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Introduction



In our first book, *The Franchise Advantage*, published in 1987, we attempted to broadly describe the franchise phenomenon, including its history and its impact upon the American economy and economies around the world. In it we predicted that “franchising will make the world smaller.” Thomas Friedman came up with a better metaphor twenty years later in *The World is Flat*, but we think that the “flat” world he described was not so different from the “smaller” one we foresaw. *The Franchise Advantage* was directed to business owners, prospective franchisees and the general reader. It remains, in our humble opinion, as comprehensive a study of franchising as has been written. Although out of print, it can be downloaded free by anyone interested in the subject from our web site, francorp.com.

In our second book, *How to Buy and Manage a Franchise*, co-authored with Joseph Mancuso and published in 1993, we addressed franchising from the franchisee’s perspective. It can also be downloaded at no cost from francorp.com.

What has changed since publication of *The Franchise Advantage*? Many things cultural and economic, some of which we have attempted to address in Chapter 1. One thing not described in detail in Chapter 1 is the increased complexity of franchising itself. That subject is indeed the primary reason for this present volume and is dealt with at length in the remaining chapters.