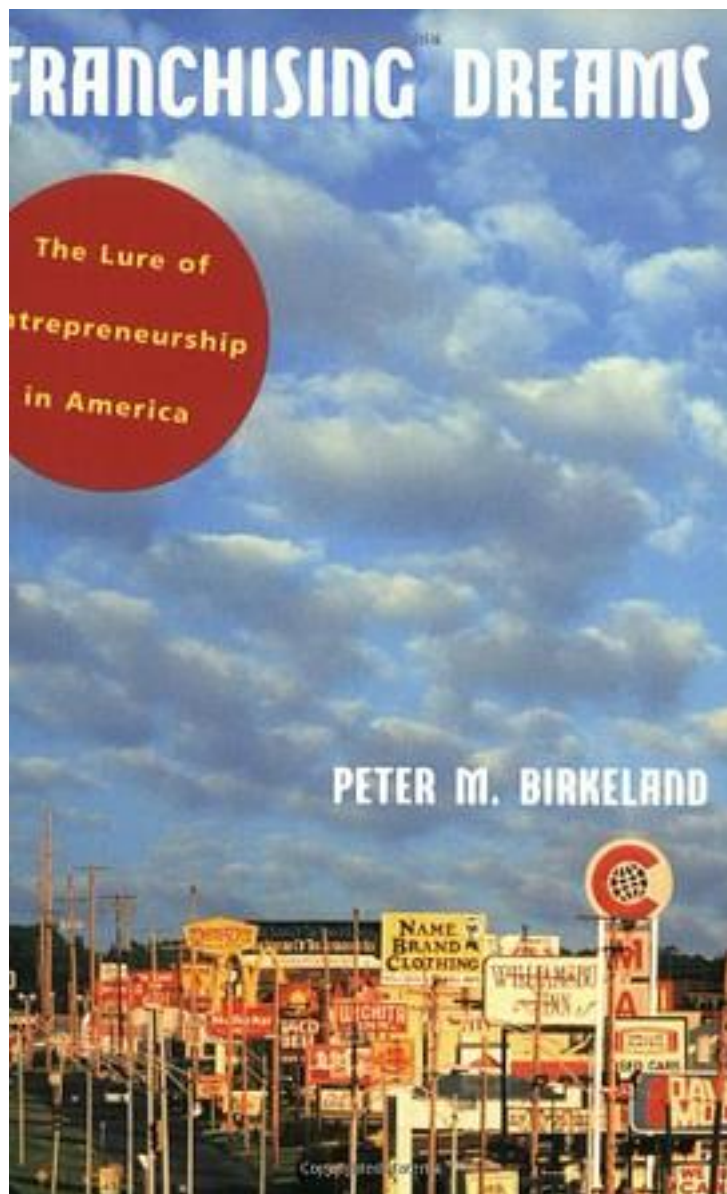


Franchising Dreams



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出版者:Univ of Chicago Pr

出版时间:2004-4

装帧:Pap

isbn:9780226051918

Franchises have become an ever-present feature of American life, both in our landscapes and our economics. Peter M. Birkeland worked for three years in the front-line operations of franchise units for three companies, met with CEOs and executives, and attended countless trade shows, seminars, and expositions. Through this extensive fieldwork Birkeland not only discovered what makes franchisees succeed or fail, he uncovered the difficulties in running a business according to someone else's system and values. Bearing witness to a market flooded with fierce competitors and dependent on the inscrutable whims of consumers, he reveals the numerous challenges that franchisees face in making their businesses succeed.

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