
WHAT'S DRIVING MULTI-UNIT GROWTH

Multi-Unit Franchisee

SPECIAL ANNUAL EDITION

MULTI-MANIA

MORE FRANCHISEES
THAN EVER ARE ADDING
NEW UNITS

SPREADING THE RISK

USING MULTI-BRAND
FRANCHISING TO
BALANCE MARKETPLACE
UNCERTAINTY

BRAND DIVERSITY

THE GROWING ALLURE
OF OPERATING SEVERAL
CONCEPTS

DOMINATOR DMA RANKINGS



2013 MULTI-UNIT Buyer's Guide

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Franchisors & Multi-Unit Franchisees
team up for growth

Multi-unit franchisees dominate today's marketplace, controlling more total units than their single-unit counterparts—and an increasing number are operating multiple brands.

This steady shift over the past decade led Franchise Update Media Group in 2004 to debut a new magazine—Multi-Unit Franchisee—to serve the growing generation of multi-unit operators, hungry for information to help them expand both their number of units and their number of brands.

The first issue of the new magazine featured multi-brand franchisee John Prince, a former stockbroker whose franchise holdings then included Applebee's, Aaron's, Famous Dave's, and a Hooters (in Salt Lake City, no less!). We also featured Jim Gendreau, who in 1981 sold 70 franchises in 9 months for Cost Cutters, and then became a serial franchisee for several brands, including operating 54 Cost Cutters of his own. We also told the story of Tom Larson, who had 20 lodging and restaurant units spread among 7 brands. We led the story with this:

"Besides size, what makes these area developers different from other franchise owners? Why do they amass so many units and brands while others are content with one site, maybe two or

three? How do they manage to manage more brands than other people can handle units? Who are these guys?"

Since then we've interviewed and profiled hundreds of "these guys" (and women); heard from experts on every facet of the business; and compiled lists and rankings that chronicle the fantastic growth in not only the numbers, but also in the professionalism of these operators and their organizations.

Our annual Multi-Unit Franchising Conference also has grown over the years, in both the number and the quality of attendees, panelists, speakers, and exhibitors. Our online multi-unit business intelligence offerings have also expanded greatly with monthly newsletters and websites focused on multi-unit franchising—paralleling the growth and serving the growing needs of the expanding ranks of multi-unit and multi-brand franchisee organizations.

Franchisors, in tandem with the growing base of multi-unit operators, have recognized this change and responded by altering their sales approach, even their FDDs, to accommodate multiple-unit sales to experienced franchisees. The "three-pack" has grown to the five-pack and 10-pack, and we're hearing more about deals to develop upwards of 50 or 100 units in territories that grow larger each year.

Many of these multi-unit operators are only too pleased to share what they know with each other through our in-depth magazine profiles, taking time out from their busy schedules to reflect on their success and offer their stories and insights to our readers. And up close and personal at our annual Multi-Unit Conference, they have shown a generosity of spirit through impromptu conversations and on-the-spot mentoring.

This third annual edition of the Multi-Unit Buyer's Guide to Franchise Opportunities is a resource for connecting expansion-minded multi-unit operators with like-minded franchisors. The following pages, filled with concrete information from franchisors, is intended to help you evaluate new opportunities to diversify your portfolio of franchise brands.

The franchisors listed in these pages understand multi-unit franchising and are actively seeking experienced operators to help them penetrate new markets, quickly and effectively—and you're looking for the best brands to help your franchisee organization grow. We hope this guide helps all involved. New and prosperous partnerships could be just a few pages away! **MUF**



2013 ANNUAL MULTI-UNIT Buyer's Guide

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Franchise Update Media Group

CHAIRMAN
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SALES AND SUBSCRIPTION
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Sharon Wilkinson

SENIOR PROJECT MANAGER, MEDIA
AND BUSINESS DEVELOPMENT
Christa Pulling

VIDEO MANAGER
Tim Gardner

ADVERTISING AND EDITORIAL OFFICES:
Franchise Update Media Group
634 N. Santa Cruz Avenue
Suite 200
Los Gatos, Ca 95030
Phone: (800) 289-4232
Fax: (408) 402-5738

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FOR SUBSCRIPTIONS EMAIL
sharonw@franchiseupdatemedia.com

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Multi-Mania



MORE
Franchisees than ever
ARE ADDING
New Units

Franchisees are an optimistic lot, expansion-minded, on the grow, always alert to new opportunities. And for them, multi-unit franchising represents one of today's most attractive opportunities. Whether it involves increasing the number of units of their current brand or adding new brands to their holdings, the allure of multi-unit franchising is attracting the best and brightest franchisees in the business with increasing frequency.

During the past 20 years, what began as a trickle has become one of the hottest vehicles for building a business rapidly and sustaining it through the years. FRANData puts the number of multi-unit operators at more than 34,000, and they control more than 155,000 franchised units in the U.S.

Successful multi-unit operators are a different breed than the single-unit franchisees they are displacing. Light years beyond the old "buying a job" mentality, they are skilled, professional business executives who have chosen franchising as their business model. They possess the skills, training, capital, infrastructure, and vision to keep adding units to their portfolio—without stressing their organization or their stomach.

Even during the recent economic upheaval, savvy multi-unit franchisees continued to expand, especially in QSR and in services such as senior care, hair salons, massage, home maintenance, children's activities, pet care, and more. After all, if

you can make money with one unit you can make even more with two, three, or more, right?

Well, yes—but it takes a certain skill set, dedication, and infrastructure to make it all work effectively and efficiently. If you're a regular reader of *Multi-Unit Franchisee magazine*, especially our ongoing profiles of successful multi-unit franchisees, you know exactly what we mean.

All the right pieces must be in all the right places for a multi-unit franchise organization to succeed. If they're not, the results can be disastrous for both franchisee and franchisor. At its best, however, multi-unit franchising allows franchisees (and franchisors) to increase their unit count, market penetration, and profitability more rapidly than a single-unit owner ever could.

Multi-unit franchising already has altered the landscape of franchising in many ways, and will continue to do so. In recent years, private equity has "discovered" the profit potential of multi-unit franchising, buying into multi-unit franchise organizations or acquiring them

outright—even doing the same with franchisors. And you know they appreciate the benefits and value of a diversified portfolio!

According to franchise attorney Lane Fisher, "The emergence and growth of multi-unit franchisees is having a profound effect on franchising. It is rapidly changing prospective franchisee screening standards, the quality and substance of existing training and operational support, pressuring franchisors to make financial performance representations in their franchise disclosure documents, and affecting the way contracts are written by redefining 'non-negotiable' rights and deal breakers."

Fisher says that although multi-unit franchising is clearly a growing trend, particularly in food, it is not appropriate for all opportunities. "Sometimes it is a function of timing, as many new franchisors use various forms of multi-unit franchising to grow in early stages; or in other cases the unit economics simply will not support the additional layers of infrastructure to make the investment worthwhile; and in other cases multi-unit expansion is at odds with corporate philosophy, or the lack of


expansion capital in a particular industry.”

In other words, while multi-unit franchising is the way to go for any franchisee seriously looking to grow their organization, it's not a slam-dunk, it's not for everyone, and it's far from easy. In fact it's hard work, and fraught with failure. Successful multi-unit franchisees must do at least three things well:

1) You must be able to finance the additional locations/territories. That means deep pockets, or at least access to deep pockets. This often requires business partners and/or lenders who then have skin in the game and can influence the way you conduct your business. This is an important reality to keep in mind if you are an independent thinker and operator.

2) You must be able to form an organization with a management team and infrastructure to command your expanding empire. You may be able to remain hands-on with a handful of units, but when you reach 10 or more it's no longer feasible for you to oversee day-to-day operations. At some point, you will need to bring in a team to handle everything from operations to finance to marketing and HR. You must learn to delegate and get out of the way.

3) Leadership is the final ingredient. You come to the game with vision, ambition, and inspiration. The challenge is communicating these crucial intangibles to your expanding organization and keeping them intact as they filter down to your unit managers and front-line staff through your in-house team. Necessary and achievable; never simple nor easy.

If you have the background, experience, and drive to take on these challenges, then multi-unit franchising offers you a path to achieve your dreams. But you can't do it alone. Rely on people, partners, and delegation—plus a large helping of your own passion, patience, dedication, and hard work—and yes, you can grow a multi-unit empire. 

SPREADING THE RISK

Multi-brand franchising allows multi-unit operators to balance risk and ride out the uncertainties of the marketplace in many ways:

ECONOMIC CYCLES. Operating brands in different industries can help minimize the ups and downs of an uncertain economy. Casual dining as a segment took a huge hit in the recession, while bargain-priced fast food continued to do fairly well; new car dealers suffered while automotive maintenance and repair businesses held their own and expanded.

SEASONAL CYCLES. A lawn care franchise in a four-season climate slows to a crawl in the winter. Ice cream, lemonade, and frozen desserts peak in the warm weather, so why not add soup and sandwiches as the weather cools? Adding a second business to balance out the seasons will keep employees engaged and the cash flowing in. New brands can be in related sectors (maid service, electrical, plumbing, home insulation), or in completely different areas (food, rental centers).

CASH FLOW. A franchisee with several units of a casual restaurant brand ventured into rental stores. Stocking a new rental store with merchandise is expensive, and monthly rental fees don't cover the purchase price for 6, 12, or 18 months, tying up valuable cash in inventory. The daily cash flow from the restaurants was the perfect complement to keep the organization healthy until the rental stores started showing a profit—which they did handsomely in time.

DAY PARTS. Breakfast, lunch, dinner, late night, and in-between. Whether it's food or services, consumers and businesses have needs 24 hours a day. If your business makes the majority of its sales at breakfast and lunch, adding a brand that peaks in the afternoon and evening will make for a longer day, but also a stronger bottom line.

SURPRISES. Fast food operators have been hit hard over the years by news of salmonella, E. coli, employee misbehavior, and other developments beyond their control. Having other brands in your portfolio can help you stay afloat until a negative situation is remedied and trust in the brand restored.





Brand DIVERSITY

The growing allure of operating several concepts

Franchising continues to grow—not only in size, but in complexity—and in recent years, a huge part of that growth is attributable to multi-brand franchising.

Makes sense. If following the system works for one successful brand, it will most likely work in another, then another—if you choose wisely. And if your unit economics are strong, more profit will flow your way with each passing year and additional brand.

Diversification, a recommended strategy in designing an investment portfolio, is a big part of the thinking behind the growth in multi-brand franchising. As savvy investors know, no matter how good your ROI may be from a single holding, it's not wise to put all your eggs in one basket. And as multi-unit franchisees seek new avenues for growth, an increasing number are adding second, third, and fourth brands to their portfolios.

“There is a definite interest in growth through multi-concept operations,” says Darrell Johnson, president of FRANData. “It’s continuing to expand and grow, and we see the trend continuing upward.”

Franchise attorney Lane Fisher observes: “From a franchisor’s perspective, multi-unit franchising provides opportunities for accelerated growth; a vehicle to penetrate new markets; capitalize on certain market efficiencies; reduce the training, opening, and operational assistance typically provided to single-unit franchisees; and is a means to attract and reward productive franchisees.”

One dynamic propelling multi-brand growth is the combination of 1) expansion-minded franchisors seeking multi-unit operators successful with other brands with 2) successful multi-unit franchisees evaluating new concepts to diversify their organization. This alignment of interests has

been accompanied by a rise in the number of franchisors offering several concepts from under one corporate umbrella—usually limited to a single industry segment (fast food or home repair services, for example).

For franchisors offering multiple brands, it means working with franchisee organizations they already know, saving countless hours of relationship-building, recruiting, investigation of finances, etc. For franchisees, adding a new brand from their current franchisor does the same. It means working with a known, trusted management team, saves time, helps them open units sooner, and also can mean discounts on franchise fees, sometimes even royalties for a limited time.

Franchisors seeking new multi-unit partners are looking for a proven track record managing multiple units, relevant industry experience, positive cash flow, strong unit economics, and a solid management team



and infrastructure. And, of course, signing multi-unit or area development deals also means dealing with fewer franchisees to sell more units. Franchisees seeking a new franchisor partner look for pretty much the same: a solid management team, strong unit economics, a well-known and respected brand name, and an opportunity to develop a territory over the long term.

Taken alone or together, there are many reasons that inspire successful multi-unit franchisees to seek out additional brands:

GEOGRAPHY.

Adding a new brand can be the perfect path to continued growth in their region for a single-brand multi-unit operator or area developer who has built out their territory, or for a franchisee of a brand with no local opportunities to build more units—without having to travel to new or distant locales. Familiarity with the territory and the dynamics of their market, combined with local connections and a solid grasp of local real estate, developers, and zoning requirements is a real home-court advantage.

FINANCING. A successful track record with one franchise concept demonstrates your ability to lenders who can help you launch that next concept. Thriving multi-unit franchise operators typically have high net worth, extensive contacts, and access to financing to open successful units quickly. These are powerful assets to have. Your existing operation and the value of your real estate can help you acquire a second or third concept, without putting a stranglehold on your cash flow.

INFRASTRUCTURE. Multi-unit franchisees with their own accounting, human resources, and other internal departments often have excess capacity. Adding brands can take advantage of that capacity, growing profits without expanding the home office

staff. With a strong infrastructure in place, a multi-brand franchisee has a built-in advantage in building brand awareness in their territory and more easily, rapidly, and successfully penetrating their market with a new brand.

TRAINING AND RETENTION.

With two or more brands, a franchisee can offer employees cross-training, flexibility, promotions, and a clear growth path as their

operating systems differ and must remain separate, sometimes elements of one can be applied to another, or to internal operations at the franchisee's home office. The same holds true for marketing programs, recruiting methods, training, HR, and every other ingredient of franchising success. Keep them separate to maintain compliance, but look for areas to adapt good ideas across your organization.


“Franchisors seeking new multi-unit partners are looking for a proven track record managing multiple units, relevant industry experience, positive cash flow, strong unit economics, and a solid management team and infrastructure.”

skill sets improve. This helps in attracting and retaining top talent as you build your organization, always a challenge in any business. And with better-trained employees, unit economics improve.

ECONOMIES OF SCALE. Once an organization attains a certain size, several things get easier and, often, less expensive since you're “buying in bulk”: marketing and advertising, supplier costs and services, administrative and back-office functions, and more. For example, one vendor may be able to service all your equipment and, as a result, offer you a more economical rate.

CO-BRANDING. Locating two or more brands in a single location also allows behind-the-scenes efficiencies that can boost profits. Be careful to maintain compliance with each franchise agreement, as some concepts may not be combined legally or functionally. If it does work, co-branding and co-marketing can make more efficient use of your advertising dollar.

SYNERGY. Each franchise brand has its own proprietary operating system perfected over many years and many thousands of customer transactions. While the

Multi-brand franchising is a complex business. Done right, it offers great potential to the multi-unit franchisee seeking to diversify their investment, increase their profitability, and build a larger, stronger organization. One caveat: New brands should not (and in many franchise agreements, cannot) be in competition with your existing brands. Check with your franchisor, franchise agreement, and franchise attorney before you start shopping for a new brand. 



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A handwritten signature in black ink that reads "Sean Falk". The signature is stylized, with the first letters of the first and last names being prominent.

DRIVING **PROFITABILITY** 2013

When I started in franchising more than 14 years ago, the "normal" at that time was to open a location, work it, and be successful. Today, there is a higher expectation—that you're going to come in and be a multi-unit owner right from the start whether you are an existing franchisee of another brand or a new franchisee. And with that, come some challenges.

Most franchise systems have franchisees who have already figured out how to operate the business model they have in place. Franchisors have operations manuals, site selection committees that help you find a good location, and marketing campaigns that help you be successful. The one thing they don't have is a process to teach and train you about multi-unit ownership. The Multi-Unit Franchising Conference fills this void.

This conference is completely focused on multi-unit franchisees. That's why attending each year is so important to me. In today's competitive business environment, our margins continue to get squeezed from every direction. Wages continue to inflate, commodities continue to soar, and utility costs fluctuate wildly. The focus of the 2013 convention is "Driving Profitability". As a group, we recognize the challenges we are facing every day as franchise business owners. Together, we have the resources to develop strategies that will continue to drive profit to your bottom line!

The networking at this event is incredible. The peer-to-peer contact with other multi-unit franchisees is invaluable. You will receive so much—both resources and education—you can't possibly learn on your own. And the content the conference has to offer is premium; no other conference in the nation covers this type and range of content. The Advisory Board, composed of multi-unit franchisees, develops programming that will be valuable to multi-unit operators from all industries and sizes because we have all levels of franchisees here.

At the Multi-Unit Franchising Conference, there is the knowledge base for wherever you are in the spectrum of ownership. As a result, year-over-year attendance at the conference has been expanding, even during the deep recession we just came through.

I am really looking forward to seeing all of you at Caesars Palace in Las Vegas, March 27-29, so we can learn great things together.

A CAN'T MISS EVENT

Join our powerhouse roster of over 60 franchisee speakers to gain new ideas on how to drive profitability and grow your brand(s).

“

The multi unit franchising conference is an absolute must attend for people who are serious about their business and franchising. This is by far the most productive conference that I go to.

John Hotchkiss, Partner, L&M Restaurant Group
Franchisee: Little Caesars, Firehouse Subs

This is a networking conference that enables you to meet multi-unit franchisees you would never meet elsewhere. People that have much in common but have no forum for sharing best practices. This is what this conference is about.

Tony Lutfi, President/CEO, Marlu Investment Group
Franchisee: Arby's, Church's Chicken, Jack in the Box, Little Caesars, Sears, Sizzler

This is the best place to gain information, best practices and the mental rejuvenation you need to be a successful multi-unit operator.

Cheryl Robinson, Owner, Sapphire Ventures, Inc.
Franchisee: Supercuts

I have been going to the conference for 8 years and the best reason to come is to meet great multi-unit franchisees. It is a great way to share ideas and best practices and build relationship with other multi-unit franchisees. It is truly one of the best conferences I have attended over these years. I would dare to say that every single year I have come to the conference I have picked up a supplier I now do business with.

John Metz, President, RREMC Restaurants, LLC

”

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 2012 Multi-Unit Franchising Conference had record attendance of over 1,000 multi-unit franchisees, franchisors and franchise service providers.

Over 450 of the multi-unit franchisees attending in 2012 represented:

- 37 U.S. States and Canada
- 6500 operating units
- 90,000 employees
- \$5 billion in annual systemwide revenue
- 171 brands including the following categories: food (QSR, sit-down, fast-food, ice cream, yogurt, donuts, etc.), automotive, senior care, insurance, fitness, health, retail and more
- 75% are seeking additional brands
- 17% have 2 brands
- 22% have 3 or more brands

AGENDA AT A GLANCE

TUESDAY, March 26 | *Pre-Conference*

12:00PM TO 6:30PM

GOLF TOURNAMENT

7:30PM TO 9:30PM

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

WEDNESDAY, March 27 | *Main Conference*

7:30AM TO 7:30PM

REGISTRATION DESK OPEN

7:45AM TO 8:45AM

CONTINENTAL BREAKFAST

9:00AM TO 10:30AM

OPENING GENERAL SESSION

Welcome: Therese Thilgen, CEO and Co-Founder, Franchise Update Media Group
Sean Falk, 2013 Conference Chair

Keynote:

Leading In Uncertain Times: What's Your Story? - Peter Guber,
#1 NYT Bestselling Author of *Tell To Win*,
Legendary Sports Team Owner, and CEO, Mandalay Entertainment

10:30AM TO 11:00AM

COFFEE BREAK

11:00AM TO 12:00PM

GENERAL SESSION: Healthcare Reform Exchange – Protecting Your Hard-Earned Profits

12:00PM TO 1:30PM

FRANCHISEE ONLY LUNCHEON – Conversations & Franchising Magic *(Franchisees Only)*

12:00PM TO 1:30PM

FRANCHISOR FOCUSED LUNCHEON – Building Successful Programs for Multi-Unit Growth – Lead Generation Best Practices *(Franchisors and Suppliers Welcome)*

1:45PM TO 3:00PM

CONCURRENT BREAKOUT SESSIONS:

Mega Franchisee Summit:
Lessons Burned and Lessons Learned
(Discussion)

Growing to 10 Units
(Case Studies)

Creating Infrastructure
to Support 20-30 Units
(Discussion)

3:15PM TO 4:30PM

CONCURRENT BREAKOUT SESSIONS:

Silver Bullets for
Selecting Additional
Brands

Building Customer
Loyalty and Profits

Show Me the Money:
Franchise Finance
Pitch Session

Franchisee Exit Strategies
& Succession Planning

4:30PM TO 8:00PM

EXPO HALL OPEN

THURSDAY, March 28 | *Main Conference*

8:30AM TO 7:00PM

REGISTRATION DESK OPEN

AGENDA AT A GLANCE

THURSDAY, March 28 | *Main Conference*

8:30AM TO 9:15AM

CONTINENTAL BREAKFAST

9:15AM TO 11:15AM

GENERAL SESSION: Franchising Cares

Industry Trends - Darrell Johnson, President, FRANdata

Keynote:

Endeavour to Succeed - Captain Mark Kelly,
Commander of Space Shuttle Endeavour's Final Mission



11:30AM TO 12:10PM

CONCURRENT BUSINESS SOLUTION ROUNDTABLES:

Technologies that
Drive Profitability

Customer Building
and Retention

Accelerating the
Process of New
Store Openings

Human Resources

12:15PM TO 2:00PM

LUNCH IN EXHIBIT HALL

2:15PM TO 3:15PM

GENERAL SESSION: Leadership Panel - Driving Franchisee & System Profitability with Private Equity

3:30PM TO 4:30PM

CONCURRENT BREAKOUT SESSIONS:

Financial Dynamics
and Valuation
Trends for the
Franchise Industry

Driving Profitability
through Cost Controls

Expensive Pitfalls
to Avoid when
Negotiating New
Leases or Renegotiating
Existing Ones

ROI Growth
Strategies for
Integrating
Additional Brands

Franchisee
Associations and
Advisory Councils
that Drive System
Profitability

4:30PM TO 5:30PM

CONCURRENT BUSINESS SOLUTION CASE STUDIES:

Increasing Local Store
Sales: (Delivering
marketing and
customer service
on steroids)

Financing Franchisee
Growth through Private
Equity and Other
Capital Sources

Profit Mastery:
Focus on Unit
Profitability and
Performance

The 10 Commandments
of Top Performing Managers

5:30PM TO 8:30PM

COCKTAIL RECEPTION IN EXPO HALL

FRIDAY, March 29 | *Main Conference*

9:00AM TO 11:00AM

CLOSING SESSION:

Great Brands + Great Franchise Partners = Franchise Partner Profitability
Russ Umphenour, CEO, Focus Brands



What's **DRIVING** Multi-Unit **GROWTH**

Stats point to continuing multi-unit expansion

For the past few years you have heard me note that the majority of franchised units in the U.S. are owned by multi-unit operators. With more than 400,000 franchised units in the country, multi-unit operators control about 53 percent of those units. That's impressive, and the percentage controlled by multi-unit operators is rising. This growth is a consequence of many brands focusing their development models on multi-unit development packages over single-unit programs.

Today, FRANDATA's database shows the following breakdown of multi-unit operators (MUOs):

These are the "known" franchisees in our database. While we try to keep up with the changes in each franchise system, our database does not include current data for all of today's 3,500-plus brands. Therefore, each category understates the actual total. Since our database is more current with the larger brands and most of the smaller to medium-sized brands, any under-counting is primarily with the less-established brands, which are less likely to have many multi-unit operators.

Statistically, we think we have more than 90 percent in each category. Using this 90 percent confidence level leads us to the estimated counts in the right-hand column. Thus, in total, we believe there are more than 38,000 multi-unit operators in the U.S. With the number of units they control and the brands and sectors they operate in, that puts the combined annual revenue of multi-unit operators somewhere

around \$100 billion. There's some serious operational, business, and political influence in that figure.

We know the number of units they control is growing. But how is the number of multi-unit operators changing? For that, we can turn to our actual database counts. Assuming the actual-to-estimated changes are consistent, the actual counts should reflect about the same percentage change per category that our estimated numbers would show.

In a three-year span, we've seen a 17 percent increase in entry-level multi-unit operators. That's certainly consistent with our analysis of the development models franchise brands have been using over the past few years. To wit, entry-level multi-unit operators' average annual growth of nearly 6 percent slightly exceeds the growth of franchised units generally, which has been expanding by about 5 percent per year.

Much more interesting is the expansion of the larger categories of multi-unit operators. In the three-year span, those categories expanded about 25 percent. Even more interesting is the consistency with which each category expanded, ranging between 24 and 28 percent.

Several obvious trends are affecting these outcomes. Multi-unit development models became a common form for expansion only in the past 20 years. In a life cycle sense, the data confirm that this model is still solidly in a growth mode. And although many franchisors have had to cancel contracts for development, especially for the

second and third units within the contract timelines, these data suggest that many second, third, and fourth units have been added in recent years.

We also can't ignore the impact that one of the "big two" small-business challenges—capital access—may have had on the growth statistics of multi-unit operators (the other, of course, is unit sales in a soft economy). Most banks have tightened their underwriting borrower qualification standards to include existing experience in the industry. This undoubtedly has led to more multi-unit operators compared with new single-unit operators.

Finally, it should be noted that the growth of multi-unit operators is happening, in part, from the exiting of some single-unit operators. Transfers are on the rise across many industries. As I've noted in a previous article, multi-unit operators increasingly are the buyers of existing units. It makes sense, since they are in the best position to evaluate the current operations and future potential of an existing unit.

All of this suggests a continuing rise in influence of the multi-unit operator within franchising. Want further evidence? Franchise Update Media Group's Multi-Unit Franchising Conference has set attendance records in each of the past four years. Looks like I'll be seeing more of you in Las Vegas next year! **MUF**

Darrell Johnson is president and CEO of FRANDATA, an independent research company supplying information and analysis for the franchising sector since 1989. He can be reached at 703-740-4700 or djohnson@frandata.com.

ENTIRE U.S.

(50 states, Washington, D.C., Guam,
Puerto Rico, and the Virgin Islands)

MSA FRANCHISED UNITS

LOS ANGELES, CA	16,539
CHICAGO, IL	8,558
ATLANTA, GA	6,877
WASHINGTON, DC-MD-VA-WV	6,749
BOSTON, MA-NH	5,694
HOUSTON, TX	5,257
DALLAS, TX	4,960
PHILADELPHIA, PA-NJ	4,957
PHOENIX-MESA, AZ	4,885
NEW YORK, NY	4,796
DETROIT, MI	4,508
MINNEAPOLIS-SAINT PAUL, MN-WI	4,498
SEATTLE-BELLEVUE-EVERETT, WA	3,532
SAN DIEGO, CA	3,436
TAMPA-SAINT PETERSBURG-CLEARWATER, FL	3,432
SAN FRANCISCO-OAKLAND-SAN JOSE, CA	3,314
ST LOUIS, MO-IL	3,269
DENVER, CO	3,151
WASHINGTON-BALTIMORE, DC-MD-VA-WV	2,998
CHARLOTTE-GASTONIA-ROCK HILL, NC-SC	2,805
PORTLAND-SEAL, OR-WA	2,777
ORLANDO, FL	2,766
OAKLAND, CA	2,712
SACRAMENTO, CA	2,599
LAS VEGAS, NV-AZ	2,556
KANSAS CITY, MO-KS	2,540
INDIANAPOLIS, IN	2,447
NASSAU-SUFFOLK, NY	2,441
DALLAS-FORT WORTH, TX	2,428
NORFOLK-VIRGINIA BEACH-NEWPORT NEWS, VA-NC	2,372
PITTSBURGH, PA	2,368
RALEIGH-DURHAM-CHAPEL HILL, NC	2,316
SAN ANTONIO, TX	2,251
CLEVELAND-AKRON, OH	2,241
NASHVILLE, TN	2,211
AUSTIN-SAN MARCOS, TX	2,178
COLUMBUS, OH	2,154
MILWAUKEE-RACINE, WI	2,113
CINCINNATI, OH-KY-IN	2,064
NEWARK, NJ	1,864
FORT LAUDERDALE, FL	1,807
JACKSONVILLE, FL	1,807
MIAMI, FL	1,766
HARTFORD, CT	1,758
RICHMOND-PETERSBURG, VA	1,737
SALT LAKE CITY-OGDEN, UT	1,691
GREENSBORO-WINSTON-SALEM-HIGH POINT, NC	1,552
OKLAHOMA CITY, OK	1,541
GREENVILLE-SPARTANBURG-ANDERSON, SC	1,494
LOUISVILLE, KY-IN	1,487

DOMINATORS
LARGEST FRANCHISEES BY STATE

STATE	LARGEST FRANCHISEE	UNITS
ALABAMA	NPC INTERNATIONAL INC	102
ALASKA	SUBWAY DEVELOPMENT OF ALASKA	24
ARIZONA	UNION DISTRIBUTING COMPANY OF TUCSON	70
ARKANSAS	SIRRAH INC	83
CALIFORNIA	HARMAN MANAGEMENT CORP	259
COLORADO	HARMAN MANAGEMENT CORP	114
CONNECTICUT	TED CREW	32
DELAWARE	WENDOVER INC	15
DISTRICT OF COLUMBIA	CAPITOL C RESTAURANTS LLC	13
FLORIDA	NPC INTERNATIONAL INC	132
GEORGIA	NPC INTERNATIONAL INC	83
HAWAII	JJC HAWAII LLC	31
IDAHO	JACKSON FOOD STORES INC	60
ILLINOIS	HEARTLAND FOOD CORP	141
INDIANA	BR ASSOCIATES INC / SIDAL INC	141
IOWA	NPC INTERNATIONAL INC	59
KANSAS	ROTTINGHAUS LLC	165
KENTUCKY	JAMES MICHAEL JONES	53
LOUISIANA	STRATEGIC RESTAURANTS ACQUISITION COMPANY LLC	130
MAINE	CAPITAL PIZZA HUTS	26
MARYLAND	DAVCO RESTAURANTS INC	108
MASSACHUSETTS	HK ENTERPRISES	51
MICHIGAN	DAVID J STANTON & ASSOCIATES INC	62
MICHIGAN	SUNDANCE INC	62
MINNESOTA	BORDER FOODS INC	155
MISSISSIPPI	NPC INTERNATIONAL INC; WEST QUALITY FOOD SERVICE INC	70
MISSOURI	ROTTINGHAUS LLC	83
MONTANA	KENT COLVIN	24
NEBRASKA	JOSEPH ARAGON	37
NEVADA	CRAWFORD OIL INC	82
NEW HAMPSHIRE	CONSTANTINE SCRIVANOS	33
NEW JERSEY	HMS HOST	57
NEW MEXICO	PALO ALTO INC	81
NEW YORK	CARROLS RESTAURANT GROUP	117
NORTH CAROLINA	WILCOHESS LLC	191
NORTH DAKOTA	NPC INTERNATIONAL INC	14
NORTH DAKOTA	FARMERS UNION OIL CO	14
NORTH DAKOTA	CARISCH INC	14



DOMINATORS

STATE/TERR.	LARGEST FRANCHISEE	UNITS
OHIO	HALLRICH INC	82
OKLAHOMA	WING FINANCIAL SERVICES LLC	112
OREGON	PETROCARD SYSTEMS INC	36
PENNSYLVANIA	MORGANS FOODS INC	61
RHODE ISLAND	JAN CO INC	30
SOUTH CAROLINA	JEM RESTAURANT GROUP INC	37
SOUTH DAKOTA	WALSH/WALSH	22
TENNESSEE	TRI STAR ENERGY LLC	122
TEXAS	SUN HOLDINGS LLC	273
UTAH	SIZZLING CAESARS LLC	45
VERMONT	PETER NAPOLI	14
VIRGINIA	BODDIE-NOELL ENTERPRISES INC	183
WASHINGTON	HEARTLAND AUTOMOTIVE SVC INC	101
WEST VIRGINIA	LITTLE GENERAL STORE INC	41
WISCONSIN	WISCONSIN HOSPITALITY GROUP LLC	118
WYOMING	KENT COLVIN	17

Uncommon Dominators

Multi-unit franchising continues its march as a dominating force in this country's business sector. Multi-unit and multi-brand operators are savvy, sophisticated, and know how to take control. They expand territories, adding units and adding brands. They build from the ground up, they acquire existing units, and they continually remodel all of them. They grow any and every way. They understand it's all about unit economics... one customer and one unit at a time.

These movers and shakers also are pillars in their communities. They pour themselves, their employees, and part of their profits back into their communities to bring about positive change and provide opportunities for the people they serve. They create jobs by the hundreds and by the thousands through hiring employees and doing business with local suppliers. They wield power and know how to use it for the greater good.

But no franchise dominator gets to the top without years of sweat equity (and sweat). And even after they've "arrived," they continue to work long, hard hours, driven by their passion for their brands, their people, their products, their customers, and their communities. Hats off to this year's dominators! **MUF**

LARGEST FRANCHISEES BY REGION

REGION	UNITS	REGION	UNITS	REGION	UNITS
EAST (DC, DE, MD, NJ, NY, PA, WV)			NEW ENGLAND (CT, ME, MA, NH, RI, VT)		
ADF COMPANIES	159	CONSTANTINE SCRIVANOS	85	B & B CONSULTANTS INC	118
HMS HOST	145	CARLOS ANDRADE	66	CRAWFORD OIL INC	82
TARGET CORP	134	APPLE AMERICAN GROUP LLC	65	PALO ALTO INC	81
CARROLS GROUP	131	PEPPER DINING INC	65	UNION DISTRIBUTING COMPANY OF TUCSON	70
DAVCO RESTAURANTS INC	111	HK ENTERPRISES	65	LAS CAL CORP	65
MIDWEST (IL, IN, MI, MN, OH, WI)			PLAINS (IA, KS, MO, NE, ND, OK, SD)		
HEARTLAND FOOD CORP	262	ROTTINGHAUS LLC	308	HARMAN MANAGEMENT CORP	327
TARGET CORP	202	NPC INTERNATIONAL INC	232	TARGET CORP	242
BR ASSOCIATES INC / SIDAL INC	164	UNITED STATES BEEF CORP	214	SOUTHERN CALIFORNIA PIZZA	222
BORDER FOODS INC	159	WING FINANCIAL SERVICES LLC	114	CONVENIENCE RETAILERS LLC	161
APPLE AMERICAN GROUP LLC	131	HEARTLAND AUTOMOTIVE SVC INC	88	HEARTLAND AUTOMOTIVE SVC INC	149
MOUNTAIN WEST (CO, ID, MT, UT, WY)			SOUTH (AL, AR, FL, GA, KY, IA, MS, NC, SC, TN, TX, VA)		
HARMAN MANAGEMENT CORP	139	NPC INTERNATIONAL INC	736		
NPC INTERNATIONAL INC	87	SUN HOLDINGS INC	398		
PALO ALTO INC	74	TARGET CORP	349		
SIZZLING CAESARS LLC	65	BODDIE-NOELL ENTERPRISES INC	346		
CONVENIENCE RETAILERS LLC	63	WILCOHESS LLC	270		

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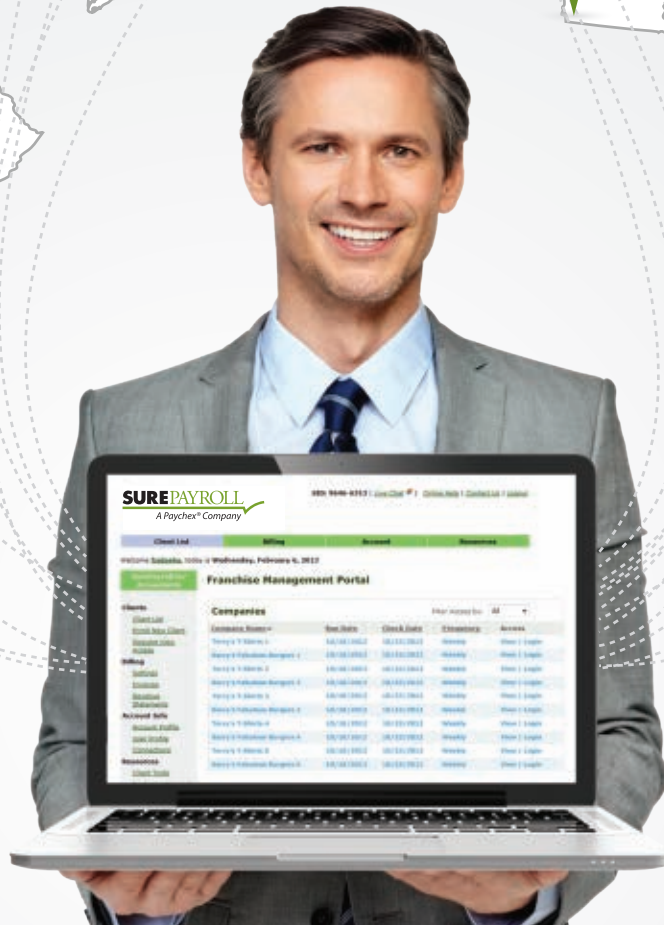
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Multi-Unit Franchise Opportunities

FOOD | RETAIL & SERVICES

16 Handles	17	Golden Corral Buffet & Grill	39
Between Rounds	18	Hungry Howie's Pizza, Inc.	40
Big Boy Restaurants LLC	19	Hurricane Grill & Wings	41
Bojangles	20	Ice Born - Ice House America	42
Brixx: Wood Fired Pizza	21	Interstate All Battery Center	43
Buffalo Wing & Rings	22	Liquid Nutrition	44
Burger 21	23	Massage Envy	45
Capriotti's	24	McAlister's Deli	46
Checkers Drive-In Restaurants, Inc.	25	MOOYAH Burgers Fries Shakes	47
CiCi's Pizza	26	Noodles & Company	48
CKE Restaurants: Carl's Jr.® and Hardee's®	27	Panchero's Mexican Grill	49
Colortyme	28	Papa John's Pizza	50
Del Taco LLC	29	Papa Murphy's Take 'N' Bake Pizza	51
Denny's Inc.	30	Quaker Steak and Lube®	52
Dunkin' Donuts	31	Save-A-Lot	53
East Coast Wings & Grill	32	Smoothie King	54
Einstein Bros. Bagels	33-34	Sport Clips	55
Fannie May Fine Chocolates Since 1920	35	The Brass Tap	56
Firehouse Subs	36	Topper's Pizza	57
Fuddruckers	37	Which Wich?	58
Global Franchise Group:		WingStop Restaurants Inc.	59
Pretzelmaker and Great American Cookies	38	Yogurtland	60
		Zaxby's Franchising Inc.	61



Demographics

16 Handles locations are 1,400sf to 2,000sf with excellent visibility, access to high-traffic areas and above-average income levels. Our formula for identifying development areas is unparalleled in our industry.

Qualifications

16 Handles seeks brand partners with excellent management and operational skills that share our passion for delivering a memorable experience to every customer in every location, every day. Preferred net worth of \$500,000.

Fast Franchise Facts

Franchising Since: 2010

Multi-Unit Franchisee Operating Units: 47%

Total Franchise Operating Units: 30

Company Operating Units: 9

Capital Investment: \$274,500 - \$735,000

Franchise Fee (per unit): \$30,000 for Single; \$25,000 for Second; \$20,000 for Each Additional

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Inline, Malls, Kiosk, Airports, Downtown

Available Territories: Single & Multi-Unit Territories Available in the Northeast and Southeast

OPPORTUNITY

Description

As today's most innovative frozen yogurt brand, 16 Handles is just as much about fun as we are about flavor. We're different from other frozen yogurt concepts today. We encourage our fans to "flaunt their flavor" through an endless variety of frozen dessert goodness served in an energetic, fun and eco-friendly environment. But we've also sparked a cross-generational revolution that encourages creative expression "outside the cup."

SITE LOCATION

Assistance

16 Handles real estate team will tour your preferred geography with you to identify the best areas to develop.

Rankings

- NY Press: Best Frozen Yogurt
- Zagat Food Lover's Guide: Recognized for Excellence

Contact

Patrick Pantano
 Director of Franchise
 Development
 (212) 260-4416
franchise@16handles.com
16handles.com

Flaunt your FLAVOR!

- Product Innovation Through Exclusive Chef Council
- Brand-Wide Kosher Certified
- Proprietary Products
- Highly Scalable Concept



Single & Multi-Unit
 East Coast Opportunities





OPPORTUNITY Description

Between Rounds franchisees will operate a business with multiple revenue streams and sales channels. Setting us apart from competitors is the inclusion of your own Bagel Manufacturing Commissary from which you will supply your own retail restaurants as well as wholesale branded product to Supermarkets, school systems and bulk purchasers of bagel products. We maintain the traditions of a local bagel shop, the popularity of a bakery cafe and the profitability of bagel manufacturing.



Fast Franchise Facts

Franchising Since: 1991

Total Franchise Operating Units: 1

Company Operating Units: 3

Capital Investment: \$282,000 - \$489,000

Franchise Fee (per unit): \$17,500 - \$22,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Inline / End Cap w/drive-thru, free stand-ing, gas station/convenience store

Available Territories: Northeast, NY, NJ, PA, DE, WV, additional markets as needed

Contact

Jerry Puia | President
(860) 291-0323
Jerry@BetweenRoundsbagels.com
betweenroundsbagels.com

Demographics

Morning side of weekday commuting traffic - Mix of Residential, Office and Light Industrial areas - In an area of regional and local retail stores allowing easy in/out access with ample parking - Drive-thru availability preferred - HH income \$50k+ Family neighborhoods with churches, schools, athletic fields.



Qualifications

Franchisees must have experience managing employees in a customer focused environment. Food/restaurant experience is a plus. Ability to motivate hourly employees is essential. Area developments consists of 3,5,or 10 restaurants WITH a Bagel Manufacturing Commissary. Liquid assets of \$300k with a Net worth of \$1M and credit worthiness to fully develop your protected territory is required.

SITE LOCATION

Assistance

Working with local brokerage experts and site selection services incorporating advanced analytic techniques, we together choose locations that offer the greatest exposure. Construction assistance is provided to insure adherence to the design concept while minimizing additional unforeseen expenses.





Qualifications

Bob's Big Boy is seeking franchisees committed to the operations of their restaurants and an interest in multi-unit ownership. Business and restaurant experience preferred. Financial requirements include a documented net worth of \$500,000 and cash liquidity of \$250,000.

Demographics

Preferred trade area criteria includes:

- Population of 30,000 within 2 miles and 10,000 daytime pop.
- Heavy traffic with mix of economic generators e.g. quality retail, business, School, and hospitals.

Fast Franchise Facts

Franchising Since: Founded in 1936, franchising since 1952.

Total Franchise Operating Units: 95 Bob's Big Boy Restaurants and 25 Frisch's Big Boy Restaurants all operating in the US.

Company Operating Units: 24 Bob's Big Boy Restaurants and 94 Frisch's Big Boy Restaurants all operating in the US.

Capital Investment: \$600,000 – \$3,000,000

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 4%

Advertising fee (per unit): 3%

Earnings Claims: Yes

Build-Out Options: Inline and Free Standing

Available Territories: CA, AZ, TX, LA, NM, AL, MS, FL, GA, SC, NC, WV, MD, PA, IL, WI, IA, MN, ND, Cleveland OH, and Knoxville TN

Rankings & Awards

Hot Concept 2007

Contact

Steve Facione
Vice President of Development
(586) 755-8113
franchiseinfo@bigboy.com
ownabigboy.com

OPPORTUNITY

Description

Bob's Big Boy is a family casual dining restaurant, an iconic highly recognized Brand, and Home of the Original Double Deck hamburger. Bob's is making Franchise Territories available to candidates who possess a passion toward restaurant service and creating the "It's your Big Boy" guest experience.

SITE LOCATION

Assistance

Bob's Big Boy provides:

- A site criteria review package.
- Support during design and construction, as well as, sources for equipment, millwork, smallwares, and food product.
- Training of your management team.
- Strategic marketing ideas.
- A Franchise Business Director assigned in a support role.

AN OPPORTUNITY AS BIG AS OUR BURGERS



Owning a Big Boy® franchise is like owning a piece of history. For over 75 years people have flocked to Big Boy® to enjoy delicious meals. For more information on becoming a Big Boy® franchisee visit the virtual brochure below.



WWW.OWNABIGBOY.COM

This is not an offer to sell a franchise. An offer can only be made through our Franchise Disclosure Document (FDD).
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OPPORTUNITY Description

Founded in 1977 in Charlotte, NC, Bojangles' Restaurants Inc. serves only the highest quality and most flavorful food to its loyal customers, with many of its proprietary menu items made from scratch. A special blend of seasonings gives the food its unique flavor, including Bojangles' core menu selections of chicken marinated in Bojangles' own seasonings, the original fresh-made-from-scratch buttermilk biscuits that provide dozens of possible breakfast combinations, and Legendary Iced Tea™ steeped the old-fashioned way. Bojangles' famous breakfast is served all day. Unique fixin's like Bojangles' Dirty Rice®, Bojangles' Cajun Pintos®, Seasoned Fries made from skin-on potatoes, mac n' cheese made with 3 cheeses, Bojangles' Cajun Gravy®, cole slaw, green beans and mashed potatoes provide a broad variety of unique and flavorful choices with lunch and dinner. Bojangles' boasts more than 540 locations in 10 states and Washington, DC, primarily in the Southeast.

Demographics

Population (3-5 miles depending on market) residential 20,000 plus, trade & daytime 15,000. Growth rate 2-5%, Media Target Age 18-54, Income \$46,000-66,000. Property would require minimum 44,000 sq/ft and on the morning side of the road.



Fast Franchise Facts

Franchising Since: 1979

Multi-Unit Franchisee Operating Units: 55.56%

Total Franchise Operating Units: 332

Company Operating Units: 211

Capital Investment: \$357,000 - \$553,750

Franchise Fee (per unit): \$25,000

Royalty Fee (per unit): 4%

Advertising Fee (per unit): 1%

Earnings Claims: Yes

Build-Out Options: Free Standing, Non-Traditional locations, colleges and airports

Available Territories: Southeastern US

Contact

Paul Tripodes | Director Franchise Development
(704) 940-8790
ptripodes@bojangles.com
bojangles-franchise.com



SITE LOCATION Assistance

Bojangles' uses demographic and analytical tools to guide new market availability. Our real estate and construction team provide guidance and assistance from the first stages of site selection to the final construction phase.



Rankings

25 Franchise High Performers, across all industries, *The Wall Street Journal*

Top 5 Fast Food, Large Chain, *Zagat 2012 survey*

Top 10 Franchise Opportunities, *QSR Magazine*

#1 Growth Rate in Chicken Category, *Nation's Restaurant News*

Among Fastest Growing Private Companies, *Inc Magazine*

Top 10 Growth Restaurant Chains, *GE Capital*

#1 in Chicken Category, *Entrepreneur Magazine*

Qualifications

Bojangles' selectively partners and develops with those that meet specific financial and operational requirements in desired growth markets.



OPPORTUNITY Description

Founded in Charlotte, NC, in 1998, Brixx applies fine dining techniques to feel-good food – brick oven pizzas built on dough made from scratch daily, salads, pastas, sandwiches & wraps. The menu is complemented by an approachable selection of craft beers and wines by the glass. Embracing neighborhoods, strong quality of life for staff, uncomplicated kitchen prep and low food costs – 21% in 2012 – are all keys to success at Brixx.



Rankings

Named Top 10 Full-Service Franchise Deal by RMGT Magazine in 2012

Named "Concept to Watch" by Technomic in 2013



Fast Franchise Facts

Franchising Since: 2007

Multi-Unit Franchisee Operating Units: 52%

Total Franchise Operating Units: 11

Company Operating Units: 10

Capital Investment: \$570,000 - \$950,000

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 0.4%

Build-Out Options: Inline, Free Standing

Available Territories: All states in the continental US

Contact

Sarah Cory | Director of Franchise Development

(888) 724-7188

franchise@brixxpizza.com

brixxfranchise.com



Demographics

Brixx draws strong appeal with upper-middle & upper-income consumers seeking casual foods prepared with high quality ingredients and house made items. While family-friendly, Brixx enjoys 3 distinct day parts with late night business fueled by craft beer. Vegan and gluten-free options tap Brixx into powerful niche markets.



Qualifications

The ideal Brixx owner has operational or ownership experience in the restaurant industry with \$2 million in net worth and liquidity of \$200,000. Prospective owners should be prepared to build an organization committed to customer service and excellence of food preparation and quality.

SITE LOCATION

Assistance

Brixx works best in AAA real estate lifestyle centers and mixed-use developments near upper-middle and upper-income neighborhoods. Nearby schools and hospitals are a plus. Franchisees get guidance on site selection and syncing the architectural design of our storefronts to location.



OPPORTUNITY Description

Unlike most places serving up wings and sports, Buffalo Wings & Rings is a fun, inviting casual dining restaurant that takes food seriously. Our always fresh, never frozen menu offers signature wings, big and bold burgers, fresh salads and specialty sandwiches. Our vibrant, upbeat environment, 40+ HD TV's, and kitchen built for efficiency transforms Buffalo Wings & Rings from just another wing joint to a high-volume operation filled with families and tables of regulars.

SITE LOCATION Assistance

BW&R provides our site criteria and a proprietary site rating form based on data from our top performing locations, industry trends and input from industry professionals. We have a hands-on approach and assistance will be provided through the entire process.



Fast Franchise Facts

Franchising Since: 2005 founded 1984

Multi-Unit Franchisee Operating Units: 25%

Total Franchise Operating Units: 45

Company Operating Units: 2

Capital Investment: \$1 - 1.5 Million

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 1% - 3%

Earnings Claims: Yes

Build-Out Options: Free standing, end-cap and conversions

Available Territories: Nationwide with a focus on DMA's with current BW&R locations.

Contact

Dan Doulen | *Director of Franchise Development*
513-831-WING | (513) 680-2247 cell
ddoulen@buffalo-wing.com
buffalowingsandrings.com

Demographics

Current DMA's with open BW&R locations. Developments with national retail anchors, big box brands, cinemas and other customer draws. Population within a trade area exceeding 40,000. Target customers 25-54 and household income minimums of \$35,000. 20,000 VPD and great visibility.

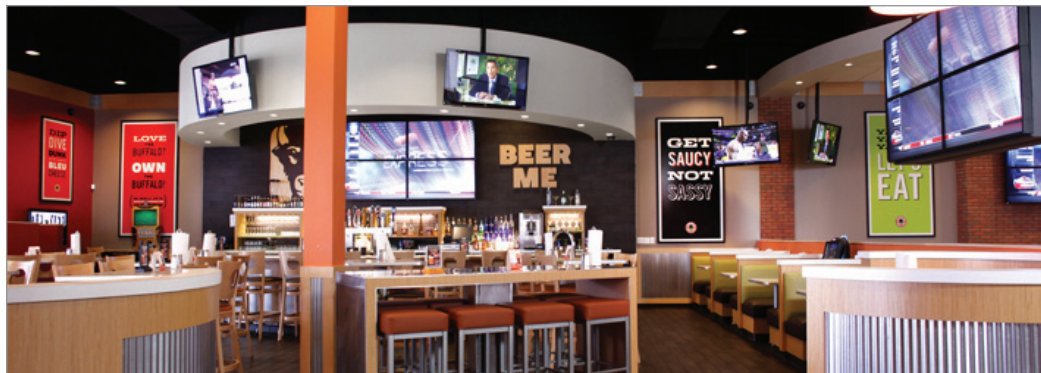


Qualifications

Business professionals with a casual dining background and/or comparable service industry experience. Must share our passion for entertaining, food and customer service. Qualified individuals will have a minimum net worth of \$1,000,000 and liquid capital of \$400,000 for single unit development.

Rankings

BW&R has been ranked several years in Entrepreneur Magazine's annual Franchise 500 listing. We were also ranked #1 fastest growing chain in Restaurant Business Magazine's Future 50.





OPPORTUNITY Description

Unique, modern, fresh and mouth-watering. These words don't even begin to describe it. Burger 21® is a new fast-casual restaurant featuring 21 chef-inspired burger creations, hand-dipped signature shakes, made-to-order salads and so much more. Our 10 hand-crafted Certified Angus Beef® burgers made from fresh chuck, 10 beef-alternatives made with sushi-grade Ahi Tuna, shrimp, turkey, chicken, and black beans, and one feature burger every month provide a taste experience beyond the better burger for all ages.

Qualifications

Franchise opportunities are available as single and multi-unit franchise development agreements. Our Discovery Process will help you learn more about the Burger 21 opportunity, and the support we provide from over 25 years of franchising experience with The Melting Pot Restaurants, Inc. Minimum financial requirements per unit are \$200,000 liquid capital to invest and a minimum net worth of \$500,000.



Fast Franchise Facts

Franchising Since: 2011

Total Franchise Operating Units: 2

Company Operating Units: 4

Capital Investment: \$597,995 to \$831,995

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 1% plus 3% spent locally

Earnings Claims: Yes

Build-Out Options: End-caps, free standing, and inline

Available Territories: Continental US – call for details

Rankings

Forbes Magazine – One of “10 Hot New Restaurant Chains from Established Brands”

“Top 100 Movers & Shakers” of 2012 by FastCasual.com

“Best Burger” – Best of Yelp Tampa Bay 2012

“Top 50 Restaurants in the Tampa Bay” by Tampa Bay Times



SITE LOCATION Assistance

Our Vice President of Real Estate helps franchisees throughout the site selection and lease negotiation process, while our experienced construction and design team will provide you with customized assistance from the first stages of development through the final construction phase.

Demographics

Burger 21 restaurants are an average of 2400 to 3000 square feet situated in high visibility locations. We are targeting lunch and dinner fast-casual restaurant hubs in high traffic areas.

Contact

Ashley Pollard
Franchise Development Associate
 (813) 425-6252
apollard@burger21.com
burger21franchise.com





OPPORTUNITY Description

Anyone can slice meat, put it on bread and call it a sandwich. Our unique menu features award-winning cold subs, grilled subs, cheese steaks, vegetarian, catering, and more. Since 1976 we've done it differently. We have set ourselves apart by focusing on the quality of food. We roast whole, all-natural turkeys and premium roast beef in-house to make award-winning subs. We do not want to be the biggest, but we are driven to be the best. For those unwilling to settle, now is the time to join Capriotti's family.

SITE LOCATION Assistance

At Capriotti's we have developed extensive site modeling and real estate analysis tools. As a franchisee you would work in conjunction with our VP of Real Estate and a local broker through the site selection process.



Fast Franchise Facts

Franchising Since: 1991

Multi-Unit Franchisee Operating Units: 74%

Total Franchise: 86

Company Operating Units: 5

Capital Investment: \$197,000 - \$427,500

Franchise Fee (per unit): \$30,000 - \$40,000

Royalty Fee (per unit): 6% - 7%

Advertising Fee (per unit): 1% - 3%

Earnings Claims: Yes

Build-Out Options: Inline, Freestanding, Non-Traditional

Available Territories: Contiguous 48 States

Contact

Bruce Evans | VP of Franchise Sales
(702) 736-3878
bruce.evans@capriottis.com
capriottis.com

Demographics

The ideal shop is 1500-2000 square feet with 25 feet of frontage. 100,000 total population within 3 miles with 75,000 daytime population. Upper middle to upper income. Great parking, visibility, and traffic along with mix of national tenants.

Rankings

Our "CAPAddicts" rave about our food! We have received countless awards for our sandwiches and Entrepreneur Magazine ranked us #289 out of 500 in 2013.



Qualifications

Capriotti's is seeking highly qualified and experienced franchisees, unwilling to settle. Candidates should have the accumen to develop at least three restaurants and have a net worth of \$900K and liquid capital of \$525K.





Demographics

We continue to capitalize on our growing brand awareness in the northeast, midwest and south.

New territories in the southwest are opening in 2013.

SITE LOCATION

Assistance

Checkers provides experienced real estate, site selection and construction support and a complete guide to new restaurant opening and ownership.

Fast Franchise Facts

Franchising Since: 1986

Multi-Unit Franchisee Operating Units: 485

Total Franchise Operating Units: 780

Company Operating Units: 295

Capital Investment: \$453,000 to \$627,200 excluding real estate

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 4%

Advertising Fee (per unit): 5%

Earnings Claims: Yes

Build-Out Options: New Prototype Free Standing, Inline, End Cap, Conversion, Malls, Airports

Available Territories: United States

Qualifications

Our ideal candidate has multi-unit restaurant and/or franchise experience, has a passion for Checkers and a minimum net worth of \$1 million. Strong ties and an understanding of the preferred market are a plus.

Contact

Liz Waibel
Lead Qualification Specialist
 (813) 283-7069
waibele@checkers.com

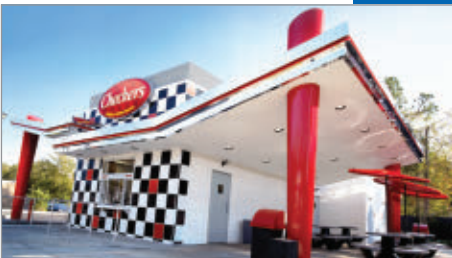
checkersfranchising.com

OPPORTUNITY

Description

For the past few years, Checkers Restaurants seemed to flow unnoticed in the crowded fast food burger segment, content with its size, market share, and stagnant expansion. The truth is, Checkers has been revving up and emerged out of its "sleeping giant" mode, making breakthroughs in real estate, marketing, product development, customer satisfaction, and operational execution, effectively revamping the brand to take back the burger segment.

Historically, Checkers offered one double drive thru restaurant format. Today, Checkers offers four formats that allow flexibility, reduce investment and dramatically improve returns. Options include a redesigned freestanding restaurant, inline, end cap and existing restaurant conversions. Category leading sales, differentiated flavor and guest convenience creates a fun, exciting burger franchise.



FULLY LOADED FRANCHISE OPPORTUNITIES

Checkers has redefined itself to provide more revenue generating programs than ever before. Our new restaurant prototype is one of the recent updates we've made to bring value to our guests and franchisees.

- Lower investment costs than previous free-standing locations
- Improved drive-thru experience – fast, easy, accurate
- Sales to Investment Ratio 1.8:1
- Redesigned kitchen provides operational efficiency
- Iconic brand features remain – stainless steel band, checkerboard accents, red umbrellas and black, red and white color scheme

Checkers® WWW.CHECKERSFRANCHISING.COM | 888.913.9135

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OPPORTUNITY Description

CiCi's Pizza is dedicated to delivering a fresh, affordable, custom pizza buffet at its more than 500 restaurants across the country. With no other significant direct competitors in the pizza buffet segment, CiCi's Pizza serves over 80 million guests and produces more than 75 million pizzas per year. Franchisees benefit from a 2-to-1 sales-to-investment ratio, which demonstrates a predictable and measurable investment opportunity. Average new restaurant sales volume in 2012 was between \$925,000 - \$975,000.

SITE LOCATION Assistance

From inquiry to opening, the brand's seasoned team of executives provide unparalleled assistance including experienced site selection through the use of analytic tools, construction management support, as well as a complete guide to ownership.



Fast Franchise Facts

Franchising Since: 1988

Multi-Unit Franchisee Operating Units: 49%

Total Franchise Operating Units: 509

Company Operating Units: 11

Capital Investment: \$446,000 - \$715,000

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 4% + (see FDD for additional information)

Advertising Fee (per unit): Greater of \$2,300 or 3% of net sales%

Earnings Claims: Yes

Build-Out Options: Inline, Freestanding, Malls, Airports

Available Territories: AL - Birmingham, CA - Los Angeles, San Diego, CO - Colorado Springs, Denver, FL - Tampa, Ft. Lauderdale, Miami, W. Palm, GA - Atlanta, IL - Bloomington, Peoria, IN - Ft. Wayne, MA - Boston, MD - Baltimore, Washington DC, NM - Albuquerque, NY - Buffalo, New York City, UT - Salt Lake City, KY - Louisville, WI - Green Bay, Canada, Mexico, Puerto Rico

Resale Opportunities: Call for details

Contact

Thomas McCord
Vice President of
Franchise Development
(972) 745-9318
tmccord@cicispizza.com
franchise.cicispizza.com

Carrie Evans
Sr. Manager of
Franchise Development
(972) 745-9313
cevens@cicispizza.com

Demographics

CiCi's Pizza is positioned to grow in targeted markets across the country and is seeking multi-unit operators that have an entrepreneurial spirit and a passion for community involvement and the families we serve. Well-defined commercial areas with high exposure and a strong employment base preferred.



Qualifications

At CiCi's Pizza, culture is key. Ideal candidates should have an entrepreneurial spirit, strong financial background and possess multi-unit or multi-brand experience. Single-unit opportunities are available based on market preference. Candidates are required to demonstrate a minimum of \$250,000 in liquid capital, a net worth of \$750,000 per unit, and a credit score of 720+.

Rankings & Awards

Zagat's most child-friendly fast-food chains. First in category Entrepreneur Franchise 500. Inc. Top 5,000. Parent's top family-friendly restaurants. #1 sales and unit growth among pizza chains in Nation's Restaurant News. Declared America's Favorite Pizza Chain (CiCi's ranked No. 1 in 2012 Market Force Consumer Study).





OPPORTUNITY Description

At CKE Restaurants, Inc., The Food is the Franchise®. Parent company to Carl's Jr.® and Hardee's®, CKE has built a reputation as the ultimate destination for burger enthusiasts who crave bigger, better burgers. Our best-in-class menu and innovative menu strategy is focused on developing premium, sit-down restaurant-quality menu items that offer the convenience and value of fast food, clearly setting us apart from the competition. In addition, our marketing strategy has always been as focused as our business strategy. Through edgy, irreverent advertising, Carl's Jr. and Hardee's have become two of the strongest and most recognized brands in the industry.

Our commitment to serving high-quality, great tasting products is rivaled only by our commitment to our franchisees. At CKE, franchisees are our top priority and we run the business so our franchisees can be successful.



Fast Franchise Facts

Franchising Since:

Carl's Jr. founded 1941 | Hardee's founded 1961

Multi-Unit Franchisee Operating Units:

Carl's Jr.: 96.6% of stores, 75.3% of Franchisees
Hardee's: 96.1% of stores, 60.3% of Franchisees

Total Franchise Operating Units:

Carl's Jr.: 940 | Hardee's: 1472

Company Operating Units:

Carl's Jr.: 425 | Hardee's: 470

Capital Investment:

Carl's Jr.: \$1.3 million+ | Hardee's: \$1.1 million+

Franchise Fee (per unit): \$35,000 with a reduction for additional units

Royalty Fee (per unit): 4%

Advertising fee (per unit): Carl's Jr. 5.5% | Hardee's 5%

Earnings Claims: Yes

Build-Out Options: Free Standing with Drive-Thru, Airport & Mall locations, Colleges & Universities, Sports Stadiums & Arenas, Build-to-Suit Opportunities

Available Territories: Carl's Jr.: Western U.S. & International;
Hardee's: Midwestern, Southern & Eastern U.S.



SITE LOCATION Assistance

CKE provides franchisees with the development tools they need to grow. We assist with site selection, restaurant design, equipment ordering, construction and training. In addition, we offer a flexible building prototype designed to manage up-front restaurant costs.

Rankings

Both Carl's Jr. and Hardee's rank among the top 3 hamburger brands in *Entrepreneur Magazine's* 2013 Franchise 500.

Hardee's named a 2012 Top 40 Food Franchise by *Franchise Business Review*.

Qualifications

CKE Restaurants is seeking exceptional franchise candidates who have experience operating multiple restaurant and/or hospitality locations and the ability to acquire prime commercial real estate. We require our candidates to have the following financial resources; a minimum of \$300,000 in liquid assets and a minimum net worth of \$1,000,000 per unit developed, with a minimum, 3 - store commitment.

Contact

Michael D'Arezzo
VP Franchise Sales,
North America
(805) 745-7842
mdarezzo@ckr.com

Jim Sullivan
SVP - Domestic Franchise
Development
(314) 259-6206
jsullivan@ckr.com

ckefranchise.com



Furniture • Appliances • Electronics

Demographics

Credit-strapped consumers who lack traditional financing. We seek pockets in markets with median household incomes between \$30,000 - \$50,000.

Qualifications

Looking for potential investors interested in multi-unit agreements with plans to continue to grow with the brand:

- No industry experience required
- \$100,000 liquid assets
- \$350,000 net worth
- Superior credit score

Fast Franchise Facts

Franchising Since: 1982, founded 1979

Multi-Unit Franchisee Operating Units: 49%

Total Franchise Operating Units: 227

Capital Investment: \$229,575 to \$357,500

Franchise Fee (per unit): \$20,000

Royalty Fee (per unit): 4%

Advertising Fee (per unit): \$250/month

Earnings Claims: Yes

Build-Out Options: Free Standing, Shopping Centers, End Caps

Available Territories: Prime markets available nationwide

Rankings

Entrepreneur Franchise 500:
2009, 2010, 2011, 2012, 2013

Success Magazine #1 Appliance
Rentals Franchise

Contact

Michael Landry
VP - Franchising
(972) 403-4905
mlandry@colortyme.com
franchise.colortyme.com

OPPORTUNITY

Description

ColorTyme is America's first franchisor of independently owned and operated rent-to-own stores and a wholly-owned subsidiary of Rent-A-Center, Inc., the world's largest rent-to-own company. With senior management comprised of both veteran franchising and rent-to-own executives, the company is experiencing record growth, and also offers in-house financing with a \$45 million loan pool. With these and other great advantages, there's never been a better time to join the ColorTyme Team!

SITE LOCATION

Assistance

ColorTyme and its parent company have opened over 3,000 locations. Site selection from industry experts is available through ColorTyme.

ColorTyme Rent-to-Own:

We are so confident in our business model that we guarantee the loans ourselves!

In an uncertain economy, consumers are turning to Rent-to-Own to get the appliances, furniture and electronics they want and need at prices they can afford.

Join a Recession-Resistant, \$8 Billion Industry

\$45 Million Loan Pool

Seeking Multi-Unit Franchisees

Prime Market Packages Available



Furniture • Appliances • Electronics

972.403.4905

Franchise.ColorTyme.com

Independent, wholly-owned
subsidiary of
Rent-A-Center, Inc. (RCII)





OPPORTUNITY Description

The Nation's No. 2 Mexican quick serve chain, Del Taco first opened in 1964 serving up freshly prepared Mexican menu items such as tacos, burritos, and quesadillas, and American favorites including burgers, fries and shakes. With high quality ingredients such as freshly grated cheddar cheese, hand-made salsa, slow-cooked lard-free beans and marinated chicken grilled daily, Del Taco's core menu focus is on value that delivers great taste for more than 3.5 million customers a week. Restaurants are open 24-hours, have drive-thru's and serve breakfast. With consistently strong sales and growth capabilities, Del Taco has grown to more than 550 locations in 17 states.

Demographics

Del Taco's target customers are between 18 - 49 and seek great food and variety for a good value in a convenient location.

Our Mexican and American menu appeals to a broad consumer audience, offering something for every age and appetite.



Fast Franchise Facts

Franchising Since: 1990

Multi-Unit Franchisee Operating Units: 40%

Total Franchise Operating Units: 252

Company Operating Units: 298

Capital Investment: \$350,000 - \$1,100,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 4%

Earnings Claims: Yes

Build-Out Options: Free-standing or end cap with drive thru, conversion, food court, c-stores

Available Territories: West, Southwest, Southeast and Midwestern States

Contact

Laura Tanaka of Del Taco LLC | *Director Franchise Development*
(949) 462-7379
ltanaka@deltaco.com
25521 Commercentre Drive, Suite 200
Lake Forest, California 92630
deltacofranchise.com

SITE LOCATION Assistance

Del Taco employs sophisticated demographic and analytical tools to guide new markets and site selection. Del Taco provides education on the real estate development process, including real estate broker selection, site selection, construction management and equipment vendors. The preferred location is a major signalized intersection or adjacent to the main entrance of anchored centers.

Rankings

Del Taco consistently ranks in the top 50 chains by QSR Magazine and is among the NRN Top 100 chains. Del Taco's great tasting food and quality service continue to be recognized by consumers and industry publications.

Qualifications

Del Taco seeks a minimum net worth of \$1,000,000 and minimum liquidity of \$500,000.

Franchisee or Operating Partner with restaurant management experience; Operator is an equity partner of at least 10%; Operator resides in the desired market and has local market knowledge. Desire for multi-unit development of 2 or more. Dedication to operational excellence.





OPPORTUNITY Description

There has never been a better time to join Denny's! Our New & Emerging Markets program offers incentives for opening multiple restaurants in the U.S., and we have recently secured a lending source to benefit both new and existing franchisees. We are focused on helping our franchise system grow and provide aggressive, long-term franchise development programs backed by industry-leading support systems. If you're an experienced retail/restaurant multi-unit developer with an interest to add a growth brand, check us out at dennysfranchising.com.

SITE LOCATION Assistance

Denny's provides an experienced team of professionals to guide you through the development process. Our standard prototype can be built from the ground up or converted from existing space in a wide range of settings, including freestanding or multi-use retail sites, travel centers, hotels and casinos.



Fast Franchise Facts

Franchising Since: founded 1953, franchising since 1963

Multi-Unit Franchisee Operating Units: 82%

Total Franchise Operating Units: 1524

Company Operating Units: 164

Capital Investment: \$700,000 – 2.4 million

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 4%

Advertising fee (per unit): 3% - 4%

Earnings Claims: Yes

Build-Out Options: vFree Standing, Travel Centers and Conversions

Available Territories: All U.S., call for details

Contact

Doug Wong
Director of Global Franchise Recruitment
(864) 597-8705
DWong@dennys.com
dennysfranchising.com

Demographics

Desirable demographics would be near quality retail, near hotels and tourist attractions, colleges, or major highways. Minimum permanent population of 40,000 with a minimum traffic count of 30,000 vehicles per day on primary artery.

Rankings & Awards

#1 in Family Restaurants Category, *Entrepreneur Franchise 500*

Top 100 Chains in Food Service Sales in Nation's Restaurant News

Top 50 Franchises for Minorities, *USA Today*

Top 25 Franchises for Hispanics, *Poder Magazine*

Bond's Top 100 Franchises



Qualifications

Denny's is seeking franchise partners who understand the restaurant business. Our recruiting process is designed to help you understand the Denny's opportunity and identify ideal markets where you can grow with the Denny's brand. Minimum financial requirements are \$350,000 liquid capital to invest and \$1 million net worth. Operator must have restaurant operating experience.





OPPORTUNITY Description

Dunkin' Donuts, America's favorite every day, all-day stop for coffee and baked goods, continues to implement a steady and strategic growth plan to increase its franchised locations across the U.S. To ensure this success, the company has extensive franchisee programs including brand training, franchisee business management and human resources. Franchisees are supported by an experienced field team including field marketing, development and operations.

Rankings

#1 in Customer Loyalty by Brand Keys for seven years; rated by Entrepreneur Magazine as #1 in Coffee Category.

SITE LOCATION Assistance

Dunkin' Donuts team works with franchisees to effectively navigate through the many challenges of site selection and development.

Contact

Pamela Gore
Sr. Manager,
Franchise Recruitment
(781) 737-3432
dunkinfranchising
@dunkinbrands.com
dunkinfranchising.com



Fast Franchise Facts

Franchising Since: 1955

Multi-Unit Franchisee Operating Units: 95%

Total Franchise Operating Units: 10,479

Capital Investment: \$310,250 to \$1,771,300 (cost estimates are based on per end cap restaurant)

Franchise Fee (per unit): \$40,000 to \$80,000 (varies by market)

Royalty Fee (per unit): 5.9%

Advertising Fee (per unit): 5%

Earnings Claims: Yes

Build-Out Options: Free-Standing Stores, End Caps, In-Line Sites, Gas and Convenience and Non-traditional Locations

Available Territories: Midwest, Mid-Atlantic and Southeastern, LA, OK, TN, UT, TX, CO, WV, CA, KS, NC, MI
(Visit website for available markets)

Demographics

- Strong residential populations
- Drive-thru
- Minimum 20,000 ADT
- Superior real estate positioning
- Morning drive side
- Strong vehicular visibility
- Prototypical signage
- Limited obstructions that may impact customer reaction time
- Minimum of one parking space per table with a min. of 18 seats
- Option for 24 hour operations

Qualifications

Franchising opportunities range from one unit to multi-unit store development agreements. Ideally, franchisees should possess a minimum net worth of \$500,000 and liquid assets of at least \$250,000 per unit which will vary based on the opportunity available by market. Management teams should possess prior restaurant and/or food-service operations experience.





Fast Franchise Facts

Franchising Since: 2003

Multi-Unit Franchisee Operating Units: 63%

Total Franchise Operating Units: 24

Company Operating Units: 1

Capital Investment: \$242,900 and \$670,740

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Typically in-line, some freestanding, lease

Available Territories: Licensed in 31 states, concentrating currently in US expansion

Qualifications

Multi-Unit franchisees, investors, or business professionals with management experience and/or previous restaurant experience. Must share our passion and brand philosophy. Must have min net worth of \$850,000 and liquid asset requirement of \$250,000.

Contact

Daniel Collins
SVP Brand Development
East Coast Wings & Grill
(954) 263-2056
dan@eastcoastwings.com

eastcoastwingsfranchise.com

OPPORTUNITY

Description

Franchising since 2003, ECW&G franchisees have reported 19.14% EBITDA, while the brand has just celebrated 36 consecutive same store sales growth quarters. With nationally recognized, award-winning wing sauce in 75 flavors in any of nine heat indexes, over 675 flavor combinations and a wide-variety menu with fresh product - this fast-casual concept is a leader in Franchisee satisfaction. Our management team is focused on franchisee profitability and continued support to the franchisee in all aspects of development, training and operations.

Awards:

Many local first place finishes in the areas we serve.



Demographics

Locations with national grocery/power center anchors; 45,000-65,000 population minimum in 3-mile radius; high-visibility from major traffic arteries (20,000+ count), with local community hub.

SITE LOCATION Assistance

ECW&G provides hands-on assistance selecting, reviewing, approving and negotiating best site options. **\$7.5MM available in financing for our franchisees.** We'll guide you through the entire process!



How's Your Bottom Line?

Average Unit EBITDA:

***\$264,805 in 2010**

***\$265,405 in 2011**



*36 Consecutive Quarters of Same Store Sales Growth

- Superior Bank Credit Report*
- Nationally Ranked 4th in 2013 out of all Food Franchise Companies Surveyed for Franchisee Satisfaction
- Systemwide Same Store Sales Increased 10.12% in 2011
- * '09 vs. '11 Same Store EBITDA growth 58%
- Bancorp Financing of \$7.5 Million Available an FDIC-Insured Commercial Bank

Join the leader of casual dining in the Buffalo wing business
Contact Dan Collins, CFE 954-263-2056 or dan@eastcoastwings.com

www.eastcoastwingsfranchise.com



Top 50 Franchise
2013 Franchisee Satisfaction Awards
FranchiseBusinessREVIEW



This advertisement is not an offering of a franchise. An offering can be made only by prospectus. We only sell franchisees in states where our offering is registered. Figures reflect same unit average as reported by units operating in '08-'11. *EBITDA as submitted by our full service franchised restaurants operating in 2010 & 2011 as published in Item 19 of our April 2012 Franchise Disclosure Document. Figures reflect Franchisee submitted on unaudited P&L's. Individual financial performance will vary. Bank Credit Report developed by Fran Data.



OPPORTUNITY Description

Einstein Bros.® Bagels is the World's Largest Bagel brand and a leader in both the fast casual and breakfast restaurant segment. We own and operate 388 Einstein Bros. Bagels restaurants which help us to support our franchisees and improve our systems and brand on a constant basis. We have experienced significant growth in our gourmet coffee, catering and lunch sales and have strategic territories and markets available for operators looking to grow.



SITE LOCATION Assistance

Einstein Bros. Bagels assists our franchisees with an experienced team of real estate professionals. We help you engage with your local market experts and use current technological tools to promote the selection and identification of prime restaurant sites.



Fast Franchise Facts

Franchising Since: Founded in 1995 - franchising since 2007

Multi-Unit Franchisee Operating Units: 258

Total Franchise Operating Units: 290

Company Operating Units: 388

Capital Investment: \$309,300 - \$902,850

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 4%

Earnings Claims: Yes

Build-Out Options: End cap, free standing, conversions plus airports + colleges

Available Territories: All U.S. - call for details

Contact

John Hyduke--West
1(800) 224-3563
(303) 568-8189
jhyduke@einsteinnoah.com

Steve Bailey--East
1(800) 224-3563
(303) 968-4482
sbailey@einsteinnoah.com



Demographics

Best on the "breakfast" side of the road and in close proximity to office, hospital, and retail outlets. We search for dense daytime population backed up with solid residential population. Strong traffic counts of at least 25,000 vehicles per day. Typically looking for higher income and education levels.



Qualifications

Einstein Bros. is seeking experienced restaurant operators who share our passion for excellence in execution and our vision for multi-unit development. Your protected development territory is typically based on a restaurant commitment of 5 - 7 stores. Franchise partners need a combined Net Worth of \$2.5M and Liquid Assets of \$1M.

Rankings & Awards

Harris Poll EquiTrend® Coffee & Quick Service Restaurant Brand of the Year - 2012

Top 40 Food Franchises - Franchise Business Review - 2012

The QSR 50 - Top 50 QSR brands ranked by QSR Magazine - 2012

Top 200 Restaurant Brands - Franchise Times Magazine - 2012



Franchise Fast Casual & Breakfast with the World's Leading Bagel Brand

- Looking to diversify your restaurant portfolio?
- No room for expansion with your current brand?
- We were named **Brand of the Year** in a 2012 poll* ranking all national coffee & quick service restaurants.

*2012 Harris Poll EquiTrend Coffee & Quick Service Restaurant Brand of the Year.

**Don't miss your opportunity
contact us today:**

einsteinbros.com/franchising

WEST

John Hyduke • 303.568.8189

EAST

Steve Bailey • 303.968.4482





Demographics

75,000 population \$75,000
HH Income - Grocery anchored
centers, downtown locations,
malls (kiosk program) Transpor-
tation Centers

SITE LOCATION

Assistance

Approval of site, history
of successful locations, LOI
assistance

Qualifications

Multi-Unit operators with the
ability and financing to open a
min of 3 locations

Fast Franchise Facts

Franchising Since: 2011

Multi-Unit Franchisee Operating Units: 100

Total Franchise Operating Units: 30

Company Operating Units: 70

Capital Investment: \$250,000

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 2%

Earnings Claims: No

Build-Out Options: In-line, free standing, mall, street

Available Territories: MA, RI, CT, NJ, PA DC, FL, CA

Contact

Edward Fitzpatrick
Vice President of Retail Operations
330-280-6178
edwardf@fanniemaybrands.com
www.fanniemayfranchise.com

OPPORTUNITY Description

Fannie May has been in
business since 1920



A SWEET FRANCHISE OPPORTUNITY

Fannie May
Fine Chocolates Since 1920

OWN YOUR OWN RETAIL CHOCOLATE STORE

- Multiple investment levels available
from kiosk to full retail
- 22% average net margin
Per our most recent FDD*

For more information call

330.776.8234 or visit us at

fanniemay.com/franchising





FOUNDED BY FIREMEN™

OPPORTUNITY

Description

Firehouse Subs is actively seeking multi-unit restaurant developers who possess the desire to maximize their territory's sale, have strong financial backgrounds and bring a serious passion for the communities they will serve. To ensure success, the company offers extensive training programs, comprehensive operating systems and support, development and construction experts, and field marketing managers geared to simplify operations and help build business.

SITE LOCATION

Assistance

Firehouse Subs provides you with the tools and guidance to effectively identify and secure the ideal site for development.

Fast Franchise Facts

Franchising Since: 1995

Multi-Unit Franchisee Operating Units: 128

Total Franchise Operating Units: 552

Company Operating Units: 30

Capital Investment: \$178,376 - \$625,801

Franchise Fee (per unit): \$20,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 3%

Earnings Claims: Yes

Build-Out Options: end-cap, in-line and non-traditional retail environments

Available Territories: Southwest, Southeast, Northeast, and Midwest

Qualifications

Franchising opportunities range from one unit to multiple store development agreements. Ideally, franchisees should possess a minimum net worth of \$300k and liquid assets of at least \$90k, but financial qualifications will vary based on the opportunity.

Contact

Greg Delks
CFE, Director of
Franchise Development
(904) 886-8300 ext. 239
gdelks@firehousesubs.com
FirehouseSubs.com/Franchising

Demographics

Firehouse Subs is actively seeking multi-unit franchise candidates to develop restaurants in cities such as NYC, San Francisco, Los Angeles, Boston, Philadelphia, Dallas as well as opportunities all across the USA.

Rankings & Awards

Chain Restaurant Consumers' Choice Award Winner for service at fast casual restaurants. #1 Fast-Food Sandwich by ZAGAT in 2012. #1 Brand in Sandwich Category of Nation's Restaurant News' Consumer Picks Edition. #1 in Franchise Business Review's 2012 Food Franchisee Satisfaction Awards. #1 by Technomic in Taste and Flavor of Food.

©2013 Firehouse Subs

#1 Fast-Food Sandwich by ZAGAT in 2012

**#1 Brand in Sandwich Category of
Nation's Restaurant News' Consumer Picks Edition**

**#1 in Franchise Business Review's 2012
Food Franchisee Satisfaction Awards**

#1 by Technomic in Taste and Flavor of Food



**To own a franchise,
visit FirehouseSubs.com/Franchising or call 877.887.8330.**

Join us on Facebook



OPPORTUNITY Description

Fuddruckers® operates and franchises restaurants that specialize in high quality, upscale hamburgers in a variety of sizes that are cooked to order. We use only the freshest ingredients and we give our guests the "power of choice." We encourage guests to garnish their own entrees by providing an array of farm-fresh produce and condiments. Our restaurants serve 100% USDA fresh, never frozen premium beef, and feature on-premise bakeries where bread and dessert items are baked fresh daily.



Fast Franchise Facts

Franchising Since: 1984

Multi-Unit Franchisee Operating Units: 65%

Total Franchise Operating Units: 120

Company Operating Units: 63

Capital Investment: \$250,000 to 400,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 0.25%

Earnings Claims: Yes

Build-Out Options: Free Standing, End Cap, and Non-Traditional Venues

Available Territories: Territories available throughout the U.S.

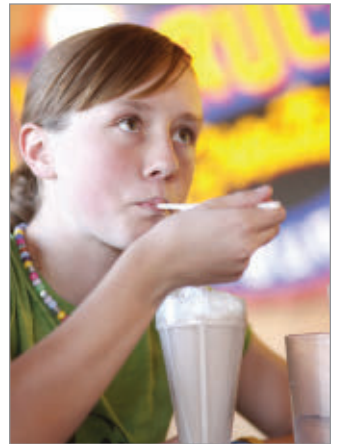
Contact

Keith Coleman | Vice President of Franchise Development
(866) 939-6273
keith.coleman@fuddruckers.com
fuddruckers.com

Demographics

Minimum population of 50,000 in a 3-mile radius

- Average household income of \$55,000 and above
- Predominance of families and children
- Concentration of offices and/or retail centers
- Employee population 20,000 in a 3-mile radius
- Traffic counts of 30,000+ cars a day



Qualifications

Potential Fuddruckers franchisees must be committed to being hands-on owner/operators and following through with all training requirements. Minimum financial requirements include having liquid resources of \$250,000 to \$400K and a net worth of \$750,000 to \$1 million dollars.

SITE LOCATION Assistance

Fuddruckers provides site selection support, demographic information, broker coordination services, site survey trips, and architectural and bid review.





OPPORTUNITY Description

Global Franchise Group (GFG) champions franchised brands and the people who build them. We Share the Fun of Cookies and serve Freshness with a Twist through the Great American Cookies and Pretzelmaker quick-service restaurants. Our menus of delectable treats have created a loyal customer following for 35 and 22 years respectively, while offering our franchisees an easy operation that allows for rapid multi-unit growth.



Rankings

Great American Cookies ranks as the top Baked Goods-Cookies franchise in the Entrepreneur Magazine 2012 and 2013 Franchise 500, and Pretzelmaker ranks among the top 3 pretzel brands.



Fast Franchise Facts

Franchising Since: 1977 / 1991

Multi-Unit Franchisee Operating Units: 51% / 37%

Total Franchise Operating Units: 320 / 327

Company Operating Units: 2 / 1

Capital Investment: \$178,350 - \$280,350 / \$129,300 - \$224,950

Franchise Fee (per unit): \$30000 / \$30000

Royalty Fee (per unit): 6% / 7%

Advertising fee (per unit): 1.5% / 1.5%

Earnings Claims: Yes

Build-Out Options: Inline, kiosk, co-branded, malls, colleges

Available Territories: All United States and select International

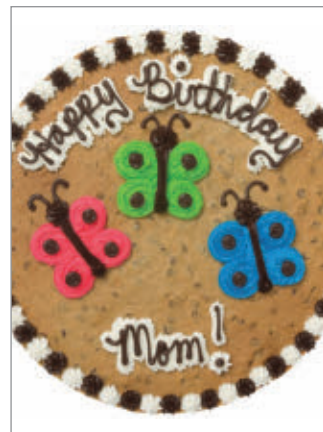
Contact

Christina Chambers | *Director of Franchise Development*
(800) 524-6444
franchiseinfo@gfgmanagement.com
globalfranchise.com



Demographics

Residential population of 60,000 within a 10-mile radius; Median household income \$40,000+; prefer at least 2 anchor co-tenants, proximity to kids concepts, movie theaters, and other high-traffic retail.



SITE LOCATION

Assistance

GFG assists with site selection, LOI negotiation, construction project management, and training. Our construction team continuously tracks and negotiates equipment vendor costs to manage upfront investment costs.

Qualifications

GFG is seeking current multi-unit operators looking to expand their portfolios with a non-competitive brand. Single unit opportunities may be available depending on the market. Candidates are required to have a minimum of \$100,000 in liquid assets (per store) and a minimum net worth of \$250,000 (single unit) or \$500,000 (3-unit commitment).



OPPORTUNITY Description

Golden Corral is a grill-buffet, family-style restaurant featuring display cooking, charbroiled USDA steaks, a 160-item buffet/salad bar with a meat carving station, seafood station, Italian foods, Asian foods, in-house bakery that offers fresh breads, muffins, cookies, pies, cakes, and The Chocolate Wonderfall fondue dipping fountain where guests may dip strawberries and other sweet treats. The 120-item, weekend-only breakfast buffet features eggs and omelets cooked to order, bacon, sausage, pancakes, waffles, and fresh cinnamon rolls.

Operational Support:

Golden Corral uses an integrated system of ongoing support. East and West regions each have a vice-president of operations that provides ongoing marketing, training, and operational support. Contact is weekly with a Franchise Service Consultant (FSC), with quarterly visits by FSC and quality assurances inspectors. There is an annual national convention, semi-annual regional meetings and quarterly training meetings.

Training: A 10-week training program for general and associate managers covers all aspects of restaurant management and operations.



Fast Franchise Facts

Franchising Since: 1986, founded 1973

Total Franchise Operating Units: 385

Company Operating Units: 97

Capital Investment: \$1,971,500 - \$6,756,500

Franchise Fee (per unit): \$50,000 (15-year term)

Royalty Fee (per unit): 4% of sales

Advertising fee (per unit): 2% - 6% of sales

Earnings Claims: Yes

Build-Out Options: Conversions, End Caps, In Lines (after first free standing unit)

Available Territories: Continental United States

Demographics

Golden Corral has broad social and economic support with an offering and service style that appeals to a large segment of the population. Golden Corral's direct appeal is to value conscious singles, families and seniors of all ethnic backgrounds.

Contact

Annette Bagwell
Franchise Sales &
Legal Assistant
(800) 284-5673 X 4479
abagwell@goldencorral.net
goldencorralfranchise.com

Qualifications

Verifiable net worth of \$2,500,000 in investment group with \$500,000 cash or cash equivalents. (Third-party financial assistance is available in pools of funds from over 40 of the nation's leading lenders.) Restaurant experience required within group. Applicant(s) must demonstrate necessary energy and successful experience to develop single- and multi-unit restaurants. Must recognize and reward employees/co-workers as valuable human resources.

SITE LOCATION Assistance

Golden Corral uses analytical tools and demographic databases to identify markets and approve sites. Full-time Directors of Real Estate guide franchisees in site selection, real estate negotiations and development.

Rankings

In 2013, 2012 and 2011, ranked #1 franchise in the buffet restaurant category by Entrepreneur Magazine."

In 2011, ranked #1 in the grill-buffet segment for 14 years by Nation's Restaurant News.

In 2009, Restaurants & Institutions ranked Golden Corral #1 in Consumer's Choice in cafeteria/buffet chains.





OPPORTUNITY Description

At Hungry Howie's Pizza we serve great Flavored Crust pizza at an amazing value. The home of the Original Flavored Crust pizza was born in 1973 in Taylor, Michigan. You need a distinct point of difference in today's marketplace. Look no further than our famous crust to see why Hungry Howie's Pizza has an edge over its competition. While exploring other opportunities you will appreciate Hungry Howie's commitment to our concept, products and franchisees.

Fast Franchise Facts

Franchising Since:	1983
Multi-Unit Franchisee Operating Units:	76.42
Total Franchise Operating Units:	560
Capital Investment:	\$219,700 - \$371,500
Franchise Fee (per unit):	\$20,000
Royalty Fee (per unit):	5%
Advertising Fee (per unit):	4%
Earnings Claims:	Yes
Build-Out Options:	Inline and freestanding locations with high visibility
Available Territories:	Nationwide territories available!

Demographics

Hungry Howie's Pizza considers all demographics. We typically look for high traffic areas with a strong household presence within a 3 mile radius.

Contact

Jennifer M Jackson
Director, Development
(248) 414-3312
jjackson@hungryhowies.com
franchising.hungryhowies.com

Qualifications

Hungry Howie's Pizza currently seeks multi-store operators to buy territories. Financial requirements start at \$100,000 liquid, \$300,000 net worth and a positive credit history.

SITE LOCATION Assistance

Hungry Howie's Pizza locates prime sites by focusing on key elements such as consumer demographics, competitive analysis, traffic and accessibility.

Rankings

#78 Entrepreneur Magazine's Franchise 500 (2013)
#3 Pizza Opportunity; Entrepreneur Magazine's Franchise 500 (2013)



OPPORTUNITY COMES IN MANY FLAVORS

Why are more franchisees choosing Hungry Howie's? Ask anyone from our over 550 Hungry Howie's locations - it's our free flavored crust. We invented flavored crust pizza, and being an original in this business is why Hungry Howie's continues to grow after 40 flavorful years.







Exclusive territories are available. Call (248) 414-3300 or log on to franchising.hungryhowies.com. Take a self-guided tour of our digital brochure and complete a simple form to request more info.



**THE ORIGINATOR OF
FLAVORED CRUST PIZZA**



**EXCLUSIVE
TERRITORIES AVAILABLE**



**OPPORTUNITY****Description**

We at Hurricane Grill & Wings appreciate your interest in owning our great brand! Thanks to the success of our restaurants, we at Hurricane Grill & Wings are experiencing phenomenal demand for our franchises nationwide, the growth of our brand and our business is matching that demand on a daily basis.

**Rankings & Awards**

- Listed in Restaurant Management Magazine as one of the "Top Ten Franchise Deals for 2012"
- Future 50 Award Restaurant Business Magazine 2011 and 2012
- Entrepreneur Magazine's Top Franchisees for 2011 and 2012

**Fast Franchise Facts**

Franchising Since: 1995

Multi-Unit Franchisee Operating Units: 50

Total Franchise Operating Units: 45

Company Operating Units: 5

Capital Investment: \$500,000

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 3%

Earnings Claims: Yes

Build-Out Options: Free Standing, End Cap

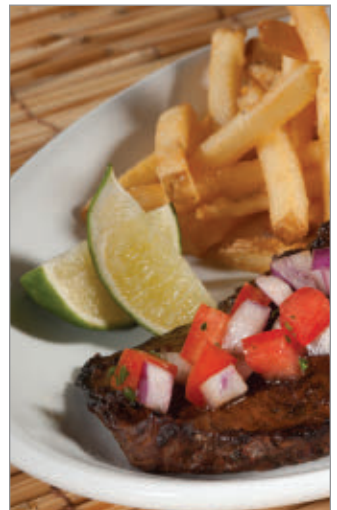
Available Territories: Nationally

Contact

David Bloom | Senior Vice President of Brand Expansion
(561) 296-5410
david.bloom@hurricaneamt.com
hurricanefranchising.com

**Demographics**

Currently, our family-friendly, island-inspired restaurant has over 50 locations in ten states and growing nationally. New commitments will open restaurants in 7 new markets including Denver, Colorado, Houston & Dallas, Texas, North & South Dakota, Alabama and Georgia; Along with additional units throughout Texas, Minnesota, South, Central & Northern Florida, and the Greater New York area. Hurricane Grill & Wings now has a total of over 140 commitments nationwide!

**Qualifications**

Liquid cash available of \$250,000. Total net worth \$500,000. Single and multi-unit opportunities available.

SITE LOCATION**Assistance**

Full real estate, design, construction and project management support provided nationwide.



OPPORTUNITY Description

IceBorn is the franchise model for Ice House America, the pioneer in automated ice vending technology with a network of 2,500 independently-owned, ice vending machines. The IceBorn franchise started in May 2012, but already has agreements to open 230 units. With no employees necessary to operate and a variety of placement options, including existing real estate, an IceBorn franchise is a great addition to any business portfolio.

Demographics

IceBorn's customer base includes a variety of socioeconomic groups. Trade workers, such as contractors, landscapers, and commercial fisherman, along with recreational participants and lower income residences make up the heavy users. Residential customers are typically located within a 2 mile radius of the ice vending machine.

Contact

Rob Streett
Chief Development Officer
(888) 391-8065
franchise@icehouseamerica.com
ice-born.com



Fast Franchise Facts

Franchising Since: 2012, founded in 2003

Multi-Unit Franchisee Operating Units: 80%

Total Franchise Operating Units: 5 locations, with commitments for 230 locations

Company Operating Units: 132

Capital Investment: \$91,400 - \$367,000

Franchise Fee (per unit): \$5,000

Royalty Fee (per unit): 8%

Advertising Fee (per unit): 1%

Earnings Claims: No

Build-Out Options: Free standing kiosk, inline at retail business centers

Available Territories: All regions, except HI, IL, LA, MS, NM, OK, WV (Avail. subject to change)



SITE LOCATION Assistance

In cooperation with our Area Developers, we offer our franchisees a variety of critical services including: advice and assistance for site selection and permitting, financing alternatives with BoeFly, the largest online financing marketplace, and our SmartIce™ Remote Management system.

Rankings & Awards

Entrepreneur Magazine's Top 10 New Franchises To Watch

Multiple US patents for the technology in our ice vending machine



Qualifications

Qualities of an ideal franchisee:

- Vigilant adherence to our business model, including site location, operations, community service and brand building
- Financially qualified to establish and expand the business (\$150,000-net worth and \$50,000-capital liquidity)
- Supporters of local community organizations
- Proactive strategy for local marketing
- Pursuers of local growth opportunities



POWER YOUR PORTFOLIO

SERIOUS BRAND POWER

- Backed by 60 years of brand equity
- More than \$1 million¹ average annual store sales
- Cultural cornerstone focused on customer satisfaction

GROWING INDUSTRY POWER

- \$86.2 billion global battery market²
- Old, new industry growing as demands for technology increase

MULTIPLE REVENUE POWER

- Retail and business-to-business sales
- E-commerce
- Proprietary sales tools



Franchise an Interstate All Battery Center[®] Today

interstatebatteries.com/franchising | 800.730.7868

Distributorships Also Available

This ad does not constitute a franchise offering, which may only be made by Interstate All Battery Center[®] after receipt of the Franchise Disclosure Document (FDD), which is filed with certain states and may be obtained through Kevin Hogan at Interstate All Battery Center Franchising, 7935 B Wright Road, Houston, TX, 77041, 800.730.7868. ¹The average sales total of \$1,137,400 represents operating results for our 30 franchised full centers open 24+ months. Of the 30 centers, 16 centers or 54% achieved gross sales exceeding the average. See our FDD for details. RESIDENTS OF NEW YORK: This advertisement is not an offering, which can only be made by a prospectus filed first with the Department of Law of the State of New York. Such filing does not constitute approval by the New York Department of Law. MN Franchise Registration Number: F 5119. ²The Freedonia Group



LIQUIDTM NUTRITION

OPPORTUNITY Description

Liquid Nutrition (TSXV: LQD and LQD.WT) is a rapidly growing, hybrid retailer of functional beverages, fresh pressed juices, vitamins and supplements. Liquid Nutrition is committed to building a global brand in the health and wellness industry by bringing its healthy and delicious product offerings to communities around the world. No other franchise offers the distinct advantage of an All-Star team of professional athletes as your business partners.

Fast Franchise Facts

Franchising Since: 2012

Multi-Unit Franchisee Operating Units: 80%

Total Franchise Operating Units: 18

Capital Investment: \$150,000 - \$250,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: No

Build-Out Options: Inline, free standing, malls, hospitals, airports, co-branded, universities

Available Territories: All regions

Demographics

Health conscious individual seeking genuinely fresh and nutritious products that fit within their active, on the go lifestyle. They appreciate how we are engaged in their journey to lead a better, healthier life through authentic wellness and nutrition. Typical customer is Adult 18-49 with above average level of education.

Qualifications

Our franchisees share qualities that include a dedication to personal health and well-being in addition to familiarity with the food service industry. Liquidity \$100,000 per unit.

SITE LOCATION

Assistance

Assistance in site selection, design and layout.

Contact

Kris Simonich | VP Franchise Development (US)
(888) 825-6595
kris.simonich@liquidnutrition.com
liquidnutrition.com

LIQUIDNUTRITIONTM



liquidnutrition.com

Join Matt and Steve!

Take Advantage of a \$10.7 Billion* Market Opportunity

Be part of the next generation in health and nutrition retail concepts. Liquid NutritionTM offers all natural functional beverages, fresh pressed juices, supplements and vitamins. No other franchise offers the distinct advantage of Team Liquid... an All Star team of professional athletes as your business partners.

Single and Multi Unit franchise territories available in the US.



Matt Ryan

Steve Nash

TEAM LIQUID



Steve Nash

Torah Bright

Russell Martin

Suzann Pettersen

Matt Ryan

Vincent Lecavalier

**Living Healthy
is Delicious!**

*Global Industry Analysts, Inc. Global market for juice and smoothie bars to reach US \$10.7 Billion by 2015



kris.simonich@liquidnutrition.com • 1.888.825.6595



Demographics

Massage Envy Spas are in markets with greater demographics and population density. The units are typically located in high-visibility areas in daily use shopping centers with anchors such as grocery stores, Target, Bed, Bath and Beyond, Trader Joe's, etc.

SITE LOCATION Assistance

Massage Envy provides a step-by-step operations and build out manual. There is regional, corporate, and real estate site selection support.

Fast Franchise Facts

Franchising Since: 2002

Multi-Unit Franchisee Operating Units: 645

Total Franchise Operating Units: 860

Company Operating Units: 1

Capital Investment: \$343,000 - 568,000

Franchise Fee (per unit): \$45,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Available Territories: Single and multi-unit opportunities available nationally.

Qualifications

In order to qualify, a franchisee must have a net worth of \$500,000, with \$150,000 liquid capital and a minimum credit score of 680. In addition, franchisees should possess business experience.

Contact

Lori Merrill
National Director
of Franchise Sales
(480) 366-4171
LMerrall@MassageEnvy.com
MassageEnvy.com

OPPORTUNITY Description

Massage Envy Spa is a membership based business model offering predictable and recurring revenue. The average unit volume as noted in Item 19 of the FDD is \$1.2 million. Founded in 2002, Massage Envy has opened over 860 units in 46 states, with more franchises currently under development from coast to coast. Their corporate office is located in Scottsdale, AZ. For more information, please visit MassageEnvyFranchise.com

Rankings

#81 in *Entrepreneur*
Magazine's Franchise 500
#92 in *Franchise Times* Top 200



BUILD YOUR FUTURE ON A 1.3 MILLION-MEMBER FRANCHISE.

MASSAGE ENVY FRANCHISEE BENEFITS

- Average unit volume of over \$1,200,000*
- Pioneer and national leader in \$15 billion-a-year massage therapy industry
- Dues-based system provides predictable revenue model
- Strategic partnership with global skincare leader Murad®

MASSAGE ENVY, THE PIONEER OF MEMBER-BASED MASSAGE AND SPA SERVICES, IS NOW SEEKING QUALIFIED CANDIDATES.

Contact Lori Merrill (480) 366-4171
LMerrall@MassageEnvy.com



Visit MassageEnvyFranchise.com today!

*As reported in Item 19 of the current Massage Envy FDD. Please review the FDD for further clarification of this metric. This advertisement is not an offer to sell franchises. Such an offer can only be made through a Franchise Disclosure Document that has been registered with and approved by the appropriate agency in your state, if your state requires such registration. Please contact Massage Envy Franchising, LLC for a Franchise Disclosure Document. ©2013 Massage Envy Franchising, LLC.





OPPORTUNITY Description

McAlister's Deli, a leading fast casual restaurant, is seeking multi-unit and single-unit operators with casual dining experience and strong community ties to join its growing concept. Franchisees may benefit from a 2-to-1 sales-to-investment ratio with an average unit volume of \$1.3 million (2011) and the potential for long-term franchisee profitability. As part of the thriving fast casual segment, McAlister's Deli offers extensive support in all aspects of owning and operating a restaurant.

Qualifications

Franchisees should understand the importance of strong operations and be committed to offering the best guest experience. Multi-unit franchisee candidates should have restaurant experience and be successful business leaders, while single-unit franchisee candidates should have relevant customer service experience. Also, candidates should possess a minimum liquidity of \$250K-\$750K and net worth of \$500K-\$1.5M



Fast Franchise Facts

Franchising Since: Franchising:1994, Founded:1989

Multi-Unit Franchisee Operating Units: 85%

Total Franchise Operating Units: 264

Company Operating Units: 47

Capital Investment: \$545,000 to \$1.4 million

Franchise Fee (per unit): \$30,000 Multi-Unit;
\$35,000 Single Unit

Royalty Fee (per unit): 5% of gross sales

Advertising fee (per unit): Current 0.75%

Earnings Claims: Yes

Build-Out Options: Free standing, end cap/inline, colleges, universities, shopping malls, airports, medical facilities, casinos, travel centers, military bases

Available Territories: Pennsylvania, Wisconsin, Illinois, Minnesota, Iowa; Additional territories are available.

Demographics

- \$50,000+ median household income
- Well educated, professional or clerical workforce
- Families with children
- College students

SITE LOCATION Assistance

McAlister's Deli offers full site location assistance.



Rankings & Awards

- 2012 Top Performing Fast Casual Restaurant in Food, Beverages, Value, Service and Atmosphere, Technomic®
- 2012 3rd Favorite Sandwich Chain, Market Force
- 2012 Top 25 Restaurant Social Media Index, Nation's Restaurant News®



Contact

Peter Wright
Vice President of Franchise Sales
Office (770) 360-8320
Mobile (720) 278-6680
pwright@mcalistersedeli.com
mcalistersedelifranchise.com



Demographics

MOOYAH restaurants are 1,800-2,400 square feet and have excellent visibility and access to high-traffic areas with above average income-level demographics.

Rankings

"11 Burger Chains to Watch in 2011" *BurgerBusiness*

2009 FastCasual
#1 Top Movers & Shakers



Fast Franchise Facts

Franchising Since: 2007

Multi-Unit Franchisee Operating Units: 90%

Total Franchise Operating Units: 52

Company Operating Units: 4

Capital Investment: \$318,825 - \$514,250

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 3%

Earnings Claims: No

Build-Out Options: End Cap, In-Line and Non-Traditional

Available Territories: United States

OPPORTUNITY

Description

MOOYAH is a Contagious brand. Just ask our Guests, franchise operators and the media. They will all tell you that once they have experienced MOOYAH they tell everyone they can. Our training, support and technology systems are cutting-edge and provide our franchise operators the tools and processes needed to maintain the MOOYAH standards.

SITE LOCATION

Assistance

Intensive real estate selection and an assigned personal Project Manager for hands-on construction assistance.

Qualifications

Must be committed and dedicated to becoming a Guest Obsessed as we are and to providing the best Burgers, Fries & Shakes that have built our National reputation.

Contact

Michael Mabry
Director of Franchise
(214) 912-0514
mmabry@mooyah.com
mooyah.com
Kindly No Solicitations



MOOYAH

Burgers • Fries • Shakes

A BRAND THAT IS CONTAGIOUS!

Our Simple Formula:



The Best
Burgers, Fries
& Shakes

- Interactive Management Training
- Cutting-edge Technology
- Proprietary Tools for Recruiting and Staffing
- Operational and Organization Systems
- Intensive Real Estate Selection Assistance
- Coordination During Countdown to Opening
- National Distribution Channels

The Best
Business Model



The Best
Environment
and Obsessive
Guest Experience

Any more
Questions?

Just ask our Guests,
Franchise Operators
and the Media



Visit our website
www.mooyah.com

Click on Franchising and
complete our SHORT FORM
to get started.

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OPPORTUNITY Description

Noodles & Company is a unique and successful fast-casual restaurant serving Asian, Mediterranean and American inspired noodle dishes, soups, salads & sandwiches. Together with our existing franchise partners, we operate 320+ restaurants across the country. Our concept is continually recognized for top-tier operating and financial performance within the restaurant industry and its most successful segment. We are leading operators, innovators and partners well poised for future growth alongside interested multi-unit franchisees.

SITE LOCATION Assistance

Noodles & Company provides thorough and comprehensive support in the site selection and development processes similar to that of our company-owned restaurants.

Contact

JB Hewetson
Franchise Director
(720) 214-1968
jbhewetson@noodles.com
noodles.com/about/
franchising.php



Fast Franchise Facts

Franchising Since: 2004

Multi-Unit Franchisee Operating Units: 16%

Total Franchise Operating Units: 51

Company Operating Units: 270

Capital Investment: \$700,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 5.0%

Advertising Fee (per unit): 1.75%

Earnings Claims: Yes

Build-Out Options: End-Cap / Free-Standing / In-Line / Non-Traditional

Available Territories: Various Domestically. See Website for More Detail



Demographics

Target demographics range broadly by geography given Noodles & Company's success in markets large and small. For more detail on a market of interest, please contact Noodles & Company's franchise development team.



Qualifications

Target qualifications differ by geography and overall size of an Area Development Agreement. Multi-unit operators that present a compelling partnership opportunity are considered based on a number of factors including development goals, historical experience, existing infrastructure and capital availability.

Rankings & Awards

Golden Chain Award, *NRN*

America's Healthiest Restaurants, *Health Magazine*

Inc. magazine, America's fastest-growing private companies

Top Family Friendly Restaurants, *Parents Magazine*



Demographics

Food quality, customization, affordability and service speed allow Panchero's to attract a broad demographic base. While launched in college towns, the brand experiences success in a variety of market types.

Qualifications

Panchero's seeks restaurant/franchise ownership/management or relevant business experience; a passion for the restaurant industry; desire for multi-unit development; proven success in team building; fulfillment of financial requirements and a good fit with brand culture.

Rankings & Awards

STAR Award Winner – Social Media, Franchise Update Media Group;

"Future 50" – Restaurant Business Magazine; Top 100 Movers & Shakers – Fastcasual.com



Fast Franchise Facts

Franchising Since: 1st Franchise 2004, Founded 1992

Total Franchise Operating Units: 37

Company Operating Units: 22

Capital Investment: \$346,575 - \$768,540

Franchise Fee (per unit): \$30,000 single; \$20,000 multiple

Royalty Fee (per unit): 5% of gross sales

Advertising fee (per unit): Currently 1% of gross sales with cap of 3% of gross sales

Earnings Claims: No

Build-Out Options: End-caps, Free Standing, Lifestyle Centers

Available Territories: U.S.

OPPORTUNITY Description

Since 1992, Pancheros Mexican Grill has been capitalizing on the growing popularity of the "Fresh-Mexican" flavors of the Fast-Casual segment. With a history of over 20 years, Pancheros offers a simple menu of freshly prepared, high-quality items served made-to-order. Boasting a lively, warm-industrial decor, Pancheros sets itself apart by starting each order with their signature fresh-pressed tortilla and ending each burrito by mixing all the ingredients inside that tortilla with the help of a tool they call "Bob".

Pancheros represents an exciting franchise opportunity in a growing segment.

SITE LOCATION Assistance

Panchero's provides full support in areas of real estate, design and construction, with an experienced staff and proven step-by-step process.

Contact

Kinsey Bartlett | Franchise Coordinator
(888) MEX-BEST or
(319) 545-6565 ext. 109
kinseyb@pancheros.com
pancheros.com





OPPORTUNITY

Description

Committed to delivering on its brand promise of "Better Ingredients, Better Pizza," Papa John's is the recognized quality leader in the pizza category. Papa John's opened its first pizza restaurant in 1985. Today, Papa John's boasts more than 4,100 restaurants worldwide.

SITE LOCATION

Assistance

Papa John's Development team provides customized assistance to our franchise community regarding site selection, construction management and equipment.

Fast Franchise Facts

Franchising Since: 1986

Total Franchise Operating Units: 3477

Company Operating Units: 698

Capital Investment: \$175,000 - \$250,000

Franchise Fee (per unit): \$25,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 7%

Earnings Claims: Yes

Available Territories: Please visit our website www.papajohns.com for a listing of available areas.

Rankings

For 11 out of the last 13 years, Papa John's has earned the highest customer satisfaction rating among pizza chains in the highly regarded American Customer Satisfaction Index (ACSI).

Ranked in the Top 10 2012 Fastest Growing QSR Franchises according to Entrepreneur Magazine.

One of the "50 Top Franchises for Minorities" as determined by the National Minority Franchising Initiative (NMFII).

Qualifications

Papa John's net worth and capital requirements for new franchisees are as follows:

- Minimum of \$50,000 in cash or liquid assets;
- Minimum net worth of \$150,000; and
- Ability to obtain financing up to \$200,000.

These are minimum requirements and do not represent the total potential costs to open and operate one or more Papa John's units.

Contact

Regan Clauson
Franchise Qualifications
Specialist
(502) 261-4844
Regan_Clauson@papajohns.com
papajohns.com

OPEN A PAPA JOHN'S FOR LESS THAN \$200,000*



BECOME A FRANCHISEE IN 2013 AND GET THESE INCENTIVES:

- **\$0 Franchise Fee (\$25,000 Savings)**
- **No Royalty for up to one year**
- **Up to \$50,000 in FREE EQUIPMENT**
- **Up to \$3,000 of FOOD CREDIT**

Call 888.255.7272 for more
info or visit papajohns.com

*Estimated costs for typical in-line location. Atypical features of a location may raise these costs. Certain restrictions apply. All benefits, discounts and payments subject to Papa John's 2013 US Development Incentive Program.





OPPORTUNITY Description

Papa Murphy's is the largest Take 'N' Bake chain in the U.S. with over 1,350 stores in 37 states. Papa Murphy's offers a great value and a superior pizza to customers and a simple focused concept for franchisees. The limited hours of operation and the take-n-bake concept without the hassles of dining or delivery, provide a great franchise opportunity.

Demographics

The site selection team identifies target sites with neighborhood retail patterns where customers shop multiple times per week. Demographics are then analyzed to select targets with the best population, households, income, growth rates and more.

Qualifications

Multiple Store Agreements range from 3-10 store opportunities in numerous markets. The net worth requirement is \$250k per store. Operating partners must have experience with multi-unit food industry operations.

Contact

Amy Stevens
Inside Sales Manager
(800) 257-7272
Amy.Stevens@papamurphys.com
papamurphys.com



Fast Franchise Facts

Franchising Since: 1981

Multi-Unit Franchisee Operating Units: 45%

Total Franchise Operating Units: 1350

Company Operating Units: 55

Capital Investment: \$250,000

Franchise Fee (per unit): \$25,000

Royalty Fee (per unit): 5%

Advertising fee (per unit): 1.5%

Earnings Claims: Yes

Build-Out Options: Inline and free standing

Available Territories: CA, AZ, NV, NM, TX, OK, KS, MO, AR, LA, AL, GA, FL, SC, NC, VA, KY, OH, IN, MD

Rankings & Awards

Papa Murphy's ranked "#1 Rated Pizza Chain" by participants in Zagat Survey's 2012 Fast Food Survey and is a four-time recipient of Pizza Today's Chain of the Year.



SITE LOCATION Assistance

The experienced Real Estate and Construction team provides guidance and assistance from the first stage of site selection to the final construction phase.





OPPORTUNITY Description

As one of the most brand differentiated restaurants in casual family dining, Quaker Steak & Lube®, has been a successful concept for almost 40 years. Come expand Lube Nation with us!

- Industry high average unit volumes
- Fuel-injected marketing and operations support
- Multiple revenue streams in each restaurant – Pick-up Wingo Window, Online Ordering, Retail, Award-Winning Sauces, Catering & Events
- Award-Winning Menu (Best Wings USA) and Blowout Beverages

Qualifications

Quaker Steak & Lube® is looking for franchise owners who will be passionate about the brand and philosophically aligned with our values and approaches to operating a business. Criteria includes:

- \$1 million liquidity and net worth of \$3 million
- Restaurant and/or operational experience
- Proficiency & the ability to execute four-walls and local marketing
- Passion for guest service



Fast Franchise Facts

Franchising Since: 1996, Year Founded 1974

Multi-Unit Franchisee Operating Units: 87%

Total Franchise Operating Units: 47

Company Operating Units: 11

Capital Investment: \$1,200,000 – \$3,895,000

Franchise Fee (per unit): \$40,000

Royalty Fee (per unit): 5% of gross sales

Advertising fee (per unit): up to 1% Advertising Fund, up to 3% Local (% of gross sales)

Earnings Claims: Yes

Build-Out Options: Freestanding, end-cap, stadiums, campus, airports

Available Territories: Great markets available



Demographics

Wide demographic appeal.
Heavy user: Ages 24-54.
Core household income average: \$35,000 to \$100,000. 51% male, 49% female. Singles, families, large groups & couples.



Awards

Hundreds of national and international awards for its chicken wings and more than 20 wing sauces, including the 2012 Festival Favorite at the National Buffalo Wing Festival in Buffalo, NY, The 2012 Cheers Beverage Excellence Award for Best Beverage Merchandising for Signature Bar Jars, The 2012 Menu-Masters award for limited time offer, Shake Wrap & Roll. Featured on Man Vs. Food on the Travel Channel.

SITE LOCATION Assistance

Site selection criteria and assistance, lease assistance, design and architectural plans, construction review & preferred suppliers.

Contact

Zeb Hastings
VP Franchise Development
(888) MYLUBE1 (695-8231)
zhastings@thelube.com
lubefranchising.com



Save[®] a lot

food stores

OPPORTUNITY

Description

Save-A-Lot is the nation's leading hard discount grocery chain with over 1,300 stores across the U.S. and Caribbean. Our business model is designed to help retailers succeed and compete effectively in the grocery industry by offering smaller efficient stores, our exclusive private label brands, the buying power of over 1,300 stores and an efficient, low operating cost operation. Save-A-Lot is offering significant capital incentives - a minimum of \$200,000 cash - to qualified candidates.

Qualifications

Previous business experience (grocery or retail preferred but not required). Ability to follow the Save-A-Lot program. Solid personal financial history. Net worth of at least \$1 million. Cash liquidity of \$300k. Local knowledge, relationships, and expertise in consumer preferences, real estate, government regulations and labor. Plans and ability for multi-unit development are encouraged.



Fast Franchise Facts

Franchising Since: 1978

Multi-Unit Franchisee Operating Units: 70%

Total Franchise Operating Units: 946

Company Operating Units: 381

Capital Investment: minimum \$300,000 per store

Franchise Fee (per unit): \$0

Royalty Fee (per unit): 0%

Advertising Fee (per unit): 0%

Earnings Claims: Yes

Build-Out Options: Inline and free standing

Available Territories: 37 States and Caribbean

Contact

Kristen Gray | License Development
314-592-9446
kristen.c.gray@savealot.com
save-a-lot.com/own

Demographics

Population of at least 35,000 in the primary trade area; 20,000 in rural areas. High percentage of families with children. Total building size of approximately 10,000 to 20,000 square feet. Excellent line of sight for visibility with good ingress/egress. Co-tenancy with other value-oriented retailers desired; Expansion market nationwide.



SITE LOCATION

Assistance

Each licensee is responsible for leasing or acquiring real estate as well as contracting the construction of their store. However, Save-A-Lot will provide assistance for site selection, market analysis, store layout, project management and décor/equipment recommendations.

Rankings

Save-A-Lot is the second largest grocery store banner in the U.S. and the nation's leading hard discount grocery retailer.





OPPORTUNITY Description

Smoothie King, the premier smoothie and nutritional life-style center with more than 600 locations worldwide, is seeking both single and multi-unit operators to expand the brand's growing footprint. Franchisees benefit from multiple revenue streams including smoothies, snacks, retail and nutritional supplements. The top 25 percent of stores average over \$540,000. Smoothie King's experienced management team provides an unparalleled level of support in order to help franchisees succeed.

Demographics

Smoothie King's real estate department works closely with franchisees to determine the optimum locations and trade-areas. Smoothie King employs an analytical model that assists in understanding the buying habits of the brand's guests, as well as the strongest potential trade areas.



Fast Franchise Facts

Franchising Since: Franchising: 1989, Founded: 1973

Multi-Unit Franchisee Operating Units: 54%

Total Franchise: 610

Company Operating Units: 5

Capital Investment: \$139,900 - \$327,000

Franchise Fee (per unit): \$25,000

Royalty Fee (per unit): 6% of gross sales

Advertising Fee (per unit): \$1,000 - \$2,500 for grand opening; minimum of 2% of gross sales – listed under local marketing requirement

Earnings Claims: Yes

Build-Out Options: Free standing, end cap and strip shopping centers. Drive-thrus preferred. Non-traditional locations include malls, airports, universities and military bases.

Available Territories: Southeast, Northeast, Midwest. Please visit our website www.smoothiekingfranchise.com for a listing of available markets.

Contact

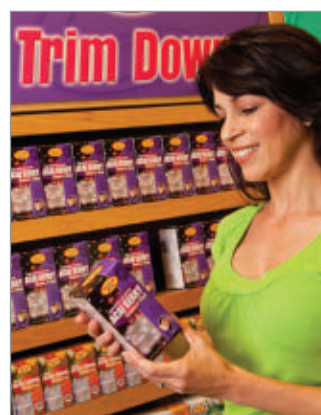
Steven K. Shields | Senior Business Development Manager
(985) 635-6973 ext. 224
steves@smoothieking.com
smoothiekingfranchise.com

SITE LOCATION Assistance

The franchise development team works closely with franchisees to ensure that all new stores are developed with the company's top three priorities for site selection in mind: visibility, convenience and location.

Rankings

- 2013 Entrepreneur Annual Franchise 500® - Ranked #1 in Category
- 2013 Entrepreneur Annual Franchise 500 Rank - 104
- QSR Global 30 - #21



Qualifications

Franchisees should possess a passion for the brand and desire to help more consumers lead a healthier lifestyle. While restaurant experience is not required, the ideal candidate should have an entrepreneurial spirit, as well as sales, marketing, restaurant and/or retail experience. Candidates are required to demonstrate a minimum net worth of \$250,000 and \$75,000 in liquid assets.





SportClips

HAIRCUTS
IT'S GOOD TO BE A GUY

OPPORTUNITY

Description

Hair care revenues currently exceed 55 billion dollars industry wide. Sport Clips is the industry leader for men's and boys' hair care. This market is virtually untapped. It is a "turnkey" franchise: business plan, financing, site location, lease negotiations, interior design, equipment package, pre-opening staff training, and grand opening marketing plan.

Rankings

Entrepreneur Top 50 best franchises

Entrepreneur Top 20 fastest growing

Fast Franchise Facts

Franchising Since: 1995, founded 1993

Multi-Unit Franchisee Operating Units: 63%

Total Franchise Operating Units: 992

Company Operating Units: 27

Capital Investment: \$177,800 - \$301,500

Franchise Fee (per unit): \$10,000 - \$25,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 5%

Earnings Claims: Yes

Build-Out Options: Inline (strip center) or pad sites

Available Territories: US and Canada except AK, HI, WY, IA, ID, MT, OK, AR, NM, UT, KS

Demographics

Once we've identified a site that meets our initial criteria, we do our own custom demographic analysis to make sure you're opening where you'll have a large base of potential customers.

Contact

Karen Heine
Franchise Recruitment Specialist
(800) 872-4247 ext. 240
franchise@sportclips.com
sportclipsfranchise.com

Qualifications

Sport Clips seeks franchisees who want to work on the business, not in it; who enjoy working with and developing people, and understand the importance of neighborhood marketing.

SITE LOCATION

Assistance

We have experienced real estate brokers in every major market. They know the area, they have relationships with local landlords/developers and they know our site criteria. We will be there from site selection through lease signing.

Sport Clips Simple Business Model Makes Becoming a Multi-Brand Franchisee a Slam Dunk.

GET IN THE GAME!

- Semi-Absentee/Manager-Run Model
- No Industry Experience Required
- Low Start-up Costs
- Strong Marketing Support
- #1 Men's and Boys' Haircutter
- Huge Under-Served Market
- Diversify and Grow with a Proven Winner

SportClips
HAIRCUTS
IT'S GOOD TO BE A GUY



OPPORTUNITY Description

The Brass Tap creates a Premium Beer Experience by offering up to 60 craft beers on tap, more than 300 varieties of imports, local craft beer and a selection of premium wine and cigars. In addition to the premium beverage experience, live music is an essential element of The Brass Tap. We strive to create a unique atmosphere where the vibe is upbeat, but casual and you won't miss game day sports.

Qualifications

Minimum net worth per location \$200,000. Liquid Assets: \$100,000 per location. No previous experience. Multi-unit agreements available. Franchise term 10 years. Training 5 weeks.



Fast Franchise Facts

Franchising Since: 2008

Multi-Unit Franchisee Operating Units: 3

Total Franchise Operating Units: 12

Company Operating Units: 1

Capital Investment: \$324,000 - \$660,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 4%

Advertising fee (per unit): 1.5%

Earnings Claims: No

Build-Out Options: Regional-High End Malls, Grocery/Retail Centers, Life Style & Strip Malls

Available Territories: All States and markets.

Demographics

Preferred Demographics: (within 3 mile radius). Residential population: 35,000 - Median household income \$50,000. Daily traffic counts - 20,000 vehicles per day minimum. Average Age 25-49.



SITE LOCATION Assistance

Complete site selection assistance with site location, building layout design and construction assistance - Design manual and specifications provided.



Contact

Gene Savage
Director of Franchise Sales
(530) 391-3688
gsavage@fscfranchiseco.com
THEBRASSTAP.COM



DELIVERING THE GOODS™
TOPPERS.COM

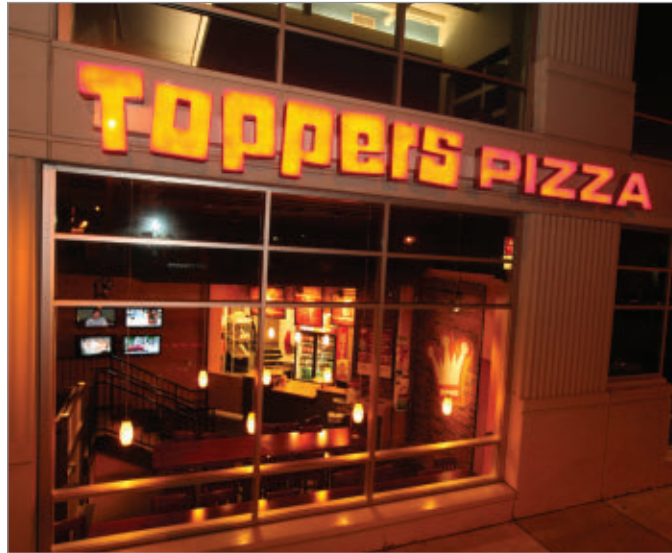
OPPORTUNITY Description

Toppers Pizza provides an opportunity for business operators to compete with some of the largest pizza companies - in an industry that is absolutely huge and not saturated! Toppers' irreverent brand truly connects with customers in a very cool way. Our customers understand our brand message. For over 20 years we have tirelessly been perfecting our model. With 50 locations currently open, this is a ground floor opportunity with great markets and locations still available.



SITE LOCATION Assistance

Our real estate department will educate franchisees on the entire real estate development process, including real estate broker selection, market demographics & site selection. Toppers experienced construction team will support the design and construction management process from start to finish.



Fast Franchise Facts

Franchising Since: 2000 (founded in 1991)

Multi-Unit Franchisee Operating Units: 55%

Total Franchise Operating Units: 50

Company Operating Units: 13

Capital Investment: \$325,00 - \$425,000

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 5.5%

Advertising Fee (per unit): 3% National / 4.5% local

Earnings Claims: Yes

Build-Out Options: End Cap preferred, Inline, Freestanding

Available Territories: Midwest, TX, NC, TN, AR

*new markets available, inquire today!

Contact

Mark P. Cairns | Director of Franchise Development
(262) 473-6666 ext. 309 | (615) 838-7181 cell
mcairns@toppers.com
toppersfranchise.com



Demographics

Total household population
18k-30k within a 7-9 min
drive time

Median income \$50k

Strong retail area with quality
co-tenants. High visibility a must

We love dense residential
areas, colleges, hotels,
business parks, hospitals,
and entertainment districts

We cater to the young
and young at heart!



Qualifications

Seeking fanatical business
owners whom are well-funded
and capable to develop and
manage a store level operations
team. Owner/Operators or
Equity Operating Partners.

Financial Qualifications

3-5 units
Liquidity \$350-\$500k
Net worth \$750k-\$1.5M
Franchise Fee: \$30,000 units
1-4, \$20,000 subsequent

Financial Qualifications

Single unit
Liquidity \$200k
Net worth \$500k
Franchise Fee: \$30,000

Rankings

Top 50 Breakout Chain in 2013
by Nation's Restaurant News

Entrepreneurs Top 500 List
in 2013



OPPORTUNITY Description

Which Wich was a hit from the moment it opened its doors in 2003. Our brand has grown tremendously, we've made a lot of improvements, but one thing has never changed: our commitment to serving superior sandwiches in a store as uniquely styled as our concept. Thanks to a superior product, simple operations, and infectious Vibe—together with unparalleled support and leadership—Which Wich offers an exciting business opportunity to passionate entrepreneurs.

Qualifications

Which Wich is currently awarding franchising opportunities to passionate entrepreneurs interested in multi-unit development. Individuals must have a net worth of \$500,000 and liquidity of \$150,000, along with having business experience and strong leadership skills. The best franchisees share our Vibe and deliver superior guest service while creating a superior sandwich experience.

SITE LOCATION Assistance

Which Wich uses demographic, psychographic, and analytical tools to assist in the site selection process. The process is a collaboration between the franchisee, the Which Wich Support Center team, and our preferred real estate brokers who specialize in restaurant placement.



Fast Franchise Facts

Franchising Since: Founded 2003; Franchised in 2005

Multi-Unit Franchisee Operating Units: 72%

Total Franchise Operating Units: 224

Company Operating Units: 3

Capital Investment: \$194,500 - \$488,750

Franchise Fee (per unit): \$30,000, first unit.
\$25,000, each additional unit.

Royalty Fee (per unit): 6%

Advertising fee (per unit): 2% - 4%

Earnings Claims: No

Build-Out Options: In-line, Free-Standing, Malls, Airports,
Food Courts, Campus

Available Territories: All territories are open.

Demographics

Which Wich is expanding in both urban and residential areas. Trade area criteria consists of a high daytime employee population within a three minute drive time and a residential population greater than 25,000, within respective defined trade areas.



Rankings & Awards

Which Wich is featured in "Franchising's New Landscape," *Delta Sky Magazine*

Feature article, titled "Brown Bagging It,"
Food & Drink Magazine

Which Wich Founder Named in Top 25 of American Food Entrepreneurs, *Gourmet*
Which Wich Superior Sandwiches Scores in QSR's Top 10, *QSR Magazine*

No. 1 Fastest Growing Restaurant Chain in the US
Chain Restaurant Guide

Contact

Connie Alires
Director of Franchise
Development
(214) 747-9424 ext. 42
connie@whichwich.com
whichwich.com

Alex Oswiecinski
Director of International
Development
(214) 747-9424 ext. 41
alex@whichwich.com
whichwich.com



**OPPORTUNITY****Description**

With more than 9 straight years of same store sales increases and 550 locations nationwide, Wingstop is one of the fastest-growing franchises for single-unit and multi-unit operators. Wingstop offers a limited, high-quality menu with simple operations that appeal to experienced restaurateurs and entrepreneurs with the drive and passion to own a business. Wingstop keeps the sole focus on fresh, cooked-to-order wings and side dishes like fresh-cut seasoned fries. Due to that simple operating platform, the system is 95% franchise owned and operated.

Rankings & Awards

9 Years Same Store Sales Increases

Franchise 500 List - #76, Entrepreneur 2013

Top 100 Movers & Shakers - #26, Fast Casual 2012

Top 10 Fastest Growing Concept, Technomic 2012

10 Best Franchise Deal, QSR, 2011

**Fast Franchise Facts**

Franchising Since: 1997, founded 1994

Multi-Unit Franchisee Operating Units: 55%

Total Franchise Operating Units: 525

Company Operating Units: 24

Capital Investment: \$242,787 – \$569,528

Franchise Fee (per unit): \$30,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Inline, non-traditional (airports, college campuses)

Available Territories: Northeast, Southeast, Midwest, Northwest States

Contact

David Vernon | Chief Development Officer
(972) 331-7565

dvernon@wingstop.com

wingstopfranchise.com | wingstop.com

Demographics

Wingstop restaurants are generally neighborhood service restaurants (2-3 mile radius) with a majority of take-out sales. We primarily rely upon a seven minute drive-time base in urban markets and a two mile population base of 40,000 or more. In non-urban environments, the sales radius may be larger but we strive for a target population base of not less than 50,000. A typical Wingstop is located on major traffic arteries with not less than 20,000 cars per day.

Qualifications

Single-unit operators: no restaurant experience required. Minimum net worth \$400,000; liquidity of \$200,000.

Multi-unit developers: liquidity totaling \$200,000 per store developed. Wingstop training guides franchisees from site selection to construction and ongoing operations.

SITE LOCATION**Assistance**

The Wingstop real estate and development team use the latest analytical programs to assist with site selection and demographics. Stores feature a small restaurant footprint of 1600 - 2000 sq. feet, seat 35-50 people, and average 75% carryout service – ideal for inline shopping centers.





OPPORTUNITY Description

Franchising since 2007, Yogurtland is creating a real opportunity. With experienced professionals and proprietary products, Yogurtland is creating a real business partnership focused on success.

Our team assists you with site selection, construction, training, marketing and operations. Contact our team to find out details about how we support our franchisees.

Fast Franchise Facts

Franchising Since: 2007

Multi-Unit Franchisee Operating Units: 60%

Total Franchise Operating Units: 200

Company Operating Units: 10

Capital Investment: estimated 350,000 to 400,000

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Inline, end caps, pads, malls, promotional & power centers

Available Territories: Yogurtland is franchising across the U.S. and Internationally

Demographics

- ~ Suburban and downtown markets with strong residential and young adult demographic.
- ~ Neighborhood locations as well as nontraditional locations.
- ~ High density: Population of 50,000 within a 5 minute drive time.

Qualifications

To qualify, we require applicants to have a net worth of \$700K with \$200K liquidity; restaurant, retail or similar business experience preferred.

Contact

Franchise Development Team
(949) 265-8000 ext. 304
franchise@yogurt-land.com
yogurt-land.com/franchise

Rankings

Entrepreneur Magazine's Top #200 Franchise, Best of O.C.
Register 2012, Featured in Food Channels RavesNFaves, Franchise Business Reviews Top 50 Franchises

SITE LOCATION

Assistance

Real estate team in place and a network of brokers around the country to assist our franchisees.



get real™ **Opportunities**
get real™ **Products**
get real™ **People**

YOGURTLAND IS CREATING A REAL OPPORTUNITY.
"At Yogurtland, it's what's inside that counts."

FROM OUR PRODUCTS

Real ingredients, milk, flavor

TO OUR PEOPLE

Franchise with people that provide real support

200 STORES AND GROWING
\$750K+ AVERAGE UNIT VOLUME*

Contact us today for your next great opportunity

Franchise Development Team
(949) 265-8000
franchise@yogurt-land.com

www.yogurt-land.com/franchise



*Average unit volume figure is based on sales reports from all 99 franchise and 6 affiliate stores open for at least one year as of 12/31/2011. This average sales figure does not include costs of sale, operating expenses, or other costs or expenses that must be deducted from gross revenue or gross sales figures to obtain net income or profit. (Please refer to item 19 of our franchise disclosure document for a detailed explanation of the costs and expenses of operating a Yogurtland store.) Of these 105 stores, 47 achieved sales at that average level or higher. A new franchisee's sales results may differ from this average. 200 store count based on all stores currently open. Written substantiation for average sales and other claims will be made available to the prospective franchisee upon reasonable request. Contact Larry Sidoti at 949-265-8000 ©2012 Yogurtland Franchising, Inc.



OPPORTUNITY Description

Zaxby's was started by childhood friends Zach McLeroy and Tony Townley, two guys with an entrepreneurial spirit and a passion for great-tasting chicken. They took the tried and true chicken finger, added some Zaxby's flavor, and started a craze. Every decision, every detail, was crafted from a deeply felt passion that doing things the right way was the only way. No shortcuts. No compromises. It's always been about something more . . . not just serving the best food, but also about family and opportunity and dreams. And what started as two guys with a dream has become a chain of over 575 locations where Zaxby's licensees live the dream every day.

Qualifications

Collective net worth of at least \$700,000, with liquid assets greater than \$400,000



Fast Franchise Facts

Franchising Since: 1994

Total Franchise Operating Units: 570

Company Operating Units: 97

Capital Investment: \$209,500 - \$642,100

Franchise Fee (per unit): \$35,000

Royalty Fee (per unit): 6%

Advertising fee (per unit): 2.25% - 4.5%

Earnings Claims: Yes

Build-Out Options: Free standing

Available Territories: Currently operating in 13 states and growing. Call for details.

Demographics

Median Age: 22 - 45

Min. Avg. Household Income: \$45,000

Min. Traffic Counts: 20,000 ADT on primary artery (returning home side preferred)

Seating Inside: 50 - 90

Site Size: .80 to 1.25 acres

Trade Area: 30,000 +

SITE LOCATION Assistance

Innovative menu design and product development. Training programs aligned with the best practices in the learning industry. Dedicated field operations and business consultant staff. Site selection, construction and pre-opening assistance. Award winning advertising campaigns, local store marketing tools and community outreach programs.

Contact

Vance Snow
VP Franchise Licensing

Cheryl Wood
Director of Franchise Sales

Tray Doster
Franchise Development

(706) 433-2229
cwood@zaxbys.com
zaxbysfranchising.com



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Interviews to help drive your success.

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