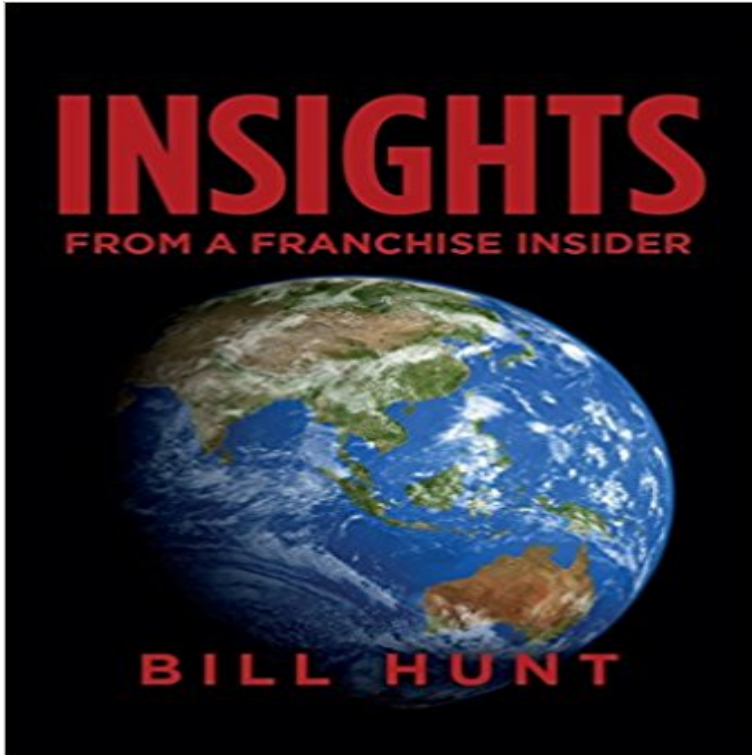


INSIGHTS From a Franchise Insider



I wrote *INSIGHTS from a Franchise Insider* as an update to my first book, *MEMOIRS OF A FRANCHISE GYPSY*, to share my quarter century of overseas experience with other North American master franchise companies on how to open and support international franchises in the emerging countries around the world. The majority of books on franchising today are a definitive analysis of what franchising is and is not, of the types of franchising, of the success of franchising and what you should be aware of when buying a franchise. For existing franchisors most books cover diverse topics from how to build your brand, how to support your franchisees, how to sell more franchises, how to avoid conflict with your franchisees, and how to navigate the various legal issues of disclosure and contract enforcement, and so forth. If you were an entrepreneur, the topic was how to franchise your business as well as a step-by-step approach on how to do it yourself or how to hire a professional franchise consultants to assist in writing the legal contracts, the operating and procedures manuals, and the sales and training manuals. Lastly, the majority of the written material was focused on domestic franchises in North America with very few books covering franchising from an international perspective, and even fewer approached the topic of emerging markets and how franchisors should enter those markets. Almost all were from a theoretical point of view, with very few of the writers ever having actually lived overseas for any extended period of time or having had hands-on operational experience. This latest book focuses on my challenges to introduce North American real estate franchising into the emerging countries of Latin America and Asia and I firmly believe that the experiences I had are fully relevant for any other franchise system. I have attempted to keep my

lessons as generic as possible so that they are applicable to any franchise. Throughout the book I point out mistakes made and lessons learned so that the reader will hopefully not repeat them as they expand their franchise operations globally. I conclude with a chapter about what I have learned over the past three years as the first International Business Consultant for Keller Williams along with my ten reasons for why they are now the largest real estate company by agent count in North America today with more than ninety five thousand agents. International franchising has allowed me to travel the world and to experience the cultural differences of how business is conducted in North America as compared globally. I consider it my obligation to share these differences with the next generation for franchise executives.

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