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