

Table of Contents

Foreword	i
Revolutionizing the world of small business	i
If you can't grow now, you never will!	i
How to profit from this book	ii
How to get the most out of this guide	ii
Growth is the fuel of franchise success	iii
Should you franchise your business?	iii
How to safeguard your franchise expansion	iv
My personal motivation.....	iv
How are you going to grow?	v
Advice to Prospective Franchisors	1
Should you franchise your business?	1
What attracts buyers to franchise opportunities?	3
Primary considerations in franchising your business.....	4
Costs of franchising your business.....	6
What do you do after you sell your first franchises?	8
So, is franchising right for you?	12
Chapter 1	
Success Driver I: Total Management Commitment	15
What it takes to succeed.....	17
Building a better franchise.....	17
20 percent of you will achieve greatness	18
No pain, no gain!	19
Shatter the walls of resistance	19
Do-nothing management.....	20
Select your best to lead.....	21
Rally the troops to the cause.....	22
How “selling CEOs” drive development.....	23
Ready, set, grow!.....	26

Chapter 2

Success Driver II: Strong Franchisee Satisfaction	29
Satisfied franchisees are everything.....	31
Franchisee validation drives system growth.....	32
Who is your ideal franchise owner?	32
Who is your current franchise owner?	33
Establish your success profile.....	33
Identify your best and worst performers	34
Profiling tools help you qualify.....	35
Franchisor Profiling Study #1.....	36
Franchisor Profiling Study #2.....	37
Getting the right people on your bus.....	38
Helping the wrong people off your bus	38
Partners in profit.....	39
Life cycle of the franchisee.....	40
Stages of franchisee competency	41
Life cycle of the franchisor	43
A strong culture breeds greatness.....	44
Core values grow ordinary to extraordinary.....	46
Are you walking the walk?.....	47
Getting it right with your franchisees	48
Getting it right with your customers	51
Capture what the customer wants	51
Are your franchisees your biggest fans?.....	53
Ready, set, grow!.....	54

Chapter 3

Success Driver III: Compelling Franchise Program	57
Respond to market demands	59
Losing touch invites disaster.....	60
Household brands reinvent themselves.....	60
When all cylinders aren't firing.....	60
How to hit a grand slam.....	62
Area development	64
Reasons not to implement an area developer program.....	65
Reasons to consider an area developer program	65
Maintaining control of your program.....	66
Strategies for recruiting qualified area developers.....	66

Financial models and performance quotas	67
Making area development happen	68
Multi-unit programs	69
Should you grow internationally?	71
Keys to building a robust franchise program	76
Franchisors are breaking old standards	77
Presenting earnings claims in your FDD	79
How can I make earnings claims?	79
Earning claims defined	80
Normalizing data	80
Specific industry performance standards	81
Measures of productivity/frequency	81
Getting a competitive edge	81
Limiting liability	82
Amended FTC Rule provides even greater flexibility	82
Ready, set, grow!	83

Chapter 4

Success Driver IV: Successful Lead Generation	87
Learn the secrets of recruitment marketing	89
Welcome to high-performance marketing	90
How to achieve success	90
The Four Steps to Lead Generation Success:	
Step One—Define your market of qualified prospects	91
Step Two—Create your message that motivates buyer response	91
Step Three—Determine the lead sources that reach your buyers	105
Referrals	109
Internet	113
Print	127
Trade Shows	132
Public Relations	135
Step Four—Measure results to improve performance	144
Ready, set, grow!	147

Chapter 5

Success Driver V: High-Performance Sales Program	151
Welcome to the world of franchise recruitment	153
Be prepared for a surprising transition	154

Successful corporations have stumbled	154
Steer clear of the big guns.....	155
What franchise recruitment is not	155
Who will sell your franchise program?	156
1. Quick-Start Training for New Franchisors and Sales People.....	157
2. Implement a Compelling Sales Process:	
The Six Steps to Selling Success	165
Summary: Six Steps to Selling Success	195
3. Advanced Sales Training:	
Mastering the Psychology of Buying	197
4. Qualifying Prospects More Effectively.....	202
5. How To Work Franchise Trade Shows	206
6. Selling Deals Through Franchise Brokers	211
7. Sales Intelligence for Superior Performance	220
8. Do You Measure Your Advertising and Sales Performance?	223
Ready, set, grow!.....	229
Get Growing, It's Closing Time!.....	233
Keep up to date with intelligence tools.....	233
Online franchise resource directory	233
Special recognition	234
Dedication	235
About the Author.....	237

