



FRANCHISING®
Building local businesses,
one opportunity at a time.

BAKER DONELSON

EXPAND YOUR EXPECTATIONSSM

Fall 2015 Franchise Business Network Meeting

October 29, 2015

11:30 a.m. – 1:00 p.m. CDT

12:30 p.m. – 2:00 p.m. EDT

Agenda

Welcome and Introductions

Joel Buckberg, Shareholder

Baker Donelson

Site Selection - Eight Steps Before You Sign

Cindy Schooler, Director of Retail & Office Brokerage

Cushman & Wakefield

Proven Match - Testing for the Right Franchise Prospect and System Match

Todd Bingham, President

FranNet

Joint Employer Update - What Franchisors Need to Think About Now

Ed Young, Shareholder

Baker Donelson

Joel Buckberg, Shareholder

Baker Donelson

Site Selection

8 Steps Before You Sign

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Cushman & Wakefield

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Site Selection

8 Steps Before You Sign

PART I

- Know Your Concept & Business
- Determine Your Customer's Characteristics
- Understand Market Trends & Inventory
- Select Your Trade Area



PART II

- Evaluate Your Competition
- Identify locations
- Verify accessibility and parking
- Estimate Sales against Site Economics



Pitch Packets– Key To Success

- Concept Overview
- Demographics
- Operating Model
- Owner Background
- Site Criteria
- Design Package
- Menu



SAMPLE PITCH PACKET



The Chicken Salad Chick *Story*

Stacy Brown never intended to open a restaurant. She was just a single mother in pursuit of the perfect chicken salad recipe and a way to provide for her children. Seven years later, she and her business-partner-turned-husband, Kevin, have created a true chicken salad experience that is pleasing palates across the Southeast. Chicken Salad Chick has unapologetically captured the female audience with its food and atmosphere, becoming the place women flock to with their friends for a quick and enjoyable lunch after tennis practice, on their lunch break, or while shopping. Chicken Salad Chick offers guests a “custom-fit” chicken salad experience with 15 original flavors to choose from, as well as gourmet soups, flavorful side salads and freshly-baked desserts. Their made from scratch products are all served in a warm, whimsical & inviting environment. The ambiance is a combination of elegant tradition reminiscent of the Augusta National, combined with contemporary accents that perfectly represent their edgy twist on a Southern Classic. This simple concept has now sold over 100 franchises across 7 states, and their superb customer service and unique product continues to impact lives every day.

Corporate Headquarters:
724 North Dean Road, Suite 100
Auburn, AL 36830
www.chickensaladchick.com

Site Criteria

- 2600 to 3200 square feet
- High exposure end caps in shopping centers with a strong lunchtime crowd
- Easy access for "convenience-driven" guests
- Abundant parking adjacent to the restaurant
- Important trade dress items for building exterior: standard Chicken Salad Chick signage & window graphics, red or black awnings when available
- Outdoor patio seating area adjacent to the restaurant - 20 to 50 seats desirable with the ability to use green and red fabric patio umbrellas
- Good retail synergy is important
- Strong Neighborhood, Town Center, or Lifestyle developments desirable
- Close proximity to white collar employment centers and medical district is desirable

History

- August 2007 - Stacy Brown begins crafting the perfect chicken salad recipe in her home and taste tests it on neighbors and friends. After settling on the Classic Carol recipe, Stacy forms the "Chicken Salad Chick" as a car magnet and home delivery service, offering guests 4 different flavors of chicken salad.
- September 2007 - Stacy Brown receives the infamous call from Stan at the Lee County Health Department, advising her to discontinue her home-sales business
- January 2008 - Kevin & Stacy partner up to open Chicken Salad Chick as a small takeout spot on Opelika Road in Auburn, AL, which selling out of 40 pounds of chicken salad in 2 hours.
- 2009 - Location #2 Opens on South College Street in Auburn, AL
- 2010 - Location #3 Opens on Frederick Road in Opelika, AL
- January 2012 - First Franchise Location Sold; 18 total sold within a month.
- October 2012 - First Franchise Location Opens in Montgomery, Alabama, selling out of 200 pounds of chicken salad in a few hours.
- July 2014 - 20th Franchise Location opened in Chattanooga, TN.
- 2014 - 100 Franchise Locations in Development

Current Markets

Alabama

Auburn
Tuscaloosa
Montgomery
Mobile
Dothan
Birmingham
Huntsville
Prattville
Auburn University
Troy
Daphne

Florida

Tallahassee
Destin
Panama City Beach
Jacksonville
Tampa
Orlando
Gainesville

Georgia

Columbus
Valdosta

Marietta
Savannah
Alpharetta
Kennessaw
Rosswell

North Carolina

Charlotte
Raleigh

South Carolina

Greenville

Columbia
Summerville
Charleston

Tennessee

Chattanooga
Knoxville

Texas

Dallas
Fort Worth





OUTSMART THE COMPETITION.

3



OUTSMART THE COMPETITION.

6



Menu

OUR FAMOUS CHICKEN SALADS

BY THE POUND

Classic Carol
Our signature recipe that got it all started.

Dixie Chick
Our 'most offensive salad' definitely for the onion lover.

Lalapeño Holly
Whew!! The name says it all, diced jalapenos galore.

Barbie-Q
A hickory smoked BBQ flavor that is sure to please.

Kickin' Kay Lynne
This flavor powerhouse is a combination of buffalo sauce, ranch, bacon, shredded cheddar cheese & jalapenos all in one!

Buffalo Barclay
Craving wings? This is definitely the choice for you.

Olivia's Old South
A southern tradition combining sweet pickles & egg.

Luu Lydia
A tropical blend of pineapple & macadamia nuts.

Mimi's Mix
Enjoy this tasty blend of Fuji apples & cashews.

Fruity Fran
A refreshing blend of Fuji apples & seedless grapes.

Nutty Nana
Like it a little nutty? Pecans & cashews do the trick.

Jazzy Julie
A spicy mixture of cayenne pepper, bacon & shredded cheddar cheese.

Sassy Scotty
A zesty blend of ranch, bacon & shredded cheddar cheese.

Fancy Nancy
Dress it up with Fuji apples, pecans & seedless grapes.

Cranberry Kelli
A mixture of dried, sweetened cranberries & silvered almonds.

Pimento Cheese
A blend of freshly grated sharp & pepper jack cheeses combined with just a smidge of our creamy house dressing.

SPECIALS

Original Chick
Includes your choice of any sandwich or scoop and one side item, pickle spear, & the cookie of the day.

Gourmet Chick
Includes your choice of any sandwich or scoop and two side items, pickle spear & the cookie of the day.

Chick Trio
Take your pick of any three chicken salads or side items served on a bed of lettuce, accompanied by a pickle spear & wheat crackers.

Soup & Sandwich
Includes a cup of the soup of the day & half of any sandwich.

DELI SANDWICHES

For Those Of You Who Have Been Dragged Here By A Chicken Salad Lover And Are Refusing To Try Something New ... We Made These Just For You!

Turkey Hoagie
Our delicious oven roasted turkey on a New York style hoagie dressed with lettuce, tomato, mayo, honey mustard & Provolone cheese.

Cajun Roast Beef
Our zesty Cajun roast beef on soft sourdough bread dressed with lettuce, tomato, mayo, mustard, & Provolone cheese.

Virginia Ham
Our tasty Virginia ham on whole wheat bread dressed with lettuce, tomato, mayo, mustard, & American cheese.

Pimento Cheese
A blend of freshly grated sharp & pepper jack cheeses combined with just a smidge of our creamy house dressing.

GOURMET SOUP

Ask about our Soup of the Day!

Cup
Bowl
Quart

DESSERTS

Cookie of the Day

SIDE ITEMS

Individual Serving

By the Pound

Broccoli Salad
Fresh broccoli florets tossed in a sweet vinaigrette-based dressing with shredded mozzarella and cheddar cheeses, topped with crispy bacon.

Grape Salad
Red and white seedless grapes covered in a sweet cream cheese mixture, topped with brown sugar & crushed pecans.

Pasta Salad
Tri color rotini pasta in an Italian based dressing with feta and parmesan cheeses, black olives and artichoke hearts.

Fresh Fruit
Chilec, freshly cut strawberries, blueberries and red and white seedless grapes.

Potato Chips

Time Keeps On Ticking.....

Site Selection Time Schedule...12 Months To Opening

Months 1-3

- Secure Broker Representation
- Determine Geographic Search Area
- Select 4-5 viable site options

Month 4-5

- Begin Letter of Intent Negotiations
- Lease Development & Review
- Building Specification Development

Month 6-12

- Lease Execution
- Permitting and Construction
- Grand Opening



Finding Your Ideal Franchisees

Proven
Match
powered by **FRANET**



How Science Should Drive
Your Revenue And
Business

Questions

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Match
powered by **FRAN**NET



- Does it frustrate you when a franchisee underperforms?
- Do you feel like you're guessing trying to identify the best franchisee candidates for your system?
- How much money does it cost you to onboard and support bad franchisees?

How FIT is your franchise system?

Fit Matters

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- Understand the profile of your top performers
- Attract highest quality candidates
- Create quicker franchisee ramp-up
- Increase overall performance of franchise
- Drive greater retention
- Promote better system-wide validation
- Effectively reduce cost to acquire, train and support

Increase profitability & value across your system.

Who Is Your Best Prospect?

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- Unless you are clear on the ideal candidate for your system, you will accept the wrong people.
- It is more than having the financial ability and desire to be in business.
- By using a tool that evaluates your existing franchisees and sorts them into categories, you can identify the BEST prospects for your franchise

Saving Money in the Recruitment Process

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powered by **FRAN**NET



- Once you are clear on the ideal candidate for your system, you can more accurately market for that candidate.
- Knowing the ideal candidate will assist you in the messaging of your ads and the places to advertise.
- Being crystal clear on “Who” you want in your system will save time by eliminating the wrong candidates more quickly and freeing your time to work with the best candidates.

Recruiting

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Profile Prospects

Determine Fit

Successful
Franchisees

Top Performer Report

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- Determine key performance indicators
- Categorize your existing franchisees against this criteria
- Assess current franchisees
- Determine profiles of your top, middle and lower performers



Recruiting

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Example: Target profile = Emulator-Achiever
Media to attract EA:

- Which types of websites do they view?
- How do they interact with media?
- What radio stations do they listen to?
- Which TV stations, and what types of programming do they watch?
- What are the magazines and newspapers they read?



Individual Comparison Report

Proven Match
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Prospect at a Glance



Values / Motives				
Belonger	Achiever	Societal	Emulator	
Compliance				
Low	Average	High	Very High	
Core Competencies				
Administration & Management	Sales & Promotion	Marketing & Advertising	Technical & Product Knowledge	Client Management & Support
Work Style				
Director	Promoter	Collaborator	Thinker	
Focus Preference				
Aware	Focused	Strategic	Systematic	
Leadership Style				
Autocratic	Paternalistic	Democratic	Laissez-faire	
Sales Potential				
Low	Average	Above Average	High	Very High
Business Development				
Contractor	Entrepreneur	Single Unit	Multi-Unit	Area Developer
Sales Orientation				
Consultative	Relational		Competitive	

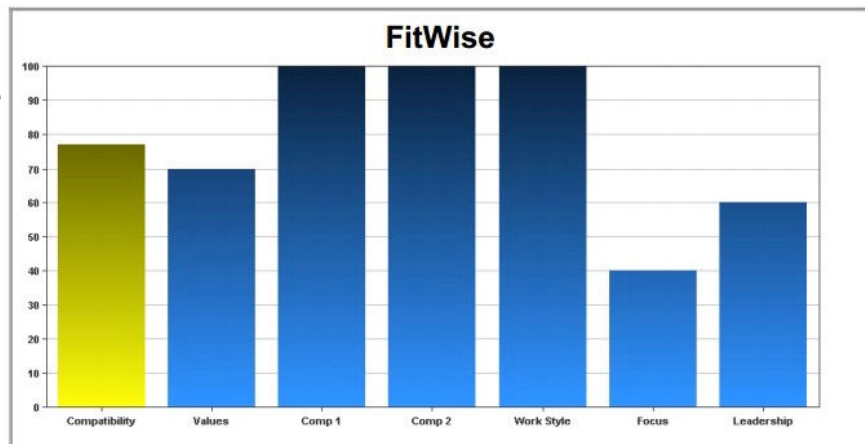
Individual Comparison Report

Proven Match
powered by **FRAN**NET



Top Performer assessed: December 15, 2013

Overall Compatibility:	77%	Competency 1:	Administrative and Management
Values & Motives:	Emulator-Achiever	Competency 2:	Customer Service/ Support
Compliance:	Low	Work Style:	Director
Stage of Growth:	Partnership/ Partnership	Focus Preference:	Strategic
		Leadership & Rules:	Laissez-faire



What Is The Science?

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- Demographic and Psychographic data
- Consider more than age, education and income
- Psychological attributes:
 - Social, emotional and financial risk tolerance
 - Core competencies
 - Innovation
 - Energy levels
 - Propensity to purchase



Attracting Prospects

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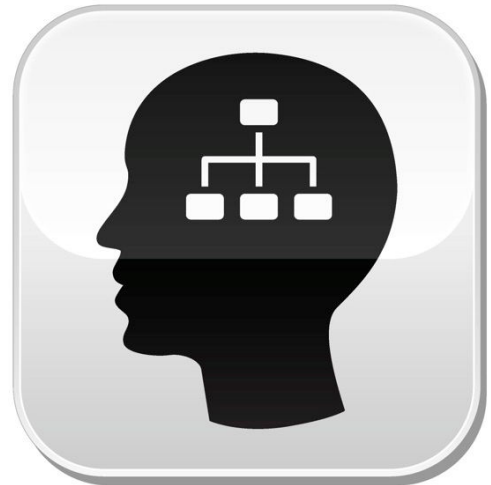
- To truly connect with your prospect you need to understand their primary drivers and inner motivations.
- If you have insight to these things you can more effectively present your concept to the individual.

Decision Making

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- If you understand how your prospect is processing and sorting information, you can steer the process.
- If you do not understand your prospect's decision making process, you will become frustrated and possibly lose a good candidate.



Value System

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- Knowing another person's values allows us to assist them in making decisions that are in alignment with who they are and how they want to be in the world.
- Better understand them and be able to effectively communicate your franchise opportunity.

Questions

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Thank you

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Contact Information

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FranNet President

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Connect with Us!



Franchiseeasier

Proven Match provides science-based insights & screening tools unique to your franchise.

- Find better quality candidates.
- Grow your franchise with top-performing franchisees.



Find Your Perfect Franchisee

Franchise systems have top-performing franchisees, and those that are underperforming. But each franchisee started as a prospect, which is why finding the right prospects is key. Powered by franchise industry leader FranNet, Proven Match was designed with the franchise model in mind.

The Franchise Individually Targeted (F.I.T.) assessment and an established five-step process pinpoint the motives, characteristics and ideals of a franchise's top-performing franchisees. The resulting Top Performer Report equips franchisors with the key indicators that define their strongest franchisees, plus the tools to better recruit candidates that exemplify those traits.



Key Benefits

- Better System-wide Validation
- Quicker Ramp Up
- Reduced Litigation
- Increased Performance
- Reduced Costs to Acquire, Train & Support
- Greater Retention
- Increased Profitability

The Proven Match Process

- 1 DEFINE** how you measure success.
- 2 DETERMINE** your top, middle and low performers.
- 3 LAUNCH** a customized assessment campaign.
- 4 DISCOVER** the motivations of your top-performing franchisees.
- 5 IDENTIFY** top-performing franchisee candidates.

Schedule a Complimentary Consultation Today.
Call 502-719-8360 or visit www.ProvenMatch.com.



Todd Bingham | CFE

President

FranNet - Local. Trusted. Franchise Experts.

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Todd Bingham joined FranNet in May 2007 as Director of Information Technology, was promoted to Vice President of Operations in 2010 and has been serving as President since January 2015. During Bingham's time at FranNet he has overseen every aspect of the business, from technology to marketing to franchisor relations. For the past six years, FranNet has been nationally recognized by Inc. magazine as one of the fastest growing privately-held companies in the United States.

Bingham is a member of the Marketing and Technology Committee for the International Franchise Association and is an active member of the Franchise Action Network. Bingham's background includes over 15 years in healthcare IT, manufacturing, banking, publishing, radio and franchise industries.

Joint Employer Update – The Beginning of the End or Just Another Distraction?

Ed Young, Memphis
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Joel Buckberg, Nashville
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Documents Subpoenaed by the NLRB, which McDonald's has refused to turn over

The NLRB claims McDonald's Human Resource Consultants are directly involved in matters concerning working conditions of the franchisee's employees. NLRB wants communications between Human Resource Consultants and franchisees.

Why the interest?

- National Labor Relations Act, Section 2(9) [29 U.S.C. §152]:

The term "labor dispute" includes any controversy concerning terms, tenure or conditions of employment, or concerning the association or representation of persons in negotiating, fixing, maintaining, changing, or seeking to arrange terms or conditions of employment, regardless of whether the disputants stand in the proximate relation of employer and employee.

Senior Vice President of Human Resources
Heather Smedstad – responsive documents

Her duties include

“insulating the McDonalds’s system against
a nationwide labor organizing effort,
including extensive training of 10k+ people
on labor relations and wage/hour
compliance.”

AON (Hiring to Win)

Hiring to Win is an online hiring
platform for franchisees provided by
AON, a company, which provides “HR
solutions”

“QSC playbook” lists resources McDonald’s makes available to its franchisees, including employment application forms, crew scheduling material, orientation kits, restaurant management review forms, shift management training material, and “crew recognition charts” ordered through a specific vendor.

Communications between McDonald’s “Operations Consultants” and their assigned franchisees

Operations Consultants are responsible for administering McDonald’s formal Restaurant Operations Improvement Process

The subpoenaed documents concerning Operations Consultants include:

- a. Hiring Practices with Respect to Charged Franchisees
- b. Employee Conduct
- c. Employee Training
- d. Wages and Benefits
- e. Hours and Assignments
- f. Response to the Fast Food Fight for \$15 Campaign

Recent Decisions

- BFI v. Teamsters
 - National Labor Relations Board, August 27, 2015
- Nutritionality, Inc. (dba Freshii)
 - NLRB General Counsel Advice Memo, April 28, 2015
- Ochoa v. McDonald's
 - Northern Dist. California, September 25, 2015
- Tennessee Senate Bill 47, Signed April 10, 2015

Recent Decisions

- OSHA Internal Memo Draft on Joint Employer Status of Franchises – follows BFI direct or indirect standard
 - Requested by IFA under FOIA
 - No basis under statute
 - No rulemaking or announcement

Recent Programs

- Richard Griffin, General Counsel of NLRB and Dr. David Weil, head of DOL's Wage & Hour Division at ABA Forum, October 16, 2015
 - DOL focused on wage & hour violations by franchisees, leveraging 1,000 inspectors for 7.3 million businesses
 - NLRB focused on mandated hours, terms and conditions of employment
 - Contingent, flexible work forces make it difficult to determine who is in charge of employment

Recent Programs

- Griffin (NLRB) – control for the purpose of protecting the brand and goodwill of the marks does not create joint employer
 - recommendations without mandates do not create joint employer
 - mandated scheduling software that controls who is on and off the clock creates joint employer status
 - franchisor as beneficiary of workers' comp. policy that prevents claim by employee of franchisee against franchisor creates joint employer status

Recent Programs

- Weil (DOL) – Subway (in collaboration with the DOL) sponsored a program to educate their franchisees about wage & hour compliance
 - provided examples of how to avoid joint employer argument
 - indirect control borderline still not well understood
 - is this standard really necessary to protect the brand?

Next Steps

- McDonald's joint employer cases discovery disputes
- *Ochoa* analysis of "ostensible agency"
 - McDonald's potential liability as a joint employer under ostensible agency will be resolved at trial
 - "Ostensible agency"? Employees thought franchisee was an agent for McDonald's corporate, and they were employees of McDonald's
 - Belief based upon McDonald's name and logo on packaging, uniforms, paystubs, website hiring, orientation materials

Take the Quiz

- You might need a review of your documentation if:
 - You mandate labor scheduling (or payroll) software
 - You participate in franchisee HR decisions
 - Your operating standards go beyond what is necessary to protect the good will of the brand and its marks
 - You reserved the right to manage the franchisee's unit
 - You provide a form of employee handbook
 - Your field staff really manages the stores



Edward R. Young

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Edward R. Young is a shareholder in the Memphis office of Baker Donelson, where he is engaged in a unique nationwide practice limited exclusively to the representation of management in all phases of labor relations and employment law. He began his practice with Newell Fowler, who was known as one of the first labor relations attorneys in the nation. For more than thirty years he has assisted clients in labor and employment litigation in state and federal courts in issues dealing with the EEOC and NLRB. He has litigated in federal courts opposite the EEOC, tried cases before the NLRB, as well as handled union elections before that agency. He has also defended matters before the U.S. Department of Labor. He has assisted clients in conducting self audits, and audits of subcontractors to assure compliance with the Fair Labor Standards Act, The Davis-Bacon Act and The Service Contract Act.

Mr. Young was previously appointed by both the City of Memphis Mayor and the Shelby County Mayor to serve as a special attorney for those bodies handling labor relations matters dealing with the Fire Department, Police and Sheriff's Department and the Hospital Authority.

The cornerstone of his philosophy and practice is the belief that in labor relations matters, it is not sufficient merely to advise clients as to what they cannot do. What is essential is the ability to furnish clients with an affirmative "game plan," and then to provide the methodical and detailed planning that will ensure its success. He believes that excellence can be achieved only through a combination of skill, innovation, and consistency.

Publications & Speaking Engagements

- Co-author – "[NLRB: When the Law is Not the Law – A Huge Change in Business Relationships](#)," Baker Donelson Labor and Employment Alert (August 2015)
- Speaker – "NLRB Update for All Employers," Baker Donelson Labor and Employment Seminar, Southaven, Mississippi (May 14, 2015)
- Author – "[NLRB's Quickie Election Rule Takes Effect](#)," Baker Donelson Labor and Employment Alert (April 15, 2015); [Hospitalitas Newsletter](#) (Spring 2015)
- Speaker – "NLRB Update," Baker Donelson L&E Breakfast Briefing (February 19, 2015)
- Speaker – "[NLRB Quickie Elections](#)," Baker Donelson Webinar (January 9, 2015)

- Co-author – "[Supreme Court Finds NLRB Recess Appointments Invalid](#)," Baker Donelson Labor and Employment Alert (June 27, 2014)
- Speaker – "The NLRB and the Non-Union Employer," Baker Donelson L&E Breakfast Briefing (May 15, 2014)
- Speaker – "Dancing with the Supremes: L&E Issues in the Supreme Court this Year," Baker Donelson L&E Breakfast Briefing (October 31, 2013)
- Featured – "Edward Young of Baker Donelson on Enjoying Work Despite Industry Changes," *MBQ: Inside Memphis Business* (May 9, 2013)
- Co-speaker – "Avoid the Madness: Make Sure Your Company's Ahead of the Employment Law Game This March," Baker Donelson L&E Breakfast Briefing (March 21, 2013)
- Author – "[NLRB Hooks Alaska Hotel Anti-Union Efforts](#)," *Hospitalitas* newsletter (November 2012)
- Panelist – "Birds of a Feather Stick Together: A Real Life Story of a Tough Union Organization Campaign and Lessons Learned," Southern Automotive Conference, Chattanooga, Tennessee (October 2012)
- Author – "[NLRB Decision Potentially Impacts Hospitality and Other Service Businesses](#)," *Hospitalitas* newsletter (September 2011)
- Panelist – "Using the Federal Courts to Challenge and Remedy Workplace Discrimination," at the "Celebrating the 45th Anniversary of Title VII: Ensuring the Promise of Equal Employment" conference (November 2010)
- Speaker – "How the New National Labor Relations Board Will Impact Your Business," Employment Law Briefing, Memphis, Tennessee (September 2010)
- Co-author – "Update: Social Networking in the Employment Context," *Tennessee Dental Association Newsletter* (February 2010)
- Speaker – "What to Expect From the NLRB," Southern Automotive Conference, Murfreesboro, Tennessee (October 2009)
- Speaker – "Maintaining a Union Free Environment: What a Leader Must Know," Baker Donelson Labor and Employment Law Seminar – Strategies and Solutions for Today's Employer, Knoxville, Tennessee (April 2009)
- Speaker – "Important Changes to Family and Medical Leave Under the Family Medical Leave Act," Employment Law Briefing, Memphis, Tennessee (February 2009)
- Speaker – "Pending Labor and Employment Legislation," Franchise Business Network (January 2009)
- Speaker – "Employers Beware: The Employee Free Choice Act," Baker Donelson Client Briefing, New Orleans, Louisiana (December 2008)
- Speaker – "Employers Beware: The Employee Free Choice Act," Martinet Society, New Orleans, Louisiana (December 2008)
- Speaker – "The Employee Free Choice Act, Recent Changes to the FMLA and the ADA," Jackson, Tennessee Area Chamber of Commerce (November 2008)

- Speaker – "Employers Beware: The Employee Free Choice Act, Recent Changes to the FMLA, and Proposals to Amend the ADA," Dyersburg/Dyer County, Tennessee Chamber of Commerce (October 2008)
- Speaker – "Responding to a Union Organizing Campaign: What a Union Can Do to You," Baker Donelson Labor Employment Law Seminar – Strategies and Solutions for Today's Employer, Knoxville, Tennessee (April 2008)
- Speaker – "Targeting Health Care Workers: Responding to a Union Organizing Campaign" (Nashville, Tennessee October 2007; Jackson, Mississippi April 2008; Memphis, Tennessee August 2008)
- Speaker – "I Am Here from the Government and I Am Here to Help You: Responding to Wage and Hour Investigations, NLRB and EEOC Charges," joint meeting of the Tennessee Society of CPA's and The Institute of Management Accountants (November 2007)
- Speaker – "Purchasing a Unionized Business," Tennessee Society of CPA's (September 2007)
- Contributor – *The Developing Labor Law* (Schlei and Grossman)
- Contributor – *Employment Discrimination Law*
- Spoken on numerous occasions on labor relations and employment before Bar Associations and employers in the law enforcement, long-term health care, hotel and lodging, hospital, and printing and publishing industries
- Guest speaker – New Orleans Bar Association Labor Law Section "Class Actions Under the Fair Labor Standards Act" (2006)
- Chaired statewide seminars in three cities for the Tennessee Health Care Association dealing with a variety of employment issues from FMLA to Title VII (2007)
- Quoted in *Modern Health Care*, *Employment Law 360*, *Human Resource Executive Online*, and *Greater Baton Rouge Business Report* on the proposed Employee Free Choice Act (2007)
- Co-author of "Responding to a Union-Organizing Campaign" in *Franchising World*, the magazine of the International Franchise Association (2007)
- Co-author of "New labor legislation related to union organizing faces stiff opposition" in *Memphis Business Journal*, April 30, 2007

Professional Honors & Activities

- Listed since 2008 in *Chambers USA: America's Leading Business Lawyers* as a leading labor & employment lawyer in Tennessee
- Listed since 2006 in *Best Lawyers in America*[®] in Labor & Employment Law
- Named the *Best Lawyers'* 2016 Memphis Labor Law - Management "Lawyer of the Year"
- AV[®] Preeminent[™] Peer Review Rated by Martindale-Hubbell

- Listed as among top 50 attorneys in Memphis and among top 100 attorneys in Tennessee by *Mid-South Super Lawyers* since 2006
- Member – Memphis, Tennessee and American (Member, Labor and Employment Law Section, Committees on Equal Employment Opportunity Law) Bar Associations
- Special Labor Relations Counsel, Shelby County (1971 – 1981)
- Adjunct Professor of Labor Legislation – University of Memphis
- President – Memphis Jewish Federation (1987 – 1989)
- President – Economic Club of Memphis (2004)
- For the United Jewish Communities:
 - Southeast Regional Chair
 - Served on National Executive Committee
 - Member – Board of Trustees
 - Chair – Pension Review Committee
- Former Board Member – Memphis Jewish Community Center
- Board Member – United Way of Greater Memphis (1979 – 1989)

Admissions

- Tennessee: all state courts including Tennessee Supreme Court
- United States District Court, Western District of Tennessee
- United States District Court, Northern District of Mississippi
- United States District Court, Eastern District of Michigan
- United States District Court, Western District of Michigan
- United States Court of Appeals, Fifth Circuit
- United States Court of Appeals, Sixth Circuit
- United States Court of Appeals, Eighth Circuit
- United States Court of Appeals, Eleventh Circuit
- United States Court of Appeals, District of Columbia Circuit
- United States Supreme Court

Education

- Vanderbilt University School of Law, J.D., 1966
- Memphis State University, B.S., 1963

**Joel R. Buckberg**

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Joel Buckberg is a shareholder in Baker Donelson's Nashville office and serves as leader of the Commercial Transactions & Business Counseling Group and is the co-chair of the Firm's Hospitality Industry Service Team, the practice group serving the franchise, distribution and hospitality markets. Mr. Buckberg counsels clients on business transactions and operations, particularly in hospitality, franchises and distribution, including strategic planning, development, disclosure, equity and debt financing, mergers and acquisitions, system policy and practice development, regulatory compliance and commercial contracts. Prior to joining Baker Donelson, Mr. Buckberg was Executive Vice President and Deputy General Counsel of Cendant Corporation. In his career, he has worked on the acquisition of worldwide hotel chains and their financing, de novo brand start-ups, multi-unit acquisitions, initial public offerings, hotel management agreements for existing and new build hotels, divestitures, master license grants, area development agreements, supply chain sourcing, distribution agreements, sales and marketing arrangements, and technology agreements.

Publications & Speaking Engagements

- Author – "[For Franchisors, There's More Than Just Browning-Ferris](#)," *Law360*, September 30, 2015
- Author – "[California Dreams Become Reality for Franchisees; Amended Franchise Relationship Law Passes](#)," *Hospitalitas* newsletter, Summer 2015
- Co-author – "[New Opportunities in Cuba for U.S. Travel and Medical Companies – Cigars but not Commerce](#)," Baker Donelson Global Business Alert, January 29, 2015
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- Speaker – "[The Franchise System Post-Private Equity Investment](#)," IFA 2011 Legal Symposium, Washington, D.C., May 16-17, 2011
- Speaker – "Fran-Guard: Sales Management and Compliance," 2011 International Franchise Association's 51st Annual Convention, Las Vegas, February 2011
- Author – "[Oregon Affirms Commitment to Franchisee as Employee Ruling](#)," *Hospitalitas* newsletter Issue 1, January 2011
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- Co-author – "Annual Franchise and Distribution Law Developments 2009," American Bar Association Forum on Franchising, October 2009
- Author – "[Franchisee Tips for Troubled Times](#)," *HotelWorld Network*, March 18, 2009
- Co-author – "Disclosure Law Violations: Understanding the Penalties," *Franchising World*, August 2008

- Author – "Franchise Compliance Sets the Tone," *Franchising World*, November 2007
- Author – "When Private Equity Knocks, Will You Be Ready to Answer?" about private equity in LJN's *Franchising Business & Law Alert*, August 2007
- Co-author – "Legal Issues Arising from the Ownership of Competing Franchise Systems," American Bar Association Forum on Franchising (October 1999)
- Author – "Dealing with Franchisees in the Workout Process," in *The Real Estate Workout Deskbook* (H. Zuckerman, ed., Probus Publishing, Chicago 1992)
- Frequent Contributor to *Franchise Times* magazine and *Lodging Business*, the magazine of the Asian American Hotel Owners' Association.
- Lectured on the subject of condominium hotels at the Annual Meeting of the International Bar Association
- Frequent lecturer on domestic and international franchising and hospitality at programs sponsored by International Franchise Association, American Bar Association Forum on Franchising, The Lodging Conference, and Cardozo Law School.

Professional Honors & Activities

- President and founder – National Franchise Council, 1998 – 2000; Chairman, 2000 – 2003
- Chairman – International Franchise Association Legal Legislative Committee and Corporate Counsel Committee, 1997 – 98
- Administrator – International Franchise Association Franchise Compliance Training Program, 2007 – 2011
- Trainer – FRAN-GUARD franchise compliance training program, 2010 – present
- Member – American Hotel & Lodging Association General Counsel Committee
- AV® Preeminent™ Peer Review Rated by Martindale-Hubbell
- Listed in *Best Lawyers in America*® in the area of Franchise Law since 2008
- Named the *Best Lawyers'* 2014 Nashville Franchise Law "Lawyer of the Year"
- Named to *Who's Who Legal: The International Who's Who of Business Lawyers* since 2009
- Named to *The International Who's Who of Franchise Lawyers*, 2008, 2011, 2012
- Named to "Legal Eagles" by *Franchise Times*, 2007 – 2015
- Named to "20 People to Watch in Franchising" by *Franchise Times*, November 2001
- Named to "New Jersey's Top Rated Lawyers" by *ALM*, 2012
- Member – Board of Trustees, Immune Deficiency Foundation
- Member – United States Coast Guard Auxiliary

Admissions

- Texas, 1980
- Georgia, 1981

- New Jersey, 1994
- Tennessee, 2006

Education

- Vanderbilt University School of Law, J.D. 1980; M.B.A., 1980
- Union College, 1976

Features | Technology

Podcasting as Content Marketing

Think of your brand as your own multi-media conglomerate.

By Jack Monson

Many brands are implementing content marketing as a way to generate new leads and customers. Cold calling is being replaced with leveraging the consumption of content and engaging prospective customers earlier in their buying process. In franchising, content marketing may be focused on franchise sales, operations, product issues or consumer lifestyles.

Creating articles, blog posts and white papers can definitely show your expertise when you answer questions that are typically asked in your industry or community. But why stop at text and pictures? A fantastic medium for sharing content is the podcast. Whether you call it an Internet radio show or downloadable audio, it's radio that is not limited by space or time.

Think of your brand as your own multi-media conglomerate. Your website is your magazine; your blog is your newspaper; your YouTube channel is your TV station. But where's your radio station? It's your podcast, and it may be more powerful than you realize.

There's power, influence and intimacy in radio that does not exist in other media. An image lives behind a glass wall. Video lives on the other side of your television or iPad screen. But audio lives in your head. The most influential radio broadcasters understand this. Rush Limbaugh, Howard Stern and Garrison Keillor all understand that they are speaking directly into your ear or perhaps into your mind, without a filter. This is why local and national radio personalities feel more like trusted friends than entertainers.

The same thing can happen with business-oriented podcasts. Conversations with interesting guests and relevant topics may make your brand a trusted resource.

Benefits of Podcasting: Return on Discipline

Planning your show, scheduling guests and preparing for the discussion takes discipline and time. But the return is worth it as you consistently publish content that is sharable, searchable and valuable to your audience.

You're also building a library of evergreen content that may be consumed now, as well as found by future potential candidates and customers months or even years from now. Your podcast will live forever (or until iTunes goes away which is about the same thing!)

With so many brands publishing other types of content on websites, blogs and other spaces, there's a benefit to being a little different. How many of your competitors are podcasting? Not many, yet. There is still plenty of room to grab some attention.

Getting Started

As a co-host of the long-running "Social Geek Radio" podcast, here are a few tips on getting started with your podcast.

1. Set Goals

Do you know why you're doing this podcast? Let's revisit your content marketing strategy. Are you looking to generate new franchise leads? Drive customers to your current franchisees? Increase brand awareness?

The answer may be all of the above. If you provide interesting content for consumers, then candidates will find it when they are conducting research about your franchise. Tell your story to candidates and customers may see your brand in a new light. Don't hide content from these different groups. You can't control who listens to what content. Instead, relish the overlap.

2. Establish Your Target Audience

Based on your goals, who are you trying to reach?

3. Apply Your Style, Voice and Topics to That Target Audience

In most cases, an informal but professional conversation is going to be most appealing to audiences interested in business topics.

4. Gather Your Resources

Who will be involved? Who is the host? Which guests can you schedule? Think outside of the marketing office and recruiting staff, business partners or other stakeholders who can add to your story.

5. Keep It Short

No one is expecting you to do a daily three-hour talk show. I suggest a weekly program with a length of less than 30 minutes to match the average U.S. commute. Most listeners won't be listening live; they will download the show for later listening. Long program length may turn away potential listeners.

6. Don't Be Overly Concerned About the Production

No one is expecting a major market radio show with a cast of characters, a live orchestra or the sophisticated studio production values of a Pink Floyd album. Podcasting is one form of marketing where you should focus on the steak, not the sizzle.

7. Choose the Publishing Platform on Which your Podcast Will Live

There are many great choices, so run a search and see what fits your needs and budget. Blog Talk Radio is very popular as it is affordable, but has many helpful functions. The ability to automatically upload to iTunes is ideal.

8. Just Start

If it doesn't come off as well as planned or you want to change directions, make changes for the next show and do it again. Experimentation will allow you to find your voice.

9. Promotion and Sharing

Now that you've got something recorded or scheduled to broadcast live, build an audience by sharing the link to your show across other marketing channels.

Promote Each Episode Across All of Your Social Channels: Facebook, Twitter, LinkedIn and Google+. Publish links and mentions on your website, emails and newsletters.

Spend a few dollars on Facebook Ads or LinkedIn Ads. By targeting specific audiences, just a few ad dollars per week will reach thousands of appropriate potential listeners. n

Jack Monson is a vice president at Engage121, which provides social media marketing services to franchisors and franchisees. He serves on The IFA Marketing and Technology Committee. Find him at fransocial.franchise.org

Features | Uncategorized

Quality Content is Important in the Battle For Search Rank

Digital marketing and SEO take time and effort, but the rewards can be substantial.

By Austin Fiascone

Earlier this year, Google announced that it had released and begun to implement a new version of its search filter. Panda 4.0 is the latest version of the algorithm of the same name that Google first implemented in early 2011 to provide users with higher quality websites in searches based on a website's content. Panda's goal is to push sites that Google deems high quality to the top of searches while sites with more static and lower quality content will suffer and not be shown in the top rankings. Panda 4.0 is Google's newest shot directed at websites with poor content. Gone are the days where websites with duplicate copy, replicated keywords and static images appear high in Google searches. This shift toward rewarding sites with higher quality content is logical for Google given its objective is to provide users who are searching specific key words with what it deems to be the best sites to satisfy the user's query.

Assessing Site Value

Google Webmaster blog offered a series of criteria it uses to assess whether a site is of high or low value. Within this list are some important items of note for franchises, many of which deal with the penalties in search rank a site can acquire by having duplicate content on its website. Additionally, Google is now paying attention to "whether the content on the site is mass-produced by or outsourced to a large number of creators, or spread across a large network of sites, so that individual pages or sites don't get as much attention or care." More importantly, Panda 4.0 has now put an emphasis on keeping the content on your website fresh while it competes with other websites related to your industry.

Content is King

So what does this all mean for a franchisor? Moving forward, it means that content is king and the more original content you can showcase on your website, for both consumer and franchise recruiting purposes, the more successful you will be when fighting for page rank. Keeping content original can be a challenge when dealing with any business that has multiple locations. Franchises are inherently meant to have their processes replicated, which does not translate well on the Web in terms of search rank. As a franchisor, you

shouldn't view this challenge as negative, but more as an opportunity to distinguish your locations and spotlight your individual franchises, leading to a unique higher visibility both for the franchise recruiting efforts and marketing at a local level.

Maintain Your Brand and Strong SEO Campaigns

In the wake of Panda 4.0, TopFire Media has developed strategies that allow a franchise to maintain its brand message on the Web, while still facilitating strong search engine optimization campaigns. For a franchise, increased Google page rankings start with how you structure your website. We recommend always separating your consumer- or business-facing website from your franchise-recruiting website. This solves a couple of problems that Panda 4.0 poses for franchises. First, it allows you to develop two different sets of original keyword-rich content in two different places that relate to your company. Second, a separate franchise recruiting website with its own individual SEO campaign will typically lead to higher quality traffic coming to the website since its search rank will be tied directly to the franchise-rich content. This means that organic visitors to your franchise recruiting site will be those who generally have a better understanding of the franchise world and are more interested in the franchise opportunity. So how do you keep your website's content fresh? It would be a hassle to continuously rewrite all of the content on your website to keep it fresh and new. To combat this, we recommend that a blog be incorporated on your site. A blog will not only keep content fresh, but offers another space to add keyword-rich content. Blogging is also a great way to get your franchisees involved in the marketing process and can be leveraged as a promotional tool. The blogs should be added at minimum twice a month, optimally one a week. The blogs provide an opportunity to share the unique selling proposition of your brand or franchise, talk about brand values, focus on trends in your industry, share community or charitable involvement or spotlight individual franchisees or locations. To really take advantage of the new Panda 4.0 algorithm, franchises can go a step further and utilize each location to make separate micro sites for each franchise. While these micro sites will have some of the same content, they can host lots of original content related to the location and community. These micro sites will not only add to the SEO value of your entire site, but will allow each franchisee's location to have its own Web presence that will provide a significant boost when a location is used in a search. Using geo-specific targeting in your SEO campaigns can also give your website a giant step up in search rank. While the more general keywords that are associated with your business might be highly competitive, when you couple those keywords with a location, your website has a much better chance of rising significantly higher in a given search. Finally, for franchises that sell a tangible consumer product, it is important that your website renders on a mobile device. With more searches initiating from mobile devices every year, more of your consumers will be searching for your services from their phones and tablets. If your

site is not mobile compatible, even the best SEO will not help drive business. Responsive website designs are a great solution. With such, the desktop version of your website, with all of its rich content and accurate information, will automatically resize to fit the screen dimensions of the device being used. This eliminates the need to develop an app or a completely separate mobile website, saving both time and money. Google is notorious for changing the way it indexes websites, but it seems the trend of higher quality, original content driving search rank is here to stay. The habit of copying and pasting basic sales pitches onto a website is no longer a viable strategy. Digital marketing and SEO take time and effort, but the rewards can be substantial. Be original and keep your content fresh, and Google will reward you with a better search ranking and more traffic. Austin Fiascone is a digital marketing manager at Homewood, Ill.-based TopFire Media, a digital marketing agency. Find him at fransocial.franchise.org.

Features | Technology

LEVERAGING Your Digital Content Marketing to Nurture Your Leads

Stop the pushy sales lingo and let your branded digital content carry the conversation.

By Jamie Izaks

Every qualified franchise lead needs a warm embrace, to be coddled, nourished and ultimately nurtured to close the deal. But, the lead will go silent if the approach employed repels rather than provides a thrust to get over the finish line. Implementing a comprehensive digital-content marketing strategy offers a systematic campaign to carry leads through the sales cycle. It strengthens validation of your concept while achieving two key franchise sales and marketing objectives: Promises strong return on investment through cost-effective push-and-pull digital marketing in which you have complete management of messaging and branding, yet in a more objective manner than most other elements of the marketing mix. Candidates gain easier access to the content they desire in their discovery and due diligence processes with more digital content available at their fingertips. Similar to a great business suit, content marketing strikes the perfect balance of form and function. As you consider taking advantage of this franchise sales and marketing discipline, which is poised to gain greater adoption throughout the industry, here are five ways to leverage digital content to propel your growth strategy and get deals done.

Be Persistent with Your Franchise Sales Blog

Dedicate a blog to franchise sales only. At least a few times a month, write and publish on the blog original writings that are intended to boost franchise sales search engine optimization and provide content that your candidates can review to increase their interest in the franchise opportunity. Topics for the blog can include:

- Profiling an existing franchisee who reflects the ideal candidate for your concept,
- A discussion on your targeted franchise growth markets, and
- Recapping publicity that is hot off the presses.

Once written and posted to the blog, make sure to merchandise your entries. A few ways to do this would be to post links to them on your franchise development social media pages and to email them to prospects in your development pipeline.

Educate, Inform and Re-Engage Leads with Content-Rich Email Drip Campaigns

Content-rich emails are another proven method for nurturing leads at all stages of the franchise sales cycle. Whether leads have gone silent or continued to progress, you have content at your disposal that can push the candidate toward becoming a franchisee. Keep in mind, presentation and writing style are key considerations. As part of effective content marketing efforts, content enriched branded emails share great news coverage, franchise development blog entries, press releases, case studies and testimonials in a manner that strikes the right balance between being educational, informative and promotional. The intention of the email campaign is to consistently show momentum. The emails are a subtle call to action that motivate and inspire leads by drawing them into a movement (your brand) that they can no longer resist. Your franchise development customer relationship management systems typically have the functionality to import or design HTML email and plain text templates and disseminate them to your leads. It is highly recommended that you customize emails to your lists to fit the current stage where the individual lead is in the franchise sales cycle. Keep in mind that the frequency of emails should be limited to one or two per month; be picky about the content you choose to communicate.

Capture Your Franchisee Success Stories in Case Studies

Each week you should celebrate successes in your franchise system. Franchisees reach new revenue goals, set new grand opening records, franchisee-families grow multi-generational businesses, military veterans' transition into business ownership — the storylines hopefully don't end there. Recounting these moments of accomplishment through franchise development case studies is a proven method for helping franchisee candidates see themselves in business ownership with your concept. Some "must-dos" for case studies include:

- Career journey to franchise ownership,
- Benefit of being a franchisee,
- I love this franchise because ...,
- My shining moment as a franchisee has been ..., and
- Franchisee testimonials.

The case studies can be presented in your franchise development blog, on your social channels and emailed as part of your enriched content email drip campaign.

Nothing Tells a Story Like Video

All elements of content marketing should include video. Your franchise sales blog, your content enriched emails, target market landing pages and even your case studies, are all great places to embed video. The remarkable opportunity that video presents now comes as the cost-benefit ratio is increasingly becoming more attractive to businesses of all sizes. Affordable high-definition digital cameras and editing software have made producing professional style videos more practical than ever before. Here are three great ways for franchise businesses to leverage the power of video in your digital content marketing strategy:

- Capture the excitement and energy of your annual convention and produce a two-minute sizzle reel.
- Interview franchisees and vendor partners on camera and produce short sound bite vignettes on topics such as franchisee support, work-life balance, customer loyalty and brand differentiators.
- Produce a fast-paced media highlights reel with the content you have from press placements, press releases and other branded marketing materials — a great way to demonstrate the momentum behind the concept.

Don't Let Bad Reviews Linger

The review website component of content marketing aims to populate your claimed pages on Yelp and similar sites with brand descriptors, imagery and other relevant content that should be consistent across your system. Maintaining brand consistency on review sites is critical, given that many of your franchisee candidates are researching the brand in every way. However, the most important reason to stay active on this digital platform is because potential franchisees turn to review websites to see how consumers are talking about your brand. By claiming ownership of existing pages on sites such as Yelp, or launching new pages on the review sites, you are taming a potential wildcard in the franchise recruitment process. Your franchise's reputation is counting on it. Lastly, if you are extremely confident in your reviews and have actively managed the pages, link to the review sites from your franchise development website or even your email signature. Content marketing closes the loop on every aspect of an integrated digital marketing campaign that aims to drive franchise leads — bridging PR, social media, SEO campaigns, websites, blogs and more. It truly is a great way to get more mileage out of

all of your marketing tactics. Taking advantage of the benefits of content marketing can be the key to conversion, helping candidates through the buying cycle. Assemble a treasure chest of content marketing tactics and take aim at your franchise leads. Without a doubt, the avenues to take digital content marketing can be overwhelming, but by following the five suggested paths described here, you are well on your way to getting the most out of the resources you dedicate to it. Jamie Izaks is president of All Points Public Relations, a Chicago-based integrated public relations firm that specializes in working with franchises. Izaks is a member of IFA's Marketing and Technology Committee. Find him at fransocial.franchise.org.