



franchising  
academy

THE INTERNATIONAL  
ACADEMY  
OF FRANCHISING



# Index

Franchising	...	2
Franchising history	...	3
How it all started	...	4
Our system	...	7
Why an academy?	...	8
6 Drivers of change	...	9
Future work skills	...	10
Should you treat learnings a process or an event?	...	11
Training programs	...	13
Discovery	...	14
Focus	...	18
Master	...	24
Faculty	...	30
Knowledge tank	...	31
Head Master	...	33
Admissions to the Programs	...	38
Results	...	40
Contact us	...	41

# Franchising

The franchise model has been called the greatest business model ever invented. It has allowed people all over the world to own a business for themselves but not by themselves. To those unfamiliar with these matters, the term franchising is a haunting image of the United States and of a golden capital M.

But it hasn't always been that way...

A franchise is a unique kind of business with a very interesting history.

So how did it all begin?

*Per i più, franchising è sinonimo di Stati Uniti e di una M gigante ed evoca immagini di catene di fast-food, di alberghi e negozi, ma è riduttivo.*

*Il franchising è il sistema per eccellenza per l'espansione delle imprese con capitali limitati, senza rischi finanziari eccessivi e riducendo la complessità aziendale.*

*È ormai un dato di fatto che la formula del franchising rappresenta oggi uno dei sistemi di sviluppo aziendale più diffuso nelle economie moderne.*

## THE MIDDLE AGES

The Middle Ages, as strange as it sounds, is where the business model of franchising started to appear.

The Middle Ages weren't a fabulous time to be a human. There were hundreds of famines especially in Europe, a continent that lost a third (or more) of its population to The Black Plague. Violent uprisings were often staged by the working class which felt they were not getting paid fair wages, and adding to the general discontent of the time period were serious religious conflicts.

But at least one positive thing occurred amid all the suffering that was taking place on a daily basis: franchising.

In those days, some of the local governments granted high church officials (and others considered to be important) a license to maintain order and assess taxes. Medieval courts (or lords) gave these individuals the right to hold markets and perform business-related activities. These first franchisees paid a royalty to the lords in exchange for, among other things, "protection" that was essentially considered to be a monopoly on commercial ventures. Over time, the regulations that governed these first franchisees became a part of European Common Law.



## THE COLONIAL PERIOD

The next time period in which the concept of franchising started to take hold was the Colonial period. This period involved what were called "Franchise Kings". The local sovereign/lord would authorize individuals to hold markets, run local ferries, hold fairs, or to even hunt on his land. This concept extended to the Kings, who would grant a franchise for different types of business activities.

European monarchs (who were technically close enough to being Kings themselves) even bestowed franchises upon local citizens who agreed to take on the risk of establishing colonies. Once a colony was created, the founder was able to gain the protection of the "Crown" in exchange for taxes or royalties.

Interesting that concept sounds very similar to a common and important part of what's often included in franchising today... a protected territory.

## THE 1840'S-SPATEN

Go ahead and grab your favorite beverage before you continue reading, and if your favorite beverage happens to be beer, the 1840's should be of particular interest to you.

During the 1840's, there was a beer brewer in Germany who granted certain rights to several local taverns to sell his beer. What's interesting about this is the fact that the tavern owners had to use the beer brewer's trade name. That name: SPATEN. The tavern owners were franchisees of sorts, because they had to pay for the right to use the trade name (a.k.a., the brand name). And, isn't a brand name one of the more popular reasons that people buy franchises today? By the way, the SPATEN trade name still exists today.

## THE 1880'S - SINGER

Isaac Singer was the founder of I.M. Singer & Company. He was the first person to patent a practical, widely-used sewing machine. Sewing machines started to appear on the scene in the mid 1800's but not like the one Singer manufactured. Singer's sewing machines could sew 900 stitches per minute, a lot more than any other sewing machine in existence at the time. Because everything was stitched together by hand in the mid-1880's, a faster sewing machine was really big deal. The women who did the sewing worked incredibly long hours, in clothing factories that weren't very nice places to work. Housewives had to do a good amount of sewing too, if their families could even afford a sewing machine.

At \$120 each, Singer sewing machines were out of reach for most Americans. But one of Singer's partners fixed that. He came up with what would turn out to be the first-ever installment plan. Now, everyday people could purchase Singer's sewing machines and pay for it in installments. With this plan in place, Singer was able to sell a lot more machines. He just needed a better distribution method. And being the entrepreneur that he was, he figured out just how to do it.

### Licensing Arrangements

Here's how Singer's licensing arrangement worked: Singer and his partners would find businesspeople who were interested in owning the rights to sell Singer's sewing machines in specific geographical areas. Once they found parties that wanted to become licensees, they would charge them an up-front fee a licensing fee, for the right to sell the machines. In addition, Singer required licensees to teach consumers how to use the machines that they had just purchased. This arrangement was a win-win. The partners now had money coming in from the licensing fees which enabled them to fund more manufacturing. The licensees had businesses of their own, and were selling a product that most households wanted.

## EARLY '900 OIL COMPANIES

COCA COLA INDUSTRIAL FRANCHISE

1898 GENERAL MOTOR CAR OUTLET FOR SERVICE AND ASSISTANCE

1856 HENRY FORD CAR DEALER

1930 - 1960 KFC KENTUCKY FRIED CHICKEN (200 KFC FRANCHISED)

1963 RAY KROC (500 MC DONALD'S FRANCHISED)

During that time, there was another item that most American households wanted. Like the Singer sewing machine, it was an item that was starting to be produced in large quantities. And it was an item that would end up having a huge impact on our way of life and on franchising.

The creation, and ultimately, the mass-production, of automobiles.

# Franchising history

# How it all started

Actually it should be more like a where and when situation. The KnowHow Franchising has become a reality only thank to the profesionsts, collaborators, entrepreneurs that have literally married this project. Thanks to the constant and continuous exchange of information, best-practices, knowledge and competencies we have created a real franchising culture and collected it in our world wide Knowledge Tank.



**MARA LICIA FRIGO - International Consultant  
Quadrante srl**

*"... 20 years of activity and 12 years of international network have taught me that the more the system "franchising" was known, the more it was appreciated and used. And the answer came right away: it was not about "teaching franchising" but simply "teaching how to franchise"..."*



**SANDRO GLAUS - CEO Uniko! Sagl and  
ProFranchising.ch - entrepreneur**

*"... How would you define an "entrepreneur"? In my opinion is a dreamer, a person that can see the final product without beeing aware of the how when and where bring it to reality and without guarantees of success."*



**ANTONGIULIO VISCIONE - CEO Quadrante srl**

*"...I've been in the franchise business in the las 15 years both as a consultant and as a trainer and I've always believed that learning is a lifetime process . But untill today I found myself limited by the "specific requiremets" of my clients (a subject here, a topic there), without the option to provide the "whole picture"..."*

*Come nasce la scuola del franchising KnowHow Academy? Sarebbe più corretto dire "dove e quando". La KnowHow Academy è diventata una realtà solo grazie ai professionisti, collaboratori, imprenditori che hanno sposato questo progetto.*

*Grazie allo scambio continuo di informazioni, best-practice, conoscenze e competenze, abbiamo creato una vera e propria "cultura" sul franchising che abbiamo raccolto nella nostra Knowledge Tank a livello world wide.*

**Mara Licia Frigo - Consulente internazionale Quadrante srl**

*"... 20 anni di attività e 12 anni di network internazionale mi hanno insegnato che più il sistema "franchising" veniva conosciuto, più veniva apprezzato ed utilizzato. La risposta era proprio sotto il mio naso: non si doveva insegnare il franchising ma semplicemente insegnare a fare franchising. ..."*

**Sandro Glaus - CEO Uniko! Sagl e ProFranchising.ch - Imprenditore**

*"... Cos'è un imprenditore? Di definizioni ce ne sono molte, ma io sono dell'idea che sia un sognatore in grado di vedere un prodotto, un concetto finito, senza, spesso, sapere esattamente come realizzarlo e senza garanzie di successo ..."*

**Antongiulio Viscione - CEO Quadrante srl**

*"... Sono oltre 15 anni che mi occupo di franchising sia come consulente che formatore e ho sempre dedicato un impegno notevole nella formazione sul franchising. Fino ad oggi però la formazione che ci veniva richiesta come società era sempre stata di tipo "puntiforme" (un argomento qui, un argomento lì) perdendo la "visione del tutto"..."*





A complex system that works, is built from simple systems that work.



# Our system

The KnowHow Franchising System is based on a simple assumption:

**... in less than a decade, the working skills we will be looking for will be vastly different from those ideal in today's workers.**

In the near future, smart machines and systems will automate many jobs that exist today, mutating the nature of skills that are currently in high demand, as social technologies will play a more important role in value creation.

Business and professionals will need new competencies to face the changing market demand. Our system, based on the **6 drivers of change**, has been developed to anticipate, develop and put to use the capabilities that will be most valued.

The KnowHow Franchising System combines a cultural and methodological mechanism, which is a prerogative of the traditional education method, with a strong attitude towards practical preparation.

*Il sistema KnowHow Franchising si basa su di un semplice presupposto:*

**"... in meno di un decennio, le competenze che faranno la differenza nel mondo del lavoro saranno diverse da quelle di oggi."**

*Macchine e sistemi sempre più intelligenti cambieranno la natura di molte "competenze" e le Social Technologies avranno un ruolo sempre più importante nella creazione di valore.*

*Nuove competenze saranno necessarie per affrontare il mondo del business sia come singolo professionista che come imprenditore. Il nostro sistema, basato sui 6 motori del cambiamento, è stato strutturato proprio per anticipare queste competenze, sviluppandole fino alla loro applicazione.*

# Why an academy?

The fastest way to create and to develop economy is to give to the entrepreneurs – and not only to them – the necessary skills to adopt this business model. Franchising allows businesses with limited capital and other resources to expand while reducing risks and complexity. Only a few realize that, despite the global crisis, franchising is the only business model that continues to grow, supporting the claims that franchising represents one of the most widespread business development systems in today's economy.

THE KNOWHOW FRANCHISING ACADEMY WAS ESTABLISHED TO PROMOTE FRANCHISING AND TO PROVIDE THE RIGHT INSTRUMENTS TO USE IT AT IT'S BEST. OUR TRAINING SCHOOL IS DEDICATED TO CREATING THREE FUTURE CAREERS: FRANCHISOR, FRANCHISE MANAGER AND INTERNATIONAL

*Fornire agli imprenditori – e non solo – le competenze necessarie per utilizzare questa formula commerciale è il modo più rapido per creare e sviluppare l'economia. Il franchising consente alle imprese di espandersi con capitali limitati, senza rischi finanziari eccessivi e riducendo la complessità aziendale. È ormai un dato di fatto che la formula del franchising rappresenta oggi uno dei sistemi di sviluppo aziendale più diffuso nelle economie moderne.*

*La KnowHow Franchising Academy nasce per far conoscere il mondo del franchising e per fornire gli strumenti per utilizzarlo al meglio. La nostra scuola di formazione prepara formazione è indirizzata a tre figure: Franchisor, Franchise Manager e International Franchising Consultant*

# 6 Drivers of change



## EXTREME LONGEVITY

PEOPLE ARE LIVING LONGER

By 2025 the number of people over 60 will increase by 70%.



## COMPUTATIONAL WORLD

INCREASES IN SENSOR AND PROCESSING MAKES THE WORLD A PROGRAMMABLE SYSTEM

Data will give us the ability to see things on a scale that has never before been possible.



## SUPERSTRUCTURED ORGANIZATIONS

SOCIAL TECHNOLOGIES DRIVE NEW FORMS OF PRODUCTION AND VALUE CREATION

Social tools are allowing organizations to work at extreme scales.



## THE RISE OF SMART MACHINES AND SYSTEMS

TECH CAN AUGMENT AND EXTEND OUR OWN CAPABILITIES

Workplace automation is replacing repetitive job.



## NEW MEDIA ECOLOGY

NEW COMMUNICATION TOOLS REQUIRED MEDIA LITERACIES BEYOND TEXT

Visual communication media is becoming a new vernacular.



## GLOBALLY CONNECTED WORLD

DIVERSITY AND ADAPTABILITY IS AT THE CENTER OF OPERATIONS

Europe and United States no longer hold a monopoly on job creation, innovation and political power.



## SENSE MAKING

Ability to determinate the deeper meaning or significance of what is being expressed



## SOCIAL INTELLIGENCE

Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions.



## NOVEL AND ADAPTIVE THINKING

Proficiency at thinking and coming up with solutions and responses beyond that which is wrote or rule-based.



## CROSS CULTURAL COMPETENCY

Ability to operate in different cultural settings.



## COMPUTATIONAL THINKING

Ability to translate vast amount of data into abstract concepts and to understand data based reasoning.



## NEW MEDIA LITERACY

Ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication.



## TRANSDISCIPLINARY

Literacy in and ability to understand concepts across multiple disciplines.



## DESIGN MINDSET

Ability to represent and develop tasks and work processes for desired outcomes.



## COGNITIVE AND LOAD MANAGEMENT

Ability to discriminate and filter informations for importance, and to understand how to maximize cognitive functions.



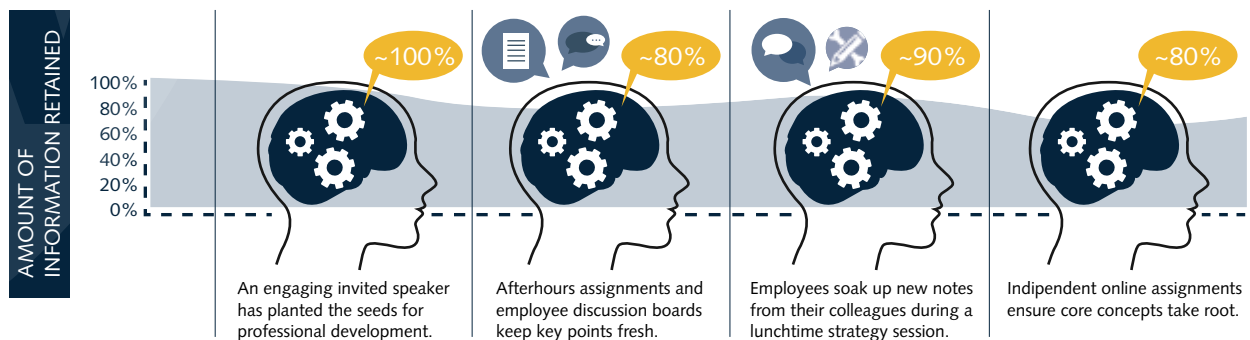
## VIRTUAL COLLABORATION

Ability to work productively, drive engagement and demonstrate presence as a member of a virtual team.

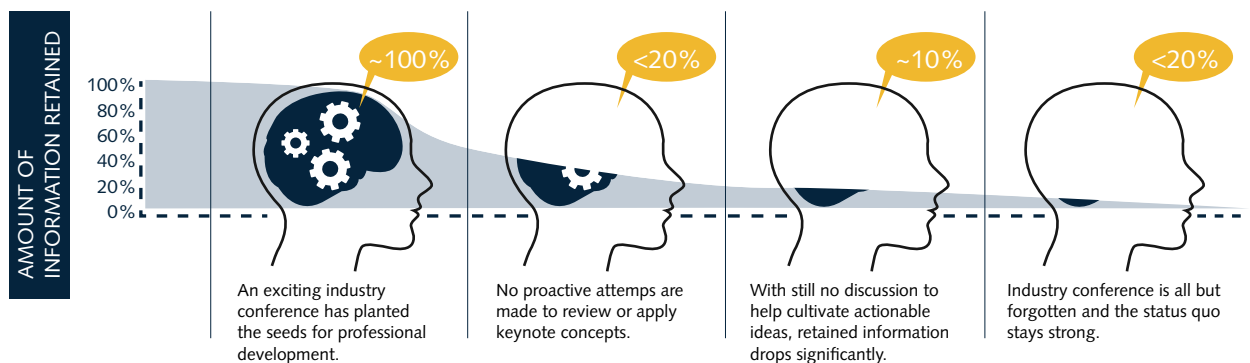
# Future work skills

# Should you treat learning as a process or an event?

PROCESS → DAY 1 → DAY 15 → DAY 30 → DAY 45 →



EVENT → DAY 1 → DAY 15 → DAY 30 → DAY 45 →





$MCS$   
 $X_1 = \begin{pmatrix} \alpha + \beta + \gamma \\ \alpha \\ \beta \end{pmatrix}$   
 $\geq 0$   
 $S(f, D, V) = \|D\| = P_1 + P_2 + P_3$   
 $+xyz - 6 = 0$   
 $\frac{x^2}{16} - \frac{y^2}{9} = 1$   
 $\frac{x^2}{a^2} + \frac{y^2}{b^2} + \frac{z^2}{c^2} = 0$   
 $\frac{\sqrt{y}}{x+2} = 0; y(0) = 1$   
 $A[0; e; 1]$

$Df \in (\infty; 0) \cup (0; 1)$   
 $A+B+C=8$   
 $-3A-7B+2C=-10,3$   
 $-18A+6B-3C=15$   
 $C = \begin{pmatrix} 0,1 \\ 1,0 \end{pmatrix}$   
 $\frac{\partial^2 F}{\partial y \partial x}(A); \frac{\partial}{\partial x}$   
 $\frac{2x}{x^2+2y^2} = 2$

$x \in \mathbb{R}$   
 $x \equiv 1$   
 $y \equiv 1$   
 $\int R(x, \sqrt{\frac{ax+b}{cx+d}}) dx$   
 $\frac{x^2}{16} + \frac{y^2}{8} \leq 1$   
 $\alpha, \beta, \gamma \in \mathbb{C}$

$\Delta(A_2) =$   
 $\delta(p_2) = \sqrt{0,16}$   
 $y = \sqrt[3]{x+1}$   
 $m_1 = f(x;)$

$$2 + 2 = 4$$

We have a strategic plan. It's called **DOING THINGS.**



# Training programs

Our training programs combine a cultural and methodological approach with a strong attitude towards practical preparation.

This approach led to a peculiar training structure divided in three models:



**DISCOVERY:** a 6 days training program imparted on a weekly basis (usually on Saturday).

To give a general knowledge leading to the understanding of the franchising systems and to use this acquired knowledge in generalistic situations.



**FOCUS:** a part-time vertical program on a single subject.

To give knowledge, skills and capability to operate in a well-defined area and on specific subjects, for example, how to choose a franchise.



**MASTER:** an intensive training program with three different majors.

To ensure an appropriate mastery of methods and specific contents, to develop a full range of interdisciplinary skills and to acquire the related "know how" that a Specialist requires to.

*I corsi della KnowHow Franchising Academy coniugano una preparazione metodologico-culturale, da sempre prerogativa della didattica classica, con una formazione fortemente professionalizzante. Questa struttura prevede una formazione articolate in tre modelli:*

- **DISCOVERY:** corso di 6 giorni con cadenza settimanale (Sabato)  
*Fornire ai partecipanti una formazione generale per la comprensione e l'esercizio di attività generale in ambiti specifici.*
- **FOCUS:** corsi "verticali" part-time su di un singolo argomento  
*Fornire conoscenze, competenze e soprattutto e abilità per funzioni richieste nell'esercizio di particolari attività professionali in ambiti ben delineati*
- **MASTER:** corso full-time specialistico con diversi indirizzi (3 mesi)  
*Assicurare un'adeguata padronanza di metodi e contenuti specifici, anche nel caso in cui sia orientato all'acquisizione di specifiche conoscenze professionali.*



# Discovery

THE FIRST JOURNEY

# Discovery consist of looking at the same things as everyone else and thinking something different.

## **ABOUT**

The main objective of the "Discovery" training program is to provide well founded, general content by first giving a correct comprehension of the franchising system and a first application in a working context. Together with classical learning we will promote and enhance the acquisition of professional skills and instruments that can be put into practice right away.

## **REQUIREMENTS**

There are no specific requirements to apply for the "Discovery" training program, no need for a specific degree or specific studies or competences. This is what we call an Open class course but with a restricted number of admissions.

## **PATHWAY**

The course will have a duration of 6 days, for a total of 36 hours. Training sessions will take place during the weekend, usually on Saturday and attendance is compulsory. We have a restricted admission quota and a maximum class size of 20. At the end of the training program there will be a final test usually a report or a paper.

### *DI COSA SI TRATTA*

*L'obiettivo principale del corso "Discovery" è quello di consentire l'acquisizione di contenuti generali, che forniscano solide basi per la comprensione ed una prima applicazione del sistema "franchising" in un contesto lavorativo; a fianco di un apprendimento di tipo teorico viene assicurata l'acquisizione di competenze e di strumenti utili per l'applicazione delle competenze acquisite*

### *REQUISITI*

*Non vi è alcun requisito specifico necessario per l'iscrizione al programma "Discovery", non servono titoli di studio specifici o conoscenze pregresse. L'ammissione alle classi è quindi libera.*

### *IL PERCORSO*

*Il corso prevede una durata di 6 giorni per un totale di circa 36 ore, che si tengono nel fine settimana, solitamente il Sabato, con frequenza obbligatoria. La classe è a numero programmato per un massimo di 20 partecipanti. Il corso si conclude con una prova finale. Le modalità della prova si estrinseca generalmente in un elaborato o una relazione.*

# Program



## **THE FRANCHISE SYSTEM**

We will discover what is exactly franchising, different types and formulas and it's potential use to expand a business.



## **TRADEMARKS AND DESIGNS**

From "sign" to "money: what is intended for, differences between a strong and a weak mark and why you should protect it at the international level.



## **LEGAL ISSUES**

With our legal experts we will understand what the local laws say, what the European Laws say and the correct and ethic foundation of a franchise contract.



## **ECONOMIC ISSUES**

The differences between a Business Plan and an Income Statement Forecast, strategic definitions and revenue streams for all involved.



## **FROM THEORY TO PRACTICE**

We will see how a Franchise Program is born, how it grows and develops, how it expands ... and when you can use it (franchisable business).



## **GO INTERNATIONAL**

Bringing a business from local to international: from the criteria to the targeted countries, strategies in Europe, USA, Emirates and world wide.

*Lessons will be held in english.  
the Franchising training in Ticino will be held in Italian.*

# Fees and Expenses

## Tuition Fees

The fees include most teaching materials (although some texts must be purchased separately), the “KnowHow Franchising” dedicated Manual and Notebook, light lunch (where provided), dedicated line with the assigned Head Master for all the course duration (where provided).

### *Quota di iscrizione*

*La quota di iscrizione comprende la maggior parte del materiale formativo (anche se alcuni testi dovranno essere acquistati separatamente), il manuale dedicato della “KnowHow Franchising Academy”, un pranzo leggero (ove previsto), una linea dedicata con l’Head Master che verrà assegnato per tutta la durata del programma (ove previsto).*

## Key Fact

**Duration:** 36 hours

**Language:** English

**Class size:** min 15/max 20

**Total Fee:** Euro 2.500

**To be paid:** on acceptance of admission offer

**Admission:** Open class

*Durata:* 36 ore

*Lingua:* Inglese

*Partecipanti:* min 15/max 20

*Quota:* Euro 2.500

*Pagamento:* all’atto dell’iscrizione

*Ammissione:* libera



# Focus

SPECIALIST SKILLS



# Focusing on one thing and doing it really, really well can get you very far.

## **ABOUT**

The main objective of the training programs "Focus" is the acquisition of specific skills and knowledge in specific areas. There are 6 "Focus" programs, covering six different subjects related to franchising. Two are Open classes and four have an Admission test (see Requirements)

## **REQUIREMENTS**

To apply for the Focus training programs you will have to pass an entrance test. We will evaluate your level of comprehension that is necessary to investigate specific issues. This entrance test will not evaluate your knowledge on the specific subject but the minimum necessary knowledge background that will allow you to gain the maximum training results.

## **PATHWAY**

The courses will cover 6 specific topics, that, as a whole, do reflect the complete development path of a franchise. Each "Focus" has a different duration (from a minimum of 20 to a maximum of 60 hours training) that will take place during the week. Class sizes are smaller than the other programs, with a maximum enrollment of 15. Courses will end with a final test, which will vary depending on the chosen training program.

### *DI COSA SI TRATTA*

*I corsi "Focus" hanno come obiettivo generale l'acquisizione di conoscenze di livello avanzato in ambiti specifici. I corsi Focus sono in tutto 6, di cui 2 ad accesso libero e 4 ad accesso previo superamento del test di ammissione (vedi Requisiti).*

### *REQUISITI*

*Per essere ammessi ai corsi focus è richiesto il superamento di un test d'ingresso necessario a valutare le competenze necessarie per l'approfondimento delle singole tematiche. Questo test serve per valutare le conoscenze minime necessarie per l'accesso alla formazione.*

### *IL PERCORSO*

*Il percorso didattico si articola su 6 aree specifiche, che coprono il percorso completo di sviluppo di una franchise. Ogni "Focus" ha una durata in ore (da un minimo di 20 ad un massimo di 60 ore) che si svolgeranno in settimana. La classe è a numero programmato per un massimo di 15 partecipanti. I corsi si concludono con una prova finale. Le modalità della prova si estrinsecano generalmente in un elaborato o una relazione.*

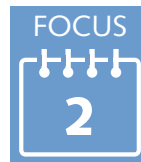
# Program



**CREATE A FRANCHISABLE BUSINESS STARTING FROM "3"**  
**FOCUS on Franchising 1**

**Topics:**

- What is franchising (history and basics)
- Business idea: yes and nos
- Concept
- TM and patent (legal implications)
- Putting it to the test
- Monitoring and fine tuning
- No need to rush



**HOW TO BUILD A FRANCHISE NOT AS EASY AS "ABC"**  
**FOCUS on Franchising 2**

**Topics:**

- Starting from numbers (economics)
- Strategic definitions
- Profit & lost forecast for franchisee
- The disclosure
- The agreement
- The Bible (operating manual)
- Getting ready to enter the market



**HOW TO DEVELOP A FRANCHISE AM I A FRANCHISOR YET?**  
**FOCUS on Franchising 3**

**Topics:**

- Identifying the right partner
- Password – No selling
- Expansion strategies
- Choosing the instruments
- Legal requirements to watch for
- From the first email to the signing of the agreement



**HOW TO MANAGE A FRANCHISE MANAGE? WHY?**  
**FOCUS on Franchising 4**

**Topics:**

- Your network is your first value
- The Franchise manager
- Your new assignment
- Management and development
- Keep in touch
- What to do with your worst performer
- What to do with your best performer



## HOW TO GO INTERNATIONAL GOING ABROAD

### FOCUS on Franchising 5

#### Topics:

- Defining a strategy
- Choosing the right country
- Facing new markets (plans, system and strategic implementation)
- Choose a relationship: franchisee, area develop, master franchisee
- 41 interesting countries



## HOW TO BUY A FRANCHISE FUTURE FRANCHISEE

### FOCUS on Franchising 6

#### Topics:

- What is franchising
- Choose the right franchise
- Gaining information
- Legal requirements
- A step by step guide
- Signing your contract
- What's next?

# Fees and Expenses

## Tuition Fees

The fees include most teaching materials (although some texts must be purchased separately), the "KnowHow Franchising" dedicated Manual and Notebook, light lunch (where provided), dedicated line with the assigned Head Master for all the course duration (where provided).

### *Quota di iscrizione*

*La quota di iscrizione comprende la maggior parte del materiale formativo (anche se alcuni testi dovranno essere acquistati separatamente), il manuale dedicato della "KnowHow Franchising Academy", un pranzo leggero (ove previsto), una linea dedicata con l'Head Master che verrà assegnato per tutta la durata del programma (ove previsto).*

## Key Fact

### FOCUS 1

**Duration:** 30 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 3.000  
**To be paid:** on acceptance of admission offer

**Admission:** Open class

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 3.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:*

### FOCUS 2

**Duration:** 60 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 6.000  
**To be paid:** in 2 instalments – or – on acceptance of admission offer  
**Admission:** Admission test

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 6.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:* test di ammissione

### FOCUS 3

**Duration:** 30 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 4.000  
**To be paid:** on acceptance of admission offer

**Admission:** Admission test

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 3.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:* test di ammissione

### FOCUS 4

**Duration:** 30 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 4.000  
**To be paid:** on acceptance of admission offer

**Admission:** Admission test

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 3.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:* libera

## FOCUS 5

**Duration:** 60 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 6.000  
**To be paid:** in 2 instalments  
– or – on  
acceptance of  
admission offer

**Admission:** Admission test

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 3.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:* libera

## FOCUS 6

**Duration:** 30 hours  
**Language:** English  
**Class size:** min 15/max 20

**Total Fee:** Euro 3.000  
**To be paid:** on acceptance of  
admission offer

**Admission:** Open class

*Durata:* 30 ore  
*Lingua:* Inglese  
*Partecipanti:* min 15/max 20

*Quota:* Euro 3.000  
*Pagamento:* all'atto dell'iscrizione  
*Ammissione:* libera



# Master

INTENSIVE KNOWLEDGE  
PROGRAMM



# The expert in anything was once a beginner.

## **ABOUT**

The Master training programs are educational and professional learning paths marked with a character of scientific improvement and high-level permanent education implications and they provide a full range of practical knowledge, skills and abilities.

## **REQUIREMENTS**

Being a permanent training program, no specific requirement is needed. However, admission is reserved to a narrow number of participants. Therefore the applications will have to comply with the eligibility criteria and will be the subject of in depth evaluations.

## **PATHWAY**

It will be an intense program designed to make you think, act, behave and communicate as a franchise Expert. It has a 3 month duration and it is divided into two phases preparatory and major. Depending on your goals, you can choose between three different majors: Franchisor, Franchise Manager or International Franchise Consultant. The educational trail will bring you through classrooms, seminars and practical activities. If available, you will have the change to apply for an internship.

### *DI COSA SI TRATTA*

*È un corso di studio a carattere di perfezionamento scientifico e di alta formazione permanente e ricorrente che fornisce conoscenze e abilità di carattere professionale, di livello tecnico-operativo e di livello progettuale.*

### *REQUISITI*

*Essendo un corso di formazione permanente e ricorrente che consente lo sviluppo di competenze e capacità di alto livello, non vengono richiesti titoli di studio specifici. L'ammissione è però riservata a un numero ristretto di partecipanti e la selezione avviene attraverso colloqui o altre forme di verifica.*

### *IL PERCORSO*

*Il corso prevede una durata di 3 mesi con frequenza obbligatoria. È composto da una fase propedeutica e da tre classi specialistiche sulla base del percorso scelto (Franchisor, Franchise Manager o International Franchise Consultant). Il percorso didattico prevede lezioni in aula, seminari, attività pratiche; si prevede, ove possibile, la possibilità di svolgere anche "training" presso strutture esterne.*

## Program

The last decade has brought countless new opportunities and challenges in the business world. Expanded connectivity, smart technologies, and increasing lifespans are changing how we think about work. What's more, companies are becoming more global than ever before, and demographic changes are shifting economic power. More than ever, business leaders must be adaptable problem-solvers with a high degree of cultural intelligence.

The Master Franchising Training Program works like a hothouse for franchise specialists. Using a blended methodology we have created a learning system more in tune with the reality of the business worldwide, gaining advantages of a structure and framework without excessive rigidity.

### **A PROGRAM THAT INTEGRATES KNOWLEDGE AND SKILLS**

The Master Franchising Training Programs provide the opportunity to develop and broaden knowledge and skills to prepare you for your future with the franchise system.

The program brings together faculty from all over the world, integrating leading management thinking with a wider perspectives from the social sciences, engineering, and life sciences.

*I corsi Master-Specialisti del Franchising danno l'opportunità di sviluppare ed ampliare le proprie conoscenze e preparano ad una professione futura nel mondo del franchising.*

*I corsi riuniscono professionisti e docenti da tutto il mondo, integrando così filosofie e tecniche di gestione con prospettive più ampie provenienti dalle scienze sociali, dell'ingegneria e dalle scienze biologiche.*

#### **UN PROGRAMMA CHE INTEGRA COMPETENZE E ABILITÀ**

*L'ultimo decennio ha portato una vasta gamma di nuove opportunità e di nuove sfide. Una connessione sempre più estesa, le nuove tecnologie e l'allungamento delle aspettative di vita hanno modificato radicalmente il modo in cui vediamo e pensiamo al mondo. Inoltre le aziende stanno diventando sempre più globali e i cambiamenti demografici stanno spostando il potere economico. Più che mai, gli imprenditori devono essere dei problem-solvers flessibili con un alto livello di intelligenza culturale.*

*I corsi Master-Specialisti del Franchising sono dei veri e propri incubatori per diventare specialisti nel mondo del franchising. Utilizzando una mescolanza di metodi e metodologie didattiche abbiamo realizzato un sistema di apprendimento in sintonia con la realtà del business worldwide. Insomma, una struttura di apprendimento senza rigidità.*

## Fees and Expenses

### Tuition Fees

The fees include most teaching materials (although some texts must be purchased separately), the “KnowHow Franchising” dedicated Manual and Notebook, light lunch (where provided), dedicated line with the assigned Head Master for all the course duration (where provided).

#### *Quota di iscrizione*

*La quota di iscrizione comprende la maggior parte del materiale formativo (anche se alcuni testi dovranno essere acquistati separatamente), il manuale dedicato della “KnowHow Franchising Academy”, un pranzo leggero (ove previsto), una linea dedicata con l’Head Master che verrà assegnato per tutta la durata del programma (ove previsto).*

## Key Fact

**Duration:** 240 hours

**Language:** English

**Class size:** min 20

**Total Fee:** on request

**To be paid:** in 4 instalments

**Admission:** Admission test &  
Personal Interview

*Durata:* 240 ore

*Lingua:* Inglese

*Partecipanti:* min 20

*Quota:* su richiesta

*Pagamento:* 4 rate

*Ammissione:* Intervista e test di ammissione



Find people who are competent and really bright, but more importantly, people who care exactly about the same things you care about.

# Faculty

The KnowHow Academy Faculty is not like any other group of teachers or professors. It's a selected pool of franchising industry professionals, coming from all over the world, with at least 10 years of experience.

This is why we call our teachers the Knowledge Tank, a real and active container of skills and knowledge acquired in years of practice and doing.

Most of them have companies that operate in the franchising business in many different countries, some are legal professionals with the international imprinting, all of them are real entrepreneurs.

They all belong to the Faculty of our Academy or, in other words, they are people who will lead you through our training programs. In some cases you'll be guided directly from our Head Master, the only ones who are in charge of your complete learning program.

*Il team della KnowHow Academy non è semplicemente un gruppo di professori. È un pool selezionato di professionisti nel mondo del franchising e non, provenienti da tutto il mondo, operativi sul mercato internazionale da almeno 10 anni.*

*Per questo motivo li abbiamo soprannominati Knowledge Tank, un vero e proprio serbatoio di conoscenze e di competenze acquisite in anni di pratica.*

*Molti di loro hanno società in più paesi, altri sono professionisti consolidati nel settore legale, altri ancora sono anch'essi imprenditori.*

*Tutti sono parte attiva della nostra Faculty, ovvero del corpo docenti che vi guiderà in alcuni corsi specifici, altri sono gli Head Master, che vi seguiranno nel percorso globale di apprendimento.*

# Knowledge tank

The KnowHow Franchising Academy has become a reality only thank to the professionals, collaborators, entrepreneurs that have litterlay married this project. We believe that knowledge is of no value unless you put it into practice.

Thanks to the constant practice and coninuos exchange of information, best-practices, knowledge and competencies we have create a real franchising culture and collected it in our world wide Knowledge Tank.

*La KnowHow Academy è diventata una realtà solo grazie ai professionisti, collaboratori, imprenditori che hanno sposato questo progetto e che ne sono diventati parte integrante a tutti gli effetti. Grazie allo scambio continuo di informazioni, best-practice, conoscenze e competenze, abbiamo creato una vera e propria "cultura" sul franchising che abbiamo raccolto nella nostra Knowledge Tank a livello world wide.*

# Knowledge tank

**Marcelo Cherto** - CEO Cherto Consulting (BRAZIL)

**Henri Laakso** - CEO FranCon Franchise Consulting (FINLAND)

**Jean Samper** - CEO ACFranchise (FRANCE)

**Werner Erismann** - Co-FOUNDER Uniko Sagl (SWITZERLAND)

**Ferez Feher** - CEO Feher & Feher Consulting (MEXICO)

**Norman Cescut** - CEO Desita (UAE)

**Albert Koelewijn** - CEO Koelewijn & Partners (NETHERLANDS)

**Santiago Barbadillo** - CEO Barbadillo y Asociados (SPAIN)

**Roberto Litwak** - Mgr Director Feher & Feher Consulting (USA)

**Valeria Affer** - Lawyer CEO Affer Legal office (EUROPE)

**Ireneo Zanella** - TradeMarks and Patent Studio Zanella (EUROPE)

**Silvia Buzzi** - Shareholder Marketingmix.ch (SWITZERLAND)



# Head Master

The teachers we have selected to be part of the Knowhow Franchising Academy have not been chosen on the simple base of their academic titles but because they are recognized as “franchising experts”. This recognition comes from years of working experience, side by side with both world wide brands and local brands and start-ups.

The Faculty is made up by professionals, experts and operators of the world of the franchising to international level, which gives us the multidisciplinary knowledge and capabilities that are at the base of our system.

The KnowHow Franchising Academy system foresees, accordingly to the type of training, the presence of more than one teacher in every session.

This method allows a rapid and concrete acquisition of the treated matters. All the training is supervised by our Head Masters which, in some cases, will also serve as teachers of the Knowhow Franchising Academy.

Our Faculty, teachers and training staff, compose our Knowledge Tank, the team that will allow the integration between theory and practice.

*I docenti Knowhow Franchising Academy sono prima di tutto degli esperti del mondo del franchising non grazie ai soli titoli, ma soprattutto grazie ai diversi anni di esperienza lavorativa, a stretto contatto con aziende affermate a livello mondiale e con le start-up.*

*Il corpo docenti KnowHow Franchising Academy è pertanto multidisciplinare, composto da professionisti, esperti e operatori del mondo del franchising a livello internazionale.*

*Il sistema formativo della KnowHow Franchising Academy prevede, a seconda del tipo di corso la presenza di più docenti per ogni giornata di corso.*

*Questo metodo permette una formazione rapida e concreta degli argomenti trattati. Tutti i corsi sono sempre supervisionati dai nostri Head Masters che vi faranno in alcuni casi anche da Docenti della Knowhow Franchising Academy.*

*La Faculty, ovvero il corpo dei docenti Knowhow Franchising Academy, raccoglie la Knowledge Tank, il team di docenti con esperienza diretta sul campo che permettono di integrare la formazione didattica.*

## **MARA LICIA FRIGO**

Born in Switzerland, graduated in the United States, college degree in Organizational Psychology, specialization in AI (Artificial Intelligence) at the Alma Mater Studiorum. She achieved a Master degree thanks to the American Society for Training and Development in Washington and specialized in "business training".

Author of the book "Privacy and Safety: from paper to bits", after years' experience in the business strategic field, real estate and recruiting companies, she draws near franchising as a franchisee of an America network to finally land in Quadrante where today covers the role of International Senior Consultant.

Faculty of the project "Franchising Point" created by Confcommercio (Italian General Confederation of the Enterprises), transversally participates in the strategic definitions of all the international projects.

*Nata a Sorengo, diplomatasi negli Stati Uniti si è poi laureata in Psicologia del Lavoro e delle Organizzazioni con specializzazione in Intelligenza artificiale, presso l'Università di Bologna. Ha conseguito il Master a Washington presso L'American Society for Training and Development specializzandosi nella formazione aziendale.*

*Autrice del libro "Privacy e Sicurezza: dalla carta ai bit", dopo diversi anni di esperienza nella consulenza strategica e di collaborazione con società di recruiting, si avvicina al franchising grazie ad un network di origine statunitense, approdando poi in Quadrante dove oggi ricopre il ruolo di Senior Consultant. Docente nel progetto "Sportello Franchising" attivato da Confcommercio (Confederazione Generale Italiana delle Imprese) partecipa trasversalmente alle definizioni strategiche di tutti i progetti di stampo internazionale.*

## **ANTONGIULIO VISCIONE**

Bachelor of Commerce from Bocconi University in Milan he is the C.E.O. of Quadrante and senior consultant in franchising strategies. Before landing in Quadrante in 2005, he had been Managing Director of the Triumph International Retail unit dedicated to the franchise and retail development in Italy. Formerly he was in the Toiletries division of Henkel as National Account Manager.

Professor at Assofranchising (Italian national Association of franchising), he manages and supervise all the franchise projects, from the first steps regarding the system and model implementation up to their final and practical development, for both home and foreign companies, with particular respect of the economic and commercial definitions and the strategic guidelines of the single projects.

*Laureato in Economia delle Aziende Commerciali all' Università Bocconi di Milano è oggi Amministratore Delegato di Quadrante e consulente senior per il franchising nell'area strategica e retail.*

*Prima di entrare in Quadrante è stato direttore dello sviluppo retail e partnership della Triumph International, primo produttore mondiale di abbigliamento intimo. Antecedentemente è stato National Account Manager nella Divisione Toiletries di Henkel.*

*Docente Assofranchising (Associazione nazionale del franchising italiana), gestisce e supervisiona tutti i progetti, dalla fase di implementazione dei sistemi e dei modelli fino al loro sviluppo, per aziende italiane ed estere, con particolare riguardo alle definizioni economiche e commerciali e alle linee strategiche dei singoli progetti.*

## **AVV. VALERIA AFFER**

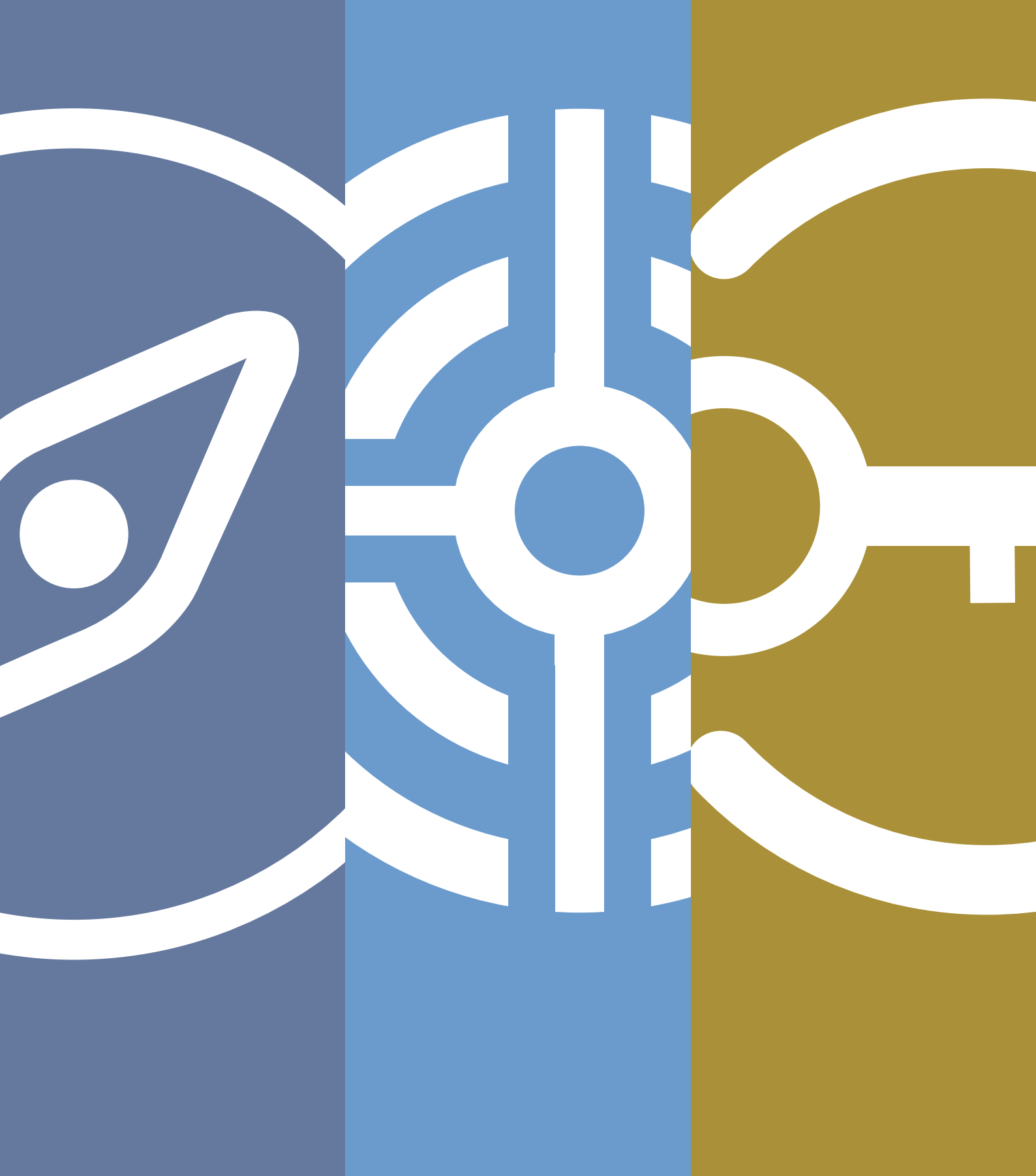
After her Law Degree she has specialized in Community Law at the Institut des Hautes Etudes Européens of Strasburgo.

Lawyer from 1999, she acquired a meaningful experience working in one of the most important Italian Patent Layer Office, dedicating her effort to the “intellectual and industrial property”. Thank to this opportunity she specialized in the protection of industrial and commercial rights, with particular attention to the international implications and procedures, consolidating then such experience working in one of the most important French Cabinet in Paris, in the intellectual and industrial property area. She is a member of the WIPO Mediators Panel (World Intellectual Property Organisation) and associate of the European Arbitration Chamber-Italian delegation.

*Laureata alla Statale di Milano in Giurisprudenza è stata successivamente allieva del Corso di Specializzazione in diritto comunitario dell' Institut des Hautes Etudes Européens di Strasburgo.*

*Avvocato dal 1999, iscritta nel Foro di Milano, ha maturato una significativa esperienza presso uno dei più importanti studi italiani in materia di proprietà industriale e intellettuale, nel corso della quale si è occupata di diritto industriale e diritto commerciale, con particolare attenzione agli aspetti internazionali, consolidando poi tale esperienza svolgendo la propria attività presso la sede parigina di uno dei più importanti Cabinet francesi, nel settore della proprietà intellettuale e della proprietà industriale.*

*Membro del Panel mediatori del WIPO (World Intellectual Property Organisation) e socia della Camera Arbitrale Europea – delegazione italiana*



Small opportunities are often the beginning of great enterprises.

# Admission to the Programs

## **PROCESS**

The KnowHow Franchising Academy admission process is designed not only to determine whether candidates are qualified for the different programs, but also whether the programs will meet each candidate's expectations and goals.

Application review begins in September 2015 and ends in July 2016. As soon as we receive your application, we carry out a pre-selection process based on the documents sent.

Once pre-selection is complete, we'll let you know if your application is suitable to proceed to the selection process.

The final selection result is communicated to the candidate after receiving a complete application, which implies all tests completed and documents received and four week before the actual date of the beginning of the selected Program.

## **SUBMITTING YOUR APPLICATION**

The application has to be completed in English and it is available exclusively through our Application Form.

Once filled in ALL its parts, the application with all other required documents will have to be sent to the Academy through our Documents Upload Form

### **All classes have a minimum of 15 and a maximum of 20 participants.**

Applications are reviewed on a rolling basis and, given the large volume of applications, those received well in advance of the final deadline have a greater chance of being admitted.

Therefore, it is in the interest of all candidates to submit their application as early as possible.

## **PROCEDURA**

*Il processo di ammissione alla KnowHow Franchising Academy è progettato non solo per determinare se il candidato è idoneo per i diversi programmi ma soprattutto per valutare se il Percorso scelto soddisfa le sue aspettative e i suoi obiettivi.*

*Le domande di ammissione verranno vagliate a partire da Settembre 2015 fino a Luglio 2016. appena avremo ricevuto la domanda di ammissione, cominceremo con la Pre-selezione in base ai documenti inviati.*

*Una volta completata la pre-selezione, vi informeremo se la vostra candidatura è idonea per proseguire nel processo di selezione.*

*I risultati finali della selezione verranno comunicati al candidato dopo aver ricevuto la domanda di ammissione completa, il che implica l'aver ricevuto tutti i documenti richiesti e l'eventuale test di ingresso. I risultati verranno comunicati quattro settimane prima dell'inizio delle lezioni del programma selezionato.*

## **DOMANDA DI AMMISSIONE**

*The application has to be completed in English and it is available exclusively through our Application Form.*

*Once filled in ALL its parts, the application with all other required documents will have to be sent to the Academy through our Documents Upload Form*

### **Le classi sono composte da un minimo di 15 fino ad un massimo di 20 partecipanti.**

*Le domande vengono vagliate in base all'ordine temporale di invio; a causa dell'elevato numero di domande di ammissione, quelle ricevute con anticipo rispetto alla data ultima hanno una maggior possibilità di essere accolte.*

*Di conseguenza, è nell'interesse dei candidati inviare la domanda di ammissione con il maggior anticipo possibile.*

# Results

Once the selection process is completed, the Academy informs the candidate in writing, whatever the result. In no case the result is communicated by telephone.

## **ADMISSION**

If accepted, the candidate receives the official email of admission to the selected Program and a contract for participation. If all available places have been filled, the Academy Board may decide to place the candidate on a wait list or offer admission for the following edition of the selected Program.

## **DEFERMENT**

Admission to the Selected Program is valid for the edition the application is submitted. Deferment can be requested for the following edition, but approval of deferment is on a case-by-case decision of the Admissions Committee. Deferment cannot be requested for the Discovery Program.

## **NON-ADMISSION**

Admission to the Programs which require an Assesment Test is highly selective. The selection process assesses the profile of the individual candidate while taking into account the class composition.

While we are aware of the deep commitment all candidates must make to go through the selection process, the Academy does not provide individual answers to non-admitted candidates.

*Una volta concluso il processo di selezione, i candidati verranno informati per iscritto, indipendentemente dal risultato. In nessun caso i risultati vengono comunicati telefonicamente.*

## **AMMISSIONE**

*Se la domanda viene accettata, il candidato riceverà un'email ufficiale di ammissione al Corso selezionato e il contratto da sottoscrivere per la sua partecipazione. Nel caso in cui il numero massimo di partecipante fosse già stato raggiunto, L'Accademia potrà decidere o di inserire il candidato in "lista di attesa" o offrire l'ammissione all'edizione successiva del corso selezionato.*

## **RINVIO**

*La domanda di ammissione al corso selezionato è valida esclusivamente per l'edizione selezionata. Una richiesta di rinvio può essere inoltrata per la successiva edizione del corso, ma l'accettazione di tale richiesta verrà valutata caso per caso. L'opzione di rinvio non è applicabile nel caso del corso Discovery.*

## **NON AMMISSIONE**

*L'Ammissione ai corsi che richiedono il superamento del Test di Ingresso è altamente selettiva. Il processo di selezione identifica il profilo del singolo candidato in considerazione della composizione della classe. Anche se consapevoli del grande impegno che i candidati devono sostenere nel far fronte al processo di selezione, l'Accademy non fornisce risposte individuali ai candidati non ammessi.*



# Contacts us

Do you have some questions we haven't answered yet?

If you are a firm or a professional and feel you have particular needs or you want to discover our "knowhow custom made" send us an email at [info@knowhowfranchising.com](mailto:info@knowhowfranchising.com) with your request.

Our staff will get back to you as soon as possible.

*Avete domande alle quali non siamo riusciti a rispondere?*

*Se siete un'azienda o un professionista e avete particolari necessità o se volete scoprire il nostro "know how su misura" scrivete a [info@knowhowfranchising.com](mailto:info@knowhowfranchising.com) con la vostra richiesta.*

*Il nostro staff vi contatterà appena possibile.*

Via dei Pioppi 14  
6616 Losone - CH  
Phone: +41 91 785 70 00  
[info@knowhowfranchising.com](mailto:info@knowhowfranchising.com)

## **MAIN SPONSOR**

**PM CONSULENZE**

**Allianz**   
Agenzia generale Simone Quadri



THE INTERNATIONAL  
ACADEMY  
OF FRANCHISING

Dream it. Plan it.  
Do it.