



## The Owner's Guide to Hotel Brand Selection & Franchise Negotiation

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- Table of Contents- Detailed Outline of the Course Content

#### 1 Hotel Brand (Franchise) Search Process

##### 1A Introduction

- Terminology: Hotel Brand vs. Hotel Franchise
- First-tier vs. Second-tier Management Companies
- Hotel Brand Selection and Franchise Structuring (10-step outline)

##### 1B Step-by-step Guide to Selecting a Hotel Brand and Negotiating the Franchise

###### Define the strategic brief

- Asset facts
- Positioning
- Ownership goals
- Operating model

Do the market work (brand "fit" lives here)

Create a long-list, then short-list (4–6 brands max)

Solicit FDDs/term sheets & PIP walk

Map the fee stack (know every dollar and what it's charged on)

Model the economics vs. "independent" (and vs. other brands)

Pressure-test the demand story

Evaluate qualitative strength

Negotiate the business terms

Choose the operator

Run diligence & reference checks

Final investment case & internal approvals

Paper the deal right

Pre-opening & conversion plan

#### 2 Define Ownership Goals and Strategic Objectives

- Investment Horizon
- Return Objectives
- Risk Tolerance



	Operational Involvement						
	Asset Type and Repositioning Goals						
	Portfolio Strategy						
	Exit Strategy						
<b>3</b>	<b>Conduct a Market Analysis</b>						
3A	Perform a Hotel Market Analysis- Market Fundamentals & Demand Drivers						
	Market Analysis In the Brand Selection Framework						
	What are the owner's objectives?						
	What does the hotel market want?						
	Which brand fits best?						
	Why the Market Defines the Brand?						
	The Strategic Role of a Hotel Market Analysis						
	Key Components of a Comprehensive Market Analysis						
	Market Area Definition						
	Economic and Demographic Trends						
	Demand Segmentation						
	Defining the Hotel Type: The Foundation of Brand Choice						
	Ways to Define and Categorize a Hotel						
	Rate Structure and Market Segments						
	Service Level and Operational Complexity						
	Types of Physical Facilities						
	Market Orientation and Geographic Location						
	Target Market and Demand Mix						
3B	Competitive Set & Market Conclusions						
	Purpose of Competitive Set Analysis						
	Identify the Universe of Hotels						
	Location and Demand Generator Alignment						
	Service Level and Facility Comparability						
	Target Market and Demand Mix						
	Rate Positioning and Historical Performance						
	Brand Strength and Market Perception						
	Final Competitive Set Qualification Test						
	Competitive Set Evaluation						
	Facility Gaps as Market Opportunities						
	Matching Market Definition to Brand Families						
3C	Consumer Positioning & Their Brand Choice						
	How Traveler Motivations Translate Into the Right Brand Choice						
	The Three-Layer Alignment Model						
	Start With Demand Mix						
	Brand Promise = Guest Expectations						
	The Brand Family Spectrum						
	Archetypes → Demand Mix: Convert Psychology to Segments						



	Archetypes → Brand Families: What Tends to Fit Best		
	Positioning Conflicts (Common Owner Mistakes)		
	Amenity Design Must Match the Target Mix		
	Marketing Strategy: The Brand Isn't the Strategy		
	Create a "Positioning Statement" for Each Brand Option		
	What are the best choice for [target traveler types/segments]		
	Demand-Mix / Brand Fit Scorecard (Decision Tool)		
	How This Changes the Brand Decision		
3D	Brand Standards, Prototype & Design Approval		
	Why "brand fit" can fail even when the market fit is perfect		
	A brand is a design-and-operating system		
	Where Prototype Risk Shows Up		
	Prototype Constraints: "Keys Per Acre" and Yield		
	Guestroom Standards: Size, Mix, and Revenue		
	Back-of-House (BOH): The Hidden Space-Eater		
	Lobby Concepts & Public Space Requirements		
	F&B Requirements: Profit Center or Margin Drain?		
	Parking Ratios & Access		
	New Build vs Conversion vs Adaptive Reuse		
	Design Approval Process: Who Controls What?		
	Design Approval Timeline		
	PIP Governance: Who Decides Scope?		
	What's Appealable vs Non-Negotiable		
	Discretionary" Items: How to Negotiate Them		
	Change-Order Exposure: The Silent Budget Killer		
	How Often Standards Change		
	Protecting the Owner: Contract Language to Seek		
	Prototype Fit: The "Go/No-Go" Decision Gate		
4	<b>Identify Suitable Brand Segments</b>		
4A	Build Your Brand Shortlist Flags and Structures- Identify Suitable Brands		
	Identify Suitable Brands		
	Matching the brand's profile to the hotel's and market's characteristics		
	Types of Hotel Brands		
	Traditional (Hard) Brands		
	Examples		
	Why owners choose them		
	Typical Fee Structure		
	Soft Brands		
	Examples		
	Why Owners Choose them		
	Typical Fee Structure		
	Key Tradeoffs for Owners		
	Strategic Owner Perspective		



	Hotel Collections / Affiliation Groups				
	Examples				
	Typical Fee Structure				
	Why owners choose them				
	Independent Hotels				
	Typical Cost				
	Other considerations in selecting a hotel brand				
	Consider Market Saturation and Brand Protection				
	Evaluate Long-Term Relevance				
4B	The Process of Identifying Suitable Hotel Brands				
	Why Brand Selection Fails				
	A Disciplined, Repeatable Brand Selection Process				
	Brand Determination vs. Brand Selection				
	Brand Determination and Selection Process				
4C	Qualitative Scoring Framework for Selecting a Hotel Brand				
	Brand-by-Brand Qualitative Analysis				
	A brand is a long-term partner with enforcement power				
	System Delivery & Brand Strength				
	Owner Relations: How They Operate as a Franchisor				
	PIP Flexibility & Capital Behavior				
	Standards Flexibility & 'Living With the Brand'				
	Total Burden (Fees + Programs + Hidden Costs)				
	Exit Value & Transfer Reality				
	How to Use the Scorecard Step-by-step method				
	What counts as evidence				
	Hilton Garden Inn Qualitative Analysis				
	Courtyard by Marriott Qualitative Analysis				
	Hyatt Place Qualitative Analysis				
	Holiday Inn Qualitative Analysis				
	Independent Qualitative Analysis				
	Brand Comparison Heat Map				
	Brand-by-Brand Qualitative Analysis				
	Category 1 — System Delivery & Brand Strength				
	Category 2 — Owner Relations-Franchisor Behavior				
	Category 3 — PIP Flexibility & Capital Behavior				
	Category 4 — Standards Flexibility- Living With the Brand				
	Category 5 — Total Burden (Fees + Programs + Hidden Costs)				
	Category 6 — Exit Value & Transfer Reality				
	Brand Comparison				
	How to Decide When Scores Are Close				
	The Outcome of This Framework				
4D	Franchise vs. Brand-Managed vs. Independent				



	Choosing the Right Operating Model: Why It Matters		
	Overview of the Three Operating Models		
	Franchise		
	Brand-Managed (First-Tier)		
	Independent (No Brand Affiliation)		
	When NOT to Franchise a Hotel		
	Red Flags Indicating Franchising May Hurt Performance		
	Economic Decision Rule: Franchise vs. Independent		
	When a Brand-Managed (First-Tier) Contract Adds More Value		
	Cost Structure: Brand-Managed vs. Franchise		
	Decision Matrix: Franchise vs. Brand-Managed vs. Independent		
	Strategic Decision Guide		
	Final Recommendation Framework		
	Economic Analysis		
4E	Soft Brand vs Hard Brand		
	Definitions (Practical, Owner-Friendly)		
	Hard Brand		
	Soft Brand / Collection		
	What Lenders Typically Like About Hard Brands		
	What Lenders/Buyers Tend to Discount in Soft Brands		
	The Soft Brand Underwriting Question		
	Performance Evidence That Persuades for Soft Brands		
	The “Comparable Set Problem” (and How to Solve It)		
	Where Soft Brands Win (Typical Owner Use Cases)		
	Where Hard Brands Usually Win		
	Negotiations Unique to Soft Brands (Owner Leverage Points)		
	Soft Brand QA: The “Subjectivity” Risk		
	Standards Updates vs “Uniqueness” (The Owner Protection)		
	Lender/Broker Messaging: How to Frame a Soft Brand Deal		
	Decision Scorecard: Soft Brand vs Hard Brand		
	Owner Takeaways		
4F	Brand Descriptions for Selecting the Best Brand		
4F1	How to Use Brand Descriptions		
4F2	Brand Descriptions for ACCOR Group		
4F3	Brand Descriptions for BWH Hotels		
4F4	Brand Descriptions for Choice Hotels		
4F5	Brand Descriptions for Hilton Hotels & Resorts		
4F6	Brand Descriptions for Hyatt Hotels and Resorts		
4F7	Brand Descriptions for InterContinental Hotels and Resorts		
4F8	Brand Descriptions for Marriott Hotels & Resorts		
4F9	Brand Descriptions for Wyndham Hotels & Resorts		
5	Request and Review Franchise Disclosure Documents (FDDs)		



## 5A Franchise Disclosure Document (FDD)- Part 1

For hotel owners, the FDD reveals

The true cost of joining a brand system

The legal obligations and potential risks

The historic performance and credibility of the franchisor

The balance of power between franchisor and franchisee

14-Day Rule (Mandatory Waiting Period)

Every FDD must contain these 23 items

Full Transparency on Fees and Financial Obligations

State Franchise Laws (Registration States)

Understanding Brand Performance (Item 19)

Clarity on Mandatory Property Improvement Plans (PIPs)

Detailed Explanation of Brand Standards and Operational Control

Disclosure of Litigation and Disputes with Franchisees

Transparency on Encroachment and Territory Protection

Understanding Termination, Renewal, and Exit Options

Required Reporting, Inspections, and Brand Compliance

## 5A-1 Sample Franchise Disclosure Documents

## 5B Franchise Disclosure Document (FDD)- Part 2

Evaluation of Support Services and Brand Resources

A Legal Basis for Negotiation

Legal and Contractual Review

Comparing FDDs Across Brands

Engage with Existing Franchisees

## 6 Analyze the Economics

### 6A Understanding PIP Realities

Why PIPs Matter- Impacts

Typical PIP Cost Ranges by Brand Tier

Where PIP Dollars Actually Go. Typical Cost Drivers

How Brands Inflate PIP Scope- Common Tactics

Why PIP Costs Can Vary Widely

Hidden PIP-Related Costs

Strategies to Reduce PIP Costs

Advanced PIP Negotiation Strategies

When to Walk Away From a PIP

### 6B Economic Analysis For Brand Selection

Purpose of Economic Analysis

Core Components of a Hotel Brand Economic Analysis

Estimate Revenue Potential

Occupancy and ADR Forecast

Brand Contribution Analysis



	Loyalty program contribution			
	Reservation system contribution			
	Rate premium			
	Occupancy uplift			
6C	Calculate Operating Expenses			
	Franchise and Marketing Fees			
	Operating Cost Structure			
	Evaluate Capital Requirements (PIP and FF&E)			
	Consider Exit and Long-Term Value Impact			
6C	Apply the Analysis to Real Brands			
	Hilton Garden Inn			
	Courtyard by Marriott			
	Hyatt Place			
	Holiday Inn			
	Independent			
	Rooms Revenue after Occupancy & ADR Lift			
	Total Franchise Fee Percentage			
	Annualized PIP			
	Net Operating Contribution After Fees + PIP			
	Final Ranking by Net Operating Contribution			
	Strategic Interpretation of the Findings			
6D	Operating Model & Staffing Feasibility			
	How Brand Choice Determines Labor, Service Delivery, and NOI			
	The Core Concept: Brand Tier = Operating Model			
	Brand Tier Comparison (Labor Intensity by Tier)			
	Staffing Categories Owners Must Model			
	Brand-Mandated Roles: The “Non-Optional” People Costs			
	Breakfast Standards Can Drive Staffing			
	Evening Social / Lobby Activation			
	Bar/F&B Expectations: Profit Center or Permanent Expense?			
	Housekeeping: Standards, Service Frequency, and Labor Reality			
	Guest Scores, QA, and Default Risk			
	Staffing Model “Feasibility Test			
	Market Labor Reality: Can You Staff This Brand Here?			
	Staffing-to-NOI Sensitivity			
	Operational Complexity Scorecard			
	Negotiation Leverage: Use Operational Reality as Your Argument			
	Owner-Friendly Contract Concepts			
6E	Hidden Costs Not Obvious in the FDD			
	Loyalty Redemption Charges			
	Loyalty Program Reality			



	Mandatory Program Charges						
	Technology Upgrades						
	Technology Mandates & Upgrade Cycles						
	Brand Initiatives						
	Mandatory Purchasing Programs (Hidden Mark-Ups)						
	Inspection Penalties						
	How Hidden Costs Affect NOI						
	Full Fee + Hidden Cost Comparison						
	Strategic Implications: When Fees Matter Most						
	Questions Owners Should Ask the Brand						
6F	Reservation Contribution & Channel Economics						
	Define the Channels						
	Build the "Truth Table" (One Table, One Decision)						
	Rows						
	Brand.com						
	GDS						
	OTA						
	Voice/Direct						
	Group						
	Contract						
	Columns						
	Room Nights (RN) %						
	ADR						
	Gross Room Revenue						
	Acquisition Cost %						
	Acquisition Cost \$						
	Net Room Revenue						
	Variable Cost adjustments (optional)						
	Contribution Margin (Net)						
6G	Reservation Contribution & Channel Economics (Continued)						
	Redemption "Leakage" (How It Hits Effective ADR)						
	Displacement: The Promo That Replaces Better Business						
	Measure Displacement With One Simple Test						
	Worksheet: Inputs Owners Need From the Brand						
	Worksheet: Inputs Owners Need From The Hotel/Market						
	Negotiation Levers Tied to Channel Economics						
	Wrap-Up: The Owner's Rule						
	Never choose a brand on "occupancy lift" alone						
7	Evaluate Brand Strength and Support						
7A	Purpose of Evaluating Brand Strength						
	Key Dimensions of Brand Strength						



		Brand Awareness and Global Reach		
		Loyalty Program Power		
		System Delivery and Distribution Strength		
		Central Reservation System (CRS) contribution		
		OTA dependency (lower is better)		
		Corporate account contribution		
		Group and meeting demand		
		Technology and Innovation		
		Marketing and Brand Positioning		
		Owner Relations and Support Structure		
		Guest Satisfaction and Brand Reputation		
		Franchisee Satisfaction and Retention		
		Comparative Brand Strength Index		
7B	Pipeline & Brand Saturation Analysis			
		Why it matters		
		Understanding STR Pipeline Data		
		Market Saturation: What Owners Must Identify		
		How Brands Approve Markets & Determine Spacing		
		Area of Protection (AOP) & Brand Spacing		
		Sister-Brand Encroachment Defined		
		How Sister-Brand Encroachment Impacts RevPAR		
		How Brands Justify Market Approval		
		Tools for Evaluating 5-Year Competitive Risk		
		How to Build a 5-Year Risk Assessment		
		Red Flags in Pipeline Analysis		
7C	Understanding the New Traveler Types			
		From Demographics to Psychographics		
		10 Traveler Types		
		Cultural Enthusiast		
		Adventurer/Explorer		
		Luxury Traveler		
		Wellness Traveler		
		Eco-Conscious/Green Traveler		
		Social Media Sharer		
		Digital Nomad		
		Budget Traveler/Backpacker		
		Family Traveler		
		Solo Traveler ("Me-Mooner")		
		Traveler Characteristics		
		Motivation		
		Seeks		
		Trend		



	Key insight						
	Traveler Types Are Fluid						
	What This Means for Hospitality Brands						
7D	Future Trends in Branding & Franchising- Part 1						
	The Rise of Lifestyle & Soft Brands						
	Why Owners Are Moving Toward Soft Brands						
	The Commodity Risk in Midscale & Select-Service						
	Convergence of Brand Segments						
	Increasing Technology Fees & Digital Ecosystem Control						
	The Expanding Hotel Tech Stack						
7E	Future Trends in Branding & Franchising- Part 2						
	ESG & Sustainability Requirements						
	What Brands Require						
	ESG's Impact on Owners						
	Costs						
	Benefits						
	AI-Driven Revenue Management						
	AI-Enhanced Guest Experience						
	Risks of Rapid AI Adoption						
	Emerging Brand Models						
	What the Next 10 Years Likely Look Like						
	Implications for Owners						
8	<b>Data Rights &amp; the Guest Relationship</b>						
8A	Why Data Rights Matter (Owner Perspective)						
	The Big Idea: Who Owns the Guest?						
	Define "Data" (Owners Must Separate the Buckets)						
	Loyalty program data						
	Reservation system data						
	Property/CRM data						
	On-property operational data						
	Reputation data						
	What Owners Typically Can Retain						
	What Brands Typically Restrict						
	Marketing & Remarketing Rights During the Term						
	Remarketing Restrictions After Term						
	The Consent Problem (What Makes Data Usable)						
	Exit Value Impact (Why Buyers Ask About Data)						
	De-Flagging: What Actually Happens						
	Transition Assistance at De-Flagging						
	Guest Communications During Transition						
	Reputation Management at Transition						



Negotiation Checklist	
8B	Technology Roadmap & Cybersecurity- Part 1
	Why This Matters (Owner Perspective)
	The Tech Stack Owners Must Understand
	Mandatory vs Optional Tech
	The Cost Buckets
	Who Pays for Upgrades and Integrations?
	When the Brand Changes PMS/CRS Ecosystem (What Happens)
	Protecting the Owner in Platform Migrations
	Technology Fees Schedule
	Cybersecurity: What the Brand Usually Requires
	Cyber Audits: Who Inspects, How Often, and Who Pays?
8C	Technology Roadmap & Cybersecurity- Part 2
	Liability Allocation: The Breach Scenario Owners Must Understand
	Brand-Mandated Vendor Risk
	Cyber Insurance: Align Insurance Requirements With Reality
	Negotiation Checklist
9	<b>Lender Perspective on Branding &amp; Franchises</b>
	Why the Lender's Perspective Matters
	Lender Priorities When Evaluating Hotels
	How Lenders Underwrite Branded Hotels
	Why Branded Hotels Often Get Better Loan Terms
	Brand Reputation Impact on Financing
	How the Franchise Agreement Affects Financing
	Agreement Term Length
	Termination Rights & Liquidated Damages
	Lender Non-Disturbance Clause (Protection Lenders Want)
	AOP (Area of Protection)
	PIP Requirements in the Eyes of a Lender
	Why Some Brands Are Preferred by Lenders
	What Lenders Fear Most
	Key Questions for Owners to Ask Lenders
10	<b>Negotiate Key Business Terms</b>
10A	Purpose of Negotiation
	Key Negotiation Objectives for Owners
	Protect asset value
	Optimize economic returns
	Preserve operating control
	Negotiable Key Business Terms
	Area of Protection (AOP)



	Property Improvement Plan (PIP) and Capital Timing	
	Fee Concessions and Ramp-Up Periods	
	Term and Renewal	
	Transfer and Sale Rights	
	Termination Rights	
	Early termination right	
	Liquidated damages cap	
	Brand Conversion or Change of Affiliation	
	Performance Guarantees and Support	
	Negotiation Leverage Points	
	Common Owner Mistakes	
	Documenting the Deal	
	Role of Professional Advisors	
10A	Rushmore Checklist: Franchise Clauses Owners Should Prioritize	
10B	Franchise Agreement- Clause-by-Clause	
	Why a Clause-by-Clause Review Matters	
	Clause-by-Clause Summary: What Owners Must Focus On	
	Franchise Fees: Royalty + All Required System Fees	
	Royalty (the anchor fee)	
	The real cost = royalty + “system fee stack”	
	Methodology risks	
	Owner Considerations	
	Owner Negotiation Points	
	Area of Protection (AOP)	
	Owner risks	
	Owner Considerations	
	Owner Negotiation Points	
	Transfer Rights	
	What transfers include	
	Owner risks	
	Owner Considerations	
	Owner Negotiation Points	
	Renewal Terms	
	Owner risks	
	Owner Considerations	
	Owner Negotiation Points	
	Termination & Default	
	Default Triggers in Franchise Agreement	
	Owner risks	
	Owner Considerations	
	Owner Negotiation Points	
	Termination & Default	
	Owner Considerations	



	Owner Negotiation Points			
	Liquidated Damages (LDs)			
	Owner risks			
	Owner Considerations			
	Owner Negotiation Points			
	Data Ownership Rights			
	Owner Considerations			
	Owner Negotiation Points			
	Technology Obligations			
	Owner Considerations			
	Owner Negotiation Points			
	Quality Assurance & Brand Inspection Standards			
	Owner Negotiation Points			
	Product Improvement Plan (PIP)			
	Owner Considerations			
	Owner Negotiation Points			
	Brand-Managed Procurement Requirements			
	Owner Considerations			
	Owner Negotiation Points			

#### 10C Franchise Agreement Addenda & Side Letters

	The Closing Binder Concept
	What to Ask For: Core Side Letter Categories
	Area of Protection (AOP)
	PIP Scope & Timeline Exhibit
	PIP Governance Letter
	Key Money / Incentive Letter
	Key Money: Default & "Trigger" Clarity
	Lender Recognition & Nondisturbance
	Fee Waivers / Ramp Schedule Addendum
	Approved Deviations Letter (Design + Operations)
	Technology Migration & Fees Schedule
	Reporting & Transparency Addendum
	Authority & Execution
	Closing Binder Checklist
	The Owner Takeaway

#### 10D The Actual Negotiation Process

	Deal Items What to Negotiate
	List of Non-Negotiables Franchise Business Terms
	The Opening Offer and Ultimate Fallback Positions
	The Opening Offer and Fallback Position for a Deal-Specific Negotiations
	Ask Grid: Upscale New-Build Hotel
	Franchise Negotiation Script Brand Pushback Owner Response



## 11 Interview Existing Franchisees

- Purpose of Franchisee Interviews
  - Validate brand claims
  - Benchmark performance
  - Understand the true level of support
  - Identify hidden costs, conflicts, or challenges
  - Gauge satisfaction and relationship quality among owners

### How to Identify the Right Franchisees to Speak With?

#### Preparing for the Interviews

#### Key Questions to Ask Franchisees

- Brand Performance and System Delivery
- Fees and Cost Transparency
- Property Improvement Plan (PIP) Experience
- Brand Support and Responsiveness
- Marketing and Loyalty Effectiveness
- Technology and Operations
- Quality Assurance and Audits
- Relationship and Communication

#### What to Look for in the Responses?

#### How to Interpret Mixed Feedback

#### Confirming Findings with Data

## 12 Obtain Brand Approval and Submit Application

### Approval to Signature Process, Timeline, and Leverage

- Purpose of the Brand Approval Process
- Brand Application Submission
- Financial Qualification Review
- Site Evaluation and Market Alignment
- Concept and Design Review
- Management and Operational Plan Review
- Brand Committee Review
- Letter of Intent (LOI) or Conditional Approval
- Final Franchise Agreement Issuance
- Typical Approval Timeline
- Common Reasons for Delayed or Denied Approval
- How to Strengthen Your Application

## 13 Finalize and Execute Franchise Agreement

### 13A Finalize and Execute the Franchise Agreement

- Purpose of the Finalization Phase
- Pre-Signing Due Diligence Checklist
  - Legal Review
  - Financial Review
  - Design and Construction Readiness



	Coordination with Lenders and Investors					
	Execution of the Franchise Agreement					
	Transition into the Pre-Opening Phase					
	Insurance, Permits, and Compliance					
	Establishing the Franchise Relationship					
	Preparing for Post-Opening Evaluation					
	Managing Future Obligations					
	Common Owner Mistakes at Finalization					

#### 13B Where Each Negotiated Point Must Live

#### 14 Overview of the Entire Franchise Selection Process

##### 14A Step-by-step Guide to Selecting a Hotel Franchise

- Define the strategic brief (before you talk to brands)
- Do the market work (brand “fit” lives here)
- Create a long-list, then short-list (4–6 brands max)
- Solicit FDDs/term sheets & PIP
- Map the fee stack
- Model the economics vs. “independent” (and vs. other brands)
- Pressure-test the demand story
- Evaluate qualitative strength (support and flexibility)
- Negotiate the business terms
- Choose the operator (if franchise + third-party)
- Run diligence & reference checks
- Final investment case & internal approvals
- Paper the deal right
- Pre-opening & conversion plan
- What “good” looks like (owner checklist)

##### 14B A Checklist of What Needs to be Done to Perform a Hotel Brand Selection & Franchise Negotiation

##### 14C Hotel Brand Selection & Franchise Workbook

##### 14D Student Handout - Integrated Process for Brand Choice and Franchise Agreement Negotiation

#### 15 Brand Governance & Dispute Escalation Mechanics

- How Owners Win QA, Standards, and Performance Test Disputes
- What Typically Triggers Disputes
- Brand Governance: Who Actually Makes Decisions?
- The Practical Escalation Path (The Ladder)
- The Owner’s Escalation Algorithm (How to Escalate Correctly)
- QA Disputes: What You Can Appeal (Typical Categories)
- QA Appeals: Best Practices That Actually Work
- What Documentation Wins QA Disputes
- Cure Plans: What Brands Want to See
- The “Committee” Reality: How to Win Exceptions
- A Simple “Dispute Playbook” Owners Can Follow



## Appendix

## Key Money- Franchisor's Investment in the Property

## Definition

## Purpose

## How is it calculated?

## International Differences in Franchising

## U.S. vs International Franchising

## Regions With U.S.-Style Disclosure Laws

## Countries With Minimal or No Disclosure Requirements

## How Franchising Works Outside the U.S.

## EU Franchising Framework

## Asia-Pacific (APAC) Franchising Framework

## Middle East & Africa Franchising Framework

## Global Brands That Do NOT Use U.S.-Style FDDs

## Key Structural Differences in International Deals

## PIP Variations Across Regions

## Impact on Owners & Developers

## Key Risks in International Franchising

## Key Opportunities in International Franchising

## Questions Owners Should Ask