



growth he's embracing.

"You can either raise a lot of money to expand, or you can franchise," Hancock says. "Plus, it will help keep copycats away. This way people can join your team rather than compete against it."

Hancock's right on the mark.

"If you have the money, own all of the locations," says Kindred, who is vice president at the Franchise Development & Marketing Group. "But most people don't have the kind of money it takes to go out and really expand. Franchising lets other people raise the money for them."

### WHEN'S THE RIGHT TIME TO FRANCHISE?

Knowing when to franchise can be tricky. It's critical to have an established brand, but it's also important to capitalize on momentum.

"Timing is all over the map," Kindred says. "But most businesses need two to three years of a successful business. That way potential franchisees can see that it works and has been successful. It's difficult to convince someone else they can sell the product if you can't."

And while Kindred suggests two to three years, Tuomisto recommends two to three restaurants.

"You have to have two or three winners before you franchise," he says.

## IN THEIR SHOES

**What the franchisee wants the franchisor to know — and vice versa**

#### TO FRANCHISORS

"They need to maintain the perspective of what the franchisees are dealing with," says Larry Winzeler, owner of Alphagraphics franchises in Provo and Lehi. "You can't have the situation where we're the grunts in the field, and you're off sitting in your ivory tower. We need your support."

#### TO FRANCHISEES

"The franchisee has to have the level of awareness of an owner," says Dave Tuomisto, founder and former owner of Bajjo Mexican Grill. "They have to care the way an owner cares. It'll increase the success tenfold."

### WHAT KIND OF RELATIONSHIP SHOULD I HAVE WITH MY FRANCHISEE?

Hancock's first franchisee is currently building an American Fork store, and like the ice cream, the process has been educational.

"There's been a little bit of a learning curve on my part. I want to be interactive and make sure I support my franchisees right," Hancock says. "It's important for me to make sure they're successful. Enough companies

go out of business, and I'm not about to lead someone down that road."

That commitment to support and success is essential for a franchisor. Franchisees not only need manuals and procedures, but they need in-person training, frequent contact and a support system.

"The biggest thing is communication," Kindred says. "Franchisees need to know they have someone to turn to." Q



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