

2012

Annual
FRANCHISE
Development
Report

Because you can't improve
what you can't measure;
and you can't measure what
you don't know.

Measuring Up

The 2012 Annual Franchise Development Report is a comprehensive research guide to sales and lead generation performance in franchise recruitment. It drills down to industry categories, investment levels, and recruitment budgets; provides marketing cost information; reports the top-producing sales and lead sources; reveals performance evaluations of franchise websites and follow up to prospect inquiries; and analyzes current and historical industry growth trends.

Hopefully, this report will help you accelerate your system growth, increase selling performance, and make smarter, more cost-effective advertising decisions.

Franchise Update Media Group personally thanks the thousands of CEOs and senior development executives who have shared their information with us over the years to help make this industry report a reality. We couldn't have done it without you!

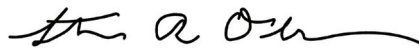
The results of 2012 Annual Franchise Development Report were collected and analyzed in September and October of 2011.

We welcome your comments to help us better shape the next Annual Report. We continue to seek ways to further raise franchisor awareness of development standards, and to create additional benchmarks that will continue the evolution of best practices in franchise recruitment.

Email your comments to: editorial@franchiseupdatemedia.com.

Additionally, look for further updates on our website www.franchiseupdate.com

Sincerely,



STEVE OLSON
PRESIDENT



THERESE THILGEN
CEO

Contents

1. 2011–2012 LEAD GENERATION SURVEY OVERVIEW

<i>2012: Taking Control</i>	1
<i>Trends and Historical Perspective</i>	4
<i>Highlights – 2011-2012 Survey</i>	5
<i>No Mystery About It</i>	6

2. 2011–2012 LEAD GENERATION SURVEY RESULTS

<i>2 A Composite Survey Results</i>	8-42
---	------

Please select your estimated 2012 annual budget for franchise sales and recruitment.....	8
How is the franchise recruitment budget allocated?	8
How is your Internet advertising budget allocated?	8
How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)	8
Is your 2012 recruitment budget higher or lower than your 2011 budget?	8
Please select the range of domestic franchisees (not units) that you project to sign in 2012.....	9
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012.	9
Where are you getting the most leads from?	9
Most of the leads you get from the Internet come from:	9
What percentage of your leads come from these sources? (Must add up to 100%)	10
Of all Internet leads you receive, what percentage of them come from these sources?	10
Which of these sources has the highest lead to close ratio?	10
Of all Internet leads, which source has the highest lead to close ratio?	11
Please rank in order the top sources you have closed the most franchise deals in the last 12 months.....	11
Of Internet deals closed in the last 12 months, from which source have you closed the most deals?	11
How many internet franchise opportunity sites do you advertise on?	12
What percentage of existing franchisees have signed up for additional units in the last 12 months?	12
Is this more than in previous years?	12
Do you track your cost per lead?	12
Please select the range of your average cost per lead (in dollars).	12
Do you track cost per sale?	13
Excluding broker fees, what is your average cost per sale?	13
Excluding broker fees, what is your average cost per sale?	13
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	13
If you answered “yes” above, what is your conversation rate?	14
Do you measure the percentage of visitors on your franchise request form that convert to leads?	14
Are telephone leads more important to you than Internet leads?	14
Have you had your sales people shopped within the last 12 months?	15
Have you shopped your competition within the last 12 months?	15
What types of social media have you used for franchise recruitment?	15
In the last 12 months, have you sold any franchises using social media?	15
Do you believe social media will become a successful franchise recruitment source for most franchisors?	16
Are leads for 2011 up or down over 2010?	16
By what percent are leads up?	16
By what percent are leads down?	17
Is the quality of leads in 2011 up or down over 2010?	17
Do you recruit internationally?	17
Do you use franchise broker networks?	17
In the past 12 months, have you been provided qualified applications from brokers?	18

LEAD GENERATION SURVEY
CONTENTS

Composite Survey Results continued

In the past 12 months, have broker applications produced sales?	18
What percentage of broker applications have you closed in the last 12 months?	18
Of the total franchise units you expect to sell in 2012, how many do you expect from applications provided by brokers?	19
What is the average commission fee you pay brokers per single unit franchise agreement signed?	19
What are your closing ratios of applications to sales in the last 12 months?	20
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	20
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	21
From first contact with a franchise prospect, what is your current average closing period (in weeks)?	21
In 2011, is your average closing period longer, shorter, or the same as previous years?	22
Do you provide incentives to franchisees who refer prospects that buy your franchise?	22
If yes, how much per signed agreement?	22
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	23
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	23
Do you use (or have you used) professional profiling tools/surveys in your franchisee selection/qualification process?	23
Have they helped increase the quality of franchisees you have accepted using these assessment tools?	23
Do you have franchisees in your system that are in these age ranges?	24
What percent of your current active prospects are under 30 years of age?	24
Over the past 5 years, is the average age of your new franchisees older, younger, or about the same?	24
Are you seeing an increase in leads from women?	25
What percent of leads you received in the last 12 months are from women?	25
What percentage of applications you received in the last 12 months from women do you convert to franchise sales?	25
Do you mail your FDD prior to the first meeting if requested?	26
How do you deliver your FDDs?	26
Do you provide FPRs (financial performance representations) in your FDD?	26
How many senior executives in charge of franchise sales (including sales management who oversee franchise sales) does your company employ?	26
Excluding senior executives, how many franchise sales people does your company employ?	27
Please select the range of the average base salary of your most senior franchise sales executive(s).	27
Does your most senior franchise sales executive(s) receive (check all that apply)	28
Please indicate yes or no: Do your sales people receive a base salary?	28
What is the average base salary of your sales people?	28
Please indicate yes or no: Do employed sales people receive commission?	29
What is the average range of commission per franchise sale?	29
Do your sales people receive additional perks?	29
What perks do your sales people receive?	30
Please indicate yes or no: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	30
In addition to the franchise sales qualifier's base salary, do they receive commission?	30
Where are your franchise sales personnel located?	31
Have you increased or decreased your sales staff in the last 12 months?	31
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	31
What is the commission per franchise sales that your area developer franchisees receive?	32
Please select your general franchise category:.....	32
What were your system wide gross sales revenues during the last year?	33
Total franchise investment per unit:	33
Please select the range of domestic franchised units that are operating at this time.	34
Please select the range of domestic corporate owned units operating at this time.	34
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	34

LEAD GENERATION SURVEY
CONTENTS

Composite Survey Results continued

How many international units are operating at this time?	35
Do you have more or less international units operating this year over last year?	35
How many international master licenses do you plan to sell in 2012?	36
In which countries are you seeking master licensees – please select all that apply:	36
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	39
If yes, what items have you modified:	39
Do you sell single or multiple unit franchise opportunities or both?	39
Do you currently operate franchises in non-traditional venues?	39
If you answered “yes” above, please check all that apply:	40
Do you plan to franchise in non-traditional venues?	40
How would you describe current business conditions at the unit level?	40
Do you expect same unit sales in the next 6 months to:	41
Do you have franchisees that are franchisees of other systems?	41
Have you ever been a franchisee?	41
Do you have a formal resale program in place to help your franchisees?	41
If yes, do you include the resale agreement in your FDD?	41
How many franchise resales did you average as a percentage of total units in the last 12 months?	42
Have any of your franchise units closed within the last 12 months?	42

2 B | Survey Analysis by Franchise Investment per Unit.....43-62

Please select your estimated 2012 annual budget for franchise sales and recruitment.....	43
How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)	43
Is your 2012 recruitment budget higher or lower than your 2011 budget?	43
Please select the range of domestic franchisees (not units) that you project to sign in 2012.	44
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012.	44
Where are you getting the most leads from?	44
Most of the leads you get from the Internet come from:	44
Which of these sources has the highest lead to close ratio?	45
Of all Internet leads, which source has the highest lead to close ratio?	45
How many internet franchise opportunity sites do you advertise on?	46
Is this more than in previous years?	46
Do you track your cost per lead?	46
Please select the range of your average cost per lead (in dollars).	46
Do you track cost per sale?	46
Excluding broker fees, what is your average cost per sale?	46
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	47
Do you measure the percentage of visitors on your franchise request form that convert to leads?	47
Are telephone leads more important to you than Internet leads?	47
Have you had your sales people shopped within the last 12 months?	47
Have you shopped your competition within the last 12 months?	47
What types of social media have you used for franchise recruitment?	48
In the last 12 months, have you sold any franchises using social media?	48
Do you believe social media will become a successful franchise recruitment source for most franchisors?	48
Are leads for 2011 up or down over 2010?	48
Is the quality of leads in 2011 up or down over 2010?	49
Do you recruit internationally?	49
Do you use franchise broker networks?	49
In the past 12 months, have you been provided qualified applications from brokers?	49
In the past 12 months, have broker applications produced sales?	49
Of the total franchise units you expect to sell in 2012, how many do you expect from applications provided by brokers?	50
What is the average commission fee you pay brokers per single unit franchise agreement signed?	50
What are your closing ratios of leads to sales in the last 12 months?	51

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Franchise Investment per Unit continued

What are your closing ratios of applications to sales in the last 12 months?	51
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	52
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	52
From first contact with a franchise prospect, what is your current average closing period (in weeks)?	52
In 2011, is your average closing period longer, shorter, or the same as previous years?	53
Do you provide incentives to franchisees who refer prospects that buy your franchise?	53
If yes, how much per signed agreement?	53
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	54
Do you have franchisees in your system that are in these age ranges?	54
Are you seeing an increase in leads from women?	54
What percent of leads you received in the last 12 months are from women?	54
How do you deliver your FDDs?	55
Do you provide FPRs (financial performance representations) in your FDD?	55
Please select the range of the average base salary of your most senior franchise sales executive(s).	55
Does your most senior franchise sales executive(s) receive	55
Do your sales people receive a base salary?	56
What is the average base salary of your sales people?	56
Please indicate yes or no. (Excludes area developer franchisees): Do employed sales people receive commission? ..	56
What is the average range of commission per franchise sale?	57
Do your sales people receive additional perks?	57
What perks do your sales people receive?	57
Please indicate yes or no.: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	58
In addition to the franchise sales qualifier's base salary, do they receive commission?	58
Where are your franchise sales personnel located?	58
Have you increased or decreased your sales staff in the last 12 months?	58
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	58
Please select your general franchise category:	59
Please select the range of domestic franchised units that are operating at this time.	59
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	59
Do you have more or less international units operating this year over last year?	59
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	60
If yes, what items have you modified:	60
Do you sell single or multiple unit franchise opportunities or both?	60
Do you currently operate franchises in non-traditional venues?	60
Do you plan to franchise in non-traditional venues?	60
How would you describe current business conditions at the unit level?	61
Do you expect same unit sales in the next 6 months to:	61
Do you have franchisees that are franchisees of other systems?	61
Do you have a formal resale program in place to help your franchisees?	61
If yes, do you include the resale agreement in your FDD?	61
How many franchise resales did you average as a percentage of total units in the last 12 months?	62
Have any of your franchise units closed within the last 12 months?	62

2 C | Survey Analysis by Systemwide Revenue63-73

Is your 2012 recruitment budget higher or lower than your 2011 budget?	63
Where are you getting the most leads from?	63
Most of the leads you get from the Internet come from:	64
Which of these sources has the highest lead to close ratio?	64
Of all Internet leads, which source has the highest lead to close ratio?	65
Is this more than in previous years?	65

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Systemwide Revenue continued

Do you track your cost per lead?	65
Do you track cost per sale?	65
Are leads for 2011 up or down over 2010?	66
Do you recruit internationally?	66
Do you use franchise broker networks?	66
In the past 12 months, have you been provided qualified applications from brokers?	66
What is the average commission fee you pay brokers per single unit franchise agreement signed?	67
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	67
In 2011, is your average closing period longer, shorter, or the same as previous years?	67
Do you provide incentives to franchisees who refer prospects that buy your franchise?	68
Do you use (or have you used) professional profiling tools/surveys in your franchisee selection/qualification process?	68
Do you mail your FDD prior to the first meeting if requested?	68
Please select the range of the average base salary of your most senior franchise sales executive(s).	68
Does your most senior franchise sales executive(s) receive:	69
Please indicate yes or no: Do your sales people receive a base salary?	69
What is the average base salary of your sales people?	69
What is the average range of commission per franchise sale?	70
Do your sales people receive additional perks?	70
What perks do your sales people receive?	71
Please indicate yes or no: in addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	71
Where are your franchise sales personnel located?	71
Have you increased or decreased your sales staff in the last 12 months?	72
Please select your general franchise category:	72
Total franchise investment per unit:	72
How would you describe current business conditions at the unit level?	72
Do you expect same unit sales in the next 6 months to:	73
Do you have franchisees that are franchisees of other systems?	73
Do you have a formal resale program in place to help your franchisees?	73
Have any of your franchise units closed within the last 12 months?	73

2 D | Survey Analysis by General Industry Group (Food, Retail, Service) 64-80

Please select your estimated 2012 annual budget for franchise sales and recruitment.	74
How is the franchise recruitment budget allocated?	74
Where are you getting the most leads from?	74
Most of the leads you get from the Internet come from:	75
Which of these sources has the highest lead to close ratio?	75
Of all Internet leads, which source has the highest lead to close ratio?	76
Do you track your cost per lead?	76
Please select the range of your average cost per lead (in dollars).	76
Do you track cost per sale?	76
Excluding broker fees, what is your average cost per sale?	76
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	77
Do you measure the percentage of visitors on your franchise request form that convert to leads?	77
Are leads for 2011 up or down over 2010?	77
Do you use franchise broker networks?	77
In the past 12 months, have broker applications produced sales?	77
What is the average commission fee you pay brokers per single unit franchise agreement signed?	78
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	78
Do you provide incentives to franchisees who refer prospects that buy your franchise?	78
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	78
Do you provide FPRs (financial performance representations) in your FDD?	78

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by General Industry Group (Food, Retail, Service) continued

Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	79
Total franchise investment per unit:	79
Do you sell single or multiple unit franchise opportunities or both?	79
How would you describe current business conditions at the unit level?	79
Do you have franchisees that are franchisees of other systems?	80
Have any of your franchise units closed within the last 12 months?	80

2 E | Survey Analysis by Franchise Performance Level (Exceeding, Below, On Target with Sales Goals).....81-88

Please select your estimated 2012 annual budget for franchise sales and recruitment.	81
How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)	81
Is your 2012 recruitment budget higher or lower than your 2011 budget?	81
Where are you getting the most leads from?	81
Which of these sources has the highest lead to close ratio?	82
Of all Internet leads, which source has the highest lead to close ratio?	82
Do you track your cost per lead?	82
Do you track cost per sale?	82
Excluding broker fees, what is your average cost per sale?	82
Do you measure the percentage of visitors on your franchise request form that convert to leads?	83
Are telephone leads more important to you than Internet leads?	83
Have you shopped your competition within the last 12 months?	83
What types of social media have you used for franchise recruitment?	83
In the last 12 months, have you sold any franchises using social media?	83
Are leads for 2011 up or down over 2010?	83
Do you use franchise broker networks?	84
In the past 12 months, have broker applications produced sales?	84
What are your closing ratios of leads to sales in the last 12 months?	84
What are your closing ratios of applications to sales in the last 12 months?	84
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	85
Do you provide incentives to franchisees who refer prospects that buy your franchise?	85
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	85
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	85
Do you mail your FDD prior to the first meeting if requested?	86
Do you provide FPRs (financial performance representations) in your FDD?	86
Please select the range of the average base salary of your most senior franchise sales executive(s).	86
What is the average base salary of your sales people?	86
Please indicate yes or no. (Excludes area developer franchisees): Do employed sales people receive commission? .	87
What is the average range of commission per franchise sale?	87
Do your sales people receive additional perks?	87
Have you increased or decreased your sales staff in the last 12 months?	87
Please select your general franchise category:	87
Total franchise investment per unit:	88
Do you sell single or multiple unit franchise opportunities or both?	88
Do you currently operate franchises in non-traditional venues?	88
How would you describe current business conditions at the unit level?	88
Do you have franchisees that are franchisees of other systems?	88
Have any of your franchise units closed within the last 12 months?	88

LEAD GENERATION SURVEY
CONTENTS

2 F | Survey Analysis by Industry: Food89-115

Please select your estimated 2012 annual budget for franchise sales and recruitment.	89
How is the franchise recruitment budget allocated?	89
How is your Internet advertising budget allocated?	89
How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, elec- tronic FDDs, in-store recruitment materials, video productions, etc.)	90
Is your 2012 recruitment budget higher or lower than your 2011 budget?	90
Please select the range of domestic franchisees (not units) that you project to sign in 2012.	90
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012. ..	90
Where are you getting the most leads from?	91
Most of the leads you get from the Internet come from:	91
What percentage of your leads come from these sources?	91
Of all Internet leads you receive, what percentage of them come from these sources?	92
Which of these sources has the highest lead to close ratio?	92
Of all Internet leads, which source has the highest lead to close ratio?	92
Please rank in order the top sources you have closed the most franchise deals in the last 12 months.	93
Of Internet deals closed in the last 12 months, from which source have you closed the most deals?	93
How many internet franchise opportunity sites do you advertise on?	93
What percentage of existing franchisees have signed up for additional units in the last 12 months?	94
Is this more than in previous years?	94
Do you track your cost per lead?	94
Please select the range of your average cost per lead (in dollars).	94
Do you track cost per sale?	94
Excluding broker fees, what is your average cost per sale?	94
Excluding broker fees, what is your average cost per sale?	94
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	95
Do you measure the percentage of visitors on your franchise request form that convert to leads?	95
Are telephone leads more important to you than Internet leads?	95
Have you had your sales people shopped within the last 12 months?	95
Have you shopped your competition within the last 12 months?	95
What types of social media have you used for franchise recruitment?	96
In the last 12 months, have you sold any franchises using social media?	96
Do you believe social media will become a successful franchise recruitment source for most franchisors?	96
Are leads for 2011 up or down over 2010?	96
By what percent are leads up?	97
By what percent are leads down?	97
Is the quality of leads in 2011 up or down over 2010?	97
Do you recruit internationally?	97
Do you use franchise broker networks?	98
In the past 12 months, have you been provided qualified applications from brokers?	98
In the past 12 months, have broker applications produced sales?	98
What is the average commission fee you pay brokers per single unit franchise agreement signed?	98
What are your closing ratios of leads to sales in the last 12 months?	99
What are your closing ratios of applications to sales in the last 12 months?	99
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	100
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	100
From first contact with a franchise prospect, what is your current average closing period (in weeks)?	101
In 2011, is your average closing period longer, shorter, or the same as previous years?	101
Do you provide incentives to franchisees who refer prospects that buy your franchise?	102
If yes, how much per signed agreement?	102
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	102
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	102
Do you use (or have you used) professional profiling tools/surveys in your franchisee selection/qualification pro- cess?	103

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Industry: Food continued

Have they helped increase the quality of franchisees you have accepted using these assessment tools?	103
Do you have franchisees in your system that are in these age ranges?	103
What percent of your current active prospects are under 30 years of age?	103
Over the past 5 years, is the average age of your new franchisees older, younger, or about the same?	104
Are you seeing an increase in leads from women?	104
What percent of leads you received in the last 12 months are from women?	104
What percentage of applications you received in the last 12 months from women do you convert to franchise sales?	105
Do you mail your FDD prior to the first meeting if requested?	105
How do you deliver your FDDs?	105
Do you provide FPRs (financial performance representations) in your FDD?	105
Please select the range of the average base salary of your most senior franchise sales executive(s).	106
Does your most senior franchise sales executive(s) receive	106
Do your sales people receive a base salary?	106
What is the average base salary of your sales people?	107
Please indicate yes or no: Do employed sales people receive commission? (excludes area developer franchisees)	107
What is the average range of commission per franchise sale?	107
Do your sales people receive additional perks?	108
What perks do your sales people receive?	108
Please indicate yes or no: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	108
In addition to franchise sales qualifier's base salary, do they receive commission?	108
Where are your franchise sales personnel located?	109
Have you increased or decreased your sales staff in the last 12 months?	109
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	109
What were your system wide gross sales revenues during the last year?	109
Total franchise investment per unit	110
Please select the range of domestic franchised units that are operating at this time.....	110
Please select the range of domestic corporate owned units operating at this time.	110
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	111
How many international units are operating at this time?.....	111
Do you have more or less international units operating this year over last year?	111
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	111
If yes, what items have you modified:	112
Do you sell single or multiple unit franchise opportunities or both?	112
Do you currently operate franchises in non-traditional venues?	112
If you answered "yes" above, please check all that apply	113
Do you plan to franchise in non-traditional venues?	113
How would you describe current business conditions at the unit level?	113
Do you expect same unit sales in the next 6 months to:	114
Do you have franchisees that are franchisees of other systems?	114
Have you ever been a franchisee?	114
Do you have a formal resale program in place to help your franchisees?	114
If yes, do you include the resale agreement in your FDD?	114
How many franchise resales did you average as a percentage of total units in the last 12 months?	115
Have any of your franchise units closed within the last 12 months?	115

2 G | Survey Analysis by Industry: Retail 116-142

Please select your estimated 2012 annual budget for franchise sales and recruitment.....	116
How is the franchise recruitment budget allocated?	116
How is your Internet advertising budget allocated?	116

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Industry: Retail continued

How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)	117
Is your 2012 recruitment budget higher or lower than your 2011 budget?	117
Please select the range of domestic franchisees (not units) that you project to sign in 2012.	117
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012.	117
Where are you getting the most leads from?	118
Most of the leads you get from the Internet come from:	118
What percentage of your leads come from these sources?	118
Of all Internet leads you receive, what percentage of them come from these sources?	119
Which of these sources has the highest lead to close ratio?	119
Of all Internet leads, which source has the highest lead to close ratio?	119
Please rank in order the top sources you have closed the most franchise deals in the last 12 months.	120
Of Internet deals closed in the last 12 months, from which source have you closed the most deals?	120
How many internet franchise opportunity sites do you advertise on?	120
What percentage of existing franchisees have signed up for additional units in the last 12 months?	120
Is this more than in previous years?	121
Do you track your cost per lead?	121
Please select the range of your average cost per lead (in dollars).	121
Do you track cost per sale?	121
Excluding broker fees, what is your average cost per sale? (Average)	121
Excluding broker fees, what is your average cost per sale? (Median)	121
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	122
Do you measure the percentage of visitors on your franchise request form that convert to leads?	122
Are telephone leads more important to you than Internet leads?	122
Have you had your sales people shopped within the last 12 months?	122
Have you shopped your competition within the last 12 months?	122
What types of social media have you used for franchise recruitment?	123
In the last 12 months, have you sold any franchises using social media?	123
Do you believe social media will become a successful franchise recruitment source for most franchisors?	123
Are leads for 2011 up or down over 2010?	123
By what percent are leads up?	124
By what percent are leads down?	124
Is the quality of leads in 2011 up or down over 2010?	124
Do you recruit internationally?	124
Do you use franchise broker networks?	125
In the past 12 months, have you been provided qualified applications from brokers?	125
In the past 12 months, have broker applications produced sales?	125
What is the average commission fee you pay brokers per single unit franchise agreement signed?	125
What are your closing ratios of leads to sales in the last 12 months?	126
What are your closing ratios of applications to sales in the last 12 months?	126
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	127
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	127
From first contact with a franchise prospect, what is your current average closing period (in weeks)?	128
In 2011, is your average closing period longer, shorter, or the same as previous years?	128
Do you provide incentives to franchisees who refer prospects that buy your franchise?	129
If yes, how much per signed agreement?	129
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	129
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	129
Do you use (or have you used) professional profiling tools/surveys in your franchisee selection/qualification process?	130
Have they helped increase the quality of franchisees you have accepted using these assessment tools?	130
Do you have franchisees in your system that are in these age ranges?	130
What percent of your current active prospects are under 30 years of age?	130

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Industry: Retail continued

Over the past 5 years, is the average age of your new franchisees older, younger, or about the same?	131
Are you seeing an increase in leads from women?	131
What percent of leads you received in the last 12 months are from women?	131
What percentage of applications you received in the last 12 months from women do you convert to franchise sales?	132
Do you mail your FDD prior to the first meeting if requested?	132
How do you deliver your FDDs?	132
Do you provide FPRs (financial performance representations) in your FDD?	132
Please select the range of the average base salary of your most senior franchise sales executive(s).	133
Does your most senior franchise sales executive(s) receive	133
Do your sales people receive a base salary?	133
What is the average base salary of your sales people?	134
Do employed sales people receive commission? (excludes area developer franchisees)	134
What is the average range of commission per franchise sale?	134
Do your sales people receive additional perks?	135
What perks do your sales people receive?	135
Please indicate yes or no: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	135
In addition to franchise sales qualifier's base salary, do they receive commission?	135
Where are your franchise sales personnel located?	136
Have you increased or decreased your sales staff in the last 12 months?	136
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	136
What were your system wide gross sales revenues during the last year?	136
Total franchise investment per unit:	137
Please select the range of domestic franchised units that are operating at this time.....	137
Please select the range of domestic corporate owned units operating at this time.	137
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	138
How many international units are operating at this time?	138
Do you have more or less international units operating this year over last year?	138
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	138
If yes, what items have you modified:	139
Do you sell single or multiple unit franchise opportunities or both?	139
Do you currently operate franchises in non-traditional venues?	139
If you answered "yes" above, please check all that apply:	140
Do you plan to franchise in non-traditional venues?	140
How would you describe current business conditions at the unit level?	140
Do you expect same unit sales in the next 6 months to:	141
Do you have franchisees that are franchisees of other systems?	141
Do you have a formal resale program in place to help your franchisees?	141
If yes, do you include the resale agreement in your FDD?	141
How many franchise resales did you average as a percentage of total units in the last 12 months?	142
Have any of your franchise units closed within the last 12 months?	142

2 H | Survey Analysis by Industry: Service 143-169

Please select your estimated 2012 annual budget for franchise sales and recruitment.	143
How is the franchise recruitment budget allocated?	143
How is your Internet advertising budget allocated?	143
How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)	144
Is your 2012 recruitment budget higher or lower than your 2011 budget?	144
Please select the range of domestic franchisees (not units) that you project to sign in 2012.	144
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012.	144

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Industry: Service continued

Where are you getting the most leads from?	145
Most of the leads you get from the Internet come from:	145
What percentage of your leads come from these sources?	145
Of all Internet leads you receive, what percentage of them come from these sources?	146
Which of these sources has the highest lead to close ratio?	146
Of all Internet leads, which source has the highest lead to close ratio?	146
Please rank in order the top sources you have closed the most franchise deals in the last 12 months.	147
Of Internet deals closed in the last 12 months, from which source have you closed the most deals?	147
How many internet franchise opportunity sites do you advertise on?	147
What percentage of existing franchisees have signed up for additional units in the last 12 months?	147
Is this more than in previous years?	148
Do you track your cost per lead?	148
Please select the range of your average cost per lead (in dollars).	148
Do you track cost per sale?	148
Excluding broker fees, what is your average cost per sale?	148
Excluding broker fees, what is your average cost per sale?	148
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	149
Do you measure the percentage of visitors on your franchise request form that convert to leads?	149
Are telephone leads more important to you than Internet leads?	149
Have you had your sales people shopped within the last 12 months?	149
Have you shopped your competition within the last 12 months?	149
What types of social media have you used for franchise recruitment?	150
In the last 12 months, have you sold any franchises using social media?	150
Do you believe social media will become a successful franchise recruitment source for most franchisors?	150
Are leads for 2011 up or down over 2010?	150
By what percent are leads up?	151
By what percent are leads down?	151
Is the quality of leads in 2011 up or down over 2010?	151
Do you recruit internationally?	151
Do you use franchise broker networks?	152
In the past 12 months, have you been provided qualified applications from brokers?	152
In the past 12 months, have broker applications produced sales?	152
What is the average commission fee you pay brokers per single unit franchise agreement signed?	152
What are your closing ratios of leads to sales in the last 12 months?	153
What are your closing ratios of applications to sales in the last 12 months?	153
What are your closing ratios of Discovery Day attendees to sales in the last 12 months?	154
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	154
From first contact with a franchise prospect, what is your current average closing period (in weeks)?	155
In 2011, is your average closing period longer, shorter, or the same as previous years?	156
Do you provide incentives to franchisees who refer prospects that buy your franchise?	156
If yes, how much per signed agreement?	156
Do you believe the fundamental lead generation process used before the recession must be changed to effectively recruit today's buyers?	157
Do you believe the fundamental franchise sales process used before the recession must be changed to effectively recruit today's buyers?	157
Do you use (or have you used) professional profiling tools/surveys in your franchisee selection/qualification process?	157
Have they helped increase the quality of franchisees you have accepted using these assessment tools?	157
Do you have franchisees in your system that are in these age ranges?	158
What percent of your current active prospects are under 30 years of age?	158
Over the past 5 years, is the average age of your new franchisees older, younger, or about the same?	158
Are you seeing an increase in leads from women?	159
What percent of leads you received in the last 12 months are from women?	159
What percentage of applications you received in the last 12 months from women do you convert to franchise sales?	159

LEAD GENERATION SURVEY
CONTENTS

Survey Analysis by Industry: Service continued

Do you mail your FDD prior to the first meeting if requested?	159
How do you deliver your FDDs?	160
Do you provide FPRs (financial performance representations) in your FDD?.....	160
Please select the range of the average base salary of your most senior franchise sales executive(s).	160
Does your most senior franchise sales executive(s) receive	160
Do your sales people receive a base salary?	161
What is the average base salary of your sales people?	161
Do employed sales people receive commission? (excludes area developer franchisees)	161
What is the average range of commission per franchise sale?	162
Do your sales people receive additional perks?	162
What perks do your sales people receive?	162
Please indicate yes or no: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	163
In addition to franchise sales qualifier's base salary, do they receive commission?	163
Where are your franchise sales personnel located?.....	163
Have you increased or decreased your sales staff in the last 12 months?	163
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	164
What were your system wide gross sales revenues during the last year?	164
Total franchise investment per unit:	164
Please select the range of domestic franchised units that are operating at this time.....	165
Please select the range of domestic corporate owned units operating at this time.	165
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	165
How many international units are operating at this time?	166
Do you have more or less international units operating this year over last year?	166
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	166
If yes, what items have you modified:	166
Do you sell single or multiple unit franchise opportunities or both?	167
Do you currently operate franchises in non-traditional venues?	167
If you answered "yes" above, please check all that apply:	167
Do you plan to franchise in non-traditional venues?	167
How would you describe current business conditions at the unit level?	168
Do you expect same unit sales in the next 6 months to:	168
Do you have franchisees that are franchisees of other systems?.....	168
Do you have a formal resale program in place to help your franchisees?	168
If yes, do you include the resale agreement in your FDD?	168
How many franchise resales did you average as a percentage of total units in the last 12 months?	169
Have any of your franchise units closed within the last 12 months?	169

21 | All Categories Analysis..... 170-177

Please select your estimated 2012 annual budget for franchise sales and recruitment.....	170
Is your 2012 recruitment budget higher or lower than your 2011 budget?	170
Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012. ...	170
Where are you getting the most leads from?	170
Most of the leads you get from the Internet come from:	170
Which of these sources has the highest lead to close ratio?	170
Of all Internet leads, which source has the highest lead to close ratio?	170
Do you track your cost per lead?	171
Please select the range of your average cost per lead (in dollars).	171
Do you track cost per sale?	171
Excluding broker fees, what is your average cost per sale?	171
Do you measure the percentage of unique visitors to your franchise home page that convert to leads?	171
Do you measure the percentage of visitors on your franchise request form that convert to leads?	171

LEAD GENERATION SURVEY
CONTENTS

All Categories Analysis continued

What types of social media have you used for franchise recruitment?	171
In the last 12 months, have you sold any franchises using social media?	171
Are leads for 2011 up or down over 2010?	172
Do you use franchise broker networks?	172
In the past 12 months, have you been provided qualified applications from brokers?	172
In the past 12 months, have broker applications produced sales?	172
What is the average commission fee you pay brokers per single unit franchise agreement signed?	172
Are your franchise sales for 2011 exceeding, below, or on target with your 2011 goals?	172
In 2011, is your average closing period longer, shorter, or the same as previous years?	172
Do you provide incentives to franchisees who refer prospects that buy your franchise?	172
If yes, how much per signed agreement?	172
Do you have franchisees in your system that are in these age ranges?	173
Are you seeing an increase in leads from women?	173
Please select the range of the average base salary of your most senior franchise sales executive(s).	173
Does your most senior franchise sales executive(s) receive:	173
Please indicate yes or no.: Do your sales people receive a base salary?	173
What is the average base salary of your sales people?	173
Please indicate yes or no. (Excludes area developer franchisees): Do employed sales people receive commission?	173
What is the average range of commission per franchise sale?	174
Do your sales people receive additional perks?	174
What perks do your sales people receive?	174
Please indicate yes or no.: In addition to franchise sales people, do you employ a franchise sales qualifier (individual who screens initial inquiries and leads for the sales team)?	174
In addition to the franchise sales qualifier's base salary, do they receive commission?	174
Where are your franchise sales personnel located?	174
Have you increased or decreased your sales staff in the last 12 months?	174
Do you have area developer franchisees (area developers sell franchises within a specified territory) in the United States?	175
What were your systemwide gross sales revenues during the last year?	175
Total franchise investment per unit:	175
Please select the range of domestic franchised units that are operating at this time.	175
If you have corporate owned units, do your corporate units average more unit revenue than your franchise unit average?	175
Have you modified your franchise program to reduce franchisee start-up costs over the last 12 months?	175
If yes, what items have you modified:	176
Do you sell single or multiple unit franchise opportunities or both?	176
Do you currently operate franchises in non-traditional venues?	176
If you answered "yes" above, please check all that apply:	176
How would you describe current business conditions at the unit level?	176
Do you expect same unit sales in the next 6 months to:	176
Do you have franchisees that are franchisees of other systems?	176
Do you have a formal resale program in place to help your franchisees?	177
If yes, do you include the resale agreement in your FDD?	177
Have any of your franchise units closed within the last 12 months?	177

3. CONCLUSION

<i>Where Do You Grow from Here?</i>	<i>178</i>
---	------------

LEAD GENERATION SURVEY
COMPOSITE SURVEY RESULTS

2 A | 2011-2012 Survey Results

Composite Survey Results

Please select your estimated 2012 annual budget for franchise sales and recruitment. (Including paid advertising/media expenses such as online, print, direct mail, TV, radio, trade shows, and public relations dedicated to franchisee recruitment. Should not include broker related expenses, graphics, print support materials and employee compensation.)

Responses		
Median		\$125,000
Average		\$197,044

How is the franchise recruitment budget allocated? (Must add up to 100%. Do NOT use the % symbol in your answer).

Responses	Average
Print Advertising	17.05
Internet Advertising	39.90
Public Relations	15.11
Trade Shows	14.10
Other (not including brokers)	13.84




How is your Internet advertising budget allocated? (Must add up to 100%. Do NOT use the % symbol in your answer). If you do not know, please skip this question.

Responses	Average
Online Ad Portals	50.04
Pay-per-click on Search Engines (Google, Yahoo, etc.)	19.34
Search Engine Optimization	21.33
Social Networking	9.29

How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)

Responses	
Median	\$17,500

Is your 2012 recruitment budget higher or lower than your 2011 budget?

Responses		%	Percentage of total respondents
Higher		51.85%	
Lower		12.04%	
The Same		36.11%	
			<div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> <div>100%</div>

LEAD GENERATION SURVEY

ANALYSIS BY SYSTEMWIDE REVENUE

2 C | 2011-2012 Survey Results

Survey Analysis by Systemwide Revenue

Is your 2012 recruitment budget higher or lower than your 2011 budget?								
	Under \$1,000,000	\$1,000,000 to \$8,000,000	\$8,000,001 to \$20,000,000	\$20,000,001 to \$40,000,000	\$40,000,001 to \$60,000,000	\$60,000,001 to \$80,000,000	\$80,000,001 to \$100,000,000	Over \$100,000,000
Higher	0%	73.68%	90.00%	55.56%	20.00%	57.14%	75.00%	41.46%
Lower	0%	0%	0%	0%	40.00%	0%	25.00%	14.63%
The Same	100.00%	26.32%	10.00%	44.44%	40.00%	42.86%	0%	43.90%

Where are you getting the most leads from?								
	Under \$1,000,000	\$1,000,000 to \$8,000,000	\$8,000,001 to \$20,000,000	\$20,000,001 to \$40,000,000	\$40,000,001 to \$60,000,000	\$60,000,001 to \$80,000,000	\$80,000,001 to \$100,000,000	Over \$100,000,000
Internet	0%	63.16%	60.00%	55.56%	60.00%	14.29%	50.00%	53.66%
Print Advertising	0%	0%	0%	0%	0%	0%	0%	2.44%
Referrals	0%	0%	30.00%	22.22%	20.00%	28.57%	0%	24.39%
Trade Shows	100.00%	0%	0%	0%	0%	0%	0%	0%
Public Relations	0%	0%	10.00%	0%	0%	14.29%	0%	0%
Don't Know	0%	5.26%	0%	0%	0%	0%	0%	0%
Others Specify	0%	31.58%	0%	22.22%	20.00%	42.86%	50.00%	19.51%

LEAD GENERATION SURVEY

ANALYSIS BY PERFORMANCE LEVEL

2 E | 2011-2012 Survey Results

Survey Analysis by Franchisor Performance Level (Exceeding, Below, On Target with Sales Goals)

Please select your estimated 2012 annual budget for franchise sales and recruitment. (Including paid advertising/media expenses such as online, print, direct mail, TV, radio, trade shows, and public relations dedicated to franchisee recruitment. Should not include broker related expenses, graphics, print support materials and employee compensation.)			
	Exceeding	Below	On Target
Median	\$100,000 - \$125,000	\$100,000 - \$125,000	\$125,000 - \$150,000

How much will you spend in franchise recruitment materials? (Includes brochures, FDDs printed and mailed, electronic FDDs, in-store recruitment materials, video productions, etc.)			
100% by Column	Exceeding	Below	On Target
Under \$10,000	56.25%	52.73%	40.00%
\$10,000 - \$25,000	18.75%	32.73%	34.29%
\$25,001 - \$50,000	6.25%	7.27%	14.29%
\$50,001 - \$75,000	12.50%	3.64%	2.86%
\$75,001 - \$100,000	0%	3.64%	5.71%
\$100,001 - \$125,000	0%	0%	0%
\$125,001 - \$150,000	0%	0%	0%
\$150,001 - \$175,000	0%	0%	0%
\$175,001 - \$200,000	0%	0%	0%
over \$200,000	6.25%	0%	2.86%

Is your 2012 recruitment budget higher or lower than your 2011 budget?			
100% by Column	Exceeding	Below	On Target
Higher	68.75%	45.45%	54.29%
Lower	12.50%	12.73%	8.57%
The Same	18.75%	41.82%	37.14%

Where are you getting the most leads from?			
100% by Column	Exceeding	Below	On Target
Internet	43.75%	56.36%	45.71%
Print Advertising	0%	0%	2.86%
Referrals	31.25%	10.91%	22.86%
Trade Shows	0%	0%	2.86%
Public Relations	0%	1.82%	2.86%
Don't Know	0%	0%	5.71%
Others Specify	25.00%	30.91%	17.14%

LEAD GENERATION SURVEY

ANALYSIS BY INDUSTRY: RETAIL

2 G | 2011-2012 Survey Results

Survey Analysis by Industry: Retail

Please select your estimated 2012 annual budget for franchise sales and recruitment. (Including paid advertising/media expenses such as online, print, direct mail, TV, radio, trade shows, and public relations dedicated to franchisee recruitment. Should not include broker related expenses, graphics, print support materials and employee compensation.)

Responses		
Median		\$150,000-\$175,000

How is the franchise recruitment budget allocated? (Must add up to 100%)

Responses	Average
Print Advertising	15.82
Internet Advertising	51.06
Public Relations	14.18
Trade Shows	10.18
Other (not including brokers)	8.76

How is your Internet advertising budget allocated? (Must add up to 100%). If you do not know, please skip this question.

Responses	Average
Online Ad Portals	56.76
Pay-per-click on Search Engines (Google, Yahoo, etc.)	21.76
Search Engine Optimization	15.18
Social Networking	6.29

LEAD GENERATION SURVEY

ALL CATEGORIES ANALYSIS

2011-2012 Survey Results

All Categories Analysis

Please select your estimated 2012 annual budget for franchise sales and recruitment. (Including paid advertising/media expenses such as online, print, direct mail, TV, radio, trade shows, and public relations dedicated to franchisee recruitment. Should not include broker related expenses, graphics, print support materials and employee compensation.)													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Median	\$112,500	\$50,000	\$167,500	\$87,500	\$162,500	\$112,500	\$162,500	\$50,000	\$62,500	\$87,500	\$125,000	\$87,500	\$125,000

Is your 2012 recruitment budget higher or lower than your 2011 budget?													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Higher	57.14%	0%	42.86%	50.00%	36.36%	100.00%	61.54%	50.00%	66.67%	61.54%	28.57%	50.00%	50.00%
Lower	0%	50.00%	28.57%	0%	0%	0%	15.38%	0%	0%	15.38%	0%	20.00%	25.00%
The Same	42.86%	50.00%	28.57%	50.00%	63.64%	0%	23.08%	50.00%	33.33%	23.08%	71.43%	30.00%	25.00%

Please select the range of domestic franchise units that you project to sign franchise agreements for in 2012.													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Median	11-20	10	6-10	11-20	11-20	111-120	21-30	61-70	11-20	11-20	31-40	31-40	41-50

Where are you getting the most leads from?													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Internet	85.71%	0%	71.43%	66.67%	27.27%	50.00%	23.08%	50.00%	66.67%	46.15%	28.57%	60.00%	100.00%
Print Advertising	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	14.29%	0%	0%
Referrals	0%	0%	28.57%	33.33%	0%	0%	30.77%	25.00%	0%	23.08%	42.86%	20.00%	0%
Trade Shows	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	10.00%	0%
Public Relations	14.29%	0%	0%	0%	0%	0%	0%	25.00%	0%	0%	0%	0%	0%
Don't Know	0%	0%	0%	0%	0%	50.00%	0%	0%	0%	0%	0%	0%	0%
Others Specify	0%	100.00%	0%	0%	72.73%	0%	46.15%	0%	33.33%	30.77%	14.29%	10.00%	0%

Most of the leads you get from the Internet come from:													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Online Ad Portals	85.71%	0%	71.43%	66.67%	80.00%	50.00%	25.00%	25.00%	66.67%	23.08%	0%	60.00%	50.00%
Pay-per-click on Search Engines (Google, Yahoo, etc.)	0%	0%	0%	0%	0%	0%	16.67%	25.00%	0%	7.69%	16.67%	0%	25.00%
Search Engine Optimization	14.29%	50.00%	28.57%	16.67%	0%	0%	16.67%	25.00%	22.22%	53.85%	66.67%	40.00%	25.00%
Social Networking (incl. posting sites such as Craigslist, CareerBuilder, etc.)	0%	0%	0%	16.67%	0%	0%	8.33%	0%	11.11%	0%	0%	0%	0%
Don't Know	0%	50.00%	0%	0%	20.00%	50.00%	33.33%	25.00%	0%	15.38%	16.67%	0%	0%

Which of these sources has the highest lead to close ratio?													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Internet	42.86%	0%	0%	0%	9.09%	0%	0%	25.00%	33.33%	46.15%	14.29%	20.00%	25.00%
Print Advertising	0%	0%	14.29%	0%	9.09%	0%	0%	0%	0%	0%	14.29%	0%	0%
Referrals	42.86%	50.00%	71.43%	83.33%	72.73%	100.00%	69.23%	50.00%	44.44%	30.77%	57.14%	50.00%	25.00%
Trade Shows	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	20.00%	0%
Public Relations	0%	0%	0%	0%	0%	0%	0%	25.00%	0%	0%	0%	0%	0%
Don't Know	14.29%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Others Specify	0%	50.00%	14.29%	16.67%	9.09%	0%	30.77%	0%	22.22%	23.08%	14.29%	10.00%	50.00%

Of all Internet leads, which source has the highest lead to close ratio?													
	Automotive	Baked Goods, Ice Cream, or Yogurt	Business Related	Child Related	Cleaning & Maintenance	Education Related	Fast Food Restaurants	Health & Fitness	Home Services	Restaurants (Sit Down)	Retail Food	Retail Stores	Senior Care
Online Ad Portals	42.86%	0%	28.57%	50.00%	60.00%	100.00%	7.69%	0%	33.33%	15.38%	0%	40.00%	0%
Pay-per-click on Search Engines (Google, Yahoo, etc.)	0%	0%	14.29%	0%	0%	0%	0%	0%	11.11%	7.69%	14.29%	0%	25.00%
Search Engine Optimization	28.57%	0%	42.86%	16.67%	0%	0%	46.15%	33.33%	33.33%	61.54%	85.71%	50.00%	75.00%
Social Networking	14.29%	0%	0%	16.67%	0%	0%	0%	66.67%	11.11%	0%	0%	10.00%	0%
Don't Know	14.29%	100.00%	14.29%	16.67%	40.00%	0%	46.15%	0%	11.11%	15.38%	0%	0%	0%