

Franchise update | 2014 Q1

BUSINESS INTELLIGENCE FOR GROWING FRANCHISORS

Market!
*Diversity plays a growing
role in marketing*

Grow!
*It takes a village
to award a franchise*



**Meet
Franchising's
Leading
Women**

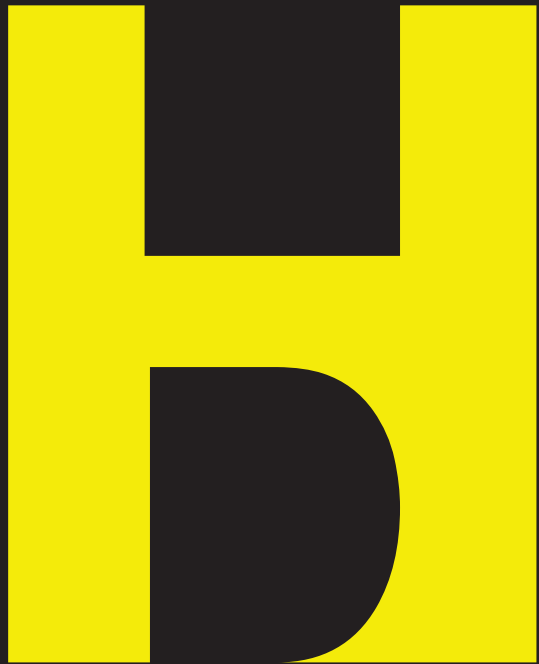
Many Smart Answers.

Franchise Operations Manuals are fundamental to the consistent execution of your concept.

If yours is a new franchise system, think of Operations Manuals as the essential building blocks. If yours is a mature system in need of updating outdated material and creating a more user-friendly manual – **don't delay.**

MSA experts can assist you in putting your manuals online so franchisees always know the current standards and expectations.

**Contact Marla Rosner at 415.499.3533 or
mrosner@msaworldwide.com**



HOT DISH ADVERTISING

Congratulations to all the business leaders who make franchising an economic force to be reckoned with.

Franchise update | Q1

BUSINESS INTELLIGENCE FOR GROWING FRANCHISORS



4 FROM THE CEO'S DESK *Our own female CEO shares her thoughts on Women at the Top*

Lead 8.

8 WOMEN AT THE TOP *Introducing our Special Issue highlighting women franchise leaders*

10 LISTS: *Top female-led brands ranked by system-wide revenue*

11 LISTS: *What franchising's leading women are reading; women-led brands by sector*

12 FEATURE: PROFILES *Meet 24 of franchising's leading women*

54 MORE LISTS! *Women-led brands by unit count; factoids, trivia, and more*

Market 56.

58 CMO Q&A *Frances Allen on Denny's vision to be "America's Diner"*

61 CMO ROUNDTABLE *"Discuss the role of diversity inside your marketing department and in your marketing strategies."*

62 CONSUMER DATA *2013 payment trends review and what's ahead for 2014*

64 CONNECTING WITH CUSTOMERS *Location analytics can boost customer visits*

Grow 65.

80 CHALLENGE THE PROS *"What role does diversity play in your brand's recruitment and development process?"*

82 SALES SMARTS *Awarding franchises is a team sport*

84 MARKET TRENDS *Strong field support boosts continuity, profitability*

86 IT'S CLOSING TIME *Closing your team's performance gaps*

87 INTERNATIONAL *Going global? Better read this first!*

FOCUSED ON WHAT MATTERS TO YOU

In a sea of complicated legal issues, it's easy to lose perspective. **Clients ask us to help them see the big picture and handle the details.** Our Franchise Law attorneys take the time to understand our clients' franchising priorities and objectives and recommend customized strategies to obtain maximum results.

Roetzel's National Franchise Law Practice Group provides comprehensive, integrated legal counsel to our franchise clients, including advice on:

- FDD Registration
- Mergers & Acquisitions
- Labor & Employment
- Business Litigation
- Compliance Opinions
- Contract Law
- Real Estate
- Franchise Regulatory
- Supply Chain & Distribution Law



Anthony J. Calamunci
Franchise Law Practice Group Manager
419.254.5247
acalamunci@ralaw.com

CHICAGO · WASHINGTON, D.C. · CLEVELAND · TOLEDO · AKRON · COLUMBUS · CINCINNATI
ORLANDO · FORT MYERS · NAPLES · FORT LAUDERDALE · TALLAHASSEE · NEW YORK

Reflections from a Female CEO

Therese Thilgen, CEO, Franchise Update Media

Welcome to our inaugural issue of *Franchise Update* magazine's Women at the Top special issue. In my 35-year career in franchising, it is only in the past 5 to 10 years that I have observed significantly more females at our annual conferences and at the IFA Annual Convention—especially females from the CEO and CMO suites. We last visited this topic in *Franchise Update* 10 years ago, when the number of women in the franchise C-suite was dismal, and decided we were well overdue to revisit it.

With this first annual issue recognizing franchising's "leading women," we needed to establish a benchmark for ongoing research. Our goal was to find companies with women CEOs and presidents, rank the top 25 by system-wide revenues, and ask each executive the same series of questions. We almost got there with 24 profiles. Collectively, these 24 women executives oversee more than 17,000 units and \$16 billion in annual system-wide revenue—and they plan to add \$5 billion more in the next 5 years. That's some powerful economic clout!

We were unable to pin down three women executives for the profiles—each recognized as a leader in their industry. We have, however, included their companies in the rankings list on page 10. The three we missed are Sally Smith, CEO and president of Buffalo Wild Wings (#4); Susan Steen, CEO of Servpro (#5); and Tammy Whitworth, chair and CEO of Window World (#10).

In a broader look at nearly 200 women-led franchises, we found their brands represented in more



**Collectively,
these 24 women
executives
oversee more
than 17,000
units and \$16
billion in annual
system-wide
revenue.**

than 25 categories, including automotive, food, pet care, and maintenance services (see page 11). Restaurants/fast casual/QSR accounted for 13.5 percent of the total, with child-related brands a close second at 13 percent, followed by health and fitness at 11.5 percent.

Despite the progress women have made in ascending to franchising's C-suites, it's disappointing that their numbers remain so low. Research

from 12 years ago revealed that 16 percent of all executives listed in UFOCs were women—a figure that included CEOs, presidents, COOs, CFOs, HR, training, and marketing. At that time, you could almost count with your fingers (and maybe toes) how many women were in the executive suite. Current research provided by Frandata reveals that 14 percent of franchisor CEOs and presidents now are women (based on FDDs with updated executive records through mid-2013). I see this as good news because the needle is moving in the right direction for women with the desire, fortitude, competency, character, and all else that is critical to leading a franchise organization.

Ongoing research shows a strong business and financial case for advancing women to leadership positions. "Diverse business leadership and governance are correlated with stronger business performance, employee engagement, and innovation. Shareholders beware: a company with no women at the top is missing one of the biggest opportunities in the marketplace today," said Ilene H. Lang, former president and CEO of Catalyst, a nonprofit that's led the way in helping women become business leaders. Lang, who retired at the end of 2013, was a trailblazer herself, recognized as a pioneering woman high-tech and Internet executive before joining and leading Catalyst.

As a female business owner myself for almost 27 years, my admiration runs deep for the women we've profiled: proven business leaders, many of them trailblazers as well. And while it's exciting for me to



YOUR FRANCHISE, IN FOCUS.

Integrated Solutions from our National Franchise Practice.

Newmark Grubb Knight Frank's national franchise practice is dedicated to serving the needs of franchisors seeking to expand and grow their brands. Our franchise specialists deliver strategic real estate solutions to attract the optimal franchisees. Whether the brand is already established or newly emerging, Newmark Grubb Knight Frank is fully equipped to lend our clients credibility in the market and position them for large-scale expansion.

We invite franchises of all sizes to share their vision with us; let us be your franchise's outsourced real estate department.

Newmark Grubb Knight Frank

Retail

To discuss your franchise needs,
please email franchisefocus@ngkf.com

see more women in the C-suites of franchise companies, it's taken a long time to get here—that much more of a tribute to the women who have made it.

The low percentages mentioned above are not for want of desire or ambition to serve. With the preponderance of women seeking to advance to the executive suite, the past decade has seen a proliferation of organizations dedicated to helping women rise to the top, joining such well-recognized groups as the Women's Foodservice Forum and the IFA's Women Franchise Committee. These organizations have grown for a reason: many women are driven to move into leadership positions and are looking for ways to get there.

Mentoring—especially women mentoring women—continues to play an important role in the development of women franchise executives. In fact, Sheri Miksa (profile on page 28) chaired the Mentor Program committee at the Women's Foodservice Forum and created its Executive Mentor Program.

One of the questions we asked the 24 women was about their female role models. My mother was my role model. While raising four kids as a single mom, she continually told us: “No matter what, be kind and be grateful,” because you never know what's going on in the life of each person you meet.

I also remember great advice Julia Stewart—CEO at DineEquity (profile on page 37) and one of my role models in franchising—gave in

an interview for *Franchise Update* in 2005 about women in business. She was the voice of reason for me—a business owner with young children, one of them suffering from serious health problems at the time:

“One issue that still plagues women (as well as men) in business is time management, or rather lack of

The past decade has seen a proliferation of organizations dedicated to helping women rise to the top.

time for the competing demands of career, family, and self-care. Many women buy into the concept that one must ‘balance’ time and priorities. There is no such thing as balance. Balance for one woman could mean chaos for another. Balance is such a personal thing. If you're doing what you want and are happy, then everyone around you will be happy.”

I'm a better person—and business leader—for having known so many of these women personally or through their examples as leaders. I also count many men as role models as well. My husband and business partner of almost 30 years, Gary Gardner, taught me how to overcome my aversion to risk years ago.

In closing, I would like to congratulate Barbara Moran-Goodrich, president and CEO of Moran Family of Brands. Barbara (profile on page 30) is the recipient of the IFA's Bonny LeVine Award, which recognizes a female franchisor or franchisee who has contributed to the growth of franchising; to her community through board positions, volunteer work, and activities that promote the professional advancement of women; and as a mentor to women in franchising. ■

Franchise update | Q1

CHAIRMAN

Gary Gardner

CEO

Therese Thilgen

EXECUTIVE VP OPERATIONS

Sue Logan

EXECUTIVE VICE PRESIDENT

Diane Phibbs

VICE PRESIDENT BUSINESS DEVELOPMENT

Barbara Yelmene

BUSINESS DEVELOPMENT EXECUTIVES

Jeff Katis

Judy Reichman

EXECUTIVE EDITOR

Kerry Pipes

MANAGING EDITOR

Eddy Goldberg

CREATIVE DIRECTOR

Samantha Calden

DESIGN & PRODUCTION

www.petertucker.com

DIRECTOR OF TECHNOLOGY

Benjamin Foley

WEB DEVELOPER

Don Rush

WEB PRODUCTION ASSISTANT

Esther Foley

TECHNOLOGY PRODUCTION ASSISTANT

Juliana Foley

MANAGER, SOCIAL MEDIA

Cheryl Ryan

SENIOR SALES, EVENT & OPERATIONS SUPPORT MANAGER

Sharon Wilkinson

SENIOR PROJECT MANAGER, MEDIA AND BUSINESS DEVELOPMENT

Christa Pulling

MARKETING ASSISTANT, SPEAKER LIAISON

Katy Geller

FRANCHISEE LIAISON, SUPPORT COORDINATOR

Leticia Pascal

CONTRIBUTING EDITORS

William Edwards

Tom Epstein

Jacob Grosshandler

Marc Kiekenapp

Jack Mackey

Steve Olson

VIDEO EXECUTIVE PRODUCER

Tim Gardner

VIDEO PRODUCTION MANAGER, CHOREOGRAPHY

Wes Deimling

ADVERTISING AND EDITORIAL OFFICES

Franchise Update Media

6489 Camden Avenue, Suite 204

San Jose, CA 95120

Telephone: 408-402-5681

Fax: 408-402-5738

SEND ARTICLE INQUIRIES TO:

editorial@fumgmail.com

Franchise UPDATE magazine is published

four times annually.

Annual subscription rate is \$39.95 (U.S.)

FOR SUBSCRIPTIONS EMAIL

sharonw@franchiseupdatemedia.com

or call 408-402-5681

FOR REPRINT INFORMATION CONTACT

Foster Printing at 800-382-0808

www.fosterprinting.com

Real-World Experience for Real-World Solutions

The nation's leading franchise consulting firm for both start-up and established franchisors.

The nation's leading franchise sales outsourcing firm.

And now TopFire Media can provide franchisors with a complete solution to their digital media needs – including Public Relations, SEO, SEM, Social Media, Inbound Marketing, and Video.

Of course, everyone says they are the best.

The difference?

We have the credentials to prove it:

- ◆ Over 50 consultants, marketing, and franchise sales professionals
- ◆ Former C-Level executives from over 20 different franchisors
- ◆ Over 900 years of combined franchise experience
- ◆ Experience with 98 out of the top 200 franchise brands
- ◆ Track record of franchise sales success – over 10,000 during our careers
- ◆ Intelligence: we have tracked over 200,000 franchise sales leads in the last two years alone
- ◆ Franchise Dynamics sold over 500 franchises in both 2011 and 2012
- ◆ Third-Party vendor program for preferred pricing

We know what works in the real world. Whether you are a start-up or an established franchisor, call us to learn how we can put our experience to work for you.



www.ifranchisegroup.com
708-957-2300



www.franchisedynamics.net
708-798-1800



www.topfiremedia.com
708-249-1090

Introducing Franchising's Leading Women Executives

When we decided to publish a special issue on Women at the Top in franchising, we had no idea what we were in for. From a production standpoint, we opened a can of worms—at least in the amount of organization and detail to manage. From a business and personal viewpoint, we struck gold. These are 24 amazing women, 24 outstanding human beings, and we're both humbled and proud to have their participation in this inaugural women's issue.

We can trumpet the numbers, their achievements, accomplishments, and responsibilities. More than 17,000 units under their wings. Annual system-wide revenues of more than \$16 billion and plans to add \$5 billion more in the next 5 years. An average of 18 years with their companies. Awards? Community involvement? Charitable giving? We have only one page.

We can lament the dismally low percentages of women in the C-suite, the barriers and biases they had to overcome to get there, or how women are judged (and paid) differently than men in equivalent positions. A 2013 report by Catalyst of women in business showed that women held just 14.6 percent of executive officer positions, about the same as the year before; and that 25 percent of companies had no women executive officers. Yet this same annual study continues to find that companies with women on their boards have a higher ROI than companies that don't.

Instead, we chose to let these 24 remarkable women tell their own stories—in brief, to be sure, but it's a start, one we hope opens some eyes, inspires others, and accelerates change. In addition to the "basics" (revenue, units), we asked what life experiences have shaped them on their journey to leadership positions. What books and which business gurus have deeply affected them on that journey (see page 11 for a collected list). Female leaders they admire (not surprisingly, several named one another).

We asked them about their mentors and their own role as mentors today. And for any advice they might have for young women looking for a way to the top. Here's a quick "ABC" sampling of that advice:

- Abell, Jane Grote, Chairwoman, Donato's Pizza: "Stay true to who you are. Your values and principles are always the engines that drive your performance."
- Bergeron, Melanie, Chair of the Board, Two Men and a Truck: "Franchising is a relationship business—book smart is good, people smart is essential. People don't forget how you treated them while moving up the ladder."

- Cole, Kat, CEO, Cinnabon: "Be so curious, competent, committed, and helpful that people can't help but want to be on your team. Bring your whole self to work. Don't listen to the voice in your head that doubts whether or not you deserve to be in a certain role or whether or not you are good enough. Teach and give to others."

And we asked what they love most about their job. Many cited "servant

leadership" as their leadership style, and it shows in their responses:

- "Helping people achieve goals and perform in ways they never thought they could." —Sheri Miksa, CEO, Mazzio's
- "Serving others." —Mary Kennedy Thompson, President, Mr. Rooter
- "We have some franchisees who began as cooks or team members in a restaurant and now own multiple units—it's truly the American success story. How gratifying is that!" —Julia Stewart, CEO, DineEquity

The full set of responses from each of these remarkable women unfolds in the following 40 pages. We hope you're half as inspired as we have been in putting this issue together. And since this is our inaugural, we welcome your comments and suggestions for additional questions you'd like to see answered next year. Send them to editorial@franchiseupdate.com. ■

These are 24 amazing women, 24 outstanding human beings, and we're both humbled and proud to have their participation in this inaugural women's issue.

\$100 Million Franchise Fund to Fuel Franchise Growth

As the trusted leader in franchise funding, Benetrends is proud to announce the creation of a new **proprietary \$100 million franchise financing program**. The new fund will provide a block of money to selected franchisors enabling them to offer their franchisees direct access to capital greatly simplifying the financing process. Contact Benetrends to learn more.

Your Multi-Unit Funding Expert

Benetrends is the industry's Multi-Unit funding expert. After our comprehensive underwriting process, our experienced staff has a **93% loan approval rate**. Here are a few of our recent multi-unit SBA loan successes.

Menchies:

3 pack in CA – 1st location = \$350k
3 pack in SC – 1st location = \$275k

18-8 Men's Salon:

6 units in GA – 1st location = \$544k
single location in GA - \$329k

SuperCuts:

3 pack in TX – established LOC for all 3
– drew \$150k for 1st location

Elements:

3 pack in PA – 1st location = \$275k
3 pack in MA – 1st location = \$250k
4 pack in OH – 1st location = \$335k

Hand & Stone:

3 pack in CA – 1st location = \$350k
3 pack in IL – 1st location = \$266k
single location – NJ - \$250k

SportClips:

Acquisition of 3 locations = \$700k
(2 open stores and a third territory or a startup location)

Title Boxing Club:

3 pack in PA – 1st location = \$177k
3 pack in GA – all opening = \$581k
3 pack in NC – 1st location = \$147k

Salons by JC:

3 pack in CA – 1st location = \$1.0MM
3 pack in IL – 1st location = \$785k
3 pack in GA – 1st location = \$737k
3 pack in AZ – 1st location = \$655k



Let's get started.

Call 866.423.6387

www.benetrends.com

Women-Led Brands Ranked by Revenue

The following list consists of the brands whose female leaders are profiled in the following pages, plus three other women-led brands we hope to profile next year. Total revenues for these companies exceed \$19 billion, with nearly 20,000 units.

COMPANY	EXECUTIVE	TITLE	UNITS	REVENUE
Applebee's ¹	Julia Stewart	CEO	2,010	\$4.234 billion
IHOP ¹	Julia Stewart	CEO	1,602	\$2.672 billion
Popeyes Louisiana Kitchen	Cheryl Bachelder	CEO	2,225	\$2.253 billion
Buffalo Wild Wings	Sally Smith	CEO & President	993	\$1.185 billion
Servpro	Susan Steen	CEO	1,655	\$1.393 billion
Great Clips	Rhoda Olsen	CEO	3,520	\$1 billion+
Interim HealthCare	Kathleen Gilmartin	CEO & President	324	\$1 billion ⁵
The Dwyer Group ²	Dina Dwyer-Owens	Chairwoman & CEO	1,600	\$840 million
Primrose Schools	Jo Kirchner	CEO & President	273	\$450 million
Window World	Tammy Whitworth	Chairman & CEO	196	\$435 million ⁶
Proforma	Vera Muzzillo	CEO	750	\$430 million
Fastsigns International	Catherine Monson	CEO	545	\$340 million
Two Men and a Truck	Melanie Bergeron	Chair of the Board	275	\$315 million
Spherion Staffing	Sandy Mazur	President, License/Franchise Division	163	\$312 million ⁶
Cinnabon	Kat Cole	CEO	1,100	\$295 million ⁶
BrightStar Care	Shelly Sun	Co-founder & CEO	275	\$254 million
Mr. Rooter ³	Mary Kennedy Thompson	President	257	\$244 million
Molly Maid	Meg Roberts	President	445	\$199 million
Menchie's	Danna Caldwell	Co-Founder & President	377	\$188 million
Rosati's Pizza	Marla Topliff	President	171	\$165 million
Donatos Pizza	Jane Grote Abell	Chairwoman	154	\$141 million
Huntington Learning Center	Eileen Huntington	Co-Founder & CEO	264	\$140 million
Learning Express	Sharon DiMinico	Founder & CEO	131	\$130 million
Mazzio's	Sheri Miksa	CEO	143	\$115 million
Homewatch CareGivers	Leann Reynolds	President	222	\$95 million
Link Staffing Services	Karen Pitts	Co-CEO	45	\$88 million
Cousins Subs	Christine Specht	President & COO	130	\$69 million ⁶
Moran Family of Brands ⁴	Barbara Moran-Goodrich	CEO & President	138	\$60 million

¹ Applebee's and IHOP are both part of DineEquity, Inc.

² The Dwyer Group brands include AireServ, Glass Doctor, The Grounds Guys, Mr. Appliance, Mr. Electric, Mr. Rooter, Portland Glass, and Rainbow International

³ Mr. Rooter is part of The Dwyer Group

⁴ Moran Family of Brands includes Mr. Transmission, Milex, Alta Mere, SmartView, Dr. Nick's, and Multistate Transmissions

⁵ Includes Bluebird Care, a U.K. home care brand with 150 units acquired in 2013; revenue for Interim Healthcare alone was \$800 million

⁶ Estimated

What's On Their Bookshelves

What do great business leaders read? Great books about business and life that inspire, teach, challenge, encourage, instruct, cajole, and comfort—books that are filled with distilled wisdom, advice, how-to's, research, and other thoughts and ideas on leadership, organization, humility,

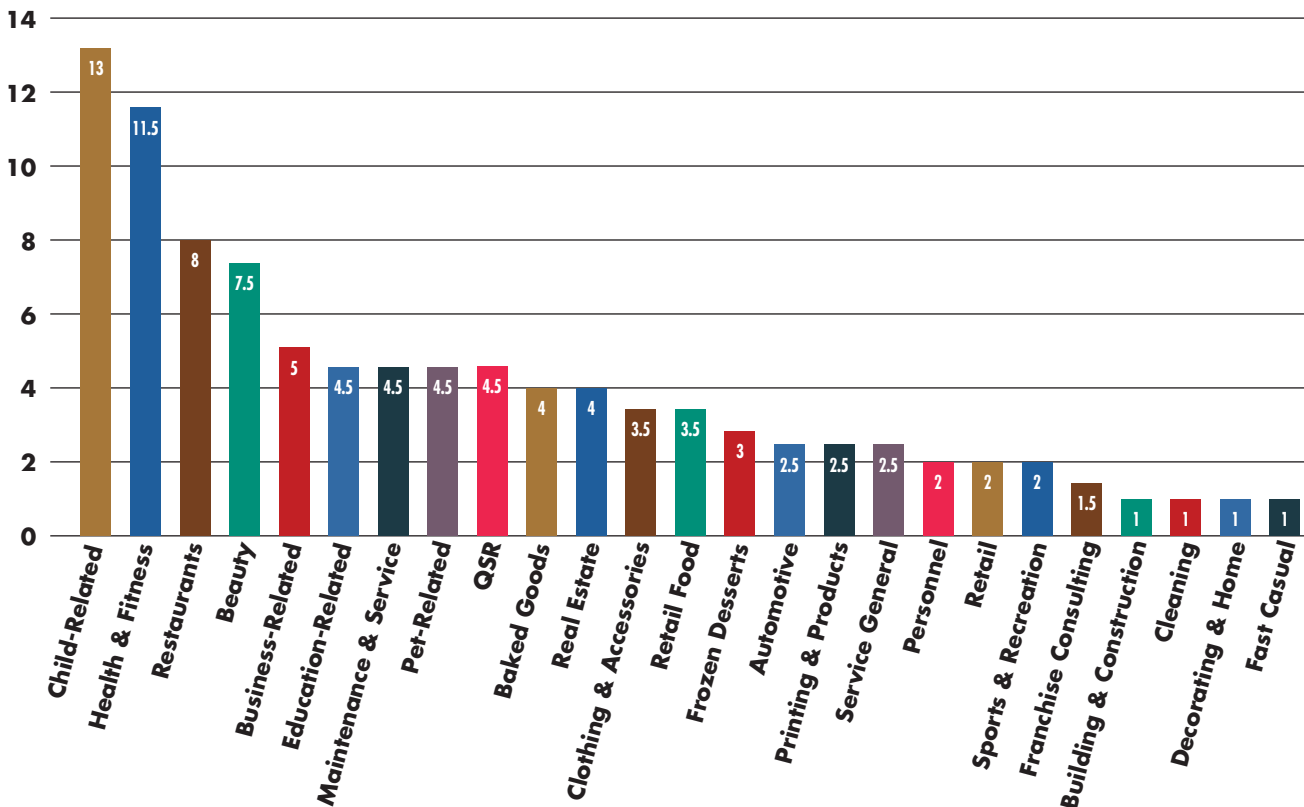
hubris, and real-life stories of individuals and companies that succeeded and failed—and the lessons they learned in the process. In addition to the books listed below, several other “gurus” were mentioned, including Peter Drucker, Robert Greenleaf, and The Holy Bible (Proverbs).

<i>Change Your Questions Change Your Life</i>	Marilee Adams
<i>The One Minute Manager</i>	Ken Blanchard & Spencer Johnson
<i>Raving Fans</i>	Ken Blanchard
<i>Execution</i>	Larry Bossidy & Ram Charon
<i>The Social Animal</i>	David Brooks
<i>Lessons</i>	Warren Buffett
<i>How To Win Friends and Influence People</i>	Dale Carnegie
<i>Business Leadership the Marine Corps Way</i>	Dan Carrison
<i>Built to Last</i>	Jim Collins
<i>Good to Great</i>	Jim Collins
<i>How the Mighty Fall</i>	Jim Collins
<i>The Oz Principle</i>	Roger Connors, Thomas Smith, Craig Hickman
<i>First Things First</i>	Stephen Covey
<i>Principle-Centered Leadership</i>	Stephen Covey
<i>The 7 Habits of Highly Effective People</i>	Stephen Covey
<i>Uncommon Service</i>	Frances Frei

<i>Leadership</i>	Rudy Giuliani
<i>The Tipping Point</i>	Malcolm Gladwell
<i>Blink</i>	Malcolm Gladwell
<i>Think and Grow Rich</i>	Napoleon Hill
<i>The Servant</i>	James C. Hunter
<i>Smart Questions</i>	Dorothy Leeds
<i>Death by Meeting</i>	Patrick M. Lencioni
<i>The Four Obsessions of an Extraordinary Executive</i>	Patrick M. Lencioni
<i>The Five Dysfunctions of a Team</i>	Patrick M. Lencioni
<i>The Five Temptations of a CEO</i>	Patrick M. Lencioni
<i>Conscious Capitalism</i>	John Mackey
<i>Developing the Leader in You</i>	John Maxwell
<i>How We Lead Matters</i>	Marilyn Carlson Nelson
<i>In Search of Excellence</i>	Tom Peters
<i>Lincoln on Leadership</i>	Donald Phillips

<i>A Whole New Mind</i>	Daniel Pink
<i>Drive</i>	Daniel Pink
<i>The Ultimate Question 2.0</i>	Fred Reichheld
<i>The 4 Agreements</i>	Don Miguel Ruiz
<i>Who</i>	Geoff Smart & Randy Street
<i>The Great Game of Business</i>	Jack Stack
<i>Seven Acts of Courage</i>	Robert (Dusty) Staub
<i>Verbal Judo</i>	George J. Thompson & Jerry Jenkins
<i>A New Earth</i>	Eckhart Tolle
<i>Discipline of Market Leaders</i>	Michael Treacy
<i>Double Digit Growth</i>	Michael Treacy
<i>Winning</i>	Jack Welch
<i>Get a Grip</i>	Gino Wickman
<i>Traction</i>	Gino Wickman
<i>Wooden on Leadership</i>	John Wooden

Women-Led Brands by Sector (%)



Jane Grote Abell

Chairwoman, Donatos Pizza

How has your life experience made you the leader you are today?

I grew up behind my father's first restaurant. Our front yard was the back of the restaurant and customers spent almost every night in our living room. Our customers became our family. I learned the importance of hospitality at a very early age. I grew up in this business, working in the restaurants, bakery, and in the office. I was raised on the Golden Rule of treating everyone the way you would like to be treated. I try to live this important value throughout my life, especially in my leadership position at Donatos.

Role models?

I have been blessed to grow up in an entrepreneurial family. Starting when I was young, my father always demonstrated to me the power of positive thinking. He lived his values out loud and grew a business based on the Golden Rule. My mother started her own business and continues to seek knowledge and truth. She taught me the value of courage, curiosity, and compassion in business. My brother started his own business and taught me the value of vision and forward thinking. I am fortunate to be surrounded by people in my life who challenge the norm and always seek continuous improvement in their lives.

Management gurus or books that have deeply affected you:

Principle-Centered Leadership and *The Seven Habits of Highly Effective People* by Stephen Covey, *A New Earth* by Eckhart Tolle, *Think and Grow Rich* by Napoleon Hill, *The Four Agreements* by Don Miguel Ruiz, *Seven Acts of Courage* by Robert (Dusty) Staub, and *Change Your Questions, Change Your Life* by Marilee Adams.

Has mentorship made a difference in your professional and personal life?

Mentorship has made a huge difference in my life. I learned early on that asking questions is critical in decision-making and leadership. Mentors taught



SYSTEM REVENUE: \$141 million

NO. OF UNITS: 154

PUBLIC OR PRIVATE: Private

GROWTH PLANS: Modest store growth for contiguous markets in Midwest and Southeast

FOUNDED: 1963

BEGAN FRANCHISING: 1991

YEARS WITH COMPANY: My whole life!

YEARS IN FRANCHISING: 23

INTERNATIONAL LOCATIONS: 0

me that a leader can be compassionate and strong. I learned that you can bring your heart to business. Having compassion is not a sign of weakness, but a sign of strength. My mentors taught me that you can live your principles in your personal life and professional life.

Female leaders you admire:

Professionally, my board memberships have led me to some wonderful associations with people like Margie Pizzuti at Goodwill, Tanny Crane of Crane Group, and Diane Bennett at Action for Children. They are ultimately professional, incred-

ibly principled, and passionately devoted to their callings.

Advice for young female CEO aspirants:

At Donatos, we have striven to build a culture that not only celebrates successful women, but also creates an optimal environment for their success. Forty-three percent of Donatos managers at the home office and in the stores are female, and my hope is that these women feel as though they work in a business that is supportive and caring. My advice for them is simply this: Stay true to who you are. Your values and principles are always the engines that drive your performance.

Leadership style:

For more than a decade I've focused my job on the Donatos' people and principles. I believe in creating a work environment that instills a sense of values, principles, and a respect for all people. Donatos remains one of the few area companies still employing 14- and 15-year-old associates, providing them a safe and principled workplace to begin their employment careers.

Was becoming CEO of an organization part of your professional plan?

I remember as a young girl standing under the sign with my dad, thinking about the future that I wanted to be part of the Donatos family. I have always aspired to work with people. I was our chief people officer for 25 years. I did frame a picture from a magazine that quoted "See Jane Run...A Company," but truly my aspirations were focused on being part of a business that cared about people. We have the best people in the industry and my goal was to maintain a healthy culture where people can grow and live a healthy life mentally, physically, emotionally, and spiritually.

What do you love most about being Chairwoman?

While I've always loved promoting goodwill through product and service, principles, and people, at

continued on page 45

Cheryl Bachelder

CEO, Popeyes Louisiana Kitchen

How has your life experience made you the leader you are today?

My leadership approach was developed by my first mentors—my parents. In our home, every dinner table conversation was a leadership lesson. We would talk about our experiences that day, and with our parents’ guidance we would find the lesson in that experience. My father was a manufacturing executive responsible for leading plants. He would come home at night and tell us about a decision he made that day and, most important, “how” he made that decision. He taught me that leadership is about the values that show up in your daily decisions.

Role models?

As I gained experience and responsibility in the workplace, my father was my most important role model, and he was also my advisor. He helped me think through important decisions, asking me the tough questions a leader must wrestle with on behalf of the people they serve. My father passed away five years ago, but his voice is still very active in my daily decisions. He would always close our conversation with, “Do the right thing, no matter what the consequence.”

Management gurus or books that have deeply affected you:

I am an avid reader and learner—and that means I love books. I love finding books, buying books, hearing about books, and reading books. Anyone who has worked with me can attest that if you get a gift from Cheryl, it will probably be a book! From all of my books on leadership, there are two thought leaders who have heavily influenced my approach. First, the essays of Robert Greenleaf, a middle management leader at AT&T who authored the ideas that are called “servant leadership.” He put on the table the premise that leaders who serve the people and the enterprise—not themselves—are the best leaders. Service above self—that



SYSTEM REVENUE: \$2.3 billion

NO. OF UNITS: 2,225

PUBLIC OR PRIVATE: Public since 2001

GROWTH PLANS: 13–15 percent in long-term earnings

FOUNDED: 1972

BEGAN FRANCHISING: 1976

YEARS WITH COMPANY: 7

YEARS IN FRANCHISING: 16-plus

INTERNATIONAL LOCATIONS: 456

has become my mantra for leadership. Second, in 2001, I was greatly influenced by meeting Jim Collins, author of *Good to Great*. This is a research-based book that concluded that the CEOs who put the best interests of the people and the enterprise ahead of themselves had the best financial performance results. Collins called this Level V leadership.

I would call it *proof* that servant leadership drives superior results.

Has mentorship made a difference in your professional and personal life?

To be honest with you, my worst boss was the most important mentor of my leadership life. Until you have conviction about what bad leadership is, you can have no conviction about what good leadership must be. When I analyzed the actions of my worst boss, it made me *decide* what kind of leader I wanted to be going forward. And it made me certain that I must aspire every day to be a great leader for the people entrusted to my care. I’m imperfect, and like everyone else, self-interest gets in my way. But I want to get up daily and chase a higher standard: that of

“I want to get up daily and chase a higher standard: that of serving the people and the enterprise well at Popeyes. When I do that, I am a better leader.”

serving the people and the enterprise well at Popeyes. When I do that, I am a better leader.

Female leaders you admire:

In the restaurant industry, Sally Smith at Buffalo Wild Wings has been an important role model to me. She was one of the first female CEOs in our business, and I have learned a great deal from watching her approach. First, I found we had things in common: our

continued on page 41



SATMETRIX®

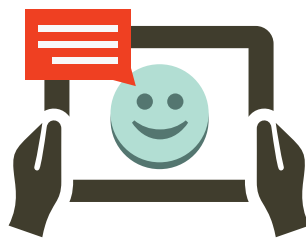
PUT YOUR GROWTH INTO HIGHER GEAR

WISH YOU COULD GIVE ALL YOUR OWNERS A PERPETUAL-MOTION SUCCESS ENGINE?
YOU CAN, AND IT'S EASIER THAN YOU THINK. [ASK SATMETRIX.](#)

You've promised your franchise owners support, and you want to deliver. Wouldn't it be great if you could hand over a ready-made, proven engine of success?

The engine would have to be affordable and low-effort for you. It would have to be simple, even automatic and foolproof for franchisees to use with confidence. And it would need to be based on a proven discipline that delivers results. Satmetrix has just the ticket.

The best way to grow and increase profits? Put the customer at the heart of your business. Your best bet for doing that: adopt a Net Promoter practice.



Net Promoter is the widely used, proven, and objective method for measuring and acting on customer feedback to reduce churn, increase cross-sell and upsell, and expand the customer base. At Satmetrix, we know all about Net Promoter because we co-created it. Our expertise is built into our web-based software, so you can share it with your owners instantly and affordably.

Satmetrix propels growth at the franchisee level.

OWNERS

- ✓ Identify and tap promoters for references, testimonials, and word-of-mouth marketing
- ✓ Take quick action to turn detractors into promoters
- ✓ Benchmark performance for continuous improvement

Satmetrix propels growth at the corporate level.

FRANCHISORS

- ✓ Obtain a steady stream of valid data for strategy and decision support
- ✓ Quickly spot owners who may need more support
- ✓ Recognize star performers and share best practices



WHY SATMETRIX? WE'LL LET OUR CUSTOMERS ANSWER THAT.

“I NEEDED AN EASY-TO-USE SOFTWARE SOLUTION AND, MOST OF ALL, A PARTNER WITH EXPERTISE, WHO HAD AN EXTENSIVE CLIENT LIST AND HAD SEEN MANY DIFFERENT SITUATIONS. I FOUND WHAT I NEEDED IN SATMETRIX.”

Greg Meyer, Director of Market Research, Anytime Fitness

Anytime Fitness is #1 on Entrepreneur magazine's 2014 Franchise 500 List. In a marketplace crowded with competition, Anytime Fitness uses Satmetrix to keep in constant close touch with what keeps members coming back.

“Not many franchise systems are both as large and as flexible as Anytime Fitness. If Satmetrix can work in a franchise system that has more than 2,300 plus locations across 14 countries, it can work for anyone.”

Anytime Fitness uses Satmetrix to stimulate cooperative competition that elevates the brand. “Because a member of one club has access to all other clubs worldwide, every club has some stake in the performance of all the others. Sharing Net Promoter scores promotes a mentality of a rising tide lifts all our ships,” says Meyer.

“SATMETRIX IS A TURNKEY SYSTEM THAT OFFERS A LOT FOR THOSE WHO WANT TO GET A LOT OUT OF IT, BUT IT ALSO WORKS FOR THOSE WHO PUT NO EFFORT INTO IT, AND THAT'S WHAT'S GREAT ABOUT THE SYSTEM.”

Courtney Carrasco, Director of Marketing & Communications, ShelfGenie

ShelfGenie is building a brand in a new business category. To do that, the company needs insight into the customer experience and the true drivers of satisfaction.

With Satmetrix, survey response rates soared across all franchises, providing valid data to inform strategic decisions.

“The social media aspect of Satmetrix really sold me on getting this launched. While I'm investing to get survey results, I know that the same software is helping us spread the word, getting the word out there amongst people who trust each other,” Carasco says. “This is vital to our success.”

WE INVITE YOU TO SEE FOR YOURSELF.

REQUEST A NO-OBLIGATION DEMO AND SEE HOW SATMETRIX PUTS SUCCESS IN MOTION.

SATMETRIX.COM/FRANCHISE

Melanie Bergeron

Chair of the Board, Two Men and a Truck

How has your life experience made you the leader you are today?

In my early years, my family was lower middle class working toward middle class, which taught me a lot about the value of hard work and leadership. My parents were never afraid to get their hands dirty and work incredibly hard to get the things they wanted, which gave me the inspiration and confidence to do the same. Now, I appreciate and recognize when others are ambitious, energetic, and work hard to reach their goals. These are the very people I strive to be associated with.

I started working at 15 in retail, then went on to be a waitress, bartender, even a magician’s assistant! I’ve also had several different kinds of sales jobs, selling air conditioners and mainframe computers through telemarketing. I was a food broker, had my real estate license, and finally got into pharmaceutical sales. Even though they’re all different, these jobs had one thing in common: serving the customer and anticipating their needs. I’ve always wanted to exceed my customers’ expectations—I’m a people pleaser. As a leader, I have always wanted our team to hold these same values for customer service. One of our core values at Two Men and a Truck is something we call the “Grandma Rule,” which says, “Treat others the way you would like your Grandma treated.” In other words, with patience, dignity, and respect.

Role models? Most definitely my grandmas and my mom. They were all career women: incredible work ethic, implementers, organized, results-driven, and they knew how to get the job done in a timely manner. While they were hard-working, they were all considerate and kind to others.

Management gurus or books that have deeply affected you: In my opinion the best leaders access their *own* strengths and weaknesses on a regular basis. This makes them more consci-



SYSTEM REVENUE: \$315 million
NO. OF UNITS: 275
PUBLIC OR PRIVATE: Private
GROWTH PLANS: \$380 million in 2014, \$750 million by 2018, \$1 billion by 2020
FOUNDED: 1985
BEGAN FRANCHISING: 1989
YEARS WITH COMPANY: 27
YEARS IN FRANCHISING: 27
INTERNATIONAL LOCATIONS: 18

“Franchising is a relationship business—book smart is good, people smart is essential.”

entious leaders. The best book that intensely addresses this is the *Holy Bible* (read Proverbs!). *Lincoln on Leadership* was a book I leaned heavily on in the early years, and also *Good to Great* by Jim Collins.

Has mentorship made a difference in your professional and personal life?

I haven’t had a formal mentor but believe me, I observe others and try to learn those characteristics that I admire and that make them a great leader. That said, I have mentored several people. Anyone who has mentored anyone knows that the mentor learns just as much as the mentee. I love mentoring and am always humbled when I’m asked.

Female leaders you admire:

I mentioned my mom and grandmas already, so here are some others: Mother Teresa—selfless and for the poor; Condoleezza Rice—intelligent, quiet strength; Dina Dwyer-Owens—balance of business, family, and faith; and Shelley Sun—she is a financial whiz kid!

Advice for young female CEO aspirants:

In franchising I think it is very important to be a franchisee first and to work as many different positions in the company as possible. You will gain knowledge and credibility. Franchising is a relationship business—book smart is good, people smart is essential. People don’t forget how you treated them while moving up the ladder. You need to earn respect along the way. Most companies want a knowledgeable and *fair* person at the top—tough love is good if the leader is fair. A great CEO takes the heat when things go wrong (and they will!) and gives credit where credit is due.

Leadership style: I’m an impatient collaborator. I like to hear the good, bad, and ugly about an idea then make a decision, implement, or put it on the back burner. If it is an idea that is go-

continued on page 45

Danna Caldwell

Co-founder and President, Menchie's

How has your life experience made you the leader you are today? I think the life experiences that most shaped me as a leader were the curveballs, or when others didn't believe I could do something. Getting fired was the catalyst that led us to start Menchie's, and that idea of turning life's difficult moments into better opportunities has helped me as I lead. I often remind those I work with that things don't often come easy, but out of those times the most growth is achieved. I use those experiences often to help guide my team.

Role models? My father was one of my biggest role models—and still is. My father immigrated to the U.S. with no money and spoke little English. Despite these hurdles, he was able to successfully grow business after business while raising a family, which never ceases to amaze me. I learned many of my best lessons from him regarding business and family life. The belief in yourself, standing up for what's right, being a virtuous person, and knowing you can do what you set your mind to do are all lessons I learned from him. Not everything he did was successful, but he always got back up and achieved success again and was always willing to take a chance.

Management gurus or books that have deeply affected you: Dale Carnegie's *How To Win Friends and Influence People* has been an extremely valuable book for me. I find that success in my life, and in the lives of others, often stems from how you treat the people around you. Additionally, it is important to be an effective listener, always seeing those around you. These are age-old lessons, but people often forget them.

Has mentorship made a difference in your professional and personal life? An important lesson I learned



SYSTEM REVENUE: \$188 million

NO. OF UNITS: 377

PUBLIC OR PRIVATE: Private

GROWTH PLANS: 1 year: 500 stores, \$250 million; 3 years: 700 stores, \$350 million; 5 years: 900 stores, \$450 million

FOUNDED: 2007

BEGAN FRANCHISING: 2008

YEARS WITH COMPANY: 7

YEARS IN FRANCHISING: 6

INTERNATIONAL LOCATIONS: 95

“Smart people learn from their mistakes, smarter people learn from other people's mistakes.”

from my father was, “Smart people learn from their mistakes, smarter people learn from other people's mistakes.” I also am a firm believer that to make your own experiences better, you must be open to hearing what worked and what didn't from those before you. I have found that this has helped me time and time again. I feel that we were able to get our first location (and then subsequent locations) open by using this skill and seeking out all the knowledge that those around me had to offer. Now that I have a team, I try to pass on the lessons I learned so those around me can benefit from my experiences as well.

Other female leaders you admire: The female leaders I admire the most are not names everyone has heard of—they are women in their communities who do amazing things while trying to achieve their goals. One who comes to mind is Jenny Poon. While trying to create a space to house and grow her own design company, Jenny ended up starting a very successful co-working space, Co+Hoots, in Phoenix. It's really the community-level leaders, who rise up in the face of a challenge and fill a void, that I admire. I think it's a difficult role that gets overlooked in favor of more lucrative C-level positions. These community-level doers are women I see more and more of, and admire more and more daily.

What do you like most about what your brand/legacy represents? I especially love the connection to family and community our brand has. We are more than just a dessert place. The connection we have with our guests is special, and having a young family of my own I see the amazing role that having a community place like Menchie's has for people. I am so humbled to see that connection in my own community, and every time I visit Menchie's locations around the world. ■



CREATE LOCAL MARKETING
PLANS WITHOUT BANGING
YOUR HEAD ON YOUR DESK



POWERED BY



PUT YOUR MESSAGE WHERE IT BELONGS IN YOUR CUSTOMERS' HANDS

Easy, Cost-Effective Localized Marketing

Silvercrest Advertising's Localized Media Automation Platform (LMap) lets you select advertising tactics, customize creative templates, choose the zip codes you want to reach, and pay for the finished pieces – all in one, user-friendly marketing portal. You can design and distribute tactics based on the unique needs of consumers in your geographic area – making your localized marketing simple, strategic and affordable.

The best part? The entire LMap system is free to use for both franchisors and franchisees. All you pay for is the actual distribution of your media tactics!

A Menu of Advertising Options

Unlike other media automation platforms that may be designed around one specific tactic, LMap has it all. We offer everything from door hangers, newspaper ads, direct mail and business cards to free-standing inserts, billboards, brochures and letterhead. The more media channels you choose, the more different ways to get the word out about your business!

Creative, Controlled Customization

Franchisors load pre-approved templates and promotions into LMap at no cost, allowing you to maintain the integrity of your brand and advertising guidelines. Franchisees then have the freedom to “click and pick” the offers they'd like to extend to their local customers into the templates, adding in their addresses and phone numbers. Personalization with peace of mind. It doesn't get much better than that.

One-Stop Distribution

Gone are the days of dealing with multiple vendors and trying to keep up on their ever-changing requirements to get your advertising tactics distributed. LMap does it all for you, working with the appropriate vendors for the tactics you select to get your pieces out as promised and on schedule.

And because of the relationships we've established with thousands of media outlets across the country, you can take advantage of our consolidated buying power to get the best return on your investment.

For a demo of this innovative, user-friendly localized media automation platform that can help you maximize your local marketing efforts, visit lmap.com.

SEE A DEMO
LMAP.COM/FUM

William Rodriguez, President & Co-Founder
(818) 475-7622 | wrodriguez@sca-mail.com

MAINTAIN BRAND CONSISTENCY AND BRAND INTEGRITY FROM CONCEPTION TO EXECUTION.

COMPLETELY FREE. JUST 4 EASY STEPS.



**CHOOSE
MEDIA**



**CUSTOMIZE
CREATIVE**



**SELECT
DISTRIBUTION**



**CHECK OUT
AND EXECUTE**

Kat Cole

CEO, Cinnabon

How has your life experience made you the leader you are today? Having a strong single mother as a parent taught me confidence, grace, trust, and resilience. Traveling all over the world for business shaped my skills in flexibility, influence, and compassion. Ongoing education, as well as non-profit and industry volunteer work, taught me about lifelong learning, benchmarking, and building meaningful relationships across functions and industries.

Role models? My mom, Nelson Mandela, Mother Teresa, Warren Buffet.

Management gurus or books that have deeply affected you: The classics by Covey, Bossidy, Collins, and Lencioni, as well as *Conscious Capitalism* by John Mackey, *The Social Animal* by David Brooks, and *Lessons* from Warren Buffett.

Has mentorship made a difference in your professional and personal life? Of course. I've benefited from many mentoring moments in my life where others took the time to share perspective, give me candid feedback, and be a sounding board. A few specific individuals have been there for me for many years as informal mentors, but the cumulative mentoring moments from my employees, peers, bosses, friends, and connections have been invaluable.

Female leaders you admire: My mom, Justice Sotomayor, Fritzi Woods, Condoleezza Rice, Hillary Clinton, Marissa Meyer, Melanie Hobson. They are strong, resilient, driven, not afraid to be who they are in any setting, and all took very different paths to their own version of success.

Advice for young female CEO aspirants: Be so curious, competent, committed, and helpful that people can't help but want to be on your team. Bring your whole self to work. Don't listen



SYSTEM REVENUE: Do not disclose
NO. OF UNITS: 1,100
PUBLIC OR PRIVATE: Private
GROWTH PLANS: Continue multi-channel expansion—we just hit \$1 billion in global product sales from 60,000 points of distribution and would like to hit \$2 billion from 100,000 points in 5 years; grow to 2,000 units in 5 years
FOUNDED: 1985
BEGAN FRANCHISING: 1988
YEARS WITH COMPANY: 3-plus
YEARS IN FRANCHISING: 15
INTERNATIONAL LOCATIONS: 500-plus

“Be so curious, competent, committed, and helpful that people can't help but want to be on your team.”

to the voice in your head that doubts whether or not you deserve to be in a certain role or whether or not you are good enough. Teach and give to others. Know how you are perceived and the effect you have on others. Remember that everything... in every situation... is about them and the effect you have on them (whoever “them” is). If that doesn't match the effect you desire, work on it. Keep learning from everyone and everything around you: life is a powerful education if you pay attention, and benefits your world if you are humble enough to be introspective and smart enough to apply lessons you learn.

Leadership style: Relatable, empowering, results-focused, giving, coaching, open, positive, change- and risk-oriented.

Was becoming CEO of an organization part of your professional plan? No, not for most of my professional career. I was just happy to be making a difference, serving others, and continuing to learn. It was only when I got very close to that top role in my career progression that I acknowledged running a brand and business was the next logical step to be able to make a bigger difference in people's lives and to continue to challenge myself.

What do you love most about being CEO? Generally, seeing the growth and successes of our team and franchisees. Specifically, I love being a part of movements that help people, departments, companies, or communities with their breakthrough moments, when they realize they are capable of more than they previously knew and then act on it. It's awesome.

How much of your time do you spend at that, and what are you doing to spend more? Most of my time is spent doing that, in one form or another, whether it's helping people confront reality, marshaling resources to

continued on page 46

Sharon DiMinico

Founder and CEO, Learning Express

How has your life experience made you the leader you are today? My father was an entrepreneur and instilled in us the belief that we could do anything we wanted to do if we worked hard.

Role models? Mom, dad, professors, and employers along the way.

Management gurus or books that have deeply affected you: Jack Welch.

Has mentorship made a difference in your professional and personal life? I take great pride in the personal and professional growth of the people I work with every day. We have an amazing team. I am not a micro-manager. Our people are grateful that I trust them to take on projects and run with them.

“I take great pride in the personal and professional growth of the people I work with every day. We have an amazing team.”

Female leaders you admire: I'm not a very good networker, so I personally have no connection to other women entrepreneurs. I think Meg Whitman has an interesting story, as does Carly Fiorina.

Advice for young female CEO aspirants: Speak your mind. Remain positive.



SYSTEM REVENUE: \$130 million
NO. OF UNITS: 131
PUBLIC OR PRIVATE: Private
GROWTH PLANS: 140 stores next year, 160 in 3 years, 180 in 5 years
FOUNDED: 1987
BEGAN FRANCHISING: 1990
YEARS WITH COMPANY: 26
YEARS IN FRANCHISING: 23
INTERNATIONAL LOCATIONS: 0

Leadership style: Set high expectations early on and lead by example. Always compliment good work and retrain when mistakes are made.

Was becoming CEO of an organization part of your professional plan? No. We're not big on titles here. The leaders in our company work the longest hours—because they want to.

What do you love most about being CEO? That I don't have to report to anyone! Seriously, there is a wonderful sense of freedom when you own your own business.

How much of your time do you spend at that, and what are you doing to spend more? When I started this company, I worked 14- to 16-hour days, 7 days a week for years. Now it's more 10-to-6, 5 days a week. It's never been a job to me—it's a passion.

“Our store owners provide their communities with exceptional toys—the building blocks of social, physical, and cognitive development.”

What do you like most about what your brand/legacy represents? That we provide a great opportunity for people to spend more time with their family, make a good living, and have fun at work. That our store owners provide their communities with exceptional toys—the building blocks of social, physical, and cognitive development.

What role does diversity play in your management team? The executive team is made up of three women and one man. We have 31 employees, 20 women and 11 men.

If you are expanding overseas, does being a woman affect growth? How? We are not expanding overseas at this time. ■

Dina Dwyer-Owens

Chairwoman and CEO, The Dwyer Group

How has your life experience made you the leader you are today?

I literally grew up working in the business before it became a holding company for multiple franchised service brands. By the time I was 13, I was learning all about sales and customer service at a car wash my father owned. From there I went on to work in almost every aspect of our company. From cleaning carpets to franchise sales, I learned by doing. I also had the privilege of being raised by parents who expected the best from all their children. My mother grounded me in my faith, and my father instilled a strong work ethic to (as we like to say) “re-earn my position every day in every way.” Of course, I can’t overlook the great lessons I inherited as a head cheerleader in high school. Whether it had to do with fundraising, creating agendas for pep rallies, managing a team of high-spirited girls, or speaking in front of large groups and inspiring the student body, faculty, and families, I embraced those invaluable skills. And in many ways, I call myself the head cheerleader of The Dwyer Group today for some of those very same skills.

Role models? My father always told me that whatever your mind can conceive and believe you can achieve—and demonstrated that by achieving 99 percent of his personal targets. He also had me listen to positive motivational tapes from amazing leaders like Zig Ziglar, Paul Meyer, Brian Tracy, etc. He would pay me an extra allowance if I listened to a program six times and could answer his questions. He also put me to work at 13 to make sure I started to apply all these lessons. Then there was my mother, who grounded me in my faith. By studying the Bible I learned that Jesus Christ is the best role model of all time. Through his example, I aspire to be a servant leader as well—and it’s a work in progress every day.



SYSTEM REVENUE: \$840 million
NO. OF UNITS: 1,600-plus
PUBLIC OR PRIVATE: Private
GROWTH PLANS: \$1 billion in sales by year-end 2015; acquire established franchise systems that complement our current services
FOUNDED: 1981
BEGAN FRANCHISING: 1981
YEARS WITH COMPANY: 32
YEARS IN FRANCHISING: 32
INTERNATIONAL LOCATIONS: 300 (approx.)

“My father always told me that whatever your mind can conceive and believe you can achieve.”

Management gurus or books that have deeply affected you:

One of the leaders at the top of that list would be the beloved Ken Blanchard. Everyone knows him for his best-selling books like the *The One Minute Manager* and *Raving Fans* and for the fantastic speeches he gives to millions of people around the world. And I have the great pleasure of serving on the board of directors for his Lead Like Jesus organization, where his message is to inspire and equip people to become servant leaders. Of course, that speaks to me in so many ways since the nature of our business is in the service sector, and also because I consider my faith a great source of strength in being the leader I am today. Zig Ziglar was another great inspiration and helped me become a positive thinker. He wrote the foreword to my book *Live R.I.C.H.*, which remains a great compliment to how I want our culture at The Dwyer Group to deeply affect others too. Finally, as a teenager I attended Dale Carnegie’s *How To Win Friends and Influence People* program, which really helped me appreciate relationship building at an early age.

Has mentorship made a difference in your professional and personal life?

Beyond the fantastic teachers I’ve already mentioned, there are numerous people in franchising who have really affected my life and continue to do so today. Through my professional membership in the IFA and my service as a Past Chairwoman, I am surrounded by great leaders who share best practices in business and in life, and I am eternally thankful for those friendships. But here’s an added perspective about mentors and mentoring. Mentors for me come in all walks of life, and most of my mentors have not been formal relationships. I am a constant learner. I watch what successful, giving people do. Then I ask questions and work hard to follow their lead. Many of those people are on my team and in my family. By hav-

continued on page 42



37 Franchises
9 States
1 Payroll Solution

Easy. Online. SurePayroll for Franchises



Easy Franchise
Management Portal



Affordable Billing



Free Enrollment

SUREPAYROLL
A Paychex® Company

Scan QR code or
Call Today at 877-954-7873
Visit www.SurePayroll.com/Franchises



Kathleen Gilmartin

President and CEO, Interim HealthCare

How has your life experience made you the leader you are today?

I had the benefit of growing up within a strong family with my parents and four siblings, and everyone cared about each other. It wasn't a TV show by any stretch of the imagination! But the foundational principles of love, trust, accountability, and integrity were instilled in each of us. As a leader, you have to weather success and failure and know how to deal with it. My life has taught me that *both* are extremely valuable experiences, and it keeps me humble.

Role models?

My parents, who juggled multiple jobs and raised five kids, were focused, organized, and extremely hard workers—they were the “go to” parents for everyone. In business, I'd have to say Al Sorensen, co-founder of the company. I've known him for more than 30 years, and his people sense and dollar “cents” wisdom has always been invaluable, professionally and personally.

Management gurus or books that have deeply affected you:

The Seven Habits of Highly Effective People by Stephen Covey in 1989—simple principles that impressed me the first time I read it. I've replaced my own copy several times (too many notes written in the margins) and have given it to other aspiring leaders. It stands the test of time and is my favorite management book.

Has mentorship made a difference in your professional and personal life?

I guess I never really knew what mentorship was when I started in my career in healthcare. I thought that my supervisors were supposed to give me guidance and direction. It was only much later that I realized I needed to seek them out to learn more. I found many administrators, physicians, and business leaders were willing to share



SYSTEM REVENUE: \$800 million (with Bluebird Care, just under \$1 billion)

NO. OF UNITS: 324

PUBLIC OR PRIVATE: Private

GROWTH PLANS: Add 60-plus U.S. units in next 3 years. In 5 years, we believe more consumers will be actively managing their health, especially those with acute chronic illnesses, which means more care will be provided in their homes and community.

FOUNDED: 1966

BEGAN FRANCHISING: 1966

YEARS WITH COMPANY: 21-plus

INTERNATIONAL LOCATIONS: We made the leap into international franchising in 2013, acquiring Bluebird Care, based in Petersfield, England. The brand has more than 150 locations in 5 countries, and an extremely talented network of franchisees and franchisor staff.

their knowledge and insight once you asked them. Now mentorship is talked about as a formal process, but anyone can be a mentor and offer mentorship. It starts by finding a common ground and then being inquisitive.

Female leaders you admire: There are many leaders I admire, but I tend not to view them as female or male. My admiration has more to do with their characteristics and behaviors as

leaders. The common denominators to me are their sense of purpose and vision, their ability to communicate clearly and with passion for whatever business or organization they lead, their willingness to be open to new ideas and consider other viewpoints, and to demonstrate respect in their words and actions.

Advice for young female CEO aspirants:

Be willing to work harder than anyone else and do it willingly. Keep mining for more knowledge about yourself, about your company, and about the universe you operate within. It will set you apart from the crowd. Above all, stay positive about your career and you will find the opportunity that's right for you.

Leadership style:

In my early twenties, my grandmother told me I was “a diamond in the rough.” I wasn't sure what it meant and didn't think much about it. Later on, it came up again, and this time I asked for a definition. The answer I got was, “You could be a leader, but you have to work on polishing the rough spots.” Turns out my grandmother was right, of course. As a leadership style, I'd like it all done now and done very well (which can be rough on everyone!), so I'm a work in progress to lead more effectively. What I have learned is that you can scale organizational change by getting the right team in place, by soliciting others' ideas, honoring the past and celebrating the present, and being willing to accept the omissions and errors you make along the way. One thing that remains the same in my leadership style is I care deeply about the work our franchises provide, and that will always be true.

Was becoming CEO of an organization part of your professional plan?

In my career it would have been the next logical step, but

continued on page 46

Eileen Huntington

Co-founder and CEO, Huntington Learning Center

How has your life experience made you the leader you are today? My husband and I founded this business in 1977. At that time the tutoring industry did not exist. There was no model to follow. We learned by doing. It was trial and error. At times it was scary but you can't let that stop you. I knew we could make a difference in our students' lives. You just have to believe.

Role models? There are so many female pioneers—Amelia Earhart, Sally Ride, Clara Barton, Susan B. Anthony—but most of all I am inspired by all the many women who hold down jobs, support families, and juggle it all with grace. I see so many of them at our centers. They live for their families. They are incredible and I am always taken aback by what they are able to accomplish.

Has mentorship made a difference in your professional and personal life? When I started, the very first teacher that I student-taught with took me under her wing. She helped me turn my dream of being a good teacher into a reality. She believed in me and she let me take my first steps in the classroom. I try to remember that with the women who work for me now. I love the role of mentor—especially with young girls and women right out of school who are just beginning to see the possibilities in themselves.

Advice for young female CEO aspirants: Work at something that inspires you, something that you love. Don't play it safe. Believe in yourself and others will believe in you.

Leadership style: I believe hiring the right people and empowering them to succeed. The best way to empower anyone is to delegate to them. Identify their strengths and show them what you see in them. Get them to believe they can do it. Don't hesitate to give feedback, both positive and negative.



SYSTEM REVENUE: \$140 million

NO. OF UNITS: 264

PUBLIC OR PRIVATE: Private

FOUNDED: 1977

BEGAN FRANCHISING: 1985

YEARS WITH COMPANY: 36

YEARS IN FRANCHISING: 28

INTERNATIONAL LOCATIONS: 0

Was becoming CEO of an organization part of your professional plan? No. When I went to school I planned to be a teacher. I taught in New York and New Jersey at the high-school level for several years, but I saw a need that was not being met in the classroom. So many students were struggling and could not catch up. I knew that if they could get the individualized attention they needed, they could get back on track and be successful.

What do you love most about being CEO? As CEO I get to touch so many lives and see how much Huntington has enriched them. It is so rewarding to visit centers and see the students whose lives we've changed—and it is also rewarding to work with a franchisee and help them start a business that will provide for them and their family for years to come.

How much of your time do you spend at that, and what are you doing to spend more? I spend as much time as I can with our franchisees and center staff, both at our corporate office and traveling throughout the country. We offer numerous trainings, council meetings, and our national convention, where I have the opportunity to work closely with them all. In addition, I take a personal interest in watching our centers break new records. I reach out every month to congratulate those who have achieved milestones.

What do you like most about what your brand/legacy represents? Our mission is to give every student the best education possible, and we have continued to strive toward that mission for more than 36 years. It is amazing to see how we change lives every day.

What role does diversity play in your management team? I believe having the right person in the right job is the most important thing. If you make your decisions based on talent diversity will happen. Our management team is very diverse, composed more of women than men, and we all benefit from the different perspectives each member brings to the team.

If you are expanding overseas, does being a woman affect growth? We have no plans to expand overseas at this time. ■

Jo Kirchner

President and CEO, Primrose Schools

How has your life experience made you the leader you are today? My parents instilled faith, values, confidence, and a strong work ethic in me. They inspired me to believe I could achieve anything I was willing to work hard enough to accomplish.

Role models? Today, I am inspired by successful business leaders who are also passionately committed to giving back to others, like Warren Buffet and Melinda and Bill Gates.

Management gurus or books that have deeply affected you: *Lincoln on Leadership* by Donald Phillips, *Good to Great* and *Built to Last* by Jim Collins, and *Execution* by Larry Bossidy and Ram Charan.

Has mentorship made a difference in your professional and personal life? Yes. I've had several strong mentors. One was a small-business consultant I met through the national Chamber of Commerce who helped me establish and grow my marketing company, Creative Logistics. Another was a retired senior vice president from Delta Airlines. He worked with me for almost 10 years, beyond growing my company to joining Primrose, and then encouraging me to assume the CEO role there. He always encouraged me to think big, to think of Primrose one day being a brand like Delta, Coca-Cola, or Disney. He reminded me that all of these companies were, at one time, a beginning brand like Primrose. He inspired me to think long term and make the right decisions, keeping in mind both short- and long-term vision. Last, Paul Erwin, co-founder of Primrose, has also served as a mentor, teaching me the importance of a strategic systems approach, of process discipline, and passionate attention to the details to achieve consistent service excellence across multiple locations.



SYSTEM REVENUE: \$450 million

NO. OF UNITS: 273

PUBLIC OR PRIVATE: Private

GROWTH PLANS: Double in size in 6-7 years

FOUNDED: 1982

BEGAN FRANCHISING: 1988

YEARS WITH COMPANY: 24

YEARS IN FRANCHISING: 24

INTERNATIONAL LOCATIONS: 0

Female leaders you admire: Marcy Erwin, Primrose's other co-founder, encouraged me to lead from the heart with a focus on the children. She also inspired creating balance in all that we do. In fact, that's how we established the name of our curriculum, Balanced Learning. Marcy believed in focused, teacher-guided learning, but she was also extremely creative and inspired innovation and exploration within the curriculum. We believe it is the bal-

ance of both that inspires a continual love of learning in children. These "balanced approaches" to continual learning are also deeply embedded in the Primrose culture and business philosophy as well.

Advice for young female CEO aspirants: Read, network, and read. The Internet provides knowledge about anything and everything at your fingertips. There are magnificent books with rich knowledge about leadership and strategy to grow successful businesses. Second, network with leaders you aspire to be like. Listen to them, observe them, and learn from them.

Leadership style: My leadership style is transformational balanced with a commitment to servant leadership. I set big visions and then work hard to inspire others, engage them with a focused plan, and then push with relentless determination to help them achieve the goals. I am driven to value the joy in making a difference for the greater good, to deliver best-in-class service excellence, and to achieve preeminent leadership and financial success for everyone affiliated with Primrose.

Was becoming CEO of an organization part of your professional plan? No. I wanted to own my own business, and my business passion was marketing and public relations. Primrose was an account my company served. I decided to sell my company and join Primrose to help launch the franchise business because I was so inspired by the educational child care service they provided, the culture and the values of the organization, and the belief that there were so many working women who, like me, would want this quality early childhood experience and care for their children. Nine years later, when the founders decided to retire, they encouraged me to take

continued on page 50

Sandy Mazur

President, License/Franchise Division, Spherion Staffing

How has your life experience made you the leader you are today? I suppose it started by being raised by parents who had an unparalleled work ethic and the belief that “anything worth doing is worth doing right.” Also, early in my career, I aspired to achieve a certain level in my field, and my boss at the time said, “A woman would never be accepted in that role.” Obviously, I didn’t take that response to heart.

Role models? I have been extremely fortunate to have had amazing role models throughout my career—honestly, too many to list here. If they’re reading this, they’ll know who they are.

Management gurus or books that have deeply affected you: I’m not sure that any one book or management guru has transformed me, but almost every book or expert has provided some life lesson.

Has mentorship made a difference in your professional and personal life? Observing, listening to, and learning from people I consider to be my role models has constantly challenged and motivated me in both my professional and personal life.

Female leaders you admire: I have had the privilege of working with some truly amazing female leaders up to this very day. While each taught me something different, they all displayed integrity in every decision they made and every action they took.

Advice for young female president aspirants: Be yourself. Surround yourself with people who think differently. Work hard. Remember there’s nothing more important than your integrity.

Leadership style: Supportive, collaborative, results-focused, fair, and direct.

Was becoming president of an



SYSTEM REVENUE: Do not disclose

NO. OF UNITS: 163

PUBLIC OR PRIVATE: Public

FOUNDED: 1946

BEGAN FRANCHISING: 1958

YEARS WITH COMPANY: 16

YEARS IN FRANCHISING: 7

INTERNATIONAL LOCATIONS: 0

organization part of your professional plan? I guess in retrospect it was. I grew up in a time when the most commonly accepted career path for women was to be a nurse, a teacher, or a “secretary.” As a young girl, the first goal I remember setting for myself was to be “Secretary to the President of the United States.” In retrospect, I guess that meant I wanted to achieve the highest level in my chosen profession.

What do you love most about being president? I love that I’m surrounded by both an amazing team and an incredible group of franchisees. It’s particularly rewarding when we launch a new campaign or product that is embraced and utilized by all to help them grow and enhance their business.

How much of your time do you spend at that, and what are you doing to spend more? Because innovation and constant improvement are critically important in any organization, I spend a great deal of time accomplishing both with my team and franchisees. Of course, this means being in constant communication with the group to understand what needs to be created or enhanced.

What do you like most about what your brand/legacy represents? Service excellence. We believe this is what really matters. Service excellence is at the core of everything we do, create, believe, and measure. Delivering excellence in the communities we serve brings great rewards to everyone.

What role does diversity play in your management team? It definitely plays a critical part. My first job in management was at a start-up company that was founded—and initially led—by several brilliant men who thought exactly alike. When the company started to “struggle,” they brought in a consultant who helped us understand that every organization needs leaders whose personalities and thought processes are different. The company thrived once the team was aligned accordingly. My team and our franchise community are a very diverse group that comes together to accomplish outcomes beyond expectations.

If you are expanding overseas, does being a woman affect growth? N/A ■

Sheri Miksa

CEO, *Mazzio's*

How has your life experience made you the leader you are today?

During high school, I lived in Alaska on the side of a mountain in a house with no heat and no running water. During the peak of the Trans-Alaska Pipeline construction in Prudhoe Bay, I began working in accounting and concurrently completed my undergraduate degree in psychology. Post-BA, I was selected to run the 1,900-bed union hotel operation there. I had larger goals and left Prudhoe Bay to earn an MBA at Stanford. Post-MBA, I worked in brand management and then returned to operations in the restaurant industry, where I spent many years. I have led a number of legacy brands with tremendous history and heritage, so I know the value of teams with passion and deep tenure. Personally, I've lost a lot of people I love to cancer, so I truly cherish relationships with people I care about. I almost lost my husband when he was hit by a car while cycling in Southern California. His 100 percent recovery was miraculous and gave me a completely different outlook on life. As he says, "Every day is a bonus day."

Role models? My father, a dear friend I worked with in Alaska, and multiple restaurant industry CEOs.

Management gurus or books that have deeply affected you: *First Things First* by Stephen Covey, and *The Oz Principle* by Roger Connors, Thomas Smith, and Craig Hickman.

Has mentorship made a difference in your professional and personal life? Mentorship can be a real catalyst. It was because of mentorship that I aimed higher, taking on my first management role in Alaska, and applying to the Stanford Graduate School of Business to get my MBA. When I worked for Julia Stewart at Taco Bell, she was an excellent men-



SYSTEM REVENUE: \$115 million-plus,
Mazzio's LLC (Mazzio's Italian Eatery and
Oliveto Italian Bistro)

NO. OF UNITS: 143

PUBLIC OR PRIVATE: Private

GROWTH PLANS: TBD (I just started)

FOUNDED: 1961, Tulsa, as the Pizza Parlor

BEGAN FRANCHISING: 1966

YEARS WITH COMPANY: Started as CEO
Jan. 13, 2014

YEARS IN FRANCHISING: 20-plus

INTERNATIONAL LOCATIONS: 0

tor for me early in my career. Later, I chaired the Mentor Program committee at the Women's Foodservice Forum (WFF) and created the WFF's Executive Mentor Program.

Female leaders you admire: Margaret Thatcher, a strong leader who confidently led a country. Julia Stewart, truly a trailblazer for senior leadership roles within the foodservice industry.

Advice for young female CEO aspirants:

Take on stretch assignments, diversify functionally, take on roles with P&L responsibility, find a mentor/be a mentor. Also find a sponsor (someone at a senior level who can advocate for you).

Leadership style: Lead from the front, "by example," inclusionary, decisive, fact-based, celebrate greatness, expect accountability.

Was becoming CEO of an organization part of your professional plan? Leading an organization was, not specifically being a CEO.

What do you love most about being CEO? Helping people achieve goals and perform in ways they never thought they could, including members of the Restaurant Support Center team, franchisees, and restaurant-level teams.

How much of your time do you spend at that, and what are you doing to spend more? A substantial amount, identifying people's true skills, passions, and talents and giving them opportunities to apply the same.

What do you like most about what your brand/legacy represents? Being known for turnarounds/transformation and growing concepts. Taking businesses from here to there. Developing people—bringing others along and helping people stretch and exceed their own expectations.

What role does diversity play in your management team? It plays a vital role, and will continue to do so in the future.

If you are expanding overseas, does being a woman affect growth? Mazzio's Italian Eatery and Oliveto Italian Bistro do not currently have overseas locations. ■

Catherine Monson

CEO, Fastsigns International

How has your life experience made you the leader you are today?

From a young age, I knew that I wanted to lead an organization. This is possibly due to spending time during my childhood working alongside my father in our family businesses. As the oldest of four, I spent a great deal of time with my father at his insurance agency and later at private schools my parents owned. I had no interest in earning money by babysitting or child care or focusing on what, at the time, were considered traditional female interests, such as cooking or sewing. I would rather talk business with my father. I do believe, to some extent, that most successful leaders possess a similar behavioral or personality profile. Therefore, to some degree, I would say that I was born with leadership characteristics or that these characteristics were developed during my childhood. My behavioral profile is more dominant than accepting, more independent than compliant, and more driving than relaxed.

Role models? It has been my practice, since first getting into business, to seek out successful leaders and learn from them. Sometimes it is in a mentee role, other times in listening to them speak or reading their books. As I progressed in my career, I studied successful leaders. I worked to understand what made those people successful and focused on implementing those characteristics and learning those necessary business and leadership skills. Pushing myself to develop the qualities of successful leaders has helped me achieve the position I am in today.

Management gurus or books that have deeply affected you: I have read many books on leadership and continue to do so. Several of my favorites include Rudy Giuliani's book *Leadership; Good to Great* by Jim Collins; John Wooden's book *Wooden on Leadership; Developing the Leader in You* by John Maxwell;



SYSTEM REVENUE: \$340 million
NO. OF UNITS: 545
PUBLIC OR PRIVATE: Private
GROWTH PLANS: 1,000 locations in 20 countries with sales of \$900 million
FOUNDED: 1985
BEGAN FRANCHISING: 1986
YEARS WITH COMPANY: 5
YEARS IN FRANCHISING: 20-plus
INTERNATIONAL LOCATIONS: 87

“I admire leadership regardless of gender.”

Stephen Covey's *Seven Habits of Highly Effective People*; *Winning* by Jack Welch; and *Execution* by Ram Charan and Larry Bossidy. A book that I think is one of the very best when it comes to basic people management skills is *The One Minute Manager* by Blanchard and Johnson. I recommend to every manager on my team that they re-read it every year. It is a quick, short read and the leadership lessons are timeless and effective.

Has mentorship made a difference in your professional and personal life?

I have been blessed with many great mentors and have worked to implement their advice throughout my career. They have helped me become a better leader and inspired me to continually improve my skills in sales, marketing, and leadership. In my role, I also have the opportunity to mentor many people and always learn from those experiences as well. Those insights allow me to grow both personally and professionally. My early management style was more autocratic than what works most effectively. In a previous role, I spent two years running European operations and better learned how to gain consensus from both internal and external groups while improving my collaborative skills. Learning to lead by building consensus has helped me become a better leader. One of the most significant mentors in my career has been Don Lowe, CEO of the multi-brand franchising company Franchise Services, Inc.

Female leaders you admire: I admire leadership regardless of gender. Specifically with women, I admire Meg Whitman because she's had a diverse career and excels in every area of business. I admire Anne Mulcahy, who had to make tough decisions to save Xerox from bankruptcy. Julia Stewart of Dine-Equity is another female leader I admire because of her focus and drive. Julia taught me the concept of the “leadership shadow,” which means to lead in such a

continued on page 43

Barbara Moran-Goodrich

CEO and President, Moran Family of Brands

How has your life experience made you the leader you are today?

I believe the saying, “You are the sum of all your experiences” is pretty accurate. I’ve experienced a lot of challenges throughout my life, both personal and professional, and those challenges have definitely helped guide me in leadership roles. As a young adult, I had a severe head injury that changed the direction of my life: I realized that you have to move on and not dwell on your situation. You need to get past it or you will become consumed by that moment in your life. Another situation I faced was that my son was born with a birth defect that caused him to stop breathing multiple times a day. Now that was a challenge! I learned that you often have to stay the course and believe the situation can get better. These are the same things I try to convey to our franchisees: Don’t dwell on your situation and things can get better if you stay the course. Every day I strive to be a good leader, a visionary, a good listener, understanding, and a hard worker. There are days when I believe I have been a good leader and then there are days when I think, “Wow, I handled that poorly!” On those days, I reflect on what I could have done better and make sure I communicate with others to correct any negative direction I may have projected. I learn from it and then I move on.

Role models? My first role model was and is my mom. Besides her teaching me how to be a mother and a wife, she was the one to teach me how to manage a family while working in a business. In addition to my mom, one of my earliest role models was Illinois State Representative Jane M. Barnes. I worked as her legislative aide in the early ’90s overseeing her local office. At that point in her career, she had been in office for 19 years and was very well respected. She considered it her responsibility to be the voice for her constituents, often



SYSTEM REVENUE: \$60 million

NO. OF UNITS: 138

PUBLIC OR PRIVATE: Private

FOUNDED: 1990

BEGAN FRANCHISING: 1990

YEARS WITH COMPANY: 23

YEARS IN FRANCHISING: 23

INTERNATIONAL LOCATIONS: 0

guiding them through governmental red tape. She was also known as the “go-to” person when someone needed help, even if that person was from another district. Jane was well respected not only by her constituency but also by her peers, especially her male peers. She taught me that respect came not from what you said, but by what you did. I’ve carried that with me throughout my career, and it is how I look at our company. We are here to help franchisees start a business and be successful. We are here to guide them through all of the red tape of starting a business, and we are their voice when they are not sure where to turn or the next step to take—just like Jane did.

Management gurus or books that have deeply affected you: I have always valued the messages in Malcolm Gladwell’s books *The Tipping Point* and

Blink. I also have recommended two books over the years that have helped me communicate better: *Smart Questions* by Dorothy Leeds and *Verbal Judo* by George Thompson and Jerry Jenkins. Of course there are many other great business books I have read and am currently re-reading, such as *Good to Great* by Jim Collins and *Traction* by Gino Wickman, as we are implementing a new process with our management team. This has really helped our organization get back on track, and we are already seeing the results from our new structure.

Has mentorship made a difference in your professional and personal life?

Mentorship has made a significant difference for my life. Thinking back, I have been very lucky to have had such an opportunity to be around women and men who were successful and willing to mentor me. It’s not as if I went to them and said, “Can you be my mentor?” It just naturally happened through asking questions, seeking opinions, and asking for them to share experiences with me. Doing this opened the door for me to take on challenges, to take risks, and to be okay with making mistakes. My mom taught me that you can have a family and a career, Jane taught me about doing what you say you’re going to do, my dad taught me to take chances, and I am still trying to figure out who taught me not to accept “No” for an answer when I knew it should be “Yes.”

Female leaders you admire: I love this question because there are so many women I admire—from my mom, who was the first to show me that you could be a part of running a business and still raise a family, to my daughter, who has accomplished so much and has so much more ahead of her. If I look at female leaders I have admired, I would say the first is Elizabeth Cady Stanton. So much is spoken about Susan B. Anthony and her leadership with the suf-

continued on page 50

Vera Muzzillo

CEO, Proforma

How has your life experience made you the leader you are today? I grew up in a conservative household with strong family values. I've taken those principles that I learned from my family and carried them with me into a career in banking and applied those same standards to my life. That is what has shaped me into the hard-working leader I am today.

Role models? My role models are people who combine a love of learning with a passion for quality in all they do. Historically, Abraham Lincoln is a role model for me because he had strong values and loved to read and learn. Personally, my parents were significant role models because they instilled a strong work ethic and family values in me from a young age.

Management gurus or books that have deeply affected you: *In Search of Excellence* by Tom Peters established a foundation for me in terms of understanding excellent practices in well-run companies. Stephen Covey's *7 Habits of Highly Effective People* is another powerful book for identifying key principles to becoming more successful.

Has mentorship made a difference in your professional and personal life? Absolutely. From my days at Notre Dame as a teacher's assistant to the best professor in the College of Finance to the incredible mentors I had during my banking career, I have been fortunate enough to have had excellent mentors to help me grow and develop my leadership skills. My professor gave me the tools to understand the analytics of business, and my mentors at the bank gave me the hands-on experience to use those tools to analyze businesses and understand best practices.

Female leaders you admire: I admire Eleanor Roosevelt because she was passionate, hard-working, intelligent,



SYSTEM REVENUE: \$430 million
NO. OF UNITS: 750
PUBLIC OR PRIVATE: Private
GROWTH PLANS: \$500 million in sales by growing each owner's business 50 percent by 2015
FOUNDED: 1978
BEGAN FRANCHISING: 1986
YEARS WITH COMPANY: 12
YEARS IN FRANCHISING: 12
INTERNATIONAL LOCATIONS: 2

outspoken, and helped blaze the trail for women and their ability to make a difference in society.

Advice for young female CEO aspirants: Tap into your expertise. Women are incredible multi-taskers. We have a great deal of strength in terms of empathy, understanding, and intuitiveness. Use that in your career. Also, learn to let go of the things that drain your time and do not provide you with satisfaction. For example, it's okay to hire someone to clean your house one day a week so you can use that time more effectively and focus on your business.

Leadership style: My leadership style is collaborative. I surround myself with people who are as smart, or smarter, than I am, and tap into their expertise.

Was becoming CEO of an organization part of your professional plan? No, my plan was simply to make a difference and be part of an organization that is the best in the industry.

What do you love most about being CEO? I love having the opportunity to work one-on-one with our franchise owners to help them improve their businesses and their understanding of business, to help them grow professionally and personally.

How much of your time do you spend at that, and what are you doing to spend more? Not as much as I'd like. Right now I spend about a quarter of my time working directly with Proforma franchise owners and our Support Center Team members. To spend more time working with our team, I'm developing policies and procedures for the individuals within my department to ensure more face-to-face meetings.

What do you like most about what your brand/legacy represents? Our brand represents the opportunity for people to pursue their dreams by owning their own businesses.

What role does diversity play in your management team? At Proforma we value different opinions, backgrounds, and perspectives.

If you are expanding overseas, does being a woman affect growth? We are expanding overseas, but I don't think being a woman has affected our growth. Most business owners want to align themselves with an organization that's known as the best in the industry. That is why Proforma continues to grow and be successful. ■

Rhoda Olsen

CEO, Great Clips

How has your life experience made you the leader you are today?

I believe it is one of the most important contributors to who you are and how you lead. Growing up poor with an alcoholic father, a mother who battled depression, and six siblings contributed to who I am. We relied on one another as siblings, and we worked hard to please our parents and not create any more tension. We became resilient, hard workers who knew we wanted to be in a different place in our lives. I believe I am more compassionate and care more deeply for others because of my background. I also have a greater appreciation and understanding of people's lives and how difficult they can be.

Role models? My mother, who always worked hard and had an entrepreneurial spirit, was a great role model. She never gave up and she kept trying to make her life better. When she became a Great Clips franchisee, she was able to change her life and realize her dream of becoming a successful business owner.

Management gurus or books that have deeply affected you:

I think some of the core business books are still incredibly meaningful. I would include Jim Collins, *Good to Great* and *How the Mighty Fall*, and Michael Treacy, *The Discipline of Market Leaders* and *Double-Digit Growth*. The core messages and key strategies are still as relevant today as they were when these books were written. I also love Daniel Pink and his incredibly clear, simple, meaningful messages. *A Whole New Mind* and *Drive* are great books to look at the power of human nature and the things that are most important in work and life. His focus on autonomy, mastery and purpose resonates with my beliefs and focus on the people side of the business. Frances Frei's book, *Uncommon Service*, has



SYSTEM REVENUE: Just over \$1 billion

NO. OF UNITS: 3,520

PUBLIC OR PRIVATE: Private

GROWTH PLANS: Open 250-275 units annually; continue same-salon sales growth at 3-5%

FOUNDED: 1982

BEGAN FRANCHISING: 1983

YEARS WITH COMPANY: 25-plus

YEARS IN FRANCHISING: 25-plus

INTERNATIONAL LOCATIONS: 113 in Canada

become a guide for our organization. It clearly addresses some of the challenges in a customer-focused franchise organization and provides key direction. She clearly says you have to be bad at some things to be good at others. Often in a franchise organization there is a belief you need to be more things to more customers. Her compelling experience and examples help position a more single-minded focus in a realistic way. And I love Marilyn Carlson Nelson's book, *How We Lead Matters*. Her focus on emotional connection and caring deeply at the core of a business is refreshing.

Has mentorship made a difference in your professional and personal life?

Mentorship is one of those interesting words. I don't think I have had a formal mentor, but rather many individuals who have provided meaningful feedback and pushed my growth. I think if you are open and listen there are so many things that have a "mentoring" impact. My brother Ray is at the top of the list. His confidence in me and pushing me made a huge difference in my success. Jack Sell, the chair of my CEO group, Vistage, has clearly been an ongoing "mentor" and contributed to my business and personal success. My sisters (four of them) have always been "mentors" to one another. And I learn from many of our franchisees, managers, and stylists. I believe all of them have had an impact on my style and in some ways filled that "mentor" role.

Female leaders you admire: Marilyn Carlson Nelson is incredible, and she has used her strength as a woman to build a strong, dynamic organization.

Advice for young female CEO aspirants:

Be open to feedback. Accept that women do lead differently and respond differently. Learn to listen and be non-defensive. Become incredibly curious and learn to ask questions instead of having all the answers. Take care of yourself and your own health to assure that you can become a strong leader. Be physically active, work out aggressively to build confidence and become more resilient and healthy. Always say "What can I do differently?" rather than thinking others need to do something differently.

Leadership style: Focused, disciplined, caring, energetic, emotional, connected.

Was becoming CEO of an organization part of your professional

continued on page 47

Karen Pitts

Co-CEO, Link Staffing Services

How has your life experience made you the leader you are today? Learning to be an effective leader takes time, coaching, and experience. Through the years I have learned that charging up the hill without followers is an ineffective way to lead. Delegation with accountability, clear and concise goals, and an expectation for results has helped me lead Link to where we are today.

Role models? First: my husband, who has an incredible ability to seek clarity of issues and whose vision has always made us stretch. Second: many of the women in The Committee of 200, who have grown spectacular businesses and who unselfishly give back to women who may be walking in places where they have already walked.

Management gurus or books that have deeply affected you: There have been so many books that have helped me through the years. Peter Drucker and Kenneth Blanchard have always been interesting to follow.

Has mentorship made a difference in your professional and personal life? Yes, the ability to reach out to someone who has experienced issues that confront us as business people goes farther than education. Resources in business are just invaluable.

Female leaders you admire: Nancy Peterson, owner of Peterson Tool in Nashville: Nancy was widowed at a young age with 5 children, a tool business she knew nothing about, and no income. Today Peterson Tool is a very successful company and is now being run by her children. Kay Unger, Unger Designs: she started a design business in New York with a partner, the relationship went south, Kay lost everything and went on to build it into a highly sought women's brand today. Gay Gaddis, T3 in Austin: Gay founded T3 and has grown it to be the largest woman-owned advertising



SYSTEM REVENUE: \$88 million
NO. OF UNITS: 45
PUBLIC OR PRIVATE: Private
GROWTH PLANS: 1 year, 55 units; 2 years, 65 units; 5 years, 90 units and \$200 million revenue
FOUNDED: 1980
BEGAN FRANCHISING: 1994
YEARS WITH COMPANY: 33
YEARS IN FRANCHISING: 19
INTERNATIONAL LOCATIONS: 0

“Management style can get you only so far, then you have to learn to be collaborative and to teach and trust.”

company in the country. Her tenacity and vision are amazing.

Advice for young female CEO aspirants: Find great mentors and always have resources who know more than you.

Leadership style: It has changed greatly through the years. Initially it was very dictatorial. However, I learned that management style can get you only so far, then you have to learn to be collaborative and to teach and trust.

Was becoming CEO of an organization part of your professional plan? No, I am a nurse by education. I never even gave running an organization any thought.

What do you love most about being CEO? Achieving goals and seeing others grow.

How much of your time do you spend at that, and what are you doing to spend more? Most of my time now is dedicated to mentoring our daughters, who are learning how to run an organization the size of Link and who hope to assume the role of co-CEOs one day.

What do you like most about what your brand/legacy represents? Link Staffing Services matches wonderful clients with incredible employees. Our clients tell us that Link provides them with the type of employees they like to hire with the advantage of being there when needed, and gone when not.

What role does diversity play in your management team? I am a very strong advocate of diversity, but only if the talent, skills, and values are a good match for what we need to grow our enterprise.

If you are expanding overseas, does being a woman affect growth? Not currently expanding overseas. ■

Leann Reynolds

President, Homewatch CareGivers

How has your life experience made you the leader you are today?

I spent a large part of my career in IT management, focused on process improvement and client satisfaction for large tech firms. In that capacity, I learned some really relevant business and leadership skills, but the experience of running an international home care franchise company was a new challenge for me. In 2003, I bought my own Homewatch CareGivers franchise in Portland because I wanted to be part of an organization I admired. I had been exposed to the brand for practically my entire life and saw firsthand how the dedication and vision of my father (Paul Sauer, who founded the company) came to fruition. Growing and managing my own successful home care business really prepared me for my current role as president of the entire organization. When my father decided to retire in 2006, I stepped in as president and continued to build on the strong foundation he established. With the mission and values of the organization already in place, my job was to work with the leadership team and our franchise partners to establish a strong vision for the next phase of our company's history: quality growth. To that end, I pulled together a collaborative, experienced leadership team and a committed support staff.

Role models? Certainly my dad is a huge inspiration and influencer in my life. For as long as I can remember, he taught me to set goals for myself and to look beyond short-term achievements to long-term successes. He introduced us to Zig Ziglar's "Wheel of Life" and its seven spokes, and as part of that he would ask, "What do you want to do this year with work, education, spirit, travel, health, finances, family?" Also, I think that I've always gravitated toward "Level 5" leadership, or servant leadership. Right now, my Vistage group (private advisory board for CEOs, execu-



SYSTEM REVENUE: \$95.3 million
NO. OF UNITS: 222
PUBLIC OR PRIVATE: Private
GROWTH PLANS: Minimum 15 percent year-over-year: \$110 million (2014), \$145 million (2016), \$190 million (2018)
FOUNDED: 1980
BEGAN FRANCHISING: 1996
YEARS WITH COMPANY: 33
YEARS IN FRANCHISING: 17
INTERNATIONAL LOCATIONS: 14

tives, and business owners) is a source of inspiration as well as accountability. We have meetings with a group of CEOs who lead companies that range in revenue from \$1 million to \$100 million-plus, and I benefit from their useful insight. I've been working with Lisa Rogge (a Vistage chair and CEO of Talent Works, a business coaching and consulting firm) for seven years and consider her my mentor.

Management gurus or books that have deeply affected you: The first book is *Who* by Geoff Smart and Randy Street, which is about hiring "A" players. This has been influential for me because in a service business it's all about the people. I am always

recruiting to elevate the staff. *The One Minute Manager* by Ken Blanchard and Spencer Johnson has taught me how to answer a question with a question and get people thinking strategically. *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni has given me a better understanding of getting to the next level, how to go from good to great. The secrets are building trust and having healthy conflict.

Has mentorship made a difference in your professional and personal life? Mentorship has made a difference in my professional life many times. An effective mentor is not necessarily someone whose beliefs and opinions will align with your own, but a person who may take a different approach and can still provide support and feedback. I also want somebody giving me advice who is not afraid to challenge me.

Female leaders you admire: It is hard to name some leaders who are famous yet not in the political world! There are many female leaders I know personally and admire. One is Lisa Rogge, who used to be a general manager at Hallmark. Sheila McMackin, former board president of the Home Care Association of America, is someone I look up to because she is just so passionate about this industry.

Advice for young female CEO aspirants: My biggest advice is: Walk before you run! Whatever the new role, people tend to think they have to do everything at once and run before they walk. Especially if you are coming in from outside a company, take the time to form your own opinions and don't be afraid to dig deep. As a result, you can be a more effective leader and you will be much more respected. Also, don't be obsessed with the title.

Leadership style: I think I am an empowering leader, and there is free-

continued on page 52

Meg Roberts

President, Molly Maid

How has your life experience made you the leader you are today?

I was raised in a large family where you take responsibility for one another at an early age. I learned early that you can be a guide, a teacher, a leader, and a learner. The best leaders, in my opinion, are those who continue to appreciate they can learn from their team while also guiding them. It's not that different than a large family dynamic.

Role models? Without a doubt my parents were my most significant role models. They raised me to work hard and taught me that shared success is the best success. They groomed me and my younger sister to be assertive and not to be intimidated by our brothers. We played hard together and learned to respect one another. Those early games of pond hockey and driveway basketball can really teach a young girl a great deal about carving out your space!

Management gurus or books that have deeply affected you: I was recently exposed to Gino Wickman's *Traction*, which is the most exciting organizational behavior book I've read in some time. A personal favorite though is *Business Leadership the Marine Corps Way* by Dan Carrison. As the daughter of a Vietnam veteran, I can attest that the leadership wisdom is unparalleled and concepts of teamwork, respect, and responsibility are outstanding. My father always said "officers eat last," and it's a good reminder that great leaders owe their troops respect at every turn.

Has mentorship made a difference in your professional and personal life? I've had great mentors throughout my career and in my personal life. My most challenging boss turned out to be my greatest mentor—he challenged me to really exceed my expectations of myself.

Female leaders you admire: I'm a huge sports fan, but I'm always most



SYSTEM REVENUE: \$199 million
NO. OF UNITS: 445
PUBLIC OR PRIVATE: Private
GROWTH PLANS: \$250 million by 2018
FOUNDED: 1979, Canada
BEGAN FRANCHISING: 1984, in the U.S.
YEARS WITH COMPANY: 6.5
YEARS IN FRANCHISING: 6.5
INTERNATIONAL LOCATIONS: 0

impressed by the coaches—particularly college coaches who inspire athletes of all talent levels to perform. Pat Summitt, the former women's basketball coach at Tennessee, who has more wins than any men's coach, was a truly inspiring coach and leader. And now, as she suffers from Alzheimer's, she continues to leverage her influence to draw attention to this disease. She's a powerhouse.

Advice for young female CEO aspirants: Be your authentic self—strengths, flaws, and insecurities alike. A true leader is someone who can own their imperfections while always striving to be better.

Leadership style: Firm in guiding the direction, and collaborative in the approach and execution.

Was becoming CEO of an organization part of your professional plan? No, not specifically, but I've learned more recently that leadership is a bit of a natural tendency for me. I'm always active, constantly thinking, and really enjoying working with people on challenges. Being the leader of my company just so happens to be where I put those skills to work.

What do you love most about being president? Contributing to the success of others, be it our franchisees or our corporate staff. Nothing is more satisfying than watching others achieve great things.

How much of your time do you spend at that, and what are you doing to spend more? Having great executive leadership among our core departments certainly allows me to focus more on strategies to improve our business and accelerate our franchisees' success. A growing percentage of my time will be spent on strategy now that I have great department leaders.

What do you like most about what your brand/legacy represents? Our service provides the free time families crave and the peace of mind they desire when hiring a professional to clean their home. I believe Molly Maid, if personified, would be the most loyal neighbor and friend, truly interested in the happiness and contentment of the families around her.

What role does diversity play in your management team? Our management team is diverse in talent, gender, religion, background, and beliefs. Our differing points of view are part of what makes us stronger. We challenge one another to think differently.

If you are expanding overseas, does being a woman affect growth? No, we are not expanding overseas. ■

Christine Specht

President and COO, Cousins Subs

How has your life experience made you the leader you are today?

I did not take the traditional route to my current position. My degrees are not in business, and I stepped away from Cousins Subs to pursue different interests after college, where I earned degrees in criminology and law studies and public administration. Yet every experience away from Cousins Subs has shaped who I am in my role at the company today, and what I learned helps me be a better leader. I consciously try to think about how I handled situations in the past and whether I would do the same today in a similar situation. Leadership is a process that is constantly evolving. But at the end of the day, no matter what business or non-profit you are leading, the common thread is people. The people in your organization have the ability to make or break the business, and how you motivate them, develop them, and communicate with them is a barometer for how successful you are in leadership.

Role models? I am a director on five different boards of non-profit organizations in Southeast Wisconsin. All of these organizations are led by individuals able to inspire others to rally together to meet a common goal. Even though I am on their boards to provide governance, in reality I learn so much from all of them. This connection is what inspired us to create The Make It Better Foundation last year. We provide grants to organizations that provide support in three areas we believe are vital to any community: health and wellness, hunger, and youth education.

Management gurus or books that have deeply affected you: I am a huge fan of Patrick Lencioni, author of such books as *Death by Meeting*, *The Five Dysfunctions of a Team*, *The Five Temptations of a CEO*, and *The Four*



SYSTEM REVENUE: Do not disclose
NO. OF UNITS: 130
PUBLIC OR PRIVATE: Private
GROWTH PLANS: Annual growth in the single digits
FOUNDED: 1972
BEGAN FRANCHISING: 1985
YEARS WITH COMPANY: 13
YEARS IN FRANCHISING: 13
INTERNATIONAL LOCATIONS: 0

Obsessions of an Extraordinary Executive—all of which are on my bookshelf. They provide quick, common-sense approaches to leadership.

Female leaders you admire: Kat Cole, president of Cinnabon. She successfully reinvented a brand that was popular when I was younger, but then it lost its relevance in the marketplace for a few years. She regained Cinnabon's relevance by thinking outside

the box. Personally knowing the challenges that every longstanding QSR has, it's inspiring to see Kat lead in a creative, successful manner and come out on top.

Advice for young female CEO aspirants: Stay focused on your goals instead of your gender. If you make gender an issue, it will get in the way of what you are trying to accomplish. See yourself as a business person and a leader first, then as a woman. Then, as you climb the ranks, you can feel confident knowing you have risen because of your talent, knowledge, and skills. You will be able to carry that forward for your entire career.

Leadership style: My style is to balance inspiration with accountability. This was something I learned through leadership training and it stuck with me. I am mindful that as the leader of my organization I need to inspire others by providing a vision for what we want to achieve, yet hold people accountable to their responsibilities. Our focus has always been, and will continue to be, on quality over quantity. When we partner with a franchisee we want to do everything we can to ensure a successful relationship, ultimately resulting in a franchisee owning multiple restaurants in an area.

Was becoming CEO of an organization part of your professional plan? This was not part of my professional plan. As I said earlier, I have degrees in criminology and law studies and public administration. When I was in school I did not see myself returning to our family business. Even when I did in 2001, I worked in human resources and did not see myself leading the organization. It was not until I was working at Cousins Subs for a while that I began to think about what I would do if I ran the company—how I could make it better and continue

continued on page 47

Julia Stewart

CEO, DineEquity

How has your life experience made you the leader you are today?

My very first experience in the restaurant industry was a job as a server at my local IHOP, which began a lifelong love affair with the restaurant industry. I found it fun, exciting, and extremely rewarding to be able to be part of a team providing so many people with a warm, hospitable, and enjoyable place where they could come to find good service and good food. And all these years later, I still do.

Role models? First and foremost, I'd have to say my father. He was a teacher, and he taught me the value and the joy of learning: the importance of being open and constantly seeking new information, and the knowledge there was always something more to learn from all different types of people. That's a critical skill in any company. I also saw how rewarding it was to teach and share what you know, and that has also been a huge part of what I love about my job—using what I've learned from my experience to lead and help others.

Management gurus or books that have deeply affected you: I don't particularly subscribe to one philosophy of business or management. Instead, I think I've learned best by watching those around me who lead by example. There have been a number of people I've encountered throughout my career who have shown me the importance of communication throughout your organization at every level, and how critical it is to the success of your business to foster an atmosphere where people can feel empowered, valued, and involved. And I have to say I learned that from people who embraced that philosophy—as well from people *who did not!*

Has mentorship made a difference in your professional and personal life? I have been fortunate to have some wonderful mentors. One



SYSTEM REVENUE: \$7.2 billion (Applebee's \$4.2 billion, IHOP \$2.7 billion, company units \$292 million)

NO. OF UNITS: 3,612 (2,010 Applebee's, 1,602 IHOPs)

PUBLIC OR PRIVATE: Public

GROWTH PLANS: Build on the iconic status of our brands through our culture, brand equity, and positioning, providing quality to our guests, and development. One of the tenets of our plan for continued growth is innovation—in our menu, guest experience, and our restaurants, domestically and abroad.

FOUNDED: IHOP 1958, Applebee's 1980 (Following the acquisition of Applebee's in November 2007, the name was changed to DineEquity, Inc., effective June 2, 2008.)

BEGAN FRANCHISING: IHOP 1960, Applebee's 1985

YEARS WITH COMPANY: 15 years in the Applebee's and IHOP brands, the past 12 as CEO of IHOP/DineEquity

YEARS IN FRANCHISING: 30-plus

INTERNATIONAL LOCATIONS: Applebee's, 150; IHOP, 51

of my main mentors in this industry was a man named Bob Leonard who started in the restaurant industry when he was 14 and spent his career at both IHOP corporate and as a franchisee, so he knew this industry backward and forward. Bob was a generous, kind man in both his personal and professional life and always willing to offer his perspective and share his experience. He was very encouraging and supportive and, equally important, frank and honest with me and everyone around him. I learned a tremendous amount from him about the business and how to treat people, and I've tried to pay that forward. Bob also made time to give back to his community and support charitable organizations, and I've tried to emulate that as well.

“I admire any woman who is trying to achieve her business goals and contribute to her industry while maintaining a work/life balance.”

Female leaders you admire: First of all, I have to say I admire any woman who is trying to achieve her business goals and contribute to her industry and society while maintaining a work/life balance. It isn't easy. Trust me, I know. But if I picked just one example, I'd say Anna Maria Chávez, CEO of the Girl Scouts of America, an organization very dear to my heart. As a Girl Scout myself (one is never a “former”) and the mother of a Girl Scout, I appreci-

continued on page 44

Shelly Sun

Co-founder, CEO, BrightStar Care

How has your life experience made you the leader you are today?

When I reflect on the beautiful fabric of my life, there are many experiences that have helped shape me. While in some respects I was luckier than many, my childhood was far from perfect and I experienced more than my fair share of personal challenges. As a result, I was driven to get out and succeed on my own. By my early thirties, I was thriving in corporate America and expected to be the CFO in a large company. However, a series of events changed the direction of my life. In late 2001, my husband's grandmother was in need of quality in-home healthcare. Through our personal journey, we identified a gaping hole in the healthcare sector: we saw the need for a better in-home care option. The day before our wedding in early 2002, my husband's grandmother passed away. It was a difficult and emotional time for us. Shortly after her death, we were given the book *Rich Dad, Poor Dad* by Robert Kiyosaki as a gift. The book relays a message for its readers to take control of their own destiny, and we took this as a serious sign to start our own business that would offer families like us a service that we were once desperate for, a service that was not being provided anywhere else.

Role models? At this time, I have two highly engaged, brilliant board members that I consider to be role models: David Barr and Sid Feltenstein, who have built great businesses, helped others build great businesses, and understand franchising.

Management gurus or books that have deeply affected you: *Traction* and *Get a Grip* by Gino Wickman, *Uncommon Service* by Frances Frei, and *The Ultimate Question 2.0* by Fred Reichheld.

Has mentorship made a differ-



SYSTEM REVENUE: \$254 million

NO. OF UNITS: 275

PUBLIC OR PRIVATE: Private

FOUNDED: 2002

BEGAN FRANCHISING: 2005

YEARS WITH COMPANY: 12

YEARS IN FRANCHISING: 9

INTERNATIONAL LOCATIONS: 1

ence in your professional and personal life?

Mentoring has made a huge difference in my professional life. From Lane Fisher introducing me around at my first franchise event (Franchise Update's 2006 Leadership & Development Conference), I recognized that learning from the experts in franchising to accelerate my learning curve was key to success. My mentors continue to provide valuable input and have become dear friends.

Female leaders you admire: One person I admire, as a mother and entrepreneur, is Gloria Jean Kvetko, founder of Gloria Jean's Coffees, the first flavored coffee franchise, even before Starbucks. She has been a member of my advisory board for many years, constantly encourages me to see a dif-

ferent perspective, and has been a great role model and friend to me over the years. She took such a risk following her passion and established the flavored coffee industry despite naysayers. She is brilliant yet humble, and is the most resilient, positive person I know.

Catherine Monson, CEO of Fastsigns, is also a great example of an outstanding female leader in my life. A couple times a year we get together for a girls trip to not only recharge, but to bounce ideas back and forth. Catherine is an amazing leader. She never settles for the status quo and is always reading, learning, and sharing to be and make others better. As a woman, I feel it is extremely important to have other women in my life who I can relate to and talk through problems with.

Advice for young female CEO aspirants:

I have sought out mentors ever since I became an entrepreneur in the form of informal meetings as well as formal advisory board settings. Seeking out a mentor or peer to counsel or share best practices is something I advise to any aspiring entrepreneur. As a woman, we don't necessarily gravitate to a golf course-like setting where we can meet other female entrepreneurs, so we must seek out and create our own opportunities. I have found that people enjoy helping others and like to be asked. Throughout my career I have always had a group of four to 10 advisers or mentors I can turn to. These relationships often lead to friendships as you become closer in intellect, and then it becomes time to search for new people to challenge you.

Leadership style: I believe in high performance for me and our entire team. I also believe in sharing success with our team because they are key to our growth and the service and results we deliver for our franchisees. Every employee in our organization, from receptionist to president and COO,

continued on page 48

Mary Kennedy Thompson

President, Mr. Rooter

How has your life experience made you the leader you are today?

My path has been a winding one that has helped me have a rich view in business and leadership. My early days as a Marine Corps officer gave me the foundation for serving others and leading with passion. Having come into franchising as a franchisee first has allowed me the perspective that helps ensure I stay a collaborative leader and best understand to listen with the intent to understand first. Now being part of The Dwyer Group, I am surrounded by very strong and experienced franchise leaders in my fellow brand presidents who help me grow and seek continual improvement.

Role models?

My dad taught me the true essence of leadership in serving our country during wartime. Dina Dwyer-Owens showed me how to lead with love and kindness while effectively holding one another accountable for creating results. Sir Winston Churchill showed all of us that leadership is being the right person at the right time and inspiring a group of people to rise to the occasion.

Management gurus or books that have deeply affected you:

The best book I've read regarding leadership is *The Servant: A Simple Story About the True Essence of Leadership* by James C. Hunter. It helped me define the kind of leader I wanted to be and share with others how to best grow into a true leader. I've always believed that being an open-book manager helps keep an organization focused on creating results. *The Great Game of Business: Unlocking the Power and Profitability of Open-Book Management* by Jack Stack is a wonderful read to better understand what true open-book management looks like. For creating the kind of customer experiences that help grow a brand, the Disney Institute book *Be Our Guest: Perfecting the Art of Customer Service* gave me a playbook to teach the art of creating outstanding



SYSTEM REVENUE: \$244 million
NO. OF UNITS: 257
PUBLIC OR PRIVATE: Private
GROWTH PLANS: Double-digit same store sales growth each year for the next 5 years
FOUNDED: 1970
BEGAN FRANCHISING: 1974
YEARS WITH COMPANY: 7
YEARS IN FRANCHISING: 21
INTERNATIONAL LOCATIONS: 78

“People follow leaders who are sure of themselves, show integrity in all they do, and can trust others to make things happen.”

customer experiences to our franchisees and their employees.

Has mentorship made a difference in your professional and personal life?

It certainly has. I've been blessed to have mentors throughout my personal and professional life. Many of them I walked up to and asked for their guidance. I am grateful so many have willingly shared their wisdom and helped me hold myself accountable. Leaders need to surround themselves with people who will tell them what they need to hear, rather than what they want to hear. Having an accountability partner and mentor does that. It has helped me continuously improve, not allow myself to get too comfortable, and sharpened me to drive better results. I recommend that when you meet someone who impresses you and has a skill or wisdom you seek, ask for their mentorship—if only for one or two calls.

Female leaders you admire:

Dina Dwyer-Owens is a strong leader who makes everyone she meets feel special. I have learned much from her. Dina truly makes me want to up my game every time I watch her in action. Melanie Bergeron from Two Men and a Truck leads with a grace and steadfastness that has taught me to better appreciate the strength in listening. Watching Debbie Moss from the IFA interact and lead a group of CEOs through planning for an IFA convention made me appreciate the strength and grace it takes to lead leaders. I admire her grit and amazing people skills.

Advice for young female CEO aspirants:

Be authentic to who you are. People follow leaders who are sure of themselves, show integrity in all they do, and can trust others to make things happen. If you're not the real you it will eventually come out in the most stressful situation and people will question who you really are. What makes you unique

continued on page 48

Marla Topliff

President, Rosati's Pizza

How has your life experience made you the leader you are today?

My father started taking me to work with him when I was 7 years old, which helped me to build a great work ethic at a very young age. My dad was an entrepreneur in the truest sense of the word, and his lessons have stuck with me. With each new career change, including my career as a stay-at-home mom and PTA volunteer, I gained new insights and knowledge that helped guide me from one level to the next. But the recurring theme always comes back to my number-one rule, which is to always treat everyone the way you want to be treated. Respect is the key to success.

Role models?

My dad was my greatest role model. He taught me the importance of maintaining a balance between hard work and family, and he led by example when dealing with the public. Honesty, manners, and integrity were his commandments—values I live by to this day. I am also inspired by Dawn Sweeney, who I believe sets the standard for everything that a good leader should be. As the president and CEO of both the NRA and the NRA Educational Foundation, Dawn sets the bar high and is both tough and fair-minded. She has an open ear, heart, and mind and takes the time to listen to people, then act accordingly. And in a world where women may have to fight a little harder to climb that next step up the ladder, Dawn's success is an amazing inspiration to women everywhere.

Management gurus or books that have deeply affected you:

I was introduced to Ken Blanchard's *One Minute Manager* years ago. I swear by it and buy copies for many of my franchisees. And yes, as clichéd as it is, I am a Stephen Covey fan and the *7 Habits* is a favorite of mine.

Has mentorship made a difference in your professional and personal



SYSTEM REVENUE: \$165 million
NO. OF UNITS: 171
PUBLIC OR PRIVATE: Private
GROWTH PLANS: 15–20 units a year
FOUNDED: 1964
BEGAN FRANCHISING: 2005
YEARS WITH COMPANY: 14
YEARS IN FRANCHISING: 9
INTERNATIONAL LOCATIONS: 0

“Don’t compete for attention—just go out and grab it by doing great things.”

life? Actually yes. It’s an odd story, but one of my mentors was a young man 20 years my junior who was my supervisor when I was a sales manager at Welcome Wagon and they were purchased by a large conglomerate, CUC International. I have no formal business training besides what I learned by the seat of my pants, and Paul became my teacher, mentor, and friend. We traveled the country together, with him teaching me the finer points of big business and me teaching him the intricacies of sales. We are still friends today.

Female leaders you admire:

Kat Cole would be one. Kat has such a great story and she’s such an inspiration—another tough, no-nonsense leader who is not afraid to play on the big board and is well respected on all levels. She is a generous and classy lady who likes to give as much as she receives. Kathleen Woods would be high on my list of great leaders as well. Kathleen is one of the smartest ladies I know, and when I need a hand she is my go-to guy. She is one of the hardest-working people in the business and is right now in the process of expanding her new franchise chain, Suzy’s Swirl, while busily managing her thriving consulting business. Kathleen has amazing charisma—as soon as she walks into a room, she immediately grabs your attention and keeps you focused, engaged, and energized. She is an impressive woman and Suzy’s will be taking the world by storm very quickly.

Advice for young female CEO aspirants:

Don’t be afraid to reach beyond yourself. Always look at the playing field as level and take home court advantage. Don’t compete for attention—just go out and grab it by doing great things.

Leadership style:

Simple. More listening, less talking, and giving my employees a chance to prove themselves on their own. As I said, I am a Ken Blanchard

continued on page 49

BACHELDER *continued from page 13*

Midwestern roots, our love of work, and a common hobby—playing games. This helped me gain confidence that I could lead effectively. Then, watching her in business settings, I appreciated her understated approach. She is always neat and professional, but never showy. Her words are measured and thoughtful. She is very smart, but importantly, when she speaks with you she focuses on bringing your insights to the conversation. She is a balanced

“I encourage women to know themselves well—their strengths, their values, their experiences—and then offer those assets to their workplace.”

leader—in competence and character traits. I don’t think it’s an accident that her company has a long, sustained track record of high performance.

Advice for young female CEO aspirants: My advice to women leaders is simple, but very hard to do: I want you to bring your authentic self to the table. Each woman is created with unique capability. Her work and life experiences develop her for leadership. Her personal values govern how she leads. I encourage women to know themselves well—their strengths, their values, their experiences—and then offer those assets to their workplace. That is bringing your best to work, for the benefit of the people and the enterprise. My observation is that, too often, women are trying to be somebody else. Women get a lot of feedback, some of it not very helpful. For example, I can think like a man, but I can’t lead like one. I can adjust my

ineffective behaviors, but I can’t leave who I am at home. So I need to work in a place that wants my talent and my values—and helps me bring them to life in a way that helps the organization. If you don’t want my talent and my values, or don’t need them, please let me know so I can work somewhere else. It is just too stressful to work in a place that doesn’t want the authentic you.

Leadership style: My leadership style is a strange combination of very demanding and very caring. I think the leader has a responsibility to stretch the people and the organization to reach ambitious goals. The leader sets the vision and inspires people to chase the vision. That means setting a very high bar—expecting a lot of people and revealing to them capabilities they didn’t know they had. But at the same time, I believe the leader must care deeply for people—knowing them well, having empathy for them, listening to them. I buy in to that philosophy that John Maxwell often quotes: “People don’t care how much you know until they know how much you care.” Demanding standards plus caring conversations leads to the best performance outcomes in my experience.

Was becoming CEO of an organization part of your professional plan? I honestly never had a conscious plan to be a CEO, but I did have a very conscious desire to lead. Some of that probably stems from being the oldest child in my family. When I was 9 years old, I was the executive producer of the musical my cousins performed at our family reunion. When I was 14, I ran a service club at my high school that raised money for charity. When I was a junior in college I served as president of my sorority. As I grew older and wiser, I realized that leadership gave me great joy because leadership is bringing talented people together to accomplish great things. That was my career plan.

What do you love most about being CEO? My favorite thing is discovering the unique purpose and principles of the leaders I work with each day. I

love learning about people and helping them learn about themselves. I love seeing the “ahas” when people figure out how to access their best talents and best selves for the company. At this stage of my career, I am motivated to help develop the next generation of leaders for business. And I am very blessed to be able to do that every day in my role as Popeyes’ CEO.

How much of your time do you spend at that, and what are you doing to spend more? Today *most* of my time is spent developing leaders. Once I have set our business strategies in place, my full-time role is to help people bring those strategies to successful results. And that means growing their capability as leaders.

What do you like most about what your brand/legacy represents? I love walking into work every day and seeing the Popeyes Purpose and Principles on the hallway wall—and then

“At this stage of my career, I am motivated to help develop the next generation of leaders for business.”

going through the day watching the purpose and principles *come to life in our leaders as they make daily decisions*. If I can help leaders discover and shape their personal purpose and principles for leadership and then apply them to their daily decisions, I will have advanced their leadership journey. And then one day, they too will be in a position to develop future leaders. That is my deep-rooted conviction—that leadership is a stewardship—of both the business and the people. If you are a leader, the goal must be to *become* a better leader and *develop* better leaders. If I work on that, I can make a difference. You can, too. ■

DWYER-OWENS continued from page 22

ing me listen to those leadership tapes as a teenager, my father provided me with many mentors. I was surrounded by great inspiring minds like Zig Ziglar, Stephen Covey, Paul Meyer, Earl Nightingale, Napoleon Hill, and of course Don Dwyer.

Female leaders you admire: My mother, Theresa, is one of the strongest and most admirable women I know. She taught me how to be kind to all, one of the greatest lessons anyone can learn. She also taught me the precious role of being a good mother with her devotion to raising me and my brothers and sisters. I value my own station in life as a mother and the priorities that I give to my faith, my family, and my career in the right order by her example.

Then there is Mother Teresa. I admire her challenge for us to always be our best. There is a gift in spirit and in service she will always embody that speaks volumes about the influence one person can have on so many others.

My sister Debbie Hood, chief administrative officer for The Dwyer Group, is one of the smartest, hardest-working women I know. Whether it involves organizing the most complex aspects of our company or making time in a busy schedule for service to the school board, leading food drives, organizing donations and supplies after the explosion in the city of West, Texas—you name it, and she takes the lead in bringing people together to get things done.

Mary Thompson, president of Mr. Rooter, also is an inspiration. She sets a high bar of excellence in life and continues to make me a better leader. Her roles as a wife, a mother, a retired U.S. Marine, a leader for our VetFran program, the “Mrs.” behind Mr. Rooter, a volunteer for overseas disaster relief work, and every other role she embraces make her a one-of-a-kind individual.

Advice for young female CEO aspirants: I subscribe to the idea and the power that comes from being one’s true, authentic self. And that applies to anyone, whether you aspire to be a great parent, a strong spouse, a leader in your com-

munity or, yes, even a CEO. You cannot be an expert at all things, but you can be true to those talents and skills you possess. Then surround yourself with mentors and role models you admire, and learn from them. There is always room to grow, and you don’t nurture yourself solely from within. Last, surround yourself with a great team. I am a better CEO because of the incredible members on my team than I could ever hope to be without them.

Leadership style: I like to call myself the head cheerleader of the company. I champion our mission, vision, and values and believe you can never over-communicate those parts of the business and the impact it can have on the corporate culture you lead. I am also a fan of interaction. That can be with newsletters, videos, face-to-face team meetings, annual reunions, and every opportunity I have to connect with our associates and the entire franchise family. For example, I teach a “Design Your Life” class that promotes goal-setting and is attended by anyone who joins our home team or becomes a franchisee. From the person in our mail room to the franchisee who gets to be their own boss, everyone should define a pathway toward things they want to achieve. I have a lot to cheer about.

Was becoming CEO of an organization part of your professional plan? When my father died at the age of 60 without a formal succession plan in place, we learned the great importance of succession planning and company leadership the hard way. I most certainly had great mentors, including my father, who prepared me in so many ways to be the person I am today. But the role and the responsibilities came much sooner than any professional plan.

What do you love most about being CEO? Our mission is “to teach our principles and systems of personal and business success so that all people that we touch will be able to live happier, more successful lives.” There’s nothing better than being part of that mission

and seeing that happen across our team on a regular basis. I give credit to our operationalized Code of Values as the road map to pursue that mission every day. I call it Living R.I.C.H. (following the themes of respect, integrity, customer focus, and having fun in the process). Being the CEO who gets to champion that message isn’t a job, it’s a gift.

How much of your time do you spend at that, and what are you doing to spend more? About 50 percent of my time is invested in teaching and promoting values. We start every meeting of three or more associates by first reviewing the Code of Values. I write a weekly newsletter that focuses on living our values. I conduct interviews and radio shows almost weekly. I present the values to new franchisees every month at basic training. And almost every week I conduct presentations on how to build success in your life and business with a proven code of values, giving speeches to audiences that range from franchisees and their team members worldwide to *Fortune* magazine’s Growth Summit.

What do you like most about what your brand/legacy represents? We’re in the business of helping people have a better quality of life and just happen to use franchising as our vehicle. What a great business to be in!

What role does diversity play in your management team? Our corporate team is very diverse. More than 50 percent of our team members are women. Approximately 7 percent of our franchisees are women, yet more than 50 percent of our franchisees are operated by husband-and-wife teams. Four percent of our front-line service professionals are women, and we are on a mission to get that number up to 50 percent. I recognize this is a lofty goal, but “whatever the mind can conceive and believe it will achieve.”

If you are expanding overseas, does being a woman affect growth? We have not run into any challenges at this point. ■

MONSON *continued from page 29*

way that your people understand what you are doing and why, and will follow your lead even when you're not there, following in your leadership shadow. I also admire and learn from my close friend Shelly Sun, co-founder and CEO of BrightStar.

Advice for young female CEO aspirants: Regardless of gender, my advice is the same. It begins with competence: you must be extremely knowledgeable

“My behavioral profile is more dominant than accepting, more independent than compliant, and more driving than relaxed.”

about your field as well as hone your management and leadership skills. You must be committed to excellence and take initiative. The ability to focus on what is most important is key. Strong, effective verbal and written communication skills are essential. You need to be able to develop your vision for the company (or department or group in the early days) and articulate it clearly. You must be committed to never stop learning, develop good listening skills, and understand how to set and achieve goals.

Leadership style: I set the vision, goals, and standards and then work through my team to achieve them. I refrain from micromanaging, except in those rare situations when I have a team member who is underperforming. In those cases, in addition to giving specific feedback and coaching on how to improve, I will be micromanaging for a time to ensure the business unit attains its goals. Thankfully, I rarely have to partake in micromanaging. I do, however, have a solid grasp of the

important details of the business—and I don't see understanding the details as a negative in any way.

Was becoming CEO of an organization part of your professional plan?

Yes. I have wanted to lead a company since I was in high school. Throughout my career, I was focused on opportunities to gain further experience and responsibility, with the ultimate goal of leading an organization.

What is it you love most about being CEO?

I am going to start with what I love about franchising, as that is the basis of what I love about being CEO of Fastsigns International. I grew up in a small family business, and I am passionate about small business and its positive impact on the economy and our country. Franchising is the most effective business model to help people get into business for themselves: they benefit from being part of a brand with systems and procedures to help them succeed, thus being in business for themselves but not by themselves. Franchised businesses have a higher success rate than independent businesses. In my more than 20-year career in franchising, I gained fulfillment in helping hundreds of people fulfill their dream of owning their own business and, in so doing, build wealth for their families. I am friends with many franchisees from the several brands I have been involved with. What I love most about being CEO of Fastsigns is leading an entire team of people who help our franchise partners succeed, thus being able to positively affect the lives of more people, helping them achieve their dream of business ownership and all the benefits that brings.

How much of your time do you spend at that, and what are you doing to spend more?

I spend about half of my time in pure leadership functions. I believe that is about the right proportion for a company the size of Fastsigns.

What do you like most about what your brand/legacy represents?

There are many things I like about our brand. Fastsigns is the leader in the signage and visual graphics industry. We remain focused, as we have since our inception, on incorporating cutting-edge technology in order to offer our customers innovative products and services to solve their communications challenges. Outstanding customer service is a hallmark of our brand. Our new, expanded “More than” brand positioning enables us to provide a broader range of products and services to our customers, allowing us to increase the positive impact we can have on their organizations. The challenge of ensuring we maintain our leadership position is another aspect of the brand that I enjoy.

If you are expanding overseas, does being a woman affect growth?

I don't believe that my gender affects our growth overseas. We believe that the power of the Fastsigns brand and our proven, effective operating system is what the potential buyer is interested

“You must be committed to never stop learning, develop good listening skills, and understand how to set and achieve goals.”

in, regardless of whether they are in the U.S. or another country, whether they are evaluating a single unit or a master franchise. We are sensitive to the potential buyer's culture. We ensure that the entire team at Fastsigns is briefed on the prospective franchisee and their culture. We have found the book *Kiss, Bow, or Shake Hands* to be helpful in this regard. We educate our team and modify our approach out of respect to the candidate's culture. ■

STEWART *continued from page 37*

ate all she is doing to bring a modern sensibility to this organization, and her ability to use it to help our young women confront problems and issues they face today while building their skills, self-confidence, and sense of empowerment.

Advice for young female CEO aspirants: Believe in yourself and your abilities (while continuing to add to them and improve them). Don't let a fear of being perceived as pushy or aggressive stop you from speaking your

“Don't let a fear of being perceived as pushy or aggressive stop you from speaking your mind and giving your opinion.”

mind and giving your opinion (provided it's well thought out). And, conversely, don't let the fear of being perceived as passive keep you from listening... really listening.

Describe your leadership style: In a word, inclusive. While I am definitely responsible for making the final decision and acting on it, I am always cognizant of the fact that everyone on my team has something to offer, and I try to make sure they are aware that I know that too, and that their contribution is both valued and appreciated. In my career, I've earned the nickname “the Velvet Hammer.” I like to think it's because I make my decisions firmly, but with respect for others.

Was becoming CEO of an organization part of your professional plan? Yes, actually, it was. I felt strongly that loving this industry as I do, I could make a valuable contribution toward

leading a company to fulfill the very best it has to offer. But I also realized I had to prepare and work at learning everything I needed to know. That's why, after many years as a marketing executive, I left and took a job as a general manager in a restaurant so I could learn the operations side of the business as well. And in retrospect, while not a logical career move up the ladder, it was invaluable to me.

What do you love most about being CEO? I always tell my franchisees that “their success is our success,” and I mean it, not just in a commercial sense. I love being a part of what enables them to grow their businesses and provide for their families and create jobs for others. IHOP has been around 55 years and Applebee's more than 30, and at both brands we've seen generations of families work at building a successful enterprise and pass it on. We also have some franchisees who began as cooks or team members in a restaurant and now own multiple units—it's truly the American success story. How gratifying is that! I also love to lead. I believe it is an honor and a privilege, and one I take very seriously.

How much of your time do you spend at that, and what are you doing to spend more? I spend a great deal of time working to ensure that both our brands remain current and sensitive to the needs and wants of our guests, and making sure we continue to deliver on our promise of excellence—which, in turn, helps our franchisees succeed, both on a national, and increasingly, an international basis. And I lead from the front, so I spend a great amount of time engaged with our teams at all levels.

What do you like most about what your brand/legacy represents? Both Applebee's and IHOP are firmly established as a part of American culture—what a wonderful heritage to build on! We're the only restaurant company in the world with two number-one brands: IHOP in family dining and Applebee's in casual din-

ing, and both brands have guests who trust us to deliver an experience with a level of excellence and hospitality they can depend on. To know that you are part of so many people's lives—that so many memories are being made in your restaurants—is thrilling.

What role does diversity play in your management team? It plays an enormous part, not just in our management team, but throughout our company. At both brands, we serve a widely diverse demographic, and it is invaluable to have the input and experience of people with different experiences and backgrounds to help steer the brands and their appeal to different groups. Yet, while as a woman who faced a certain amount of stereotyping in my career I am sensitive to the issue, the bottom line as a CEO is that your success depends on having the

“Conversely, don't let the fear of being perceived as passive keep you from listening.”

most capable person in every position. With that as your standard, you will automatically have diversity.

If you are expanding overseas, does being a woman affect growth? I honestly haven't found that to be a factor, and we have franchises throughout the world, including areas where women traditionally have less presence in business, such as the Middle East. But the franchisees we work with are smart business people, and they recognize that our ability to help them achieve success with our brand in their country is far more important than whether the CEO is wearing a dress. I will say, though, that it is important to recognize and respect cultural differences while still striving for excellence. ■

ABELL continued from page 12

this point in my career, I love seeing the impact we can have on the community. I am focused on building an internal culture of charitable giving. Last year Donatos provided more than \$130,000 in monetary and in-kind donations to more than 600 non-profits and charitable organizations across Central Ohio. Because our roots trace back to that first store on Thurman Avenue on Columbus' South Side, our family remains committed to the area's success. We are currently in partnership with the city and other businesses to build a co-located non-profit community center in the area.

How much of your time do you spend at that, and what are you doing to spend more? I spend a majority of my time with the South Side project and on other philanthropic activities. We are forming a potential model for other communities with the Reeb Avenue [South Side Learning & Development]

“We hope that every interaction with people in our family business is characterized by compassion and honesty.”

Center where businesses, community, and the city come together to transform communities. I am working with a team to raise \$12.1 million to renovate a historic building that will improve the lives in the community that we serve.

What do you like most about what your brand/legacy represents? Loosely translated, Donatos means “to

give a good thing.” My father always said that he wanted to be able to open a business on every block where we could make a difference and promote goodwill. I believe the Donatos legacy is a strong business that treats its family and customers right.

What role does diversity play in your management team? We believe diversity is critical to success. Diversity in thinking is critical to breaking barriers and moving forward. We hope that every interaction with people in our family business is characterized by compassion and honesty. We believe that our people are the reason we are in business. Every associate has a story, a journey, a life lesson... and we believe Donatos should be a place people can call home.

If you are expanding overseas, does being a woman affect growth? N/A ■

BERGERON continued from page 16

ing to serve our customers and can be implemented right away, why wait? We try to keep bureaucracy at TMT to a minimum. I'm also very enthusiastic... I can't help it!

Was becoming CEO of an organization part of your professional plan? Never. Our family business grew from just my mom plus a woman who worked part-time and me in our office. As we grew, I naturally took on that role.

What do you love most about being Chair? You are a part of all the decision-making; you see so much from 5,000 feet above. You can actually see how each decision by various departments affects all the inner workings of the business. It's fascinating.

How much of your time do you spend at that, and what are you doing to spend more? Currently I

“People don't forget how you treated them while moving up the ladder.”

am Chair of the Board of Two Men and a Truck. I love this role. I don't have the day-to-day responsibility of the CEO (who is now my brother, Brig Sorber). I spend the majority of my time as a spokesperson for the company. I also spend a lot of time working on IFA initiatives, my favorite being the Students in Franchising program that the IFA is kicking off with several universities.

What do you like most about what your brand/legacy represents? Exceeding customer expectations and

community service have been what Two Men and a Truck has naturally and persistently striven for since day one. I'm very, very thankful that with all of the change our company has been through, these two things remain front and center. I hope that continues as long as our brand exists.

What role does diversity play in your management team? We have a mix. We always look to hire the best. Whether the person is male, female, black, white, or purple... we want the best for that particular skill set.

If you are expanding overseas, does being a woman affect growth? We are overseas now. I don't think being a woman has anything to do with it. The people we partner with are business people looking to add to their portfolio. They are looking at management teams, skill sets, brand identity, and support. ■

COLE continued from page 20

help others be more successful, helping to bring out the best in a culture, holding franchisees and team members accountable, learning from others, celebrating wins, or even the tough conversations. They are all a version of helping people and companies get to their best place in life and business.

What do you like most about what your brand/legacy represents? In terms of our brand, Cinnabon embodies the belief that in life we deserve sweet moments, treats, and rewards—“Life Needs Frosting” really says it all. It gives people permission to treat themselves and do so with something so high-quality and so very, very worth it. In terms of my personal legacy, I think it most represents that anything is possible if you believe, give, serve, learn, and have a bias for action. It takes away excuses, provides motivation, and empowers people who may not have a clear path laid out for them.

“Cinnabon embodies the belief that in life we deserve sweet moments, treats, and rewards—“Life Needs Frosting” really says it all. It gives people permission to treat themselves.”

What role does diversity play in your management team? It’s key to our culture and success. It is foundational to our understanding of our consumers. Having diversity of thought at the table, having the most talented team that continues to challenge ourselves and innovate, and having our differences keeps things lively!

If you are expanding overseas, does being a woman affect growth? No. It’s about how you lead, not what gender you are as a leader. We have a great, diverse team that builds the brand and an incredible team at Focus Brands International that builds our business overseas. International expansion is rooted in being able to build strong, trusting relationships as much as it is in having thoughtful strategy. Being a woman makes you no more or less likely to succeed in that expansion. ■

GILMARTIN continued from page 24

I hadn’t really thought about it. But when the opportunity came along in 2007 to rejoin and lead IHC, I didn’t think twice about pursuing it.

What do you love most about being CEO? I love that no two days are alike, and seeing our brand expand the continuum of care for clients and consumers keeps me inspired every day.

How much of your time do you spend at that, and what are you doing to spend more? Expanding the continuum of care (meaning exploring the boundaries of the kind of care delivered at home or in the community today) takes about 15 to 20 percent of my time. Going forward, I will have the ability to spend 40 to 50 percent of my time working on initiatives and partnerships that will take us into the future. It’s exciting to see the lines of separation within the

healthcare industry blurring, and we are intensely interested in understanding how we will need to change our model to meet the needs of the new world of healthcare in the emerging models. We expect to develop more specialized clinical and telehealth programs for clients and consumers to meet the increasing demand for care in the home and community setting. Our ability to stay relevant and nimble, just as we have for almost 50 years, will keep us and our franchise network at the forefront of improving care at home through our mission to improve people’s lives and living by our core values.

What do you like most about what your brand/legacy represents? I love the fact that our brand truly makes a difference in the lives of the people we care for. People don’t save up or decide ahead of time they

want or need home healthcare. Most often it’s unplanned and stressful, but when they need it most, IHC is there to help. It takes the compassion and competence of our franchisees, their staff, and caregivers to fulfill our mission to “improve people’s lives” each day for almost 50 years.

If you are expanding overseas, does being a woman affect growth? It’s early in our international expansion, so my experience is a small sample size. My experience representing the brand and working with the founders of Bluebird Care is that gender didn’t help or hinder the exploration and culmination of a transaction between our companies. Bluebird’s founders collectively contributed to their significant growth over the last decade, and growing the care business in the U.K. would appear unaffected by leadership gender. ■

OLSEN continued from page 32

plan? Not early on, but once I did become a VP, I had many female friends who pushed me. And when I became president it was clearer to me that I wanted to take that next step.

What is it you love most about being CEO? Thinking... thinking... thinking. Looking at the business differently. Looking at the business 10 years from now. Thinking about all of the ways we can connect to our customers and how to make the stylists feel great about the way they connect with our customers. Looking at different things that connect the business. Looking at ways to leverage our incredibly talented, experienced franchisee base. Thinking about continuing to create strong, positive, caring emotional connections at every level of the organization. Looking at ways to perpetuate the positive elements of our culture and change those parts of

the culture that could hold us back.

How much of your time do you spend at that, and what are you doing to spend more? I do spend a lot of time thinking and looking at our strategy. I also think I need to be out in the field, in the salons with the franchisees, to assure that I am still connected to reality. So I would say it is about 40 percent on the strategy/ thinking side and the remainder on internal management and being the face of the brand externally.

What do you like most about what your brand/legacy represents? The strength of every person involved. The fact that we clearly know how important the stylist is—we fully engage our franchisees and make sure our staff know that they create the heart and emotion of the business. The fact that we are “emotional” and

we value the connection in our business. We are very customer-focused, and our stylists do things every day that blow me away. Their kindness, taking the extra step, connecting to their repeat customers, and creating a team that is committed to serving our customers well.

What role does diversity play in your management team? We believe diversity adds strength in our system. From strong female leadership to a diverse franchisee base to connection in our community to leveraging diverse talents, it plays a role. We are looking at ways to better leverage diversity, both in our corporate staff and franchisee base.

If you are expanding overseas, does being a woman affect growth? We are currently not expanding overseas. ■

SPECHT continued from page 36

growth. In 2008 I drafted a proposal to my father, Bill Specht, who co-founded the company and still serves as CEO, and shared with him my vision for the organization. Shortly thereafter he promoted me to COO and president.

What do you love most about being president? Building relationships with our employees and franchisees. As I mentioned, people are the most important part of any business. For our employees, it is a pleasure working with them to help them achieve their goals to be their professional best. There is nothing more satisfying than watching an employee accomplish a goal and knowing that they contributed to the organization. For our franchisees, I enjoy visiting them in their restaurants. That is where the action is, where the rubber meets the road. It's important to be mindful of what is happening in the restaurants

“There is nothing more satisfying than watching an employee accomplish a goal and knowing that they contributed to the organization.”

every day—both good and bad—because that can affect our overall system. Our franchisees are the backbone of the organization.

How much of your time do you spend at that, and what are you

doing to spend more? Time moves quickly, and visiting with our franchisees is not a spontaneous activity. The challenge is breaking away from the office and getting out in the field. I know that if I plan for it, it will happen. I will usually visit the restaurants with one of my employees, which is a great way to spend time with them while on the road.

What do you like most about what your brand/legacy represents? Our brand has been serving amazing sub sandwiches for almost 42 years. We built quite a following of fans, but what I am most excited about is venturing on to new frontiers. We are taking the best of the past 42 years, reinventing ourselves where we need to, and taking that into the future. It's exciting to be able to capitalize on the brand's history and fan base, while also shaping its future. ■

SUN *continued from page 38*

has stock options in our company.

Was becoming CEO of an organization part of your professional plan? No. I am a CPA and was a controller for a subsidiary of United Airlines when we decided to start our company. I aspired to be a Fortune 100 CFO but didn't envision being either a CEO or an entrepreneur.

What do you love most about being CEO? I enjoy developing strategy at the enterprise, brand, and franchisee levels. Working with franchisees to set longer-term goals and to build a strong organization that can maximize their potential is the most rewarding thing I do. I host 2-day strategic planning sessions for approximately 75 franchisees each year.

How much of your time do you spend at that, and what are you

doing to spend more? My time spent on strategy for our enterprise and the brand as well as developing strategy with franchisees has increased to approximately 75 percent of my time in the past year (up from 25 percent) and I love it! I implemented the EOS (Entrepreneurial Operating System) process in *Traction*, and appointed an "integrator" who runs the day-to-day. Now I have two direct reports (my "integrator" and my executive assistant), compared with eight direct reports a year ago.

What do you like most about what your brand/legacy represents? We get to help moms and dads and grandmas and grandpas live their best life possible. We provide the best quality care so their families can have peace of mind knowing that their loved ones are receiving the care they need, earned, and deserve. I get

the privilege of knowing that we make a difference every day.

What role does diversity play in your management team? We hire the most qualified person for each role, embracing an equal opportunity mindset that allows us to diversify our options when searching for the best candidate. For example, we have two strong women on our leadership team: our amazing chief clinical and quality officer and me.

If you are expanding overseas, does being a woman affect growth? I have been on international trips to Canada and the U.K. and did not find this to be an issue. I have thought about an increased likelihood of success by sending members of my leadership team as we contemplate expansion in markets such as Asia or the Middle East and we will cross that bridge (or ocean in this case) when we get to it. ■

THOMPSON *continued from page 39*

will bring strength and honesty into all you do. People want to follow someone who is real and authentic.

Leadership style: I'm a collaborative leader who believes the best decisions made come from listening to the field experts. Often the best ideas in a franchise come from the franchisees who are living closest to the subject. Many minds working together can find amazing solutions.

Was becoming CEO of an organization part of your professional plan? No. My mom always taught me to follow my heart. I believe if you do that and give 100 percent, then those opportunities will be offered to you. Give before you are asked to give. Give more than you are asked to give. Give before you ever ask someone else to give.

What do you love most about be-

“Each day I look for opportunities to help others meet their goals.”

ing president? Serving others.

How much of your time do you spend at that, and what are you doing to spend more? Each day I look for opportunities to help others meet their goals. That is the beauty of franchising: helping others meet their goals beyond their wildest dreams.

What do you like most about what your brand/legacy represents? At Mr. Rooter we make it right by creating outstanding experiences. When someone is having a plumbing problem it's not

a good day for them. We fix more than just their plumbing—we fix their day. When you add in our Code of Values of respect, integrity, customer focus, and having fun in the process (we call it living R.I.C.H.), it's a powerful combination that creates success.

What role does diversity play in your management team? The best teams are made up of a diverse group of individuals with different talents. I take great pride in the amazing team I have around me. No two are the same, but we have a common vision for the future.

If you are expanding overseas, does being a woman affect growth? I don't believe being a woman makes it difficult or affects growth. Understanding an international market requires an understanding of their culture and respecting that. Once you do that opportunity is everywhere. ■

TOPLIFF *continued from page 40*

fan and a big believer in catching people doing something right.

Was becoming CEO of an organization part of your professional plan? Never. This was a happy accident that I never expected. I don't really like titles and rarely use mine. It's nice, but in the big picture I am more interested in relationship-building than being recognized for what my title is.

What do you love most about being president? Well, it does have the advantage of getting me in some doors that I may not be able to open without it. And there are times when it's useful to be able to pull rank.

How much of your time do you spend at that, and what are you doing to spend more? I spend a great deal of time in contract negotiations, and in those situations it is very good to be

“Don't be afraid to reach beyond yourself. Always look at the playing field as level and take home court advantage.”

the president. I am also very active in civic organizations like No Kid Hungry and ProStart, and it's there that my title really comes in handy, a trump card so to speak, to help garner support. People have a tendency to give you more attention with the title “President” behind your name. If I can use my title to add

one more dollar's worth of support, I call it a good day.

What do you like most about what your brand/legacy represents? I love the family who owns this company! They started a small family business run by 11 brothers and sisters all working together in one small business back in 1964, and that same family love and pride is still present in every one of our franchisees today. Everyone sells pizza these days, but there is only *one* Rosati's Pizza.

What role does diversity play in your management team? Our management team is very small, but we do have several Latino trainers who are a vital part of our operations crew.

If you are expanding overseas, does being a woman affect growth? No. European expansion is being planned right now. ■

CAPITALIZE
ON THOSE
WITH CAPITAL
TO SPEND.

The Wall Street Journal is #1 in delivering the affluent with personal income \$200,000+, and liquid assets averaging nearly \$1 million.

Showcase your franchise every Thursday in Marketplace and online every day at WSJ.com/Franchising.

For more information contact Andy Johnson at 214.640.7820 or andy.johnson@wsj.com.

THE WALL STREET JOURNAL.
LEADING.

Source: 2012 MMR Affluent Survey, HHI \$100K+ #1 in personal income \$200K+ among all reported titles.

KIRCHNER continued from page 26

the leadership role for the company. It was a life-changing decision that has brought me, my family, many others within the Primrose organization, and those who work with us tremendous joy and success.

What do you love most about being CEO? I love the wonderful opportunity to make a lasting difference in the lives of others. First, we help unleash the potential in our students to excel in education and in life. Second, we provide parents tremendous peace of mind, knowing their children are well cared for when they are at work. Finally, I love working closely with our franchise owners to help them make a great living, control their careers, and the quality of life for their families. I am so proud to be able to provide our school management and staff members, as well as our support center staff, a quality work environment where they can continue to build their careers and make a positive impact on their communities.

The Primrose system has teachers, management staff, and support center staff—even our bankers and real estate brokers—who have become successful franchise owners with their own schools. More than 70 percent of our franchise owners were parents, grandparents, or extended family members of children who attended our schools. And today, more than 30 years later, we have two Primrose students who have become Primrose franchisees! The financial success brings joy too, and it is the natural extension of the entire organization's passion for the service we deliver. Finally, through Primrose Promise, our commitment to close the gap for under-served children, we are even making a difference for children unable to attend our schools. I can't even imagine another business that would bring me such an incredible amount of joy!

How much of your time do you spend at that, and what are you doing to spend more? After my family, Primrose is my passion. I don't see it as a job, I see it as a vocation. Just as

my family is part of my life every day, so is my Primrose family. The hours are long and often seven days a week, but I do work hard at trying to balance my career and my family. The older you get, the more you realize the work will still be there tomorrow, but all the members of your family may not. So I have gotten much better at reserving focused time for family.

What do you like most about what your brand/legacy represents? The beautiful aspect of what Primrose delivers is that a quality education makes a lasting difference throughout a child's life. Today, we have incredible evidence that early cognitive, social, and emotional development in a child's first 5 years of life has significant influence on who they are and what they believe they can achieve throughout their lives.

What role does diversity play in your management team? We have a very diverse culture across our support center leadership, within our schools, and across the organization. Respecting cultural diversity is embedded in our Balanced Learning curriculum for the children and is a natural extension throughout our company.

If you are expanding overseas, does being a woman affect growth? Primrose has not yet entered franchising internationally. While we have had numerous requests to consider franchising outside of the U.S., and we believe there is tremendous need for our service across the world, we decided we would focus on the national expansion over the next few years. We have the opportunity to double our footprint in the U.S. in the next 6 or 7 years, and that is our primary focus at this time. In the international education business, I do believe having women in leadership roles will be a strong asset. The strategic vision and aspiration a woman can set for the education of children goes beyond the mind of a business woman to the hearts of parents and their desires for their children. ■

MORAN-GOODRICH continued from page 30

franchise movement, but not many know that Elizabeth Cady Stanton was the driving force behind women's rights. They began a partnership in 1851, with Elizabeth taking a behind-the-scenes role and Susan being out front. I admire how they worked together on women's rights. There are so many other female leaders I admire. Many, if not all, can be found in the book *How To Be Like Women of Influence* by Pat and Ruth Williams with Michael Mink.

Advice for young female CEO aspirants: First of all, anyone choosing to be an entrepreneur or head of a company must be willing to commit to working as hard as it takes to be successful. I think the best advice I could give a young woman just starting out is to know who you are and what you want. Don't let someone else decide for you, and don't let roadblocks get in your way. Stay connected, be open to new ideas, continually educate yourself, empower others around you, and remember to enjoy life along the way!

Leadership style: I would like to think that my leadership style is more of an MBO approach with input on the process and results desired. I am not one to hover over someone or micro-manage a person. We are a small company and I have been around since the beginning, so over the past 23 years I have had many positions within the company and have been involved at all levels. I do believe that having a strong management team is crucial to achieving your goals.

Was becoming CEO of an organization part of your professional plan? When I began my career in the automotive aftermarket industry, I never thought it would lead to my running and owning an automotive franchise system. However, through many challenges and accomplishments over the years, I found that I had a passion for the industry and franchising, leading me to where I am now. It was not an easy road, though! Early on, I was told repeatedly that I would never be in a C-level leadership position, let

FRANCHISE LEARNING ACADEMY

**EXCLUSIVE FRANCHISING EDUCATION,
ANYTIME. ANYWHERE.**

Leading the way in establishing the industry's
first and premier online resource for
franchising education.



Introducing the 2013 Franchise Leadership & Development Conference Video Collection

This comprehensive educational and networking event is designed to share challenges, find solutions and improve franchise growth. 250 Franchisors representing over 200 franchise brands attended in October of 2013.

**What Attendees
are Saying...**

"The Franchise Leadership Conference is a MUST DO for every Senior Franchise Development executive. The knowledge, sharing and agenda is the perfect blend of real world information from executives and speakers. All fact based information to help recharge your batteries and create new strategies for the next year!"

Mark L. Jameson, *Executive VP, Franchise Support & Development, FASTSIGNS International, Inc.*,
2013 Franchise Leadership & Development
Conference Attendee

- **Unlimited access to 5 high quality videos with over 6 hours of exclusive content**
- **Stream directly to your computer - any PC, Mac or mobile device**
- **Share access with up to 5 users**
- **Downloadable Reports**
- **Choose from individual videos by topic or complete conference collection**

For more information, pricing and to watch free demo clips
visit: franchiselearningacademy.com

Questions? Contact us at: 1 800-289-4232 ext. 213 or email: fla@franchiseupdatemedia.com

Franchise Update
MEDIA

alone president of the company. It was believed that my being a woman limited my abilities to lead an automotive franchise system. My objective over the years was not to show that they were wrong, but to learn as much as possible so that I could one day take that step. When my dad needed to step back from the business in the late '90s, I was not being considered for any key leadership position. However, the management consultant we hired to find a replacement basically said the best person to run the company was already there, and it was me. I knew I could do it, but it obviously wasn't in anyone else's plans!

What do you love most about being CEO? I love being the visionary and thinking ahead, looking for new opportunities and identifying how we can grow our business.

How much of your time do you spend at that, and what are you doing to spend more? I wish I could spend the majority of my time doing that, but right now I am spending a lot of time operating the business as well.

What do you like most about what your brand/legacy represents? Our brands (Mr. Transmission, Multi-state Transmission, Dr. Nick's Transmission, Milex Complete Auto Care, and Alta Mere) have been around for many years—more than 50 for some of them. The longevity of our brands is a testament to the franchisees we have in place and the business model. Brands don't survive that long without great customer service, great franchisees, and a sound business system.

What role does diversity play in your management team? Diversity is important in our management team as well as in our franchise system. I believe it is important to have different perspectives. It can only make your system stronger.

If you are expanding overseas, does being a woman affect growth? At this point, we do not have plans overseas. ■

REYNOLDS continued from page 34

dom in empowerment. I set the strategic direction and tell people, "You're empowered." I want them to take risks.

Was becoming CEO of an organization part of your professional plan? There is a videotape of me at about age 20 visiting my family for Christmas, and at one point I say to my dad, "You'd better be careful because I'm going to be signing your paycheck one day!" I was obsessed with corporate America and I knew I had to succeed as a franchise partner in order to lead the company. That said, I never thought I would be CEO.

What do you love most about being president? I like having the opportunity to help people grow. And I'm proud to carry on my dad's legacy, making the company stronger for him and my mom.

How much of your time do you spend at that, and what are you doing to spend more? I spend the majority of my time, about 70 percent, at my job. The evolution of the company as it grows allows for new staff to take on a bigger role and take a few things off my plate.

What do you like most about what your brand/legacy represents? For me, our brand and legacy are tied together, as I am trying to carry on my dad's vision of growing an organization committed to quality. "Quality" can be an overused word, but it ties into everything we do. We strive to improve our clients' quality of life by enabling them to live where they want to live. We hope we can give the adult sons and daughters quality of life when they are able to spend more time on responsibilities beyond caregiving. For our owners, having a quality and rewarding business means giving back to their communities, creating jobs, and providing excellent care. We don't want to be the biggest company in home care, but we do want to be the best at what we do and how we do it.

My dad started the business in Denver in 1980, and since then, Homewatch

CareGivers has been providing in-home care to seniors and people of all ages. He set the vision of compassion and care for all people in need of home care services and established himself as a leader in the industry. My father began franchising the concept slowly, always more focused on the care than on selling franchises. We really didn't start franchising seriously until 2000, and even then it was always to grow the right way, with an emphasis on remaining true to our mission and values, and effectively supporting our franchisees. Now, we have more than 220 locations in six countries. We're growing in the U.S. and investing in building the brand in Ontario. Eventually, we plan to grow in additional Canadian provinces. We provide care to people of all ages, but the majority of our clients are seniors over the age of 65. Our services can range from companion care with light housekeeping, meal preparation, and transportation, to more complex personal care, such as bathing, grooming, transferring to a wheelchair, assisting with movement, etc.

What role does diversity play in your management team? The healthcare field attracts more women than men, so we represent a somewhat different situation from typical business diversity. We struggle sometimes with lacking enough of the male perspective. We make sure that we are looking at a balanced approach in our leadership team.

If you are expanding overseas, does being a woman affect growth? We have offices in Canada, Panama, Costa Rica, Mexico, and Guatemala, and I don't think that being a woman has affected our ability to grow the business overseas. I have, however, noticed that in the Latin American countries it does make a difference to have a male face representing the business. For example, if we have a husband-and-wife team, the husband might go out and make the connections while the wife will work more behind the scenes. Being a woman doesn't affect growth for this business overseas, but it can make a difference for our franchisees. ■



greetings from

Las Vegas

**2014 MULTI-UNIT
FRANCHISING CONFERENCE**
APRIL 23-25 | CAESARS PALACE, LV

PLANNING FOR 
GROWTH
YOUR PATHWAY TO SUCCESS

greetings from

Atlanta

June 24-25, 2014
**4th Annual Franchise Consumer
Marketing Conference**
Intercontinental Hotel, Atlanta, GA
Attendees: Franchisors; CEO's, Presidents,
Chief Marketing Officers & Marketing Managers

October 15-17, 2014
**16th Annual Franchise
Leadership & Development Conference**
Intercontinental Hotel, Atlanta, GA
Attendees: Franchisors; CEO's, Presidents
& Senior Development Officers

Franchise Update
MEDIA

Women-Led Brands Ranked by Units

We asked Frandata to research women-led franchise brands—brands with women at the top—no matter how large or small. Their researchers found nearly 200 brands with more than 31,000 units... founded by women, chaired by women, and, for many startup brands, women as chief executive and bottle washer.

BRAND	EXECUTIVE	TITLE	UNITS
Great Clips	Rhoda Olsen	CEO	3,520
Popeyes Louisiana Kitchen	Cheryl Bachelder	CEO	2,225
Applebee's	Julia Stewart	CEO	2,010
Dessange International	Allyson King	CEO	1,862
Servpro	Susan Steen	CEO	1,655
IHOP	Julia Stewart	CEO	1,602
The Dwyer Group	Dina Dwyer-Owens	Chairwoman & CEO	1,600
Cinnabon	Kat Cole	CEO	1,100
Cruise Planners	Michelle Fee	Manager & CEO	1,016
Buffalo Wild Wings	Sally Smith	President & CEO	993
Proforma	Vera Muzzillo	CEO	750
Fastsigns International	Catherine Manson	CEO	545
Exit Realty	Tami Bonnell	President, United States	491
Molly Maid	Meg Roberts	President	445
Menchie's	Danna Caldwell	Co-Founder & President	377
Interim Healthcare	Kathleen Gilmartin	President & CEO	324
Home Helpers	Emma Dickison	President	311
American Poolplayers Association	Renee Lyle	President	296
Fit4Mom	Lisa Druxman	CEO	283
BrightStar Care	Shelly Sun	Co-Founder, CEO	275
Two Men and a Truck	Melanie Bergeron	Chair of the Board	275
Primrose Schools	Jo Kirchner	President & CEO	273
Huntington Learning Center	Eileen Huntington	Co-Founder & CEO	264
Mr. Rooter	Mary Kennedy Thompson	President	257
Assist-2-Sell	Mary LaMeres-Pomin	President	243
Häagen-Dazs	Dawn Uremovich	President	228
Candy Bouquet	Margaret McEntire	Founder	228
Au Bon Pain	Susan Morelli	President & CEO	224
Homewatch CareGivers	Leann Reynolds	President	222
ActionCoach	Jodie Shaw	CEO	219
Better Homes and Gardens Real Estate	Sherry Chris	President & CEO	218
Window World International	Tammy Whitworth	CEO & Chairman of the Board	196
ColorTyme	Catherine Skula	President & CEO	195
Ponderosa Steakhouse	Tamara Jones	President & CEO	179
Rosati's Pizza	Marla Topliff	President	171
Seniors Helping Seniors	Kiran Yocom	Chairwoman	169
WIN Home Inspection	Dianne Knapp	CEO	167
Car-X Auto Service	Adina Harel	Chairman of the Board	165
Guard-A-Kid	Lisa Almehsen	President	165
Spherion Staffing	Sandy Mazur	President, License/Franchise Div.	163
Donatos Pizza	Jane Grote Abell	Chairwoman	154
Mazzio's	Sheri Miksa	CEO	143
Moran Family of Brands	Barbara Moran-Goodrich	CEO & President	138
Brow Art 23	Elizabeth Parikos-Gorgees	Founder & President	134
Learning Express	Sharon DiMunico	Founder & CEO	131
Cousins Subs	Christine Specht	President & COO	130
Just Between Friends	Shannon Willburn	CEO & Co-Founder	130
Churromania	Ariel Acosta-Rubio	CEO & Founder	128
Kinderdance	Carol Harsell	Founder	127
ActionCoach USA	Angie Fairbanks	CEO	122
World Gym	Joyce Camilleri	Chairman of the Board	117
Camp Bow Wow	Heidi Ganahl	President	112
Handyman Matters	Colette Bell	Chairman of the Board	110
Cookies By Design/Cookie Bouquet	Mary Gilliam	Founder & President	107
1-800-DryClean	Shannon Toler	Co-Founder	106
Baby Boot Camp	Kristen Harler	CEO & Founder	99
9Round Fitness & Kickboxing	Heather Hudson	Founder	94
Roly Poly Sandwich Shop	Linda Wolf	President	92
Natural Awakenings	Sharon Bruckman	Founder & CEO	87
Tax Centers of America	Tonia Ouzts	President & CEO	84

BRAND	EXECUTIVE	TITLE	UNITS
Painting with a Twist	Renee Maloney	Owner	82
Happy's Pizza	Happy Asker	President	81
The Coffee Beanery	JoAnne Shaw	CEO	79
Yogi Bear's Jellystone Park Camp-Resorts	Brenda Walker	Chairman of the Board	78
VR Business Brokers	JoAnn Lombardi	President & Chairman	74
Real Deals on Home Decor	Marisa Humphrey	Chairman of the Board	72
Rapid Refill	Loi Kiser-Block	President	72
Young Rembrandts	Bette Fetter	President & Founder	71
Koko FitClub	Mary Obana	President & Co-Founder	69
Bellacino's Pizza & Grinders	Sandra Mancino	Co-Founder	68
Shapes Brow Bar	Reema Khan	President	66
1-800-Water Damage	Lisa Bangi	CEO	64
RockIt Body [Pilates]	Janelle Reents	President	64
Craters & Freighters	Dianna Gibson	CEO & Chairman of the Board	64
Snip-Its	Joanna Meiseles	Founder	61
Decor & You	Karen Powell	CEO & Chairman	60
KidzArt	Sue Bartman	CEO	60
CompuChild	Julie Standish	President	59
Images 4 Kids	Marcia Altizer	Founder & CEO	56
Gigi's Cupcakes	Gina Butler	CEO	55
Knockouts	Karin Friday	President	55
Made in the Shade Blinds & More	Cathy Morse	Owner	55
Miss Teen USA/Miss USA	Paula Shugart	President	51
FranNet Franchising	Jania Bailey	President & COO	50
Computer Explorers	Carol Hadley	President	48
Happy & Healthy Products/Fruitfull	Linda Kamm	President	48
Abakadoodle	Mary Rogers	Chairman of the Board & CEO	47
Abakadoodle	Rosemarie Hartnett	President	47
Rhea Lana's	Rhea Riner	President	45
Link Staffing Services	Karen Pitts	Co-CEO	45
FasTrackKids	Nancy Founce	President & CEO	44
FRSTeam	Courtney Nicholas	CEO	43
HuHot Mongolian Grill	Linda Vap	President	42
Nothing Bundt Cakes	Debbie Shwetz	Co-Founder	42
Nothing Bundt Cakes	Dena Tripp	Co-Founder	42
Purrfect Auto Service	Veronica Behar	CEO & CFO	41
@Work Group	Glenda Hall	Co-Chairman	41
Barbeques Galore	Heather Elliott	President & CEO	41
Lillians Shoppes	Cynthia Deuser	CEO	38
Bonanza Steakhouse	Tamara Jones	President, CEO	36
Touching Hearts	Renee Olafson	Founder & CEO	35
Fun Bus	Kari Denton	CEO	34
The Spice & Tea Exchange	Amy Freeman	President of Franchising	34
Advantage Performance Group	Annika McCreo	President	32
360clean	Allison Bodiford	President	31
Aloette Cosmetics	Cathy McKenna	President	29
The Dailey Method	Jill McIntosh	President	29
The Woodhouse Day Spa	Jeni Garrett	President & CEO	27
Chicken Shack	Michelle McNulty	President	26
Uni K Wax Centers	Noemi Gruppenmager	CEO	25
Central Bark Doggy Day Care	Jacqueline Jordan	President & Treasurer	25
Dogtopia	Amy Nichols	CEO	23
Singers Company	Katie Parker	President & CEO	22
All American Specialty Restaurant	C.R. Duffie	President	20
Creative World Schools	Marianne Whitehouse	President	20
Yogurtini	Natasha Nelson	President	19
Pets Are Inn	Ann Platt	President	19
Sumita Beauty/Ziba Beauty	Sumita Batra	CEO	17
Get A Grip	Sharon Dillard	President	17
Mainstream Fashions	Marie DeNicola	President, CEO	17

WOMEN AT 24 THE TOP

BRAND	EXECUTIVE	TITLE	UNITS
Pizza Rustica	Susan Tiffany	President & General Counsel	17
Wine And Design	Emily Preiss	Co-President	16
Wine And Design	Harriet Mills	Co-President	16
Eileen's Colossal Cookies	Eileen Harman	President & CEO	15
Tippi Toes	Sarah Nuse	CEO	15
Hydrex Pest Control	Mary Doucette	President & CEO	15
Mom Corps	Allison O'Kelly	President & CEO	15
All County Property Management & Realty	Sandra Ferrara	CEO	15
Alta Mere	Barbara Moran	CEO & President	14
KidsPark	Debra Milner	Chair & CEO	14
Positive Changes Hypnosis Center	Sandra Gould	President	14
The Waiting Game	Tanya Zapf	President	14
Idaho Pizza Company	Lorana Quintero	President	14
Drybar	Allison Webb	Founder	12
Popcornopolis	Kathy Arnold	President	12
IKOR	Cynthia Gartman	President	10
IKOR	Patricia Maisano	Founder & CEO	10
Zoom Room	Jaime Van Wye	President & CEO	10
Advanced Maintenance	Janet Holman	President	9
House of Bread	Sheila McCann	President	9
Rainbow Station	Gail Johnson	President & CEO	9
sweetFrog	Annah Kim	President	9
Bottle & Bottega	Nancy Bigley	CEO	9
StageCoach Theatre Arts School	Stephanie Manuel	Co-Founder	8
The Lil' Genius Kid	Renu Dhillon	President & CEO	7
Zoomin Groomin	Donna Sheehey	CEO	7
British Swim School	Henrietta Goldberg	Owner	7
Le Macaron Development	Rosalie Guillem	President	6
The Lash Lounge	Anna Phillips	President & CEO	6
Growing Room	Sheree Mitchell	President & CEO	6
Little Sunshine's Playhouse & Preschool	Rochette Dahler	President & CEO	6
Mode	Cara Stockeland	President	6
Omega Learning Center	Kathy Keeton	Co-CEO	6
Omega Learning Center	Kimberly Smith	Co-CEO	6
BizCard Xpress	Daniela Morello	President & Co-Founder	6
Swimtastic Swim School	Susan Wainscott	CEO	6
La Vida Massage	Peggy Davis	President & Treasurer	5
New Star Realty	Amy Nam	CEO & CFO	5
Tax Tiger	Kathleen Hill	President & Founder	4
Baby Power/Forever Kids	Linda Searles	President & CEO	4
Beadniks	Sally Roesler	President	4
TaylorMarie's	Heidi Welbig	President	4
Star Wellness	Johnette van Eeden	CEO	4
Faces 365	Mary Ekiss	Founder & CEO	3
Hera Hub	Felena Hanson	President	3
RightTime Kids	Lori Klein	President & CEO	3
Solid Source Realty	Michele Velcheck	President & CEO	3
Greenz	Casie Caldwell	President & CEO	3
Conspire!	Lynette Crow-Iverson	President & CEO	3
Clear Lights	Amy Mullen	President	2
Engineering for Kids	Dori Roberts	President & CEO	2
Nutty Scientists	Natalia Calle	CEO	2
Tutu School	Genevieve Weeks	President	2
Yeah! Burger	Karen Spencer	President & Partner	2
Gokhale Method	Esther Gokhale	CEO	2
RockIt Body Fitness Programs	Judie Aronson	President	2
FlipFlop Dogs	Catherine Miltz	President	2
Sweet Arleen's	Arleen Scavone	Chair, Founder & CEO	1
terésA Nail Bar	Courtney Steele	President & CEO	1
Archive-It	Jodi Thrasher	Co-Owner	1
The Launch Pod	Ilene Rosoff	President & CEO	1
Moolah U	Gayle Reaume	President & CEO	1
California Green Clean	Angela Arthur	Founder, President & CEO	1
D Pet Hotels	Alissa Cruz	Co-Owner	1
Crooked Pint Ale House	Mary Erickson	President	1
Peoples Organic	Lynn Gordon	President & Chair	1
Park Select	Sandra Iventosch	President	1

Source: Frandata

Economic Force x 24!

Total revenue: \$16 billion

Total units: 17,139

5-year growth: \$5 billion

Years in Franchising

Total: 449.5

Average: 18.7

Years with Company

Total: 434

Average: 18.1

Founders/Co-Founders

Danna Caldwell, Co-Founder, Menchie's

Sharon DiMinico, Founder, Learning Express

Eileen Huntington, Co-Founder, Huntington Learning Center

Barbara Moran-Goodrich, Founder, Moran Family of Brands

Shelly Sun, Co-Founder, BrightStar Care

Daughters of Founders

Jane Grote Abell, Donatos Pizza (father)

Melanie Bergeron, Two Men and a Truck (mother)

Dina Dwyer-Owens, The Dwyer Group (father)

Barbara Moran-Goodrich, Moran Industries (father)

Leann Reynolds, Homewatch CareGivers (father)

Christine Specht, Cousins Subs (father)



Appeared on Undercover Boss

Five of the 24 women profiled appeared on the television show "Undercover Boss." In addition, two more of the brands were featured in episodes, but with other executives appearing.

	COMPANY	DATE
Shelly Sun	BrightStar Care	4/17/11
Dina Dwyer-Owens	The Dwyer Group	1/22/12
Catherine Monson	Fastsigns International	5/4/12
Kat Cole	Cinnabon	11/16/12
Jane Grote Abell	Donatos Pizza	10/11/13
Lynn Zappone, Chief Talent and HR Officer	Popeyes Louisiana Kitchen	3/2/12
Amit Kleinberger, CEO	Menchie's	10/25/13

Market

Consumer marketing initiatives

58

CMO Q&A

Frances Allen on Denny's vision to be "America's Diner"



61

61

CMO Roundtable

"Discuss the role of diversity inside your marketing department and in your marketing strategies."



62

Consumer Data

2013 payment trends review and what's ahead for 2014

64

Connecting with Customers

Location analytics can boost customer visits



2014 4TH ANNUAL Franchise CONSUMER MARKETING CONFERENCE

JUNE 24-25 | ATLANTA

Change

THE NEW MARKETING CURRENCY

What Attendees are Saying...

"I have to say this is the conference in franchising if you want to learn how to do things right. Everyone here in marketing is so brilliant and they are able to share, they're able to teach. It's a fantastic place to network and learn how to make sure you're not going to make big mistakes."

Meg Roberts, *President*, Molly Maid

"This is my first time to visit the show and I'll tell you what I've realized I've missed, dealing and working with vendors. There is a lot of information out there that can help me do better. I'm grateful that I have enough sense to come to this conference and spend some time with these true professionals in the industry."

Greg Tanner, *National Director of Franchising*, Aarons

JOIN US @ THIS ONE OF A KIND EVENT!

Two-days of focused discussion on consumer marketing with decision makers, thought leaders and industry experts. It is a must attend event for franchise marketing executives and consumer marketing service providers!

2014 KEYNOTE ANNOUNCEMENT

Luke Williams

International bestselling author and globally recognized authority on disruptive innovation.



BEST RATE ENDS FOR PREFERRED CUSTOMERS MARCH 31!

JUNE 24-25 | ATLANTA |

franchiseconsumermarketing.com
OR CALL 1-800-289-4232 EXT. 216

Franchise Update
MEDIA

Building “America’s Diner”

Frances Allen strives to make Denny’s vision real

Frances Allen is no stranger to big brands. Over the past 25 years, she’s logged successful stints as a senior marketing executive at Dunkin’ Donuts, Sony Ericsson, PepsiCo, and Frito-Lay. During that time she has spearheaded brand repositioning initiatives, led new product introduction strategies, and launched expansion into international markets.

Now, as executive vice president and chief brand officer for Denny’s since July

2010, Allen is responsible for the overall direction of the brand’s marketing strategies and initiatives, positioning, advertising campaigns, menu development, and restaurant image. One of her core tasks has been to lead the implementation of the company’s “America’s Diner” campaign, an effort to reposition the brand to reflect its roots and connect with guests. We asked her how she plans to do that, and about the ever-changing role of CMO.

Describe your role as CMO. My role is to create a vision for the brand based on real consumer insight. The most important part of my job, though, is to inspire all those around me to want to deliver that vision... not just the marketing department. I need everyone, from the customer service department to the operations team, the operators, and the finance group to be just as motivated and committed to delivering against our brand positioning. A brand positioning is just a bunch of words unless it becomes real at every touchpoint within the consumer experience. This requires all departments to be striving to deliver an authentic brand experience. And this is especially true in the restaurant or retail business.

At Denny’s that vision is “America’s Diner,” a place that feels like home for everyone who walks through diner doors, no matter what life stage, age, gender, or ethnicity. It’s a come-as-you-are, no-nonsense, democratic environment where people can relax, be themselves, and connect with the people they care about. It’s a unique, competitively distinct, yet powerful consumer proposition that is absolutely authentic to who we are as a brand. Whether we are thinking about service, environment, or food, “America’s Diner” is our North Star that guides our strategies and our initiatives.

What’s unique about the CMO position at Denny’s? Our passionate people. It’s always the people. The core tenets of marketing stay the same no matter what business you are in, but the people make it unique.

What’s the most challenging part of being a CMO today? The changing pace of technology creates a constantly different consumer and communications landscape. The CMO today needs to



be agile and keep up, while also having the confidence to not want to control everything. The consumer is in charge today. To borrow from a colleague, no marketer would ever have invented Gangnam Style or “Duck Dynasty.”

What are the 3 most important keys to being an effective CMO leader today?

1) The ability to balance left and right brain thinking. Using data to make a creative leap into a big idea or unique insight. Reading the data and listening to your gut. 2) The ability to communicate, inspire, and lead with a clear, compelling vision. 3) And, once communicated, the ability to get out of the way to let a talented team of people deliver, to do their jobs with passion and purpose.

How do you prepare a marketing plan and execute the strategies?

First, positioning three or four core marketing strategies into tactics; how these strategic moves play out over the year depends on the ebbs and flows of the brand. Then, charging our marketing team and agencies with innovation in all aspects, not just products, but thinking about all the ways we connect and engage with Denny’s consumers.

How do you measure marketing results and effectiveness?

In the restaurant world, the key measure is traffic. There are macro impacts on traffic and brand impacts on traffic. It is making sure you cross-examine both and constantly read, react, and refine your marketing plan to deliver the results. It’s also working closely with smart analysts to help read and interpret the data. Your financial analysts are your friends. They can help you set clear goals and expectations up front and analyze results in an objective and thorough way.

Discuss your core consumer marketing strategies and objectives.

1) Everyone has been to a Denny’s at some point in their lives, and most have positive memories. The goal of our brand positioning and aligned communication

is to reconnect to our guests as “America’s Diner” and create an environment that fosters new memories, helping them fall in love with the brand all over again. 2) Our core consumer is working class and has very restricted disposable income. We need to remain committed to creating affordable comfort food accompanied with a warm family dining experience delivered at a great value, every day. 3) Balance affordability with innovative newsworthy, head-turning menu innovations, and limited-time offers. 4) Expand relevance beyond breakfast.

Describe your marketing team and the role each plays.

Our diverse team includes many roles, from insights to product development, product marketing to consumer engagement (advertising, menu, merchandising, etc.) and field execution. We’re a group of talented individuals dedicated to working together and delivering the brand promise of “America’s Diner.”

Why is it so important for the marketing department to have a “personal touch” when it comes to helping the brand connect with prospects?

People don’t buy a “what,” they buy a “why.” They are more loyal if they *feel* a brand is a brand for them, versus a rational transaction.

How does this help your franchise development effort?

Our North Star, “America’s Diner,” is all about the emotional connection. It’s also the reason franchisees bought into the brand.

What ways/tools do you rely on to do this?

Our advisory board for both marketing and operations is very involved in the development of system-wide marketing programs such that our vision, mission, and values statements are authored by both franchisee and corporate leaders. This has allowed us to make better-informed decisions on programs and marketing campaigns that will best resonate with our guests. We do this through the cascading of information through field teams, internal communication, annual conventions, local

market meetings, training, and the like.

Do today’s prospects expect more from the franchise marketing department? What, and how do you provide it?

Like all shareholders and stakeholders, they expect us to be better informed and do more with less. They expect us to be focused on both the short and long term. They want a silver bullet, but I honestly believe they realize it doesn’t exist today. Finally they want and expect us to *lead* while making sure we have listened to their points of view.

How is technology changing the way franchise marketing is done in terms of one-on-one contact?

As a heavily franchised organization, it is critically important that we work very closely with the Denny’s Franchisee Association on the brand strategy and direction. Today’s technology and communications tools certainly make that flow of communication more engaging and efficient. Our franchisees are the men and women who are in the field every day, running restaurants and interacting with our guests on a daily basis. They hear directly from the guests and are invaluable in shaping the decisions for the brand. It is our one-on-one interaction with them that helps us make balanced and well-informed decisions in a timely manner on behalf of the system.

How are you assisting your existing franchisees with more contact and transparency? What are their immediate needs?

We have an advisory structure for marketing, operations, and development made up of a core group of franchisee leaders who help us refine our plans and test our strategies and initiatives. In addition, we hold DMA-level meetings where information is cascaded and needs are communicated to corporate.

How do you work with other internal departments, and does technology help?

We have our internal version of Facebook, which we

call Denny's Connect. We also leverage email and cell phone communication far more than landlines and extensions.

How do you manage costs and budgets for the marketing department? Carefully and well.

Do you see vendors as business partners? Why/why not? Yes. The more they understand our strategies and goals, the more likely they are to help us find solutions and help get us to where we need to be.

How have marketing strategies/tools changed over the past decade?

How have you adapted? Throughout my career I have always stayed true to five core principles that I believe are important, no matter what industry you are in or what product you are marketing. Those principles are certainly followed closely at Denny's. We stay relevant by

using these core principles, which are:

1) Understanding our core brand DNA, what we mean to our guests and what role we play in their lives.

2) Driving our brand positioning throughout the entire organization, from marketing communications to food and service, all consumer touch-points.

3) Engaging with consumers in a more meaningful two-way versus one-way conversation through social media, creating a relationship that is unique and valuable to each of our different audiences, whether Millennials, Boomers, Hispanics, or families.

4) Innovating across all areas of our marketing plan, whether through product introductions like the Maple Bacon Sundae, or through our \$2/\$4/\$6/\$8 Value Menu, or our engaging media strategy.

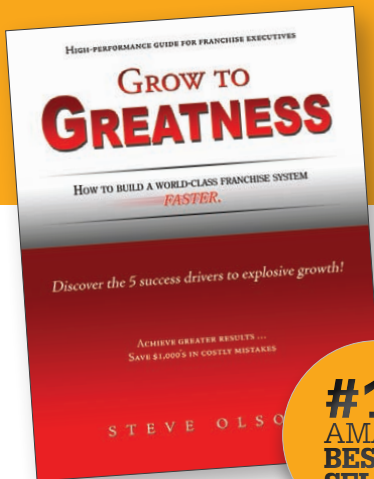
5) Reading, reacting, and refining constantly to hone our approach. In-

novation is key, but learning from the risks we take and the new approaches we apply is equally important.

Driving our brand promise throughout the entire organization has been imperative to the success of repositioning our brand as "America's Diner," and we have used additional tools like media fragmentation, media modeling analysis, smarter POS data analysis, etc. to help us better measure consumer interactions and effectively understand these insights to improve our brand strategy.

What challenges have you faced as a female C-level executive and how did you deal with them? None. I believe I am an equal member of the management team and have a voice.

What advice would you offer to aspiring female executives? As Sheryl Sandberg said so well, "lean in" to the business. Don't wait to be asked. ■



Kindle version also available!

Get your copy of this ground-breaking book today! For only \$29.95 (plus shipping & handling).

Order online, at:
www.Amazon.com

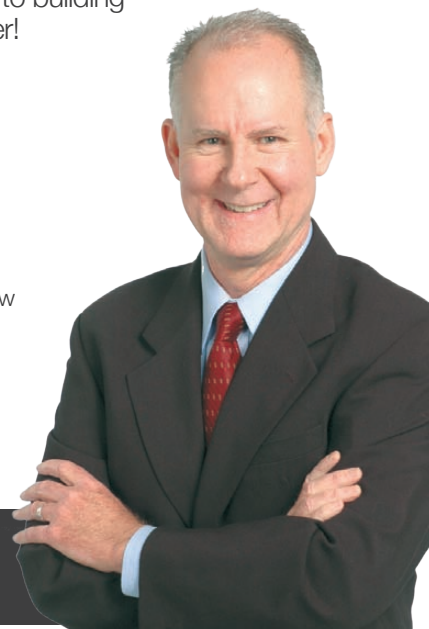
DISCOVER HOW

2,000 franchise executives saved \$1,000's in development costs

The must read, breakthrough guide to building a world-class franchise system faster!

- Five time-tested success drivers for greater franchise growth
- 100+ franchise case examples reveal how to do it right
- Marketing and ad strategies to generate more qualified buyers
- Sales-producing techniques for new and experienced development executives

Buy today and sell more tomorrow



Steve Olson is President of Franchise Update Media Group. He has been a franchisee, franchisor and consultant.

*During 2011 April & May dates for franchise and retail business books

CMO roundtable:

“Discuss the role of diversity inside your marketing department and in your marketing strategies.”

Annica Kreider
VP of Brand Development
Mellow Mushroom



Marketing to a diverse consumer base is something we not only discuss often among our team, but something we also embrace internally from a talent management standpoint. From a leadership perspective I'm a huge believer in having a very diverse team in terms of demographics, psychographics, and lifestyle. If everyone on a team looks alike, dresses alike, and does the same things on the weekend, you're really missing the boat in terms of creativity and brand advancement.

With most elements of our creative we like to push the envelope and be as provocative, interesting, and engaging as we can. This is particularly true of the digital space. Our team creates a lot of original art exclusively for digital consumer engagement. At our biweekly editorial meetings we have some very lively discussions about what the art and messaging might look like in an email message, for example. The individual diversity that our team possesses has really allowed us all to free our minds a bit and see unique perspectives on how the message we want to give the consumer may end up being designed and articulated.

We also have a great diversity of backgrounds and core competencies within our brand development team. Some of our team members came from traditional franchised restaurant marketing backgrounds, some started out as servers and advanced through the ranks of our company, some came from

restaurant operations, and others came from government entities or large retailers. This diversity of workplace experience allows us to capitalize on best practices. Sometimes as marketers we tend to breathe our own fumes in terms of how we think consumers view our brands. It's important to do anything you can to open your perspectives.

In regards to consumer marketing, diversity is really the name of the game for our brand. We are a purposefully unique brand, with no two locations having the same exterior signage, interior design, or décor package. We are also able to be successful in a wide variety of environments ranging from urban to suburban, big city or small town, and everything in between. We have some great demographic reporting about the consumers surrounding our restaurants that allow us to really hone in on what the most common lifestyle attributes are for the guests of a specific restaurant. We approach almost all of our marketing on a community-based level, so our target can be almost anywhere on the spectrum of demographic attributes, depending on the location.

Stacy L. Anderson
Chief Marketing Officer
Anytime Fitness & Waxing the City



As a global franchisor operating in more than 15 countries, embracing diversity in the marketplace isn't a choice for us, it's a must. Simply put, developing offerings sought after by more people, both domestically and abroad, equals more opportunity to grow. With 20 percent of our clubs located outside

North America and the greater part of our growth coming internationally over the next 5 years, developing marketing strategies that are relevant and compelling to a wide array of cultures and communities is critical to our long-term success.

To capture the revenue opportunity the complex global marketplace provides, we ground our marketing strategies in basic human truths that go beyond borders, demographics, and language, such as: All people seek to have personal connections with other people; Everyone wants their lives to be made easier/better; and Physical health is deeply connected to one's self-esteem. Those insights help us align worldwide on the role we can play in people's lives, both for consumers and franchisees.

But aligning on those global truths is only part of the equation. Bringing those strategies to life in a way that takes into account local values and lifestyles is even more important. To that end, we take a truly “glocal” approach to marketing, standardizing wherever possible, localizing whenever necessary. We are doing this by providing our in-country marketers flexible tools that allow them to reap the efficiencies of the global insight framework, but adapt to their own marketplace.

As we launch our new franchise concept, Waxing the City, cultural norms and ethnicity will play an even more important role in our marketing strategies. Understanding and developing services that cater to the specific needs of those markets will be paramount.

So how does a company with roots in rural Minnesota stay relevant to the diverse communities we serve? It's because our company is founded on the core value that diverse opinions and richness of perspective lead to better business. In fact, the majority of our executive and marketing teams is made up of women, a rarity in franchising. We employ Millennials, Boomers, veterans, LGBT, franchise experts, and those who bring retail, services, and countless other experiences to the table. But most important is employing people who are curious about other people, dedicated to understanding each person's individual journey. ■

BY TOM EPSTEIN

2013 Annual Payments Review

Digging into trends and looking ahead

For the third consecutive year, FPN is reviewing the previous year's sales trends in the franchise space. While not encompassing all of franchising, FPN does have real data on the 150-plus franchise systems that endorse us for our various products and services, which gives us a good snapshot of trends in franchising and the economy in general.

In a year when the economy has been sputtering along with sales fairly flat, the holiday sales period was critical, as always, to merchants looking to end the year strong. November saw same-store sales growth of 4.5 percent over 2012, but in December that gain dropped to 2.9 percent over 2012.

Black Friday got things moving on a positive note, with most analysts reporting in the +3.4 percent area over 2012. But with a short selling period (Thanksgiving was late and Chanukah was early), many consumers seem to have made most of their purchases in the first two weeks after Black Friday.

Small Business Saturday (which for the first time welcomed franchise-owned businesses from chains smaller than 100) and Cyber Monday were also up 4.8 percent. Then things seemed to level off, with Christmas week flat against 2012, and the previous week down 2.4 percent.

One interesting development is what people were actually doing on Christmas Day, once all of the presents were opened and the Chinese food delivered: they were shopping on their mobile devices! If you received a new smartphone or tablet as a gift, the chances

were pretty good you were using it on Christmas to shop: 48 percent of all online traffic that day was holiday shoppers, up 28.3 percent over the previous year; and actual purchases made were up 29 percent over 2012.

Although smartphones drove 28.5 percent of the total traffic (compared with 18 percent for tablets), more people were actually making purchases from their tablets: 19.4 percent, more than twice the 9.3 percent from smartphones. Tablet users also spent an average \$10 more per purchase than smartphone users.

Apple still seems to own the commerce piece of the mobile buying pie. Of all purchases made, 23 percent were made from an Apple device, with only 4.6 percent from Android users.

Breaking it down

Let's look at some of the segments in the franchise space for 2013 as a total. (Please remember that the numbers below are just a snapshot of what was presented using credit or debit cards; FPN does not gather information on cash or paper checks.)

Sector	2012	2013
QSR	+16%	+12%
Dessert	+28%	+15%
Services	+9%	+11%
Restaurant	+7%	+8%
Home healthcare	+5%	+3%
Salons	Flat	+2%

The leader again in 2013 was the QSR sector, which was still being driven by the dessert segment (which I broke out into its own category again this

year). The dessert segment was also the leader in actual number of new units and percentage of new units opened in 2013. Fine dining and casual seemed to have stabilized last year after several difficult years.

The salons sector (hair salons, tanning, spa, and massage) continues to lag a bit, but is showing some signs of growth. The services industries continue to grow, driven primarily by mobile processing, as technicians in the field are rapidly adopting new technologies that allow payments to be made in the home or at a job site by swiping a credit card on a smartphone or tablet.

Compare all these figures with what will likely be a GDP of around +2 percent for the year.

Prepaid cards, as a percentage of all payments, were up 7 percent over 2012 and continue to outperform all other payment types. Credit card payments were steady at 4.9 percent, debit payments slowed a bit from the previous year to 6.2 percent, and checks continued to drop at 4.9 percent.

Technology continues to drive payments. Mobile of course is the biggest driver of new payments acceptors, and I look for mobile to become even "more mobile" in 2014. For the past few years, we have all been focused on taking payments from smartphones and tablets. Those methods will no longer be considered leading-edge, but more the standard. I would look to smart watches, and whether a winner emerges in the mobile wallet app space.

But not to worry: all of this new technology will not mean huge changes in the back office of how payments are accepted, just in the method of interaction with your customers. ■



Tom Epstein is CEO and founder of Franchise Payments Network, an electronic payments processing company dedicated to helping franchisors and their franchisees improve system performance, increase revenue, and reduce expenses. Contact him at tomepstein@franchisepayments.net or 866-420-4613 x1103.

A photograph of two men in business suits. The man on the left is wearing glasses and has his arms around the man on the right. The man on the right has his eyes closed and a slight smile, leaning into the embrace. The background is a dark, textured grey.

WE LOVE SUPPLIERS.

A large, stylized, grey letter 'F' is positioned on the left side of the page. A grey arrow points from the bottom of the 'F' towards the right, pointing towards the main text area.

WE HELP SUPPLIERS AND SERVICE PROVIDERS DO MORE BUSINESS WITH FRANCHISORS AND FRANCHISEES.

Franchise Update Media has been a leader and innovator in providing valuable information and intelligence to franchisors, franchisees and franchise prospects for 25 years. Our purpose is to help franchisors, multi-unit franchisees, prospective franchisees and franchise service providers improve and grow profitable enterprises.

See how we can help you today at: franchiseupdatemedia.com

Franchise Update
MEDIA

(800) 289.4232 ext. 202 | sales@franchiseupdatemedia.com

Connecting with customers

BY JACK MACKEY

The Power of Where

Location analytics boosts customer visits

Do you know *how often* consumers pass by your competitors' locations to visit you? Wouldn't it be great to know *where* and *when* consumers bypass your stores or restaurants to visit a competitor? Think about how much it would help to also know the *why* behind this consumer behavior. In 2014, you can gain this new knowledge about your customers to get a competitive edge.

Three converging trends enable you to better understand your current customers, and even to connect with non-customers you want to attract. First, a huge and ever-growing number of consumers carry smartphones with built-in global positioning systems (GPS). Second, many of them are willing to share their GPS data in exchange for a reward from retail or restaurant operators. Third is the emergence of the new marketing science of *location analytics*.

Location analytics means capturing massive amounts of GPS data from consumers who have opted in to share this information and processing that "big data" over time. This allows executives to understand which stores or restaurants people go to and which ones they drive past, how often they visit specific brands, and how much time they spend in each location. With this new business intelligence, you can make adjustments in marketing and operations to capture more customer visits for your brand.

Why customers share

You might wonder why consumers would voluntarily share their GPS data. The answer is simple: they get free stuff! Here's how it works. Shortly after visiting a store or restaurant that is being researched, customers receive

a very short survey delivered to their smartphone asking why they chose to visit that location and what kind of experience they had.

In exchange for answering the survey, the customer gets a reward. It might be a free item or discount on their return visit, or points towards a gift card. And by providing survey respondents with a bounceback offer, mobile surveys can even drive incremental traffic and sales.

Location analytics help you understand customers' actual shopping and dining behavior, and the mobile surveys tell you why.

This is advanced business intelligence that has not been available before. Though I do not have permission to name them here, several dozen franchise organizations are early adopters of this new research approach. I hope to provide a named case study in a future column; or check smg.com/research for the latest information.

Better than memory

Before 2013, market researchers had to ask people to remember where they shopped and dined, and how often. Executives had to rely on consumer-reported information to estimate their brands' percentage of visits or share of wallet. In contrast, the GPS data from consumer smartphones represents actual consumer behavior that is collected in real time, which is far more accurate

and reliable.

For example, restaurant and convenience store companies can know their actual share of customer visits and compare that with specific, named competitors. They can see how this share changes as new marketing initiatives are tested. Retailers get an additional advantage: they can know what percentage of their shoppers didn't buy all they intended, why not, and if those non-purchasers went to a competitor or online to make that purchase. That's another reason the use of location analytics and GPS-triggered mobile surveys is taking off.

In 2014, companies can get very specific data showing how many of their brand's customers are shared with specific competitors. Executives can understand their actual visit share, and gain insight into why they have that frequency of visit versus rivals. For example, you can ask customers about their trip motivation, "Why did you choose to visit [brand name] today?" Was it convenience of location? Advertising? Having a coupon? By aggregating thousands of customer responses, you can see the differences in trip motivations between your customers and those of your competitors.

A "previous positive experience" is one of the most telling responses to the question about the reason for visiting a multi-unit company. This means executives can also see how their locations perform against their rivals on customer satisfaction. Although most franchisors have a customer experience measurement program in place, visibility into the customer experience offered by named competitors provides an edge in separating your brand from the competition. External benchmarks like these are crucial because success in the market depends on your performance relative to your competitors.

Location analytics shows you clearly how much business is out there for the taking and helps you determine how to win customer visits from your rivals. ■

SMG Vice President Jack Mackey helps multi-unit operators improve customer loyalty and drive growth. Contact him at 816-448-4556 or jmackey@smg.com.

2014 MULTI-UNIT FRANCHISING CONFERENCE

APRIL 23-25 | CAESARS PALACE, LV

Pages 66-77

Grow

Franchise development intelligence

80

Challenge the Pros

“What role does diversity play in your brand’s recruitment and development process?”



82

Sales Smarts

Awarding franchises is a team sport

84

Market Trends

Strong field support boosts continuity, profitability

86

It's Closing Time

Closing your team's performance gaps

87

International

Going global? Better read this first!



2014 MULTI-UNIT FRANCHISING CONFERENCE

APRIL 23-25 | CAESARS PALACE, LV

PLANNING FOR



GROWTH

→ YOUR PATHWAYS TO SUCCESS

THE PREMIER CONFERENCE
FOR MULTI-UNIT FRANCHISEES

EXCLUSIVE
KEYNOTE
SPEAKERS



**Dr. John
C. Maxwell**

Internationally renowned
leadership expert, coach,
and bestselling author



J.B. Bernstein

Legendary Sports Agent
& Marketing Pioneer

APRIL 23-25, 2014 | LAS VEGAS |

mufranchisee.com/2014
OR CALL 1-800-289-4232 ext. 216

THANK YOU SPONSORS & EXHIBITORS*

PLATINUM SPONSORS



GOLD SPONSORS



MULTI-UNIT FRANCHISEE LUNCHEON



GRAND LUNCHEON WITH FRANCHISORS



EXHIBITORS

FRANCHISORS

Aaron's
 Arby's Restaurant Group
 Bojangles' Restaurants, Inc.
 Boneheads
 Boston's Restaurant & Sports Bar
 Brick House Tavern + Tap
 Brixx Wood Fired Pizza
 Broken Yolk Cafe
 Buffalo Wings & Rings
 Burger 21
 Capiotti's Sandwich Shop, Inc.
 Captain D's
 Charter Fitness
 Checkers & Rally's Restaurants
 Chronic Tacos™
 Church's Chicken
 GC's Pizza
 CKE Restaurants Holdings, Inc.
 Colors on Parade
 Corner Bakery Cafe
 Costa Vida Fresh Mexican Grill
 Cups Frozen Yogurt
 Dairy Queen Corporation
 Del Taco
 Denny's, Inc.
 Dessange International Inc., franchisor for Dessange Paris, Camille Albane Paris & Fantastic Sams Hair Salons
 Domino's Pizza
 Dunkin' Brands
 East Coast Wings & Grill
 Einstein Bros. Bagels
 Erbert & Gerbert's Sandwich Shop
 FAZOLI'S RESTAURANT GROUP, INC.
 Firehouse Subs
 First Watch - The Daytime Cafe
 Forever Yogurt
 Fresh To Order (f20)
 Fuddruggers
 Godfather's Pizza, Inc.
 Golden Corral Buffet & Grill
 Grease Monkey International
 Ground Round Grill & Bar
 HoneyBaked Ham and Cafe
 Hooters of America, LLC
 How Do You Roll?
 Huddle House Inc.
 Hungry Howie's Pizza
 Hurricane Grill & Wings
 IceBom, a franchise of Ice House America
 Interstate All Battery Centers
 Jack in the Box®
 Jake's Wayback Burgers
 Jersey Mike's Subs
 Jimmy John's Gourmet Sandwiches
 Johnny Rockets
 Kennedy's All-American Barber Club
 Krispy Kreme
 la Madeleine
 Mama Fu's Asian House
 Massage Heights Corporate, LLC
 McAlister's Deli
 McFaddens franchise inc.
 Meineke Car Care Centers, Inc.
 Moe's Southwest Grill
 MOOYAH Burgers, Fries, and Shakes
 Napa Auto Parts
 Newk's Eatery

Old Chicago Pizza & Taproom
 OrderUp
 Oxi Fresh Carpet Cleaning
 Pancheros Mexican Grill
 Papa Murphy's Take 'N' Bake
 PET SUPPLIES PLUS
 Pie Five Pizza Co.
 Pita Pit USA
 Popeyes Louisiana Kitchen
 Quaker Steak & Lube
 Raceway
 Rent-A-Center
 Retro Fitness
 Rock & Brews
 Roy Rogers
 Salsarita's Fresh Cantina
 Sears Hometown & Outlet Stores
 ShelfGenie
 Smoke's Poutinerie
 Smoothie King
 Snip-Its Haircuts for Kids
 SONIC Drive-in
 Sport Clips
 Steak 'n Shake
 sweetFrog Premium Frozen Yogurt
 Taco Johns
 TAZIKI'S MEDITERRANEAN CAFE
 The Brass Tap
 The Greene Turtle Sports Bar and Grille
 Tide Dry Cleaners
 Togo's
 Toppers Pizza
 Tropical Smoothie Cafe
 United States Postal Service
 Watermill Express
 Which Wich
 Wingstop
 Wok Box
 Yeh! Frozen Yogurt & Cafe
 Zaxby's Franchising, Inc.
 ZIPS

SUPPLIERS

Bill.com
 BullsEye Telecom
 Business Financial Services
 Clarity Voice
 Comcast Business
 Corriga Incorporated
 Direct Capital
 Envysion
 franchiseIQ
 FRANData
 GetOne Rewards
 Global Cash Card
 Granite Telecommunications
 Harland Clarke - TranSource
 Hireology
 Impression TV
 Infiniti HR
 International Franchise Association
 LED Source - Your LED Lighting Experts
 Modern Business Associates
 National Satellite - DIRECTV for Business
 NEST International
 PATRIOT CREATIVE GROUP
 Retail Data Systems
 SIB Development & Consulting
 SurePayroll, Inc.

The Rawls Group - Business Succession Planning
 UAS
 United States Postal Service
 WEX rapid! PayCard
 York Alternative Risk Solutions

KEYNOTE SPEAKER SPONSOR

Popeyes Louisiana Kitchen

MVP AWARD SPONSOR

Comcast Business

TUESDAY EVENING MULTI-UNIT FRANCHISEE REGISTRATION & COCKTAIL RECEPTION SPONSOR

Hungry Howie's Pizza

ADVISORY BOARD MEETING SPONSORS

Bill.com
 Comcast Business
 franchiseIQ
 WEX rapid! PayCard

TWO-SIDED LANYARD SPONSOR

FisherZucker, LLC

CONFERENCE GUIDE BOOK SPONSOR

Colors on Parade

FRANCHISEE CONFERENCE TOTE BAG SPONSOR

Jersey Mike's Subs

FRANCHISOR CONFERENCE TOTE BAG SPONSOR

Fish Consulting

HOSPITALITY SPONSOR

Black Bear Diners
 Blaze Pizza, LLC
 COWBOY CHICKEN
 DISH
 Miami Grill
 Sanderson & Associates
 The ORIGINAL Franchise PR Firm

*At Press Time



AZIZ HASHIM
2014 Conference
Chairman

President & CEO
of National Restaurant
Development and this year's
Conference Chair, has
become a leading multi-
state, multi-brand, and
most recently,
multinational
business owner.

PLANNING FOR GROWTH 2014

→ YOUR PATHWAYS TO SUCCESS

Fellow franchisees, I wish you all a happy New Year with much success in your endeavors in 2014. I am very excited to announce that this year's conference is entitled "Planning for Growth." With the economy slowly but surely rebounding, and capital access at its best point since pre-recession, there will be opportunities abound for franchisees to make measurable strides in their business. However, the best growth is intelligent growth and that comes with proper planning, measurable objectives and disciplined decision making.

This year's conference will feature the major aspects of successful growth through the lens of finance, marketing and talent management. We are planning sessions with content that is new and fresh with operators who have mastered these key areas of business. Further, we have introduced tracks so that the content is tailored to the specific needs of the operator in various stages of development.

The Multi-Unit Franchising Conference is a unique event because it is highly influenced by its advisory board consisting of the very best multi-unit franchisees. The board works very hard to ensure that the conference delivers on its promise of being the best venue for franchisees to learn how to grow their business.

I look forward to seeing you at the conference this year, it will be a not-to-miss event for all multi-unit franchisees!



TOP 3 REASONS TO ATTEND

#1 – Franchisee Networking

Engage with franchisees from a variety of industries, discover new ideas, best practices, and develop relationships from business owners facing the same challenges.

#2 – Education and Motivation

Over 60 multi-unit and multi-concept franchisee speakers will share their tactics, insights, and practical advice in 30 solution-focused sessions. Topics include:

- Selecting and Adding New Brands
- Consumer Marketing
- Customer Service
- Recruiting, Retaining, and Rewarding Employees
- Financing
- Benchmarking Unit Performance
- Healthcare and Government Regulations

#3 – New Opportunities

Over 250 franchises and business solution providers looking to partner with successful multi-unit operators just like you will fill the expo hall. Find the next great brand to add to your portfolio. Discover a service provider that can boost your bottom line.

WHO SHOULD ATTEND

There's something for everyone at this conference. Whether you are a franchisee, franchisor or supplier.

- Multi-Unit Franchisees
- Multi-Concept Franchisees
- Area Developers and Area Representatives
- Chain Store Operators
- Franchisors
- Franchise Investors
- Real Estate Professionals
- Finance Professionals

The 2013 Multi-Unit Franchising Conference had record attendance of over 1,200 multi-unit franchisees, franchisors and franchise service providers.

Over 450 of the multi-unit franchisees attending in 2013 represented:

- 47 U.S. States and Canada
- 9,400 operating units
- 180,000+ employees
- \$7.5 billion in annual systemwide revenue
- 200+ brands including the following categories: food (QSR, sit-down, fast-casual, yogurt, donuts, etc.), automotive, senior care, insurance, fitness, health, retail and more...
- 38% have 2 or more brands
- 47% operate in 2 or more states encompassing more than 40 U.S. States and Canada
- 70% are seeking additional brands
- 50 companies came seeking specific brands

AGENDA AT A GLANCE

TUESDAY, April 22 | *Pre-Conference*

12:00PM TO 6:30PM

GOLF TOURNAMENT

6:30PM TO 8:00PM

MULTI-UNIT FRANCHISEE COCKTAIL RECEPTION & WELCOME *(Franchisees Only)*

WEDNESDAY, April 23 | *Main Conference*

7:30AM TO 7:30PM

REGISTRATION DESK OPEN

7:45AM TO 8:45AM

CONTINENTAL BREAKFAST

9:00AM TO 11:00AM

OPENING GENERAL SESSION

Welcome: Therese Thilgen, *CEO & Co-Founder*, Franchise Update Media & Aziz Hashim, *2014 Multi-Unit Conference Chair, President & CEO*, NDR Holdings, LLC

Keynote:

John Maxwell, *The Leadership Authority, Coach and Best-selling Author*

11:00AM TO 11:30AM

COFFEE BREAK

11:30AM TO 12:30PM

GENERAL SESSION: People Planning for Growth: Attract, Recruit, Retain

12:30PM TO 2:00PM

MULTI-UNIT FRANCHISEE ONLY LUNCHEON – Outsourcing Discussion

12:30PM TO 2:00PM

GRAND LUNCHEON FOR FRANCHISORS & SUPPLIERS

GROWING TO 20 UNITS

GROWING FROM 20 – 30 UNITS

GROWING BEYOND 50 UNITS

2:00PM TO 3:15PM

Moving from Grandma's Pocketbook to Lender Financing

Management to Leadership

The Right Capital Plans for Growth

3:30PM TO 4:45PM

Making the Commitment to Grow

Executing The Vision

People, The Essential Element for Growth

3:15PM TO 4:30PM

COCKTAIL RECEPTION IN EXPO HALL – EXHIBITS OPEN

THURSDAY, April 24 | *Main Conference*

7:30AM TO 7:30PM

REGISTRATION DESK OPEN

8:00AM

CONTINENTAL BREAKFAST

8:30AM TO 9:15PM

BUSINESS SOLUTION ROUNDTABLES

AGENDA AT A GLANCE

THURSDAY, April 24 | *Main Conference*

9:30AM TO 11:15AM

GENERAL SESSION:

Opening Remarks: Aziz Hashim, *2014 Multi-Unit Conference Chair*

State of the Franchise Industry: Darrell Johnson,
Franchise Economist & CEO, Frandata

Keynote:

J.B. Bernstein, *Legendary Sports Agent, Marketing Pioneer*
& inspiration for the upcoming Disney film, *Million Dollar Arm*

Multi-Unit
Franchisee
2014
MVP
AWARDS & RECOGNITION

11:30PM TO 11:45PM

BREAK

11:45PM TO 12:15PM

GENERAL SESSION: Lobbying for Small Business & Franchisees

12:15PM TO 1:45PM

LUNCH IN EXHIBIT HALL

2:00PM TO 3:00PM

GENERAL SESSION: Healthcare Update – Healthcare 2014: Clarifying Misconceptions & the Latest on the ACA

3:15PM TO 4:00PM

CONCURRENT BUSINESS SESSIONS:

Marketing Track

Marketing Math

Financing & Operations Track

Secure Financing for Growth,
Large Investments, Acquisitions,
and Valuations

Relationships Track

Understanding Your FDD
& Franchise Agreement

Growth Track

Real Estate: Own It,
Lease It, Manage It

4:15PM TO 5:00PM

CONCURRENT BREAKOUT SESSIONS:

Marketing Track

Own Your Market
For Optimal Local
Store Marketing

Financing & Operations Track

Early Growth Capital for
Emerging Franchisees

Relationships Track

Exit Strategies & Succession
Planning – includes selling
units to plan for growth

Growth Track

Outsourcing: Why,
What, When & How to
Implement Workshop

5:00PM TO 7:00PM

COCKTAIL RECEPTION IN EXPO HALL – EXHIBITS OPEN

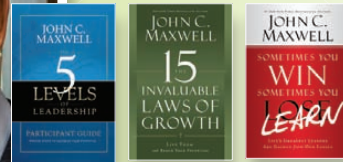
FRIDAY, April 25 | *Main Conference*

9:00AM TO 11:00AM

CLOSING SESSION:

Develop Your Capital Growth Plan Workshop, *For Franchisees and Franchisors*

KEYNOTE SPEAKERS



DR. JOHN C. MAXWELL

The Leadership Authority, Coach and Best-selling Author

John C. Maxwell is an internationally renowned leadership expert, coach, and author with more than 22 million books sold. Dr. Maxwell founded The John Maxwell Company and EQUIP, organizations that have trained more than 5 million leaders in 185 countries. Every year he speaks to Fortune 500 and 100 companies, international government leaders, and organizations such as the United States Military Academy at West Point, the NFL, and the United Nations. A *New York Times*, *Wall Street Journal*, and *Business Week* best-selling author, Maxwell's *The 21 Irrefutable Laws of Leadership* has sold more than 2 million copies. *Developing the Leader Within You* and *The 21 Indispensable Qualities of a Leader* have each sold more than 1 million copies. You can follow him on Twitter @JohnCMaxwell and read his blog at JohnMaxwell.com



J.B. BERNSTEIN

Legendary Sports Agent & Marketing Pioneer

As a 25+ year veteran of the consumer goods and sports marketing industries, J.B. Bernstein knows what it takes to receive positive results. As the previous CMO of Seven Figures Management, Bernstein was the sports marketing mastermind behind The Million Dollar Arm contest. This revolutionary reality TV show for baseball players in India yielded the first two Indian-born men to ever sign pro sports contracts in the United States. Bernstein's story is now the subject of a Disney motion picture that will be released in May 2014 and he will be portrayed by actor Jon Hamm, of *Mad Men* fame.

Currently, Bernstein is the Co-founder and President of the Access Group of Miami. He has represented some of the greatest athletes of all time, developed over 250 products and is widely known as one of the godfathers of milestone marketing for his work on Wayne Gretzky's 802nd goal program.

ADVISORY BOARD

2014 CONFERENCE CHAIRMAN



Aziz Hashim,
President & CEO
National Restaurant
Development

Steve Adams
CEO, U.S. Retail, Inc.

Robert Branca Jr.
President, JLC

Robert Chase
President, Money Mailer
Response Marketing

Greg Cutchall
President & CEO
Cutchall Management

Sean Falk
Owner, WolfTeaM LLC,
President, Nachogang LLC,
2013 Conference Chair

Rocco Fiorentino
President & CEO,
Benetrends
First Conference Chair

Gary Grace
President, GG Enterprises
2009 Conference Chair

David Grimaud
President, Grimaud Enterprises Inc

Maureen Grimaud
Principal, Grimaud Enterprises Inc.

William G. Hall
President, William G.
Hall & Company
2008 Conference Chair

John Hotchkiss
Partner, L&M Restaurant Group

Ellen Hui
President, RMS, Inc.

Michael Kulp
President & CEO, KBP Foods

Tony Lutfi
President & CEO,
Marlu Investment Group

John Metz
President, RREMC Restaurants, LLC;
CEO, Hurricane AMT;
Director, Meyer Metz Capital Partners;
2012 Conference Chair

Glenn Mueller
President & CEO, RPM Pizza

David Ostrowe
President, O&M Restaurant Group

Guillermo Perales
President & CEO, Sun Holdings LLC.

ADVISORY BOARD

(CONTINUED)

Gary Robins

President, G&C Robins Co.

Cheryl Robinson

Owner, Sapphire Ventures, Inc.

Grant Simon

President, Simon Clips

Charles Smithgall III

Chairman & CEO, SEI/Aaron's, Inc.,
2011 Conference Chair

Lloyd Sugarman

Owner, Rhode Rockets Inc.,
Rocaconn Inc., CEO, Soupman, Inc.

Ted Torres

President, Caerus
Hospitality Partners

Ricky Warman

CEO, Pizzerias, LLC / Mongolera

Eric Werner

President & CEO, Texas Subs, DFW
Tanning, Benchmark Burgers

Anil Yadav

President, JIB Management Inc.



Grimaud, David

President, Grimaud Enterprises Inc.

Grimaud, Maureen

Principal, Grimaud Enterprises Inc.

Hall, William G.

President, William G.
Hall & Company

Hashim, Aziz

President & CEO, National
Restaurant Development,
2014 MUFC Chair

Hotchkiss, John

Partner, L&M Restaurant Group

Hui, Ellen

President, RMS, Inc.

Johnson, Lyndon

President, Reciprocity Restaurant
Group

Johnson, Darrell

President & CEO, FRANdata

Kahley, Mike

Senior VP, Lockton Companies

Keikenapp, Marc

Owner, Keikenapp & Associates

Khoja, Karim

President & CEO, Northshore
Management Group

King, James

Operating Partner, GT Mid-States
Group

Knobelock, Michael

Owner, MSK Enterprises

Kulp, Michael

President & CEO, KBP Foods

Lax, Glen

Owner, Marble Slab Creamery

Lungren, Jeff

Director of Congressional & Public
Affairs, U.S. Chamber of Commerce

Luffi, Tony

President & CEO,
Marlu Investment Group

Mann, Jason

Owner, Planet Smoothie, Tasti d'Lite

Metz, John

President, RREMC Restaurants, LLC

Miller, Keith

Owner, Subway

Mueller, Glenn

Founder, RPM Pizza Domino's

Ostrowe, David

President, O&M Restaurant Group

Panos, Pierre

Founder & CEO, QS America, LLC

Perales, Guillermo

President & CEO, Sun Holdings LLC

Robins, Gary

President, G&C Robins Co.

Robinson, Cheryl

Owner, Sapphire Ventures Supercuts

Russell, John

President, Wireless Zone

Sills, Aaron

Owner, Colors on Parade

Simon, Grant

President, Simon Clips

Smith, Spencer

President & CEO, Smith Group

Smithgall III, Charles

Chairman & CEO, SEI/Aaron's, Inc.,
Past MUFC Chair

Sponberg, Roland

President & CEO, WK'S
Restaurant Corporation

Starke, Steve

Owner, JABEZ - Sears
Hometown & Outlet Store

Sugarman, Lloyd

Franchisee, Johnny Rockets, The
Original SoupMan, Golden Corral

Torres, Ted

President, Caerus Hospitality Partners

Warman, Ricky

Partner, Chalak-Miami

Werner, Eric

President & CEO, Texas Subs, DFW
Tanning, Benchmark Burgers

Yadav, Anil

President, JIB Management Inc.

SPEAKERS LIST

(AS OF JANUARY 15, 2014)

Adams, Steve

CEO, U.S. Retail, Inc.

Barr, David

Chairman, PMTD Restaurants, LLC

Berner, Russ

VP of Restaurant Operations,
Quaker Steak & Lube

Branca Jr., Robert

President, JLC Dunkin' Donuts

Bruce, William

CEO, Abundant Brands

Frank Bonanno

President, Fifth Avenue
Restaurant Group

Chase, Robert D.

President, Money Mailer
Response Marketing

Cutshall, Greg

President & CEO,
Cutshall Management

Dady, Michael

Franchisee Lawyer, Dady & Gardner

Davey, Don

Owner, Firehouse Subs

Dexter, Josh

Owner, Dunn Bros. Coffee

Falk, Sean

President, Wolfteam LLC,
Nachogang LLC,
Past MUFC Chair

Fox, Don

CEO, Firehouse Subs of America

Goldman, Yaron

Owner, Southern Deli Holdings

Grace, Gary

President, GG Enterprises;
Past MUFC Chair

Greenberg, Larry

Owner, Principle Edible
Arrangements & Sweet Lil
Enterprises Inc

Franchisee **ONLY** Events

Poolside Franchisee Mixer

Tuesday, April 22nd
6:30PM-8PM

Grab a cocktail and mingle with your multi-unit franchising peers.

This year's chair Aziz Hashim, president and CEO of National Restaurant Development, along with our advisory board of multi-unit franchisees invites attending franchisees to join them for an evening of peer-to-peer networking and cocktails. This exclusive franchisee mixer event is the perfect way to jumpstart your conference experience along the lovely poolside backdrop at Caesars Palace.



Networking Luncheon

Wednesday, April 23rd
12:30PM-2PM

Network and share ideas with other multi-unit franchisees during our franchisee-only luncheon. Where else can you engage with franchisees from a variety of industries? Discover new ideas, best practices and develop relationships from business owners facing the same challenges. This year's chair Aziz Hashim, will be leading a discussion on the pros and cons of outsourcing, how it can benefit your business, as well as when, how and where to outsource. Seating will be open or available by industry. Details available when you register.



Multi-Unit Franchisee 2014 MVP AWARDS



Multi-Unit Franchisee Magazine is proud to once again honor franchisee excellence with our annual Most Valuable Performer (MVP) Awards. We are looking for the best and the brightest franchisees - the power operators, the innovators, the creative thinkers who have demonstrated outstanding performance in growing both their organizations and their brands.

MVP Award winners will receive VIP passes to the 12th annual Multi-Unit Franchising Conference in Las Vegas on April 23-25, 2014, where they will be treated like franchisee royalty and recognized on stage during the general session. In addition, they will also receive an exclusive profile in Multi-Unit Franchisee Magazine, a feature on mufranchisee.com, and an impressive award to display back in their office.

To qualify, multi-unit franchisees must have at least five operating units, and have been in a franchise system for a minimum of two years. Multi-unit franchisees can nominate fellow multi-unit franchisees. Franchisors can nominate outstanding multi-unit franchisee performers in their systems.

Sponsored by **Comcast**
BUSINESS CLASS

Nominations are due January 31, 2014
Winners will be announced March 2014

Questions? Contact Christa Pulling via email at: christap@franchiseupdatemedia.com

Nomination Categories:

Role Model Award

For providing an example for others to follow in franchisee success.

Innovation Award

For bringing a new and unique contribution to their brand.

Spirit of Franchising Leadership Award

For extraordinary and enduring performance, growth, and community giving.

Noble Cause Award

For passionate, unwavering support for those in need.

Influencer Award

For demonstrating the path to success to other franchisees.

American Dream Award

For achieving remarkable success in his/her new country.

Veteran Entrepreneurship Award

For outstanding, performance, leadership and innovation by a veteran.

GOLF TOURNAMENT



2014 MULTI-UNIT FRANCHISING CONFERENCE

PRE-CONFERENCE GOLF TOURNAMENT | LAS VEGAS

12:00PM SHOTGUN START

Golf Fee: \$195.00 | Club Rental Fee: \$50

Join your franchise colleagues at the 2014 Multi-Unit Franchising Conference Golf Tournament. The tournament is a premier networking event and a casual forum to strengthen existing relationships and build new ones with industry decision makers. All players must be registered for the Multi-Unit Franchising Conference in order to participate in the golf event.

Each player receives: cart, box lunch, two drink tickets, post-game awards reception, and transportation to and from Caesar's Palace. *All golf fees are additional fees beyond the conference registration rates.*



2250 C Red Springs Drive.
Las Vegas, NV 89135
www.thearroyogolfclub.com

Reservation deadline is April 15, 2014

Reservations: Golf registration can be accessed through online conference registration at:
multiunitfranchisingconference.com/register.html

Questions? conferences@franchiseupdatemedia.com

Interested in sponsoring? Please contact Sharon Wilkinson for more information at 408-997-7795 ext. 216 or via email: Sharonw@franchiseupdatemedia.com



CAESARS PALACE®

LAS VEGAS

The Multi-Unit Franchising Conference returns to the beautiful Caesars Palace hotel. We hope you enjoy your stay.

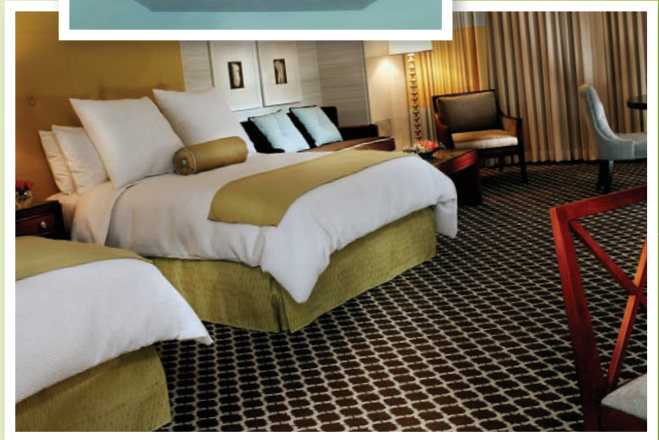
The grandest of Las Vegas hotels, Caesars Palace is famous worldwide for its magnificent beauty and impeccable service. This majestic Las Vegas hotel offers a 129,000 square foot casino, 26 restaurants and cafes, sprawling gardens and pools, a world-class spa, and the renowned Colosseum spotlighting world-class stars.

RATE: Palace Augustus or Octavius Tower
Guest Room – \$189 single/double

CUT OFF DATE: March 31, 2014

Call 866-227-5944 today to book your reservations under the Multi-Unit Franchising Conference. Guests may also book online using this unique web link to get your group rate:
<https://resweb.passkey.com/go/SCMUL4>

(After March 31, 2014, the group rate will be offered based on hotel availability only.)



**VENUE &
ACCOMMODATIONS**

A photograph of two men in business suits. The man on the left is wearing glasses and has his arms around the man on the right, who is leaning his head on the first man's shoulder. They are both smiling slightly. The background is a dark, textured wall.

WE LOVE FRANCHISORS.

WE HELP FRANCHISORS IMPROVE AND GROW THEIR BUSINESS.

Franchise Update Media has been a leader and innovator in providing valuable information and intelligence to franchisors, franchisees and franchise prospects for 25 years. Our purpose is to help franchisors, multi-unit franchisees, prospective franchisees and franchise service providers improve and grow profitable enterprises.

See how we can help you today at: franchiseupdatemedia.com

Franchise Update
MEDIA

(800) 289.4232 ext. 202 | sales@franchiseupdatemedia.com

EMPIREBuilders.tv



Multi-Unit Franchisees Dream. Build. Grow. Succeed.

To provide a deeper sense of their journeys, insights, and personalities, we've selected from our most inspiring print interviews to create a new series of videos of these franchisee leaders.

We call them Empire Builders.

For more information call: (800) 289.4232 ext. 202

Franchise Update
MEDIA

Multi-Unit
Franchisee

Challenge the pros

What role does diversity play in your brand's recruitment and development process?

Mike Pearce
Chief Development Officer
ServiceMaster Clean



At ServiceMaster we highly value diversity. Diversity has been a key ingredient for our successful growth. Our corporate diversity statement reads

as follows:

“Working with associates and franchisees from diverse backgrounds improves our thinking, makes us more creative, and allows us to better achieve our collective goals for our associates, our customers, and our communities.

Diversity is every way that we reflect and share our unique experiences. Guided by our corporate values, we believe diversity and inclusion allow us the best possible chance to succeed both individually and as a company.

Embracing a diverse work environment is key to how we treat our associates, customers, and suppliers. Diversity embodies all the differences that make us unique, including, but not limited to, race, color, religion, national origin, age, sex, familial status, disability status, veteran status, genetic information, gender identity, and sexual orientation.”

We have a high percentage of franchises that are women- and/or minority-owned. We also have a large international base of franchisees representing countries and regions all over the world, including Japan, Russia, the Middle East, and Europe. Some of our franchises with the highest sales volume are owned by franchisees who bring the greatest diversity. We believe that through developing a diverse family of franchisees we are better positioned to serve the most diverse groups of customers. The

“We believe diversity and inclusion allow us the best possible chance to succeed both individually and as a company.”

insights we gain from minority- and/or women-owned franchisees are invaluable to our efforts in gaining market share and dominating the service industry segments we perform in.

We would be missing so much of what is possible without the knowledge and culture of many different groups. We make concerted efforts both corporately and through franchise marketing to ensure that the company and its franchisees are represented by every point of view in our society and in countries throughout the world. ■

Chris Cheek
Chief Development Officer
Toppers Pizza



Essentially doubling in size since 2010, Toppers Pizza is one of the fastest-growing pizza chains of the past 3 years. At 50 stores, we are at the beginning

of a period of even more accelerated growth. Our goal, to reach 500 pizza stores by 2020, can only be realized by our focus on recruiting new franchisees that, among other things, are able to win the pizza delivery competition at the local community level.

If you look at the changing population of the United States in the last 12 to 15 years, we understand and embrace the strategic imperative that, to be successful in the growth of financially successful new stores, our franchise owners must be able to bring it with passion and build something special at the local level. Franchise owners with strong ties to their local communities should be better operators of those businesses, better recruiters of talent, and better at understanding cultural norms. Our development philosophy is based on recruiting the best local owners we can identify. As our business communities continue to grow more diverse, our franchise recruiting must follow suit.

There is an additional aspect of diversity as it relates to our target franchise candidates. Toppers targets franchise candidates who desire single units, as well as multi-unit franchise candidates. Moreover, we don't require restaurant experience to become a Toppers franchisee. As such, we cast a wide net when advertising our franchise opportunity, and we process franchise candidates across a wide spectrum of business backgrounds.

The intended outcome of this approach is to develop a franchise community that today and in the future will be composed of owners who bring a diverse collection of previous business experiences and success to our brand and franchise community. In fact, we currently have in place a program to match Toppers' experienced managers as partners with new franchisees who have passion, local knowledge, and capital to invest, but lack pizza or restaurant experience. We call this the “Topperator” program, and it will further expand the types of franchisees we can recruit.

For franchisors looking to grow big by successfully winning at the local level, it is a strategic objective to develop a franchise community of individuals with diverse backgrounds, experiences, and size of companies. Our brand will benefit from the learning and innovation that naturally follows, putting us on the path to build something special... together. ■

Two men in business suits are embracing. The man on the left is wearing glasses and a yellow tie, looking towards the right. The man on the right is wearing a pinstriped suit and has his eyes closed, leaning his head against the other man's shoulder. The background is a dark, textured wall.

WE LOVE FRANCHISING.

A large, stylized, grey letter 'F' is positioned on the left side of the page. The bottom of the 'F' is shaped like an arrow pointing upwards and to the right.

**FRANCHISING.COM IS THE WORLD'S LEADING PROVIDER
OF FRANCHISE INFORMATION ON THE WEB.**

Franchising.com consistently ranks in the top 5 franchise lead generation web sites,
and **Ranks #1** in generating franchise prospects with liquid assets over \$500,000.

(2013 Franchise Benchmark Industry Insight Report produced by deMaximation)

See how we can help you today at: franchiseupdatemedia.com

Franchise Update
MEDIA

Franchising.com

(800) 289.4232 ext. 202 | sales@franchiseupdatemedia.com

BY MARC KIEKENAPP

Total Support

Awarding qualified franchises is a team effort

Building a strong franchise system through unit growth is a team effort requiring participation from the entire organization. To succeed more often in attracting and capturing the best possible candidates for your system, it is essential that all departments contribute.

Most franchisors don't take the time to educate and involve all their key department heads in the development process. But without this interaction, conflicts can arise about the capabilities of new franchisees, with blame for any failures placed on the franchise development department—even though operations didn't want to be involved in the selection process. These conflicts usually occur when a new franchisee is struggling after a few months and the discussions start focusing on whether the franchise was granted to the right person. This can create divisions within the organization, finger-pointing between departments and, ultimately, bring the wrong candidates into the organization.

Get support from support

It takes a “village” to build a franchise system, not just one department working in a vacuum. Development should have a complete understanding of the attributes a new franchisee should have for the support team to develop them into the operator of a highly productive unit.

So when is the last time your company sat down and seriously discussed who should be in the system, what skills they really need, and what personalities just won't be successful? We all seem to be more focused on the *number* of franchisees brought into the system than on the qualities or personalities most likely to succeed using the system.

When attracting new franchise can-

didates into your system, it is *very* important to create a process that fully educates them on the skills they'll need to operate your franchise model. A key part of that process is to involve the support departments in the qualification process. With the support of your operations team during qualification,

Educate and train your franchise support team to assist and be involved in the process of granting new candidates their franchise.

you will be able to attract candidates who are better qualified and produce franchisees who have a thorough understanding of the business.

Educate and train your franchise support team to assist and be involved in the process of granting new candidates their franchise. The most important event for a franchisor is growing the system by adding new franchisees. It is important for *everyone* in the company to show their support during the process and help the candidate feel not only valued, but confident there is a qualified team in place to assist them in the future.

In today's selling environment, it is difficult for only one person to carry the process from beginning to the close. During the research process, candidates are seeking much more detailed information,

and they're more skeptical than ever before. Because of these changes, franchisors that involve more human resources in the process are building positive momentum and confidence early, which allows candidates to move ahead more quickly and be better able to project how they can be part of the organization.

Six ideas to try

After you've made the determination that the candidate is financially qualified, understands the business, and has reviewed the FDD, here are six ideas to consider.

1) A conference call with two or three franchisees, to discuss what it takes to succeed in the system.

2) A conference call with marketing to discuss how you drive customers to buy your products or services.

3) A conference call reviewing the training provided to new franchisees to assist them in operating the business.

4) A conference call to demonstrate how your IT systems will assist them in operating the business.

5) At the office visit or on discovery day, 15-minute one-on-one meetings with executive team members to learn why each candidate wants to be part of your system.

6) Finally, a meeting of key management team members to review each candidate's visit and make the decision to grant them a franchise or not.

The more information you can transfer to your candidates during the entire process, the more it will help them to build confidence in your franchise opportunity. Introducing and involving your entire staff will bring you more sales because it gives candidates time to bond with the people who will help ensure their success.

Your franchise support team is the most important asset your company has to offer the candidate, but this has not generally been a priority for franchisors. Instead, most tend to talk about programs, rather than the people who make them work and build trust in the effectiveness of those programs. Interact to your fullest potential with both your staff and candidates and award more qualified franchisees in the future.

Happy Selling,
Marc

54th Annual



IFA CONVENTION

IFA
INTERNATIONAL FRANCHISE ASSOCIATION

Franchising
Building local businesses
one opportunity at a time

— DRIVING GROWTH *in* CHALLENGING TIMES —

FEBRUARY 22-25, 2014 | NEW ORLEANS CONVENTION CENTER/
HILTON RIVERSIDE & TOWERS | NEW ORLEANS, LA

Come on down to the Big Easy – the birthplace of jazz, home of delectable cuisine, and dubbed America’s most interesting city – where IFA’s Annual Convention will take place!

Hear from:



LEON PANETTA

Former U.S.
Secretary of Defense
and CIA Director



CHERYL BACHELDER

CEO, AFC Enterprises,
Inc., Franchisor of
Popeyes®



TODD ROWE

Managing Director,
Global Channel
Sales, Google

REGISTER NOW

for the franchise
industry’s premier
educational and
networking event!

CONVENTION.FRANCHISE.ORG



Support Your Local Franchisees

Strong field support boosts continuity and profitability

Franchising has proven itself to be a bellwether business model, surviving the financial crisis and adding units since the early days of the current economic recovery. Between 2008 and 2013, the franchise community netted more than 25,000 units, a CAGR of 1 percent. This is impressive, given the economic environment. Praise should be given to the hard work of development staffs across all of franchising for executing in a tough environment.

Given these successes and the emphasis franchising places on growth, it is easy to continue to push for market share and to allocate additional dollars to development efforts. However, before finalizing your budget, answer this question: *How many of your units, regardless of the reason, closed their doors in the last 3 years?* If the answer is more than zero your brand is likely leaving hundreds of thousands of dollars on the table.

Every unit closure represents a lower return on dollars allocated to development and training. In other words, if you are not adequately supporting your franchisees you are driving your ROI, earnings, and cash flow lower.

Examining a sample of 38 franchise concepts, FRANdata found that brands with a below-average ratio of field support staff to franchised units and franchisees tend to experience lower continuity rates and higher real business failure rates; and brands with an above-average support ratio tended to maintain a higher continuity rate than brands with a below-average support ratio.

Although the differences were less than 2 basis points in both cases, in the context of unit closures, this translates into significant money.

To be clear, there are more dynamics at work here than just the impact of field support. To dissect these dynamics, it's best to start with simple relationships that can be measured, which is what we have done here.

Let's shift our attention from broad trends to a specific case. We examined a top-performing brand in franchising with above-average support. At the end of 2012, the brand operated approximately 400 franchised units and maintained a continuity rate of 100 percent, meaning that no units closed in that calendar year. The franchisor had one field support staff for every nine units and generated about \$87,700 in royalty revenue per franchised unit.

If this brand had a below-average support level, it would have shed five units that year, with a resulting loss in royalty

revenue of about \$485,500 for that year. Assuming an average remaining term of five years for those five units, the total revenue loss over time would have been \$2,292,500. *What impact would \$2.3 million have on your brand's ROI?*

For this brand to maintain its 1:9 support ratio, it must add head count to keep up with unit growth. For the past three years, this franchisor opened an average of 14 units. If 14 franchised units were added in 2013, two new field staff would have to be hired to maintain that support level. The average salary expense for this brand's field support staff is \$61,000. Thus, the franchisor nets a gross profit, even when accounting for taxes, healthcare costs, and other associated labor costs.

Over the total life of those 14 unit agreements, the franchisor will spend approximately \$1.5 million on the two additional field support employees' labor costs (this assumes 2012 employment cost remained level for the life of the agreement). Over that 10-year unit agreement period, this would generate a gross profit, net labor, of \$9.9 million (this figure excludes any development and training costs associated with the 14 franchised units, and any travel and other non-labor expenses related to providing ongoing support; and assumes that average unit revenues for 2012 remain level for the life of the agreement).

Without proper support, a brand's continuity rate is likely to decline. If five of those 14 new units were to close halfway through their terms, the gross profit would fall 42 percent, to \$5.7 million. What successful business accepts 58 cents on each dollar owed, when they can take steps to improve remittance?

A unit failure is not just a loss of market share, it also triggers a diminished ROI for the franchisor. It is not enough just to sell additional units. Look across departments and measure outcomes. Empower your employees and provide incentives for them to collaborate across functions. Does your head of support have the means to voice concerns and effect change on specific selection criteria likely triggering unit failures? Can your finance officer project the expected return for each additional unit sold? Are you paying commission just on unit sales, or is there also a continuity component? Have you defined your development and support KPIs? Are you tracking the right data and measuring the right outcomes?

A franchise system is a dynamic organization. Unit growth and corresponding market share are only one component. Managing across departments while measuring outcomes can produce higher financial returns. While development should be applauded for each unit sale, the long-term success comes in keeping it open for the full term of the agreement. In the end it is not just about how large your franchise system is, but also how profitably it is run. ■

Jacob Grosshandler is a research analyst at FRANdata, an independent research company supplying information and analysis for the franchising sector since 1989. He can be reached at 703-740-4713 or jgrosshandler@frandata.com.



19,000+ QUALIFIED INVESTORS

FROM THE U.S. & AROUND THE WORLD

INTERNATIONAL
Franchise
Expo

JUNE 19-21, 2014
THE JAVITS CENTER, NEW YORK CITY

They're coming to the International Franchise Expo — the world's biggest franchise expo. And you should, too. Book your space today because the prime spots are going fast.

To exhibit, contact Katharine Rosalen at **201.881.1666** or krosalen@mfvexpo.com

Sponsored by:



Franchising™
Building local businesses,
one opportunity at a time.

Follow us on:



IFEinfo.com

It's closing time

BY STEVE OLSON

Improve Your Sales Staff's Results

Closing your team's performance gaps

Sixty-five percent of surveyed franchise CEOs, presidents, and senior development executives “believe there is a shortage of selling skills” in today’s recruitment market, according to Franchise Update’s 2014 Annual Franchise Development Report.

This is not good news, considering that the 101 surveyed participants represent franchisors engaged in growing their brands. However, there are performance solutions savvy franchisors have embraced to improve their selling expertise. One such antidote is just keystrokes away. This involves using sales management technology already in place. New brands need not worry, as spreadsheets can accomplish the same results until they install a sales software system.

How to make it work

Establish your criteria for measuring sales skills based on the performance metrics of the six core steps of the recruiting process: 1) prequalification, 2) program review, 3) franchise disclosure review, 4) franchisee validation, 5) discovery day, and 6) closing the deal.

Evaluate your sales team or sales person by tracking their individual performance within your process, measuring their skills to successfully move prospects through the sales funnel. Track each salesperson’s performance to determine how many of the prequalification leads they receive submit applications and engage in your program review. Then, track each person’s percentages in

leading these prospects from your program review to the FDD review. How many go to the franchisee validation step? And most important, how many attend discovery day and complete the franchise purchase?

Where do prospects tend to drop out? Review the metrics and analyze where the breaks are in your funnel. Sometime you’ll discover your sales team is performing, but your brand is not! If your sales people noticeably struggle to move candidates beyond the validation step, it’s probably because frustrated franchisees are scaring candidates away with poor reviews!

When you assess each stage for every person on your sales team, you can determine their strengths and weaknesses. If someone is hitting home runs at a certain point in the process, showcase them in your sales meetings. It provides a teaching moment for your best performers, who can proudly share their particular successes with the group. *“Bill, it seems everyone you present an FDD to moves forward to the validation stage. This far exceeds the team average. Tell us how you initially set expectations with your candidates, prepare for and deliver the information in a manner that makes them feel comfortable, and then prompt them to move to the next step.”*

Two bonus sales skills tips

Ralph Ross, founder of American National Fidelity Group, was a mastermind of franchise selling. He taught the self-learning process of recording your sales calls so you can listen to the

playback and perfect each step of your sales presentation. If you haven’t tried this, do it because it works! It’s a Berlitz-type technique for faster learning, even more so than traditional role-play.

Here were his instructions to me: *“Tape your sales calls on a recorder during the next week. When you feel comfortable with your performance, give me your two best copies.”* After reviewing the material, Ralph called me into his office, where we replayed notated segments.

What you discover when you shop yourself is that mistakes leap out that you can instantly correct, such as talking too much and not listening enough; not probing with open-ended questions; repeating yourself; allowing your prospect to take control; forgetting key benefits; pushing rather than leading the candidate; or not setting up the next call effectively. I strongly recommend this self-teaching process for new and seasoned sales people. It’s self-improvement on steroids!

Second, mystery shop your sales team—at least every six months. Fortunately, there are many great recruiters in our industry. But there also are sales people who talk a big game but don’t deliver. Most of us have heard these excuses: *“I’m not getting good leads,” “I’m selling in a bad territory,” “There’s too much competition in our business.”*

Shopping your sales team is a required best practice. There’s too much at stake not to. Work with your sales performers who follow your process. Say bye-bye to the rest. They cost you many thousands of dollars in lost sales and royalty income.

To sum this up, performance metrics will help you target and fix selling challenges on your own. If you suspect your franchise program is contributing to your problem, consider a franchise development expert to help solve bigger issues at hand! ■

This is an excerpt from my Amazon.com best-selling book, Grow to Greatness: How to Build A World-Class Franchise System Faster. For ordering information, go to www.growtogreatness.net. I can be reached at 562-856-1909 or stevenolson@charter.net.

BY WILLIAM EDWARDS

Going Global?

Better read this first!

In previous articles we looked at the basics of taking your franchise global, how technology helps you succeed globally, and how U.S. franchises are growing around the world. So if you have decided to “Go Global” with your franchise, the next question is, “Now what?”

Recent reports by both McKinsey and the *Economist* indicate that global executives in many regions of the world are more bullish about new investments than in recent years. More countries are expected to see more investment in new projects in 2014. This is good news for U.S. franchisors seeking international licensees.

What qualities does your franchise need to succeed globally? Experience across more than 50 franchisors shows the following to be critical to success:

- A proactive business plan to identify countries where your franchise is most likely to get a good return on investment; do not just grant licenses in countries where you get the most Internet leads.
- A good record of success at home; having good unit economics is critical to attracting the best international licensee candidates.
- Strong and clearly documented training, support, and marketing programs; this is what international licensees are buying.
- Clear differentiation to succeed in countries where there will be competitors; to attract both licensees and consumers for your product or service.
- An international financial model at the unit and area or master franchise level that offers the licensee the potential for a good rate of return.
- A strong and robust intranet. This is the best tool for communicating your brand standards across time zones and cultures.

What steps to take

Your proactive Going Global business plan should include an analysis of countries where franchising is common. Before starting to seek licensees, spend time researching countries for suitability. Many sources of information on countries and franchising are online (see list on next page).

For each country under consideration, is the rule of law in place to protect your intellectual property and control your brand if problems arise? Will you need to make major changes to your brand? Are there cultural aspects of your franchise that will not fit into certain countries?

Once you have identified the top 5 to 10 countries for your brand, it's time to register at least your basic trademark in those countries. *Do not start marketing your franchise in a country without having filed a trademark application.* If you do not file, you stand a good chance of having to buy back the mark from someone who registers it for you!

It is also critical to conduct due diligence on each licensee candidate you are considering. You are required by U.S. law to know who you are doing business with. Who owns the company? Where is the capital coming from? Consider using international credit and reputation risk management companies to complete your candidate due diligence. You also want to be sure the candidate creates a business plan that shows they know your brand and have a development plan in place that matches your desires.

Be sure to ask for detailed company financial information. Sometimes you will want personal financial information for senior executives. In some countries, such as Singapore, you can access annual company reports online that show owners, financial results, and capitalization.

Selecting your overseas licensee

What is the profile of the licensee candidates who will be the best for your franchise? Do they need experience in your sector? What amount of capital do you want the international licensee to have to acquire the rights to your franchise, build units, and grow your brand in their country? Again, experience says the following elements are important:

- Someone who truly understands your brand and who has a passion for your business. This helps when things do not go exactly right!
- A group or company that has had successful business experience in their sector or a related one. This is most important for restaurant brands that want their licensees to know the food and beverage sector and have documented experience before being granted another license.
- A good reputation in their country. They will be your brand in their country.
- Marketing and sales-oriented candidates are best as they must establish and grow your brand in their country.
- Experienced management, often difficult to find in emerging markets and a major challenge for U.S. franchisors.
- If appropriate, access to good real estate. Can they find and acquire the best sites?
- And, of course, capital to acquire and grow your brand in their country. Capital availability is excellent these days. Since there is little franchise-related bank borrowing outside the U.S. (with the exception of Australia, New Zealand, and the U.K.), capital to acquire and grow your franchise will come from internal sources or equity investments.

What they want from you

- A well-defined franchise operating system they can duplicate in their country. This system is what you are selling. If they follow your system, they should make a good return on their investment.
- Training, operating, and marketing manuals and programs that can be used locally. The systems and standards you have developed at home are what you want the international licensee to follow (with necessary local modifications).
- More and more we are seeing in-

ternational licensee candidates asking for your Item 19. They want to see what you are publicly saying about the unit economics of your franchise.

- How will they communicate with you? As noted, an intranet is the best way to overcome time zones and get your best practices out to licensees around the world.

Finding the best licensee

Update your company website to include an international licensing section with basic information about your brand and the requirements for an international licensee—and an easy way to contact your development department. This is the least expensive international marketing you can do and can lead to excellent candidates.

Attend IFA meetings and network with franchisors that have already gone global. They can help you make fewer mistakes!

Work with the U.S. Commercial Service offices in your target countries.

Online Information Resources

The Economist
Financial Times
Fraser Institute
GlobalVue (from EGS)
International Franchise Association
McKinsey & Company
U.S. Commercial Service
Wall Street Journal
The World Factbook (CIA)
Worldatlas.com

They have “Gold Key” programs that help you identify specific local groups who fit your licensee requirements and can arrange for you to meet pre-qualified candidates during a visit to the country.

The IFA and U.S. Commercial Service sponsor Franchise Trade Missions to countries where franchising is growing as a business investment model. Recent missions have included India, Southeast Asia, the Middle East, Southern Africa,

and several cities in China.

Seek out consultants who specialize in international franchise development. Ask for their list of current and past clients as references. Ensure they have experience on the ground in your target countries.

In summary, the opportunity is out there for your franchise. Whether you find the right international licensee and succeed in generating substantial net income from international development depends on how you prepare for Going Global. ■

William G. Edwards, CEO of EGS, LLC, has 40 years of international business experience. He has lived in 7 countries and worked on projects in more than 60. He has been a master licensee in 5 countries, in charge of international operations and development for a U.S. franchise, and has advised more than 50 U.S. companies on international development. Contact him at 949-375-1896, bedwards@egs-intl.com, or read his blog at edwardsglobal.com/blog.

Franchiseupdate magazine

ISSUE 2 OF 2014

ADVERTISING
DEADLINE
APRIL 4TH, 2014

Call (800) 289-4232 ext. 202

- or email -

sales@franchiseupdate.com

to reserve your ad space!

Franchisees have one thing in common



THEY'RE ON OUR LISTS

Looking for Successful Franchise Owners to Help You Grow Your Business?

We connect you with the right people.

When looking for new business opportunities having the right targeted mailing list can make all the difference. Franchise systems are made up of hundreds, sometimes thousands of individual small business owners, each with very similar needs. This untapped network is your key to bigger sales with the least effort.

Reach **more than 367,000 franchised unit locations** owned by 158,000 single unit operators or 41,000 multi-unit operators.

Multi-Unit Franchisees

Single-Unit Franchisees

Area Developers

Every Franchise Brand

Our database contains unit and headquarter addresses for franchisees from every brand and in every industry across the United States. Our source is the franchisors' contact lists themselves, so we are **THE ONLY** accurate and complete source for these lists.

THE ONLY
COMPREHENSIVE
FRANCHISE DATABASE
IN THE WORLD



Contact Us Today!

(800)485-9570 • www.FRANdata.com

FRANdata
Franchise Business Intelligence

WHY CHOOSE ONE WHEN YOU CAN REACH THEM ALL

The central focus is the cover of Entrepreneur magazine, featuring two men and the headline "95 BEST-IN-CLASS FRANCHISES" and "from STARTUP to MILLIONAIRE". Below the magazine are a smartphone displaying "startups + 10 DAYS STARTUP" and a tablet displaying the Entrepreneur website. Surrounding these are various icons: a laptop, a thumbs up, a smartphone, an envelope, a speech bubble, an @ symbol, an SMS bubble, a shopping cart, a group of people, a download arrow, and a person icon. Lines connect these elements to three target audience groups at the bottom.

Aspiring Entrepreneurs

Franchisees Seeking Portfolio Expansion

Existing Business Owners Looking for New Ventures

Advertising in Entrepreneur expands your reach to potential buyers from all spectrums of business.

That's because affluent business buyers aren't just reading franchise publications. In fact, many aren't reading them at all. To get the complete perspective on business they need, including ideas for improving existing operations, new opportunities for growth, and emerging trends affecting the course of their companies' success, investors across the spectrum rely on Entrepreneur. The only way to connect to all of them is to connect to us.

Call today to leave no lead behind.
1-800-864-6864 x271

Entrepreneur

36 Years Strong in the Franchise Market