1. **INTRODUCTION TO THE MANUAL**
	* Manual Organization
	* Ownership of the Manual
	* Purpose of this Manual
	* Importance of Confidentiality Keeping the Manual Current
	* Submitting Suggestions
	* Disclaimer
2. **INTRODUCTION TO YOUR FRANCHISE SYSTEM**
	* Welcome Letter
	* History of the Company
	* Who to Call
	* Overview of Services Provided to Franchisees
		+ Site Selection
		+ Lease Approval
		+ Initial Training
		+ Other Initial Support
		+ Grand Opening Support
		+ Ongoing Training and Support
		+ Suggested Retail Prices
		+ Approved Suppliers
		+ Marketing
		+ Internet
	* Overview of Your Responsibilities
	* Visits From Us
	* Fees
3. **PRE-OPENING PROCEDURES**
	* Introduction
	* Establishment Of Business Form
		+ Business Structure
		+ Overview of Entity Choices
		+ Liability Protection
		+ Income Taxation
		+ Administration
		+ Other Factors in Entity Choice
		+ Bottom Line
		+ Where to Form Your Entity
		+ Naming Your Entity
		+ Assumed Name Certificate
	* Site Selection Process
		+ Site Selection Criteria
		+ Market Analysis
		+ Seeking Approval of Proposed Sites
		+ Lease Considerations
		+ Seeking Approval of Lease
	* Licenses, Permits and Taxes
		+ Introduction
		+ Business Licenses and Permits
		+ Optional Certifications
		+ Tax Registrations and Payments
		+ State Information Web Sites
		+ Additional Resources
	* Training
		+ Scheduling Initial Training
		+ Initial Training Program
		+ Food Safety Training
	* Setting Up Your Facility
		+ Building Out the Facility
		+ Construction Specifications
		+ Required Fixtures, Furnishings, Equipment and Services
		+ POS and Computer Systems
		+ Sign Requirements
		+ List of Approved Suppliers
	* Initial Inventory and Supplies
		+ Required Items
		+ List of Approved Suppliers
	* Utilities / Services
	* Uniforms
	* Bank Accounts
		+ Main Business Account
		+ Operating Account
	* Insurance Coverage
		+ General Insurance Requirements
		+ Minimum Coverage Amounts
		+ Insurance Company Requirements
	* Grand Opening
		+ Notification
		+ Two Weeks Out – Direct Mail
		+ Soft Opening – Publicity
		+ Week One
		+ Week Two
		+ Week Three
		+ VIP Invites
		+ The First Company Meeting
	* Pre-Opening Checklist
4. **PERSONNEL**
	* Introduction
	* Employment Law Basics
		+ Employee Rights / Employer Responsibilities
		+ Federal Regulations on Employment Relationships
		+ State Employment Laws
	* OSHA
		+ Federal Standards
		+ State OSHA Programs
	* Preparing to Hire Your First Employee
	* Job Responsibilities and Ideal Employee Profiles
		+ Responsibilities
		+ Profile of Ideal Employees
		+ Job Descriptions
	* Recruiting Employees
		+ Sources of Employee Candidates
		+ Job Advertisements
		+ Requirements to Advertise Open Positions
	* Job Applications
		+ Application Form
		+ Confidentiality of Applications
	* Interviewing Job Applicants
		+ Preparing For Interviews
		+ Conducting Successful Interviews
		+ Questions to Avoid
	* Background Checks on Job Applicants
		+ General Tips on Background Checks
		+ Special Rules for Certain Records
	* Pre-Employment Testing
	* Miscellaneous Hiring Issues
	* New Employee Paperwork
	* Additional Steps in Hiring Process
	* New Employee Orientation
	* New Employee Training
	* Personnel Policies
		+ Introduction
		+ Communicating Work Rules
	* Paying Your Employees
		+ Wages
		+ Minimum Wage
		+ Benefits
	* Employee Scheduling
	* Employee Management Forms
	* Employee Morale / Motivation
		+ Introduction
		+ Factors of Good Morale
		+ Signs of Bad Morale
		+ Improving Morale and Motivation
	* Performance Evaluations
	* Employee Discipline
	* Resignation / Termination
		+ Resignation
		+ Termination
		+ Post-Separation Procedures
		+ Final Paychecks
		+ Explaining Termination to Other Employees
		+ Giving References
	* Summary of Good Employee Management Practices
	* Getting Legal Help with Employment Law Issues
5. **DAILY OPERATING PROCEDURES**
	* Introduction
	* Required Days / Hours of Operation
	* Customer Service Procedures
		+ Customer Service Philosophy
		+ Customer Feedback
		+ Customer Complaints
		+ Our Customer Complaint Policy
		+ Refund Requests
	* Miscellaneous Customer Services
		+ Dry-Cleaning
		+ Lost and Found
	* Service Procedures
		+ Greeting Customers
		+ Answering the Telephone
		+ Atmosphere
		+ Understanding the Product Offerings
		+ Working / Interacting with Customers
		+ Job Descriptions
		+ Suggestive Selling Techniques
		+ Passive Selling Versus Active Selling
	* Merchandising Procedures
		+ Visual Merchandising Standards
		+ Merchandising Products
		+ Using Signage
	* Meal Preparation Procedures (This section would apply only to food service businesses)
		+ Prepping Procedures
		+ Setting Up Preparation Stations
		+ Recipes for All Items
		+ Preparation Procedures for All Items
		+ Maintaining Inventory
		+ Dishwashing / Sanitation Procedures
	* Opening / Closing Checklists
		+ Opening Checklist
		+ Closing Checklist
	* Transacting Sales
		+ Entering Orders Using the POS System
		+ Cash Handling Procedures
		+ Accepting Personal Checks
		+ Accepting Credit Cards
		+ Suggested Prices
	* Gift Certificates
		+ Issuing Gift Certificates
		+ Redeeming Gift Certificates
	* Inventory Management
		+ Product Ordering Procedures
		+ Ordering from Approved Suppliers
		+ Changing Approved Suppliers
		+ Product Receiving Procedures
		+ Storing Procedures
		+ Labelling and Rotating Inventory
		+ Spoilage
	* Operational and Financial Reporting
		+ Features of the POS System
		+ Generating Reports
		+ Analysing Reports
		+ Sample Reports
	* Franchise Fees and Reporting Requirements
		+ Royalty Payment
		+ Marketing Fee
		+ Required Reports
		+ Financial Statements
	* Loss Prevention Techniques
		+ Cash
		+ Inventory
	* Required Cleaning and Maintenance
		+ Daily Cleaning and Maintenance
		+ Weekly Cleaning and Maintenance
		+ Monthly Cleaning and Maintenance
	* Safety Procedures
		+ Preventing Accidents and Injuries
		+ Crisis Management Policy
		+ Reporting Accidents
		+ Worker’s Compensation Issues
		+ Fire Safety
		+ Robbery / Burglary
		+ Unruly Customers
		+ Using the Alarm System
6. **SALES PROCEDURES**
	* Introduction
	* The Sales Process
		+ Identifying the Customer’s Needs
		+ Building Rapport with the Customer
		+ Handling Objections
	* Understanding Your Competition
	* Competitive Advantages
7. **MARKETING**
	* Promoting our Business in Your Area
		+ Your General Obligations
		+ Guidelines for Using Marks
		+ Marketing Standards
	* Logo Specifications
	* Required Marketing Expenditures
		+ System Marketing
		+ Local Marketing Requirements
		+ Regional Cooperative Advertising
		+ Grand Opening Marketing
	* Local Marketing
		+ Introduction
		+ Direct Mail
		+ Radio
		+ Television
		+ Billboards
		+ Magazines
		+ Newspapers
		+ Yellow Pages
		+ Internet
		+ Networking
		+ Word of Mouth / Customer Referrals
	* Public Relations / Community Involvement
		+ Press Releases
		+ Better Business Bureau
		+ Local Chamber of Commerce
		+ Team Sponsorships
		+ Community Service / Charitable Activities
	* Obtaining Marketing Approval
8. **ADDITIONAL RESOURCES**
	* Web Sites For Small Businesses
	* Web Sites For Organizations
	* Web Sites For Employment Laws
	* Web Site For Tax Information
9. **MANAGEMENT DOCUMENTS**
	* Daily Cash Sheet
	* Absence Policy
	* Applicant Information Release
	* Sample Applicant Rejection Letter
	* Sample Applicant Acknowledgment Letter
	* COBRA
	* Sample Collection Letter
	* Time Spent During Work Hours
	* Customer Satisfaction Survey
	* Discipline Documentation Form
	* Drug Test Consent Form
	* Electronic Funds Transfer Authorization
	* Emergency Instructions
	* Job Application
	* General Work Rules
	* Holiday / Vacation Policy
	* Restroom Inspection Worksheet
	* Sexual Harassment Policy
	* Smoking Policy
	* Termination Meeting Checklist
	* Employee Time Records
	* Checklist For Handling Workers’ Compensation Claims
	* Workplace Safety Rules
	* Employee Data Form