

# BUSINESS & FINANCE

## Franchise Owners Parse Many Rules As They Reopen

By Matthew Rasmus

Big restaurant companies with eateries in a number of states are struggling to navigate a thicket of rules as they seek to reopen dining rooms closed by the coronavirus pandemic.

Daniel Fitzpatrick runs one of the country's largest restaurant franchise empires, with 227 Burger King and Oldemark's outlets across seven states. Over the past three months, Mr. Fitzpatrick said, he has spent hundreds of hours and lengthy Saturday morning calls with his staff to get restaurants

South Bend, Ind.-based Quality Dining Inc. The company had 5,000 employees before the pandemic.

Big franchisees have been engines of growth for many of the largest U.S. restaurant brands, but the rules for reopening are testing their businesses. While they have bigger operations and financial reserves than independent restaurants, the money spent to make stores ready to reopen comes out of their pockets. Figuring out what, exactly, is allowable—and when—has been a headache, they say.

The social distancing rules



The oldest operating McDonald's, in California. The company issued a 19-page guide to reopen restaurants.

rise in cases as they have relaxed social distancing rules, and some officials worry that restarting local economies too fast could prompt another wave of infections.

them closed. Companies are spending to protect workers and customers as demand remains below pre-pandemic levels, pressuring some to cut services or raise prices.

costs to continue throughout the year. Restaurants are going through hundreds of dollars worth of masks a week and are hiring new staff to focus on cleaning and sanitizing.

# Wall Street Journal Franchise

**Urban B. Ozanne, Shelby D. Hunt**

A red circular graphic with a gradient, appearing as a partial circle or a stylized arrow pointing to the right, located to the right of the authors' names.

## Wall Street Journal Franchise:

*International Licensing Agreements* Michala Meiselles, Hugo Wharton, 2018-10-02 Like any contract an international licensing agreement spells out the rights and obligations of the contracting parties manages potential risks and supplies a contingency plan for each party in the event the contractual relationship breaks down However international licensing of intellectual property software or technology confronts the contracting parties with its own distinct challenges When planning drafting and negotiating such agreements it is imperative to know exactly what core issues need to be addressed This book provides this know how in an easy to use clear and concise fashion This expert guide to the complex world of international licensing agreements brings together all the essential materials needed when dealing with such agreements and covers the following business models that may be used by the contracting parties standard provisions encountered in an array of international licensing agreements analysis of the key clauses in various international licensing agreements inter alia trademark software franchise and technology licences with provisions as affected by jurisdiction effect of competition law in a variety of jurisdictions ensuring trademark protection at both national and international levels clear explanation of key franchising terminology and disclosure rules and effect of international dispute resolution rules in a range of jurisdictions Alongside detailed contract analysis the book details numerous case studies from an array of industries with detailed commentary Practitioners operating within or representing medium to large firms who normally have to prepare or provide advice on international licence arrangements will quickly find this reference material indispensable The book's thorough analysis of this complex area will also be welcomed by professionals working for universities industry interest groups government departments and international organisations

**New Developments in Franchising** United States. Congress. House. Committee on Small Business, 1993

*The Impact of Franchising on Small Business* United States. Congress. Senate. Select Committee on Small Business. Subcommittee on Urban and Rural Economic Development, 1970

Franchising in the U.S. Economy United States. Congress. House. Committee on Small Business, 1991

*Franchising Opportunities*, 1990

**Hearings, Reports and Prints of the Senate Committee on the Judiciary** United States. Congress. Senate. Committee on the Judiciary, 1965

*Dual Distribution* United States. Congress. Senate. Committee on the Judiciary. Subcommittee on Antitrust and Monopoly, 1966

Franchising Patrick J. Kaufmann, Rajiv P. Dant, 1995 This book presents a range of chapters dealing with current issues of interest to franchising researchers and practitioners From authors who have been especially active in the area of franchising research the chapters represent contributions from the Society of Franchising the only international special interest research group totally devoted to franchise research The chapters reflect a balance of structural and behavioral issues relevant to franchising They span the spectrum from technical methodological subjects to highly applied practitioner oriented chapters giving a sense of breadth to the subject matter Franchising researchers and practitioners and marketing academicians can begin to incorporate this volume's information on

problem of quality data on franchising related matters territorial encroachment and the potential for cannibalization and conflict master franchising and system growth multi unit franchising and system performance advertising fees issues linkages between franchisor franchisee relationship quality and service quality franchising as a unique form of organizational governance setting measurement of franchise relationship quality and exchange norms franchisees role expectations as entrepreneurs and managers competition issues concerning franchisees company units and independent businesses All involved in the franchising industry would do well to peruse this timely collection which explores all facets of the current state of franchising growth and distribution

**Restaurant Franchising** Mahmood A. Khan, 2014-10-08 This book is the only up to date book of its kind that will provide an introduction to franchising its pros and cons and other aspects pertinent to restaurant franchises It is the only guide to franchising written exclusively for food service professionals and is an indispensable resource for anyone wishing to break into one of today's most dynamic service industries Since the late 1800s when the idea was first conceived the restaurant franchise has become a worldwide phenomenon Opportunities abound for restaurateurs and food service professionals with the know how to dive into and stay afloat in the growing ever changing sea of franchise operations With the help of vignettes and case histories this completely updated new edition to Restaurant Franchising explains operate a successful franchise from developing a winning franchise concept to demystifying the legal intricacies of franchise agreements Topics include What is franchising Franchising pros and cons Selecting the franchise that fits your style and goals Finding financial backing Understanding franchise agreements State franchise rules and regulations Developing healthy franchisor franchisee relationships International franchising Unconventional franchises This book is suitable for classroom use and an accompanying online instructor's manual is available as a teaching resource for instructors It includes a template of a syllabus to fit one semester within an academic calendar and each chapter's contents are highlighted starting with the chapter's objectives Objectives are designed so that after reading and studying each chapter the student should be able to complete specific knowledge components Key teaching elements and points are listed for each chapter with special emphasis on definitions and terminology References and other sources for further information are also provided At the end of each chapter within this book there is a case study for which discussion questions are listed Possible topics for class assignments and field studies are suggested in the instructor's manual In addition almost 200 PowerPoint slides are provided for each chapter Overall this manual is designed to provide teaching aids that will help in making lectures a more productive interactive and interesting learning experience for students Readers will get practical first hand information that will be extremely useful to hospitality academicians and students as well as corporations that are franchisors and other related restaurant corporations It will be a valuable book for entrepreneurs and those interested in owning a franchise

**The Economic Effects of Franchising** Urban B. Ozanne, Shelby D. Hunt, 1971

**Franchise Times Guide to Selecting, Buying & Owning a Franchise** Julie Bennett, Cheryl Babcock, 2008 Buying a franchise can be a

handy shortcut to the American dream of owning your own business But there are dangerous pitfalls and possible drawbacks to even the best franchise deals Here for every prospective franchisee is authoritative advice from a trustworthy source The experts of Franchise Times offer their picks of the top 200 franchises and 100 up and comers complete with contact information financial requirements fees and more There are practical tips on everything from hiring and marketing to financing your franchise leasing a retail space or setting up a home office and deciding if you should buy or run a franchise with your spouse With anecdotes and advice from current franchisees and franchisors this is a book every would be entrepreneur should read before signing a contract

**Handbook of Services Marketing and Management** Teresa Swartz, Dawn Iacobucci, 2000 What a rarity to see a who's who of thought leaders on any subject create original material for an anthology It's a real collegial tribute to Teresa A Swartz and Dawn Iacobucci that they have been able to assemble such a treasure of original material including some of the last from our late friend and colleague Eric Langeard on topics important to services marketing and management James Heskett Harvard Business School The Handbook of Services Marketing and Management provides an excellent introduction to the topics and issues that define service marketing today Editors Swartz and Iacobucci have recruited many of the leading names in service research to write the chapters in the book ensuring that the Handbook will be a valuable reference for years to come Roland T Rust Journal of Service Research This Handbook contains an impressive collection of cutting edge contributions that should be of keen interest to service researchers and practitioners It represents some of the best and most recent thinking on a wide range of service topics A Parasuraman University of Miami FL Service business today constitute the largest sector in advanced economies This new Handbook provides a wealth of stimulating ideas and guidelines for improving the quality and effectiveness of service offerings Philip Kotler S C Johnson Son Distinguished Professor of International Marketing Northwestern University Services because of their intangibility variability and perishability call for management and marketing skills of a high order This new Handbook belongs in the working library of managers charged with managing and marketing the service offerings of hotels restaurant chains airlines telecommunications companies entertainment companies professional services firms and countless other services industries Philip Kotler S C Johnson Son Distinguished Professor of International Marketing Northwestern University Despite the growth in services research and the dominance of services in the world economy no one book has emerged as a comprehensive guide for researchers and professionals until now The Handbook of Services Marketing and Management presents state of the art perspectives in the foundations of services while simultaneously challenging and expanding current services practices Editors Teresa A Swartz and Dawn Iacobucci invited the world's leading experts on services marketing and management to author individual chapters The result is an experienced international eclectic and cross disciplinary mix of authors all contributing cutting edge material on the frontiers of service research This handbook includes a unique mix of both in depth chapters as well as shorter more focused mini chapters which treat emerging issues in

the field of services This structure makes the Handbook the most thorough reference possible The Handbook of Services Marketing and Management should have a place on the bookshelves of every academic graduate student and professional in the critical area of services

**Franchising and Rural Economic Development** Thomas C. Dandridge,1993

**The Economic Effects of Franchising** Urban B Ozanne,Shelby Hunt,Urban Ozanne,2011-04-30 The Economic Effects of Franchising is based on a report generated for United States Senate Small Business Committee in 1970 entitled Impact of Franchising on Small Business This original report resulted in lengthy hearings of franchising issues and opportunities focusing on the fast food industry Ozanne and Hunt continued researching the focus of this work and completed their studies in 1971 to produce The Economic Effects of Franchising for Congress and the public This work discusses step by step from researching the franchise and its characteristics to signing a franchise agreement and training its employees and the revenue generated to owning a franchise URBAN B OZANNE is Professor Emeritus at Florida State University in Tallahassee Florida Professor Ozanne wrote The Economic Effects of Franchising with Shelby D Hunt in 1971 In 1968 Ozanne wrote the article entitled Adoption Research Information Sources in the Industrial Purchasing Situation with Gilbert A Churchill which was published in Marketing and the New Science of Planning by the American Marketing Association SHELBY D HUNT is the Jerry S Rawls and P W Horn Professor of Marketing at Texas Tech University Lubbock Texas He has written numerous articles on competitive theory macromarketing ethics channels of distribution philosophy of science and marketing theory For his contributions to theory and science in marketing he received the 1986 Paul D Converse Award from the American Marketing Association the 1987 Outstanding Marketing Educator Award from the Academy of Marketing Science the 1992 American Marketing Association Richard D Irwin Distinguished Marketing Educator Award and the 2002 Society for Marketing Advances Elsevier Science Distinguished Scholar Award

American League Franchises Frank P. Jozsa Jr.,2015-12-09 This brief analyzes each of the Major League Baseball MLB franchises in the American League their past regular season and postseason records and financial performances while operating as competitive popular and profitable or unprofitable enterprises Using sport specific information and relevant demographic economic and financial data this brief will highlight when and how well these MLB teams performed and the financial status and significance of their organization as a member of an elite professional baseball league The brief also investigates the success of teams in terms of wins and losses based on home attendance at their ballparks market value and revenue Furthermore it compares the history productivity and prosperity of the franchises among rivals in their division like the Boston Red Sox and New York Yankees in the American League East Division Chicago White Sox and Detroit Tigers in the Central Division and Oakland Athletics and Los Angeles Angels of Anaheim in the West Division This brief will be of interest to practitioners and scholars who research the sports industry college and university professors who teach undergraduate and graduate students majoring in sports administration business economics and management and fans of the sport

Franchising in the U.S. Economy ,1990

Franchising in the U.S. Economy Dean M. Sagar, 1990      **Franchising in Hard Times** United States. Congress. House. Committee on Small Business, 1991      **The Economics of Franchising** Roger D. Blair, Francine Lafontaine, 2005-04-11 This 2005 book describes in much detail both how and why franchising works It also analyses the economic tensions that contribute to conflict in the franchisor franchisee relationship The treatment includes a great deal of empirical evidence on franchising its importance in various segments of the economy the terms of franchise contracts and what we know about how all these have evolved over time especially in the US market A good many myths are dispelled in the process The economic analysis of the franchisor franchisee relationship begins with the observation that for franchisors franchising is a contractual alternative to vertical integration Subsequently the tensions that arise between a franchisor and its franchisees who in fact are owners of independent businesses are examined in turn In particular the authors discuss issues related to product quality control tying arrangements pricing location and territories advertising and termination and renewals      National Football League Franchises Frank P. Jozsa Jr., 2016-07-29 The National Football League NFL is the most influential popular and prosperous professional sports league in America As such this book focuses on the development and maturity of the organization and its members but most importantly how each of them performed in seasons and postseasons and then to what extent they have succeeded as a business enterprise despite competition for market share from other types of entertainment Each chapter contains two core themes as sections Team Performances and Franchise Business The former highlights which and how teams won division and conference titles and championships like Super Bowls while the latter lists and compares financial data including their revenue gate receipts and operating income By linking and comparing the historical performances of NFL teams to financial information about them as business organizations this book provides a unique contribution to the literature on the sports industry This book connects franchise popularity and all time records with recent estimated market value net worth and other financial data In sum National Football League Franchises explains why particular teams located in large midsize or small markets win more games and titles than others In addition it provides ways to individually and by division and or conference to compare teams from a financial perspective

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