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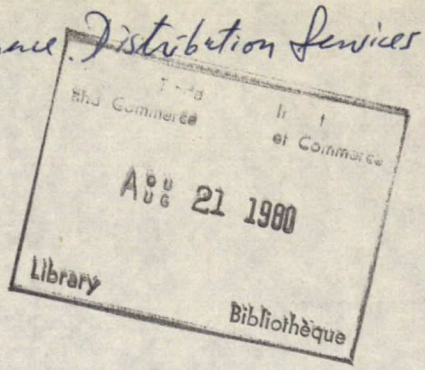

FRANCHISING -

An information source

FRANCHISAGE -

Une source d'information

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I. INTRODUCTION

This booklet contains an overview of the Canadian franchise sector and listings of information sources on franchising.

Part I of this publication provides a general overview of franchising. Part II provides a listing of bibliographic and other relevant information.

Your local library should stock or be able to assist you in acquiring the majority of the books and/or articles cited in Part II, sections 1, 2, and 3. Government publications can be obtained by contacting the appropriate agencies at the addresses given in section 6.

Several useful franchise directories, magazines, and newsletters are listed in Part II, sections 4 and 5; mailing addresses for these publications are found in section 6. The addresses of several franchise and retail associations are also located here.

As the list of articles and publications contained in this booklet is not exhaustive, the reader is referred to section 7 which contains library reference sources. These may be used to locate additional materials on franchising.

Some items may have been omitted from this publication and any suggestions for additions would be welcome. They should be directed to:

I. INTRODUCTION

Cette brochure donne une vue d'ensemble du secteur canadien des franchises ainsi qu'une liste détaillée des sources d'information du franchisage.

La première partie de cette publication donne une vue d'ensemble du franchisage. La deuxième partie fournit une liste détaillée des ouvrages et de toutes autres sources d'information publiées sur le sujet.

Votre bibliothèque municipale devrait posséder la majorité des volumes et articles mentionnés dans les sections 1, 2, et 3 de la deuxième partie ou encore vous aider à vous les procurer. On peut obtenir les publications gouvernementales en communiquant avec les organismes dont l'adresse est fournie à la section 6.

Plusieurs annuaires de franchises, magazines et communiqués de presse sur le franchisage sont énumérés dans les sections 4 et 5, de même que les adresses où on peut se les procurer. A la section 6, sont également fournies les adresses de plusieurs organismes de franchisage et du commerce de détail.

Etant donné que notre liste d'articles et de publications n'est pas exhaustive, le lecteur devra consulter la section 7, qui comprend des sources de référence bibliographiques pouvant servir à trouver d'autres documents sur le franchisage.

Cette liste pourra vous sembler incomplète, s'il y avait des renseignements à ajouter ou des corrections à apporter afin d'améliorer cette brochure, veuillez communiquer avec:

Distribution Services Branch (88)
Department of Industry, Trade and Commerce
8th Floor East
235 Queen Street
Ottawa, Ontario
K1A 0H5

Please note that this Branch also publishes a "List of Franchisors in Canada" and "Franchising - Planning Charts for Business Expansion," which are available upon request.

La Direction des services de distribution (88)
Ministère de l'Industrie et du Commerce
8ième étage est
235 rue Queen
Ottawa (Ontario)
K1A 0H5

Veuillez remarquer que cette même Direction publie également sur demande: "Le Franchisage - Une liste de franchiseurs au Canada" et "Franchisage - Histogrammes de planification devant servir à l'expansion d'une entreprise" sous forme de tableaux.

FRANCHISING IN CANADA

Franchising in Canada is developing into a dynamic and mature business activity. It has been a factor in such fields as automobile sales, gasoline distribution, and soft drink bottling and distribution for over half a century; these traditional forms of franchising account for 80% by dollar value of all franchise sales. In the past two decades however, franchising has become a prominent marketing tool for commodities such as food, auto repair, and real estate.

DEFINITION

Franchising is difficult to define because of its great variation in form. It is defined here as:

> "An arrangement under which one party grants to another party the right to operate a business in accordance with prescribed operating methods and procedures controlled by the grantor, which business incorporates extensive use of the grantor's know-how expertise and trade marks or other distinguishing marks or names, with the grantor maintaining a continuing interest in the business by advising with regard to its operations, and with the grantor having a continuing right to compensation."

LE FRANCHISAGE AU CANADA

Le franchisage au Canada devient une activité commerciale dynamique et bien établie. Depuis plus d'un demi-siècle, elle s'applique dans des domaines tels que les ventes d'automobiles, la distribution de l'essence et l'embouteillage et la distribution des eaux gazeuses. Ces formes traditionnelles de franchises comptent pour 80 %, en valeur-dollars, de toutes les ventes en régime de franchise. Cependant, depuis vingt ans, le franchisage est devenu un puissant instrument de commercialisation pour les biens de consommation et les services tels que les aliments, le dépannage des automobiles et l'immobilier.

DEFINITION

Toute définition est difficile à cause de la diversité des formes de franchisage. Nous avons retenu ici la définition ci-après:

> "Entente en vertu de laquelle une partie accorde à une autre partie le droit d'exploiter une entreprise, conformément aux méthodes et procédures d'exploitation prescrites et contrôlées par le concesseur. Ce genre d'entreprise fait un grand usage du savoir-faire, de l'expertise et des marques de commerce du concesseur ou de toutes autres marques ou noms caractéristiques, le concesseur ne cessant jamais de s'intéresser au dit commerce en donnant des conseils quant à son bon fonctionnement et conservant toujours un droit de compensation."

Franchising involves a partnership agreement in which the franchisor grants to the franchisee the right to use trade names, trademarks, operating methods, and marketing techniques for initial and continuing payments. The franchisee receives the benefits of belonging to an established business firm while maintaining control of his or her business interest. Franchising also allows the franchisor to expand more quickly as franchisees provide a major portion of the financing of new outlets and, at the same time, offer highly motivated management.

Le franchisage comporte un accord de société selon lequel le franchiseur reconnaît au franchisé le droit d'utiliser ses noms et marques de commerce, ses méthodes d'exploitation et ses techniques de commercialisation moyennant versements initiaux et continus. Le franchisé bénéficie de son adhésion à une firme établie tout en conservant le contrôle de son intérêt commercial. Le franchiseur peut par ailleurs développer son commerce plus rapidement puisque les franchisés fournissent une grande partie du financement des nouveaux débouchés tout en assurant une gestion très motivée.

MARKET CONCENTRATION

There are approximately 350 business format franchisors operating about 17,000 establishments in Canada. Of these firms, 155 are Canadian owned and almost all of the remaining companies are based in the United States. The Canadian franchisors operate 13,871 establishments with the largest 18 domestic firms accounting for approximately 60% of these outlets as shown in the following table.

CONCENTRATION DU MARCHE

Le Canada compte approximativement 350 franchiseurs (business format) exploitant environ 17 000 établissements commerciaux. Sur ce nombre, 155 appartiennent à des canadiens et presque toutes les autres firmes ont leur siège aux Etats-Unis. Les franchiseurs canadiens exploitent 13 871 établissements, les 18 plus grandes firmes nationales comptant pour environ 60 % de ces débouchés comme l'indique le tableau suivant.

SIZE AND DISTRIBUTION OF CANADIAN FRANCHISORS
REPARTITION DES FRANCHISEURS CANADIENS PAR ORDRE D'IMPORTANCE

	Number of Companies Nombre de sociétés	% Total % des total	Total No. of Establishments Total des établissements	% of Total Establishments	Company Owned Propriété du franchiseur	Franchisee Owned Propriété du franchisé
1001 and over 1001 et plus	2	4	3,600	26.2	1,945	1,655
501 - 1000	4	2	2,447	17.9	999	1,448
151 - 500	13	8	2,830	20.6	659	2,171
51 - 150	34	22	3,135	22.8	166	2,969
11 - 50	70	45	1,701	12.4	292	1,409
1 - 10	30	19	158	.01	40	118
Total	153	100	13,871	100	4,101	9,770

ANALYSIS OF CANADIAN OWNED FRANCHISORS BY BUSINESS CATEGORY
ANALYSE DES FRANCHISEURS CANADIENS PAR GENRE D'ENTREPRISE

	No. of firms Nombre de firmes	Total No. of Establishments Nombre total d'établis-sements	Company Owned Propriété du franch-iseur	Franchise Owned Propriété du franchisé
Auto Products & Services Automobile: produits et services	21	2,647	41	2,606
Business Aids & Services Aides et services commerciaux	7	180	63	117
Construction, Home Improvements, Maintenance & Cleaning Services Construction et perfectionnement des habitations, services d'entretien et de nettoyage	7	439	244	195
Convenience Stores Dépanneurs	6	1,492	1,004	488
Educational Products & Services Enseignement: produits et services	3	74	0	74
Hotels and Motels Hôtels et motels	4	202	37	165
Laundry & Dry Cleaning Services Blanchissage et nettoyage à sec	2	78	0	78
Rental (Auto) Services Location (automobiles)	4	555	71	484
Restaurants Restaurants	40	1,816	367	1,449
Retailing, Non-Food Commerce de détail (produits non alimentaires)	29	2,318	250	2,068
Retailing, Food other than Convenience stores Commerce de détail (magasins d'aliments autres que les dépanneurs)	25	3,711	1,977	1,734
Miscellaneous Divers	7	359	47	312
Total	155	13,871	4,101	9,770
Percentage / Pourcentage		100%	29.6%	70.4%

PROVINCIAL DISTRIBUTION

The following table gives a breakdown of Canadian franchise headquarters by province.

REPARTITION REGIONALE

Le tableau suivant ventile les sièges sociaux de franchises par province.

PROVINCIAL ANALYSIS OF FRANCHISING (CANADIAN OPERATORS)
ANALYSE PAR PROVINCE DES FRANCHISES (EXPLOITANTS CANADIENS)

PROVINCE PROVINCE	No. of Franchisers Nombre de franchiseurs	*No. of Establishments *Nombre de franchisés	Company Owned Propriété du franchiseur	Franchise Owned Propriété du franchisé
Alberta Alberta	13	604	15	589
British Columbia Colombie-Britannique	26	896	112	784
Manitoba Manitoba	9	627	134	493
New Brunswick Nouveau-Brunswick	5	376	22	354
Newfoundland Terre-Neuve	-	-	-	-
Nova Scotia Nouvelle-Ecosse	2	56	4	52
Ontario Ontario	82	10,298	3,740	6,558
P.E.I. I.-P.-E.	-	-	-	-
Quebec Québec	18	1,014	74	940
Saskatchewan Saskatchewan	-	-	-	-
Totals Totaux	155	13,871	4,101	9,770

* This represents the number of establishments that the franchisors headquarters in a given province operate, not the number of establishments located in that specific province. For example, the 5 franchisors headquartered in New Brunswick operate 272 establishments across Canada.

* Cette colonne illustre le nombre total d'établissements exploités par les franchiseurs, ayant leur siège social dans une province donnée. Par exemple, les cinq franchiseurs dont les sièges sociaux sont au Nouveau-Brunswick exploitent 272 établissements d'un bout à l'autre du Canada.

FOREIGN FRANCHISORS IN CANADA

In 1977, 182 U.S. franchisors operated 5,672 establishments in Canada. The breakdown of these establishments by category is given in the following table.

PROPRIETE ET CONTROLE

En 1977, 182 franchiseurs américains exploitaient 5 672 établissements au Canada. Le tableau suivant les ventile par catégorie.

U.S. FRANCHISORS IN CANADA - 1977
FRANCHISEURS AMERICAINS AU CANADA: 1977

TYPE OF FRANCHISE GENRE DE FRANCHISE	NUMBER NOMBRE	PERCENT OF TOTAL POURCENTAGE DU TOTAL
Business Aids and Services Aides et services commerciaux	667	11.7
Construction, Home Improvement, Maintenance, & Cleaning Services Construction et perfectionnement d'habitations, services d'entretien et de nettoyage	521	9.2
Fast Food Restaurants Restaurants à service rapide	1,074	18.9
Campgrounds, Hotels and Motels Terrains de camping, hôtels et motels	202	3.6
Recreation, Entertainment and Travel Récréation, divertissement et voyages	41	0.7
Rental Services (Auto-Truck) Location (automobiles et camions)	501	8.8
Laundry and Dry Cleaning Blanchissage et nettoyage à sec	326	5.7
Auto Products and Services Automobile: produits et services	1,259	22.2
Retailing (Non-Food) Commerce de détail (produits non alimentaires)	683	12.0
Educational Products and Services Enseignement: produits et services Rental Services (Equipment), Convenience Stores and Miscellaneous Location (équipements), dépanneurs et divers	304	5.4
Retailing (Food other than convenience Stores Commerce de détail (magasins d'aliments autres que les dépanneurs)	94	1.6
Totals Totaux	5,672	100.0

Source: U.S. Department of Commerce, Franchising in the Economy 1977-1979, Table 15.

American involvement in the Canadian franchise sector has been increasing rapidly during the last decade and this growth is expected to continue in the foreseeable future.

Source: U.S. Department of Commerce, Franchising in the Economy 1977-1979, Tableau 15.

La participation américaine au secteur canadien des franchises a augmentée rapidement depuis dix ans; on s'attend à ce que cette expansion se poursuivra dans un avenir prévisible.

European and Japanese franchisors are present in Canada, in such market sectors as automobile dealerships, musical instrument stores, fireplace sale and installation outlets, and bridal boutiques. These firms are also expected to continue to expand within the Canadian market. The Japanese offer strong potential competition for Canadian franchisors as a number of their trading houses are quickly gaining franchising expertise through joint venture partnerships in Japan with large, sophisticated U.S. franchisors.

Des firmes européennes et japonaises accordent aussi des franchises au Canada, dans des secteurs comme le commerce d'automobiles, d'instruments de musique, la vente et l'installation de foyers, et l'exploitation de boutiques spécialisées. On s'attend aussi à ce que ces firmes continueront de s'agrandir sur le marché canadien. Les Japonais offrent de fortes possibilités de concurrence aux franchiseurs canadiens étant donné que bon nombre de leurs grandes maisons d'import-export acquièrent rapidement des compétences en franchisage grâce à des entreprises à participation au Japon avec de grands franchiseurs américains sophistiqués.

INTERNATIONAL MARKETS

Approximately 22 Canadian based franchisors have 1412 establishments in the U.S., the U.K., France, Japan, Australia, New Zealand, Belgium, the Caribbean nations, Singapore and Tahiti with the majority of these outlets being located in the United States. Several of these firms are considering further foreign expansion and some Canadian franchisors that do not presently operate abroad are considering this possibility.

The greater part of future international expansion by Canadian franchisors is expected to be directed towards the U.S. because of its lucrative market, geographic proximity, similarity to Canada, and lack of entry barriers. Europe and, perhaps, Japan may also become important areas of expansion for Canadian franchisors in view of the success of the American franchise firms located there.

MARCHES INTERNATIONAUX

Quelques 22 franchiseurs ayant leur siège au Canada comptent 1 412 établissements aux Etats-Unis, en France, au Japon, en Australie, en Nouvelle- Zélande, en Inde, en Belgique, en Irlande, aux Antilles, à Singapour et à Tahiti, la majorité de ces débouchés étant situés aux Etats- Unis. Plusieurs firmes aimeraient conquérir d'autres marchés étrangers et quelques franchiseurs canadiens qui n'oeuvrent pas encore à l'étranger songent à s'internationaliser.

La part du lion de l'expansion internationale future par les franchiseurs canadiens devrait être orientée vers les Etats-Unis, à cause du marché lucratif, de la proximité géographique, de sa ressemblance au Canada, et du peu d'obstacles à l'entrée des marchandises. L'Europe et peut-être le Japon, en vue du succès déjà réalisé par les franchiseurs américains dans ces régions, pourraient aussi devenir importants pour le franchiseur canadien désireux d'étendre ses opérations.

Problems Canadian franchisors may encounter when operating in foreign markets include:

1) limitations on royalty payments or licensing and trademark contracts;

2) lack of facility for registering trademarks;

3) a lack of legal protection for safeguarding franchise agreements;

4) limitations or prohibitions of tie in arrangements;

5) prohibitions on the ownership of real estate by foreigners;

6) import restrictions on equipment; and

7) Exchange and price controls.

There are not, however, foreign regulations that specifically restrict the operation of franchise firms.

INDUSTRY ORGANIZATION - FRANCHISING ORGANIZATION

The Association of Canadian Franchisors (A.C.F.) located in Toronto, represents approximately fifty franchisors. A number of franchisors operating in Canada belong to the International Franchise Association (I.F.A.) located in Washington, D.C. There is a well established link between the A.C.F. and the I.F.A. Both organizations are primarily concerned with representing the interests of their

Les franchiseurs canadiens risquent d'avoir les problèmes suivants lorsqu'ils exploitent les marchés étrangers:

1) les limitations imposées aux paiements de redevances ou aux contrats de licence et de marque de commerce.

2) le manque de facilités pour l'enregistrement des marques de commerce;

3) le manque de protection juridique pour la sauvegarde des accords de franchise;

4) les limitations ou les interdictions d'arrangements conditionnels;

5) les interdictions touchant la possession de valeurs immobilières par des étrangers;

6) les restrictions sur les importations d'équipements; et

7) la réglementation du change et des prix.

Cependant, il n'y a pas de règlements étrangers restreignant formellement les opérations des franchiseurs.

ORGANISATION DE L'INDUSTRIE - ORGANISATION DES FRANCHISEUR

L'Association canadienne de franchiseurs (A.C.F.), située à Toronto, représente environ cinquante franchiseurs. Plusieurs franchiseurs oeuvrant au Canada font partie de l'International Franchise Association (IFA), située à Washington (D.C.). Il y a une liaison bien établie entre l'ACF et l'IFA. Les deux organismes s'occupent surtout de faire pression auprès des gouvernements sur la

membership on government regulation of franchising and developing educational programs for their members.

réglementation des franchises et d'élaborer pour leurs membres des programmes d'éducation.

FRANCHISEE ORGANIZATION

Nineteen franchisee organizations in the U.S. have formed the National Franchise Association Coalition. The Coalition acts as a liaison between the franchisee organizations, publishes a newsletter, and represents franchisee interests with legislative, regulatory, and other bodies. Major issues of interest to U.S. franchisees at this time are government legislation and the franchisor's powers to terminate or fail to renew a franchise.

No comparable organization exists in Canada at the present time.

ORGANISATION DES FRANCHISES

Dix-neuf organismes de franchisés aux États-Unis ont formé un groupe appelé National Franchise Association Coalition. Son siège à Fox Lake (Illinois), assure la liaison entre les associations de franchisés, publie un bulletin de nouvelles et fait pression dans l'intérêt des franchisés. Les grands problèmes qui préoccupent maintenant les franchisés americains sont les lois et les règlements du gouvernement et la réduction du droit du franchiseur de mettre fin à la franchise ou de ne pas la renouveler.

Actuellement, il n'existe pas d'organisme semblable au Canada.

MAJOR ISSUES

- **Government Regulation**

The Canadian franchising industry is quite concerned about the possibility of additional regulation of franchising. Alberta is the only province that presently regulates franchising although several other provinces are considering introducing legislation.

Reputable franchisors are not entirely against legislation and regulations protecting the public from unscrupulous operators, but they are concerned by the costs and delays posed by these, especially if they were not uniform from province to province. These franchisors are, however, opposed to legislation regulating the post-contract relationship of the franchisor and

PRINCIPAUX PROBLEMES

- **Règlementation gouvernmentale**

Le secteur canadien du franchisage s'inquiète passablement beaucoup de la possibilité d'accroissement des lois provinciales régissant le franchisage. L'Alberta est la seule province qui réglemente actuellement le franchisage, mais plusieurs autres provinces songent à adopter des lois pertinentes.

Les franchiseurs de bonne réputation ne s'opposent pas entièrement à des lois et règlements qui protégeraient le public des exploitants sans scrupules, mais ils craignent les frais et les retards qu'entraîneraient une telle réglementation surtout si elle n'était pas uniforme d'une province à l'autre. Cependant, ces franchiseurs s'opposent à des lois qui réglementeraient le

franchisee; they are particularly concerned with limitations placed on the right of the franchisor to terminate the franchise for cause. Franchisors feel that the unrestricted right to terminate an unsatisfactory franchise is essential for the reputation and goodwill of the franchisor and his associated trademarks and tradenames.

- **Construction of Regional Shopping Centers**

The reduction in the construction of large shopping centers in Canada has reduced expansion possibilities for franchisors specializing in shopping center locations. Such firms may have to accept a reduced expansion rate in the future or turn to alternative locations, such as neighbourhood shopping centers.

- **Labour Costs, Productivity, and Turnover**

The success of individual franchised establishments are significantly affected by such factors as labour costs, employee productivity and staff turnover rates. Many franchisors, particularly those involved in the fast food industry, have difficulties in keeping productive staff. As is the case in all sectors of the economy, franchisors are concerned about the effect of unemployment insurance and other social welfare programs on the availability, cost, and motivational levels of the labour force.

rapport post-contractuel entre franchiseur et franchisé; ils craignent notamment les limitations du droit du franchiseur de mettre fin à la franchise pour de bonnes raisons. Les franchiseurs estiment que le droit illimité de mettre fin à une franchise insatisfaisante est essentiel à la réputation et à l'achalandage du franchiseur et de ses marques et noms de commerces associés.

- **Construction des Centres Commerciaux Régionaux**

Le déclin de la construction des grands centres commerciaux au Canada a réduit les possibilités d'expansion pour les franchiseurs qui cherchent en particulier des emplacements de centre commercial. Ces firmes devront désormais accepter un moindre rythme d'expansion ou trouver d'autres endroits, tels que les centres commerciaux de quartier.

- **Frais de main-d'oeuvre, productivité et roulement**

Les chances de succès d'une entreprise qui emploie le franchisage sont accrues par des facteurs tels que le coût de la main- d'oeuvre, la productivité des employés et du roulement minime de personnel. Beaucoup de franchiseurs notamment ceux de l'industrie des aliments-minute, ont du mal à garder un personnel productif. Ainsi, les franchiseurs s'inquiètent de l'effet des programmes de bien-être social sur la disponibilité, le coût et la motivation de la main-d'oeuvre.

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* Items identified by an asterisk (*) are considered of prime importance.

* Veuillez considérer comme très importants les sujets marqués d'un astérisque (*).

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4) FRANCHISE DIRECTORIES/ANNUAIRES DES FRANCHISES

Classified Directory of International Franchise Association Members. Washington, D.C., International Franchise Association. Annual. (No charge when ordered in small quantities.)

Directory of Franchising Organizations. New York, Pilot Books. Annual. (U.S. $4.00 per copy including postage.)

*The Franchise Annual: Complete Handbook and Directory. St. Catherines, Ontario, International Franchise Opportunities. Annual. ($12.95 per copy including postage.)

United States Department of Commerce. Franchise Opportunities Handbook. Washington, D.C., U.S. Government Printing Office. Annual. (U.S. $6.90 per copy including postage.) Stock No. 003-009-00256-7.

*United States Department of Commerce. Franchising in the Economy. Washington, D.C., U.S. Government Printing Office. Annual. (U.S. $3.15 per copy including postage.) Stock No. 003-009-00250-8.

5) MAGAZINES AND NEWSLETTERS/MAGAZINES ET COMMUNIQUES DE PRESSE

Canadian Retailer. Toronto, Retail Council of Canada. Monthly. ($35.00 per annum.)

Continental Franchise Review. Denver, Colorado, National Research Publications Inc. Biweekly. (U.S. $115.00 per annum.)

Franchise World. London, England. Franchise Publications, James House, 37 Nottingham Rd., London SW17 7EA (quarterly. overseas £16.50)

Franchising World. Washington, D.C., International Franchise Association. Monthly. (U.S. $75.00 per annum for non-IFA members.)

Info Franchise Newsletter. St. Catherines, Ontario, International Franchise Opportunities. Monthly. ($36.00 per annum.)

Monday Report on Retailers. Toronto, Maclean-Hunter Ltd. Weekly. ($169.00 per annum.)

The Voice of Franchisees. Chicago, Illinois, National Franchise Association Coalition. Monthly. (Free upon request)

6) IMPORTANT ADDRESSES/ADRESSES IMPORTANTES

ASSOCIATION OF CANADIAN FRANCHISORS
Suite 101, 562 Eglinton Avenue East
Toronto, Ontario, Canada
M4P 1B9

(416) 487-8452

The Association sponsors educational seminars on franchise related issues.

L'Association parraine des séminaires d'information sur des questions reliées au franchisage.

DEPARTMENT OF INDUSTRY, TRADE AND COMMERCE
DISTRIBUTION SERVICES BRANCH (88)
235 Queen Street
Ottawa, Ontario, Canada
K1A 0H5

(613) 593-7981

This Department offers general advice and information on franchising.

LE MINISTÈRE DE L'INDUSTRIE ET DU COMMERCE
DIRECTION DES SERVICES DE DISTRIBUTION (88)
Ottawa (Ontario) Canada
K1A 0H5

(613) 593-7981

Renseignements et avis généraux peuvent être disponibles à ce ministère.

INTERNATIONAL FRANCHISE ASSOCIATION
Suite 1005, 1025 Connecticut Avenue, N.W.
Washington, D.C., U.S.A.
20036

(202) 659-0790

Worldwide association publishes the newsletter: "Franchising World" and a membership directory. Seminars on franchise related issues are sponsored as well.

Cette association mondiale publie le communiqué de presse: "Franchising World", et également un répertoire des membres. Elle parraine aussi des séminaires sur les questions reliées au franchisage.

INTERNATIONAL FRANCHISE OPPORTUNITIES
11 Bond Street
St. Catharines, Ontario, Canada
L2R 4Z4

(416) 684-2923

This firm publishes "The Franchise Annual: Complete Handbook and Directory" and: "The Info Franchise Newsletter".

Cette société publie "The Franchise Annual: "Complete Handbook and Directory" et: "The Info Franchise Newsletter".

LE CONSEIL QUÉBECOIS DU COMMERCE DE DÉTAIL
2020 Université, suite 1632
C.P. 26
Montréal (Québec) Canada
H3A 2A5

(514) 842-6681

This association promotes the interests of the Quebec retail sector.

Cette association encourage le secteur québécois du commerce de détail.

MACLEAN-HUNTER LTD.
(Monday Report for Retailers)
481 University Avenue
Toronto, Ontario, Canada
M5W 1A7

(416) 595-1811

NATIONAL RESEARCH PUBLICATIONS INC.
(Continental Franchise Review)
P.O. Box 6360
Denver, Colorado, U.S.A.
80206

(303) 750-7150

ONTARIO MINISTRY OF CONSUMER AND
COMMERCIAL RELATIONS
Consumer Information Centre
555 Yonge Street, Main Floor
Toronto, Ontario, Canada
M7A 2H6

(416) 963-1111

NATIONAL FRANCHISE ASSOCIATION COALITION
36 East Grand Avenue
P.O. Box 366
Fox Lake, Illinois 60020
U.S.A.

This Association publishes the "NFAC Newsletter."

Ontario government publications listed here can be obtained by contacting the above party.

Cette Association public "The NFAC Newsletter."

Les publications du Gouvernement de l'Ontario peuvent être obtenues en communiquant à l'adresse ci-haut mentionnée.

PILOT BOOKS
(Directory of Franchising Organizations)
347 Fifth Avenue
New York, New York, U.S.A.
10016

(212) 685-0736

RETAIL COUNCIL OF CANADA
74 Victoria Street
Toronto, Ontario, Canada
M5C 2A5

(416) 363-8507

This association promotes the interests of the Canadian retail sector. It sponsors educational seminars and publishes the periodical "Canadian Retailer".

Il parraine également des séminaires d'information et publie le Périodique "Canadian Retailer".

STATISTICS CANADA
PUBLICATIONS DISTRIBUTION
Main Building, Tunney's Pasture
Ottawa, Ontario, Canada
K1A 0T6

(613) 992-3151

Statistics Canada publications can be obtained by contacting the above party.

STATISTIQUE CANADA
DISTRIBUTION DES PUBLICATIONS
Edifice principal, Tunney's Pasture
Ottawa (Ontario) Canada
K1A 0T6

(613) 593-7981

On peut obtenir les publications de Statistique Canada en communiquant avec cette Association.

U.S. GOVERNMENT PRINTING OFFICE
Superintendent of Documents
Washington, D.C., U.S.A.
20402

(202) 783-3238

U.S. Government publications can be obtained by contacting the above party.

On peut obtenir les publications du gouvernement des Etats-Unis en communiquant avec cette Association.

7) OTHER INFORMATION SOURCES/AUTRES SOURCES D'INFORMATION

Business Periodical Index. New York, H.W. Wilson Company. Vol. 1, No. 1, 1958- . Monthly.

Canadian Business Periodicals Index. Toronto, Information Access. Vol. 1, No. 1, 1975- . Monthly.

Foreign Language Index. New York, Public Affairs Information Service, Inc. Vol. 1, No. 1, 1971- . Quarterly.

Library of Congress Subject Catalogue. Washington, D.C., Library of Congress. Vol. 1, No. 1, 1950- . Quarterly.

Ontario. Department of Consumer and Commercial Relations. Bibliography on Franchising. 1978. 2 p.

Public Affairs Information Service Bulletin. New York, Public Affairs Information Service, Inc. Vol 1, No. 1, July 1915- . Bimonthly.

Tega, Vasile. Franchising, 1960-1971, bibliographie internationale sélective et annotée. Montréal, Ecole des hautes études commerciales, bibliothèque. 1972. 64 p.

8) FRANCHISING ASSOCIATIONS/ASSOCIATIONS DE FRANCHISAGE

EUROPEAN FRANCHISING FEDERATION/FEDERATION EUROPEENNE DU FRANCHISING
31, rue St. Augustin, 75002 Paris
Tel: 1-7421873

GERMANY/ALLEMAGNE
DEUTSCHER FRANCHISE VERBAND
Trautenwolfstrasse 6, 8000 München.
Tel: 89-331094

BELGIUM/BELGIQUE
ASSOCIATION BELGE DU FRANCHISING
Rue St. Bernard 60, 1060 Bruxelles
Tel: 2-537.30.60

FRANCE
FEDERATION FRANCAISE DU FRANCHISING
31, rue St. Augustin, 75002 Paris
Tel: 1-7421873

GREAT BRITAIN/GRANDE BRETAGNE
BRITISH FRANCHISE ASSOCIATION
15, The Poynings, Iver, Bucks., 5L09DS
Tel: 753-653546

ITALY/ITALIE
ASSOCIAZIONE ITALIANA DEL FRANCHISING
c/o FAID-Feder. distribuzione
C.s.o. di Porta Neuva 3, 20100 Milano
Tel: 2-653333

NORWAY/NORVEGE
NORSKE FRANCHISE FORENINGEN
c/o Oglend A.S.
Erling Skjalgsonsgate 1, 4300 Skogen 41
Tel: 5-213362

NETHERLANDS/PAYS-BAS
NEDERLANDSE FRANCHISE VERENIGING
Westzeedijk 112, 3002 Rotterdam
Tel: 10-365444

SWEDEN/SUEDE
SVENSKA FRANCHISE FORENINGEN
Box 22114, 10422 Stockholm
Tel: 8-520720

SWITZERLAND/SUISSE
FEDERATION SUISSE DU FRANCHISING
5, rue Toepfer, 1206 Genève

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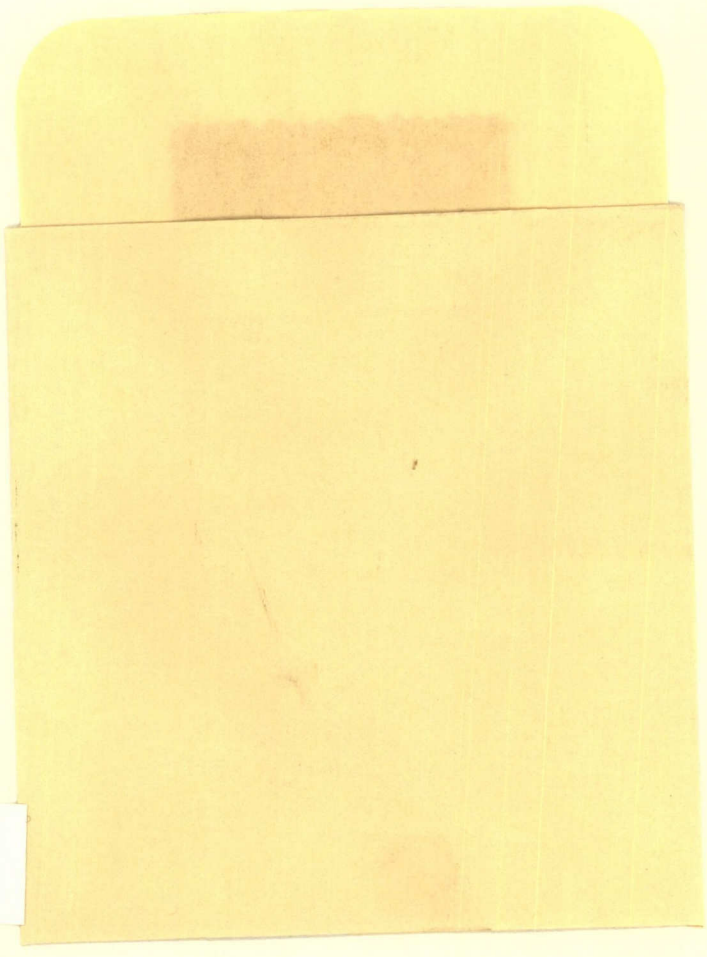

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