that Internet marketing and social media have radically altered the lead generation process

• 8 key questions that can help you determine the right type of capital to raise

• 19 special issues to consider when negotiating and preparing merchandise licensing agreements

• and much more

Dozens of books have been written for individuals interested in buying a franchise, but only this one comprehensively covers the franchisor side of the equation, supplying a broad overview, step-by-step guidelines, and dozens of sample documents for launching a successful operation.

Andrew J. Sherman is a partner at Jones Day in the Washington, D.C., office and has served as legal and strategic advisor to dozens of Fortune 500 companies and hundreds of emerging growth companies. He co-chairs the firm’s Franchising and Distribution practice and also advises clients in the areas of business

growth planning, capital formation, and the leveraging of intellectual capital. He is the author of 17 books, including *Mergers and Acquisitions from A to Z* and *Raising Capital*, and is frequently interviewed on legal topics by *The Wall Street Journal*, *USA Today*, *Forbes*, and *U.S. News & World Report*. He has been an Adjunct Professor at the Smith School of Business at the University of Maryland for over 22 years.

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