

## FRANCHISE DISCLOSURE DOCUMENT

**DALE CARNEGIE & ASSOCIATES, INC.**

**290 Motor Parkway**

**Hauppauge, New York 11788**

**(631) 415-9300**

**www.dalecarnegie.com**

**david\_fagiano@dalecarnegie.com**



**DALE CARNEGIE®**  
**TRAINING**

Dale Carnegie's company-owned Centers of Excellence and its franchisees offer Dale Carnegie programs, surveys, services, and business activities (referred to as "Carnegie Programs") to the general public and to business entities. Carnegie Programs (as further defined in the Franchise Agreement and this disclosure document) are instructional programs concerning subjects such as self-improvement, mastering strategic skills, leadership, sales, communication skills, and interpersonal relations. You will conduct Carnegie Programs and provide other Dale Carnegie services. ~~You must pay an Initial Franchise Fee of \$20,000, or a renewal fee of \$15,000 if you already hold an ownership interest of 10% or greater in a Dale Carnegie franchise. The cost of the opening inventory of materials and supplies you may need to purchase from Dale Carnegie is \$4,200.~~

The total investment necessary to begin operation of a Dale Carnegie franchised business is from ~~\$4026,000 to \$164,950~~ **\$182,450** (excluding purchase of real property) ~~if you do not already hold an ownership interest of 10% or greater in a Dale Carnegie franchise.~~ This includes **\$5,000 to \$30,000** that must be paid to the franchisor. ~~the \$20,000 franchise fee that must be paid to Dale Carnegie.~~

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar-days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read all of your contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP, or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at [www.ftc.gov](http://www.ftc.gov) for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Date of Issuance: ~~January 13, 2012~~ **December 31, 2012**

## STATE COVER PAGE

Your state may have a franchise law that requires a franchisor to register or file with a state franchise administrator before offering or selling in your state. **REGISTRATION OF A FRANCHISE BY A STATE DOES NOT MEAN THAT THE STATE RECOMMENDS THE FRANCHISE OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT.**

Call the state franchise administrator listed in Exhibit **ED** for information about the franchisor, or about franchising in your state.

**MANY FRANCHISE AGREEMENTS DO NOT ALLOW YOU TO RENEW UNCONDITIONALLY AFTER THE INITIAL TERM EXPIRES. YOU MAY HAVE TO SIGN A NEW AGREEMENT WITH DIFFERENT TERMS AND CONDITIONS IN ORDER TO CONTINUE TO OPERATE YOUR BUSINESS. BEFORE YOU BUY, CONSIDER WHAT RIGHTS YOU HAVE TO RENEW YOUR FRANCHISE, IF ANY, AND WHAT TERMS YOU MIGHT HAVE TO ACCEPT IN ORDER TO RENEW.**

Please consider the following **RISK FACTORS** before you buy this franchise:

1. **THE FRANCHISE AGREEMENT REQUIRES THAT ALL DISAGREEMENTS BE SETTLED BY LITIGATION IN NEW YORK. OUT-OF-STATE LITIGATION MAY FORCE YOU TO ACCEPT A LESS FAVORABLE SETTLEMENT FOR DISPUTES. IT MAY ALSO COST YOU MORE TO LITIGATE WITH US IN NEW YORK THAN IN YOUR HOME STATE. YOUR STATE LAW MAY SUPERSEDE THIS PROVISION AND IT MAY NOT BE ENFORCEABLE IN YOUR STATE. PLEASE REFER TO ANY STATE-SPECIFIC ADDENDUM THAT MAY BE ATTACHED TO THE DISCLOSURE DOCUMENT FOR DETAILS.**

2. **THE FRANCHISE AGREEMENT STATES THAT NEW YORK LAW GOVERNS THE FRANCHISE AGREEMENT AND THIS LAW MAY NOT PROVIDE THE SAME PROTECTIONS AND BENEFITS AS YOUR STATE'S LAW. YOU MAY WANT TO COMPARE THESE LAWS. YOUR STATE LAW MAY SUPERSEDE THIS PROVISION AND IT MAY NOT BE ENFORCEABLE IN YOUR STATE. PLEASE REFER TO ANY STATE-SPECIFIC ADDENDUM THAT MAY BE ATTACHED TO THE DISCLOSURE DOCUMENT FOR DETAILS.**

3. **THERE MAY BE OTHER RISKS CONCERNING THIS FRANCHISE.**

Information about comparisons of franchisors is available. Call the state administrators listed in Exhibit **ED** to this disclosure document or your public library for sources of information. Registration of this franchise with the state does not mean that the state recommends it or has verified the information in this disclosure document. If you learn that anything in the disclosure document is untrue, contact the Federal Trade Commission and the state administrator identified in Exhibit **ED**.

Effective Date: ~~January 13, 2012~~

### STATE EFFECTIVE DATES

The following states require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin.

This Franchise Disclosure Document is registered, on file or exempt from registration in the following states having franchise registration and disclosure laws, with the following effective dates:

California	January 11, 2012
Hawaii	March 14, 2012
Illinois	Pending
Indiana	April 10, 2012
Maryland	June 15, 2012
Michigan	March 23, 2012
Minnesota	December 31, 2011
North Dakota	February 29, 2012
Rhode Island	February 1, 2012
South Dakota	February 3, 2012
Utah	January 25, 2012
Virginia	February 8, 2012
Washington	March 7, 2012
Wisconsin	January 26, 2012

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