

MORE FRANCHISEES THAN EVER ADDING NEW UNITS

Multi-Unit Franchisee

SPECIAL ANNUAL EDITION

MULTI-MANIA

WHAT'S DRIVING
MULTI-UNIT
GROWTH?

STATISTICS POINT TO
CONTINUING MULTI-
UNIT EXPANSION

2015 MEGA 99
RANKINGS

RANKING THE TOP
U.S. FRANCHISEE
ORGANIZATIONS AND
THEIR BRANDS

2014
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RANKING THE MOST
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2015 MULTI-UNIT Buyer's Guide TO FRANCHISE OPPORTUNITIES



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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 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 opera-

tors 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 fourth 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! 



2015 ANNUAL MULTI-UNIT Buyer's Guide

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MUOs ON THE RISE

Multi-unit franchise operators are about to exceed the 55-mph speed limit: we can now officially say that they control 55% of all franchised units in the U.S. The 80/20 rule also applies: those 55% of all franchised units in the U.S. are controlled by 20% of all franchise unit operators. Both are records.

The steady expansion of multi-unit dominance started in the late 1980s, so it is relatively recent in the context of the franchise business model. As recently as eight years ago, a majority of units were controlled by single-unit operators. The pace of change has been consistent and rather predictable, with a current rate of change of about 1% each year.

There are two big drivers of this change. The first is that we raised a generation of franchisees with growth on their minds. They pushed through the older “buy a job” mentality with business plans aimed at multi-unit expansion from the time they started in business. The second driver is cooperative franchisors, who went from being concerned by too much franchisee power to actively designing development programs around multi-unit models.

Some of today's largest franchisees are NPC International (1,158 units, mostly Pizza Hut); Target Corp. (1,147 units, mostly Pizza Hut Express); Heartland Automotive Service (529 units, mostly Jiffy Lube); and Harman Management Corp. (466 units, mostly QSR brands).

As with these four franchisees, industries with the highest concentrations of multi-unit franchisees are in food. As the table shows, more than 82% of franchised QSR businesses are controlled by multi-unit franchisees, followed by restaurants (sit-down) at 77% and baked goods at 72%. Also of note is the rise of some non-food industry classifications, such as business-related, automotive, real estate, clothing retail, and education-related.

| Top 10 Industries by MUF Control | % Multiple Units |
|----------------------------------|------------------|
| QSR | 82.4% |
| Restaurants (sit-down) | 77.1% |
| Baked goods | 72.1% |
| Beauty-related | 66.4% |
| Frozen desserts | 65.6% |
| Business-related | 58.0% |
| Automotive | 57.9% |
| Retail food | 57.1% |
| Real estate | 40.8% |
| Clothing & accessories | 38.3% |
| Education-related | 37.8% |

IT'S A GOOD TIME TO BE A MULTI-UNIT OPERATOR!

On the other end of the spectrum, less than 5% of franchised travel businesses are controlled by multi-unit franchisees, followed by computer products and services (5.7%) and photographic products and services (8.5%). Perhaps the most important point is that multi-unit franchising has penetrated all industries where the franchise business model is found.

There are some interesting geographic distinctions as well, creating a sort of North-South divide. Only four states have a majority of units in the hands of single-unit franchisees: Maryland (51%), Vermont (52%), New Jersey (56%), and Montana (57%).

West Virginia, at 64%, has the highest concentration of units controlled by multi-unit franchisees. All other states with high concentrations of units in the hands of multi-unit franchisees are in the South, including: Arkansas, Mississippi, Kentucky, and Alabama, each with 62%.

ADDITIONAL FINDINGS

Here are some more statistics that shed light on the profile of multi-unit operators.

- Based on a large sampling of franchised businesses for which gender information was available, 28% were women-owned, and almost 40% of these were controlled by multi-unit franchisees.
- Of the more than 40,000 multi-unit franchisees, 7% (about 2,700) operate units across several brands. While that doesn't seem like a high percentage, it is growing quickly.
- Of the roughly 450,000 total business format franchised units in the U.S., about 360,000 are represented in the sample. Compared with similar sample from a few years ago, it shows that not only do we have a growing concentration of units controlled by multi-unit operators, we have a growing concentration of units controlled by *larger* multi-unit operators.

Across all units, the average multi-unit franchisee owns 5 franchised locations, up from about 3.5 in 2007. This obvious skewing is the result of larger franchisees adding units at a faster relative pace than single-unit and smaller multi-unit operators. Although the economy has been bad for most companies, it has greatly assisted this trend toward concentration. In the 2008–2010 period, many single-unit operators either sold to larger operators or closed because of sales and financing pressures. While the sales levels have improved somewhat, in the past two years lenders have concentrated their lending at the lower end of the business risk spectrum, which, of course, is represented by none other than multi-unit operators. Despite the economic obstacles, it's a good time to be a multi-unit operator. **MUF**



Darrell Johnson is 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.



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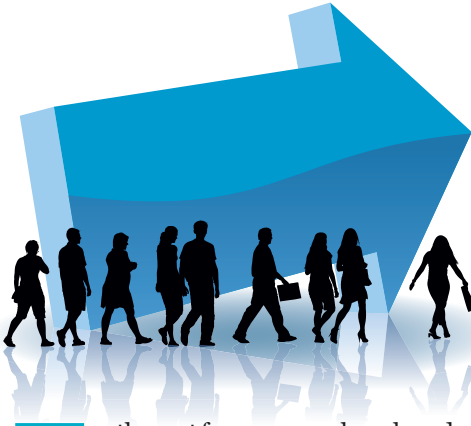
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What's **DRIVING** Multi-Unit **GROWTH**

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 good representative estimated counts. Thus, in total, we believe there are more than 40,000 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 at more than \$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 previously, 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's Multi-Unit Franchising Conference has set attendance records in the past several years. Looks like I'll be seeing more of you in Las Vegas next year! 

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.

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Multi-Mania

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 40,000, and they control more than 200,000 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



MORE
FRANCHISEES THAN EVER
ARE ADDING
NEW UNITS

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:

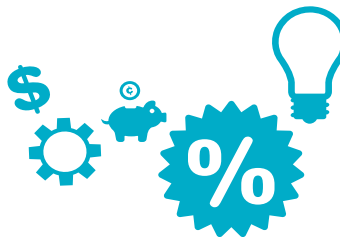
ECONOMIC CYCLES. Operating brands in different industries can help minimize the ups and downs of an uncertain economy. Casual dining as a segment took a huge hit in the recession, while bargain-priced fast food continued to do fairly well; new car dealers suffered while automotive maintenance and repair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

sands of customer transactions. While the 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

“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.”

promotions, and a clear growth path as their 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 thou-

your organization.

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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2015 KEYNOTE SPEAKERS

The acclaimed subject of the book, movie and Broadway play *Catch Me If You Can*, **Frank Abagnale**, and New York Times Best-Selling Author, Futurist & Founder of the XPrize Foundation, **Peter Diamandis**.



**Frank
Abagnale**



**Peter
Diamandis**

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The Greene Turtle Sports Bar & Grill
The Human Bean
The Little Gym International
The Spice & Tea Exchange
Tide Dry Cleaners
Togo's
Toppers Pizza, Inc.
Tropical Smoothie Café
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Village Inn
Walk-On's Bistreaux & Bar
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*As of Press Time

2015 MULTI-UNIT FRANCHISING CONFERENCE

Shaping the FUTURE



Robert Branca

*Chairman MUFC 2015;
President, Branded
Management Group /
President, Branded Realty Group*

Hello Fellow Franchisees, Franchisors and Vendors,

I would like to invite you to join me and many of the nation's top leading franchisees, to the 15th Annual Multi-Unit Franchising Conference scheduled on April 8th-10th in bustling Las Vegas. This is a must-attend event for anyone serious about franchising, interested in doing business with, or learning from the most successful franchisees, franchisors and their supplier partners or investing in their success. This is a "who's who" of franchising. It is where franchisees looking to grow by adding brands, units or territories go to network and look for the chance to finance their latest enterprises.

The Multi-Unit Franchising Conference is designed to be an excellent educational and inspirational resource, providing panels of experts discussing current topics directly geared towards those invested in franchising. Whether you have a conversation with a mega-franchisee doing business in multiple states, or are inspired by the experienced roster of speakers, you will come away armed to better your own businesses.

The people who attend The Multi-Unit Franchising Conference tend to do so regularly. These are the thought and action leaders in franchising who return time and time again, year after year for a reason: they know that this conference is the ideal platform for attendees to network, share and learn; it's where franchisees continue their education and equip themselves for the next step in their franchising journey.

Need another reason to attend? How about this: deals get done here. Franchisors and the most credit worthy, successful franchisees know the Multi-Unit Franchising Conference is where they'll find capital, recruit talent and discover new products and technology.

Given recent highly publicized events, perhaps the most discussed aspect of the 2015 Conference involves planning to navigate the coming headwinds facing our businesses. Whether in the labor, regulatory or operational spheres, becoming informed and developing a strategy are more critical than ever. These are unprecedented times, and the best place to prepare yourself is by being among the best in franchising.

Best Regards,

A handwritten signature in black ink, appearing to read 'R. Branca', written in a cursive style.

WHY YOU SHOULD ATTEND

The Multi-Unit Franchising Conference brings successful Multi-Unit Franchisees together for a two and a half day event that combines exciting content & curriculum, an exhibit hall full of new opportunities, and plenty of networking. This conference provides an experience you can't find anywhere else!

1

Dynamic Agenda

We provide content-rich learning geared to help multi-unit franchisees grow and be inspired. Our curriculum extends beyond what franchisees learn at their individual brand conferences. Don't miss our inspiring keynote speakers. This is the only event of its kind that focuses on the critical concerns of today's franchisees.

2

Developed by and for Multi-Unit Franchisees

This is a unique event because it is highly influenced by its advisory board consisting of the very best multi-unit franchisees. The board works diligently to ensure that the conference delivers on its promise of being the best platform for franchisees to learn how to improve unit performance and grow their businesses.

3

Franchisee-Only Events

Franchisees appreciate the opportunity to network with their peers and have asked for even more networking sessions. The 2015 conference introduces a new networking session — Meet the Speakers Roundtables, where you can talk with fellow franchisees. Our franchisee speakers will lead the roundtable discussions that cover a variety of topics important to multi-unit franchisees today.

4

Exhibit Hall

More than 70% of franchisees previously attending tell us they are looking for new opportunities. Visit with more than 230 sponsors and exhibitors representing franchise brands and product and service providers. If you are looking for a new franchise opportunity or vendor partner, this is the place to be. Three sessions are held in the exhibit hall, providing plenty of time to visit every booth.

5

Speaker Roster

Our franchisee speaker roster includes some of the best, brightest and most experienced franchisees in the industry. These talented individuals representing all aspects of the franchise industry share their experiences to help you learn and grow your business.

KEYNOTE SPEAKERS



Dr. Peter Diamandis
New York Times Best-Selling Author, Innovator and
Founder of the XPRIZE

Peter Diamandis is the world's foremost expert and futuristic leader in incentivized innovation: the art of incentivizing smart and talented people within your company or those experts around the world to focus on solving your grand challenges. He has worked with Fortune 100 companies, government leaders, and captains of industry over the past 15 years. In 2010 Diamandis was the winner of The Economist's "No Boundaries" award for "meta-innovation — driving innovation in the way people innovate." He is also the winner of the Arthur C. Clarke Award for Innovation, the Heinlein Award, the Lindbergh Award, the Wired RAVE Award, the Neil Armstrong Award, and the World Technology Award.

Dr. Diamandis is the Founder, Chairman and CEO of the X PRIZE Foundation, a non-profit focused on designing and launching large incentive prizes to drive radical breakthroughs for the benefit of humanity. Best known for the \$10 million Ansari XPRIZE for private spaceflight, the Foundation has awarded prizes in Exploration, Life Sciences, Energy & Environment, Ocean Health, and Education/Global Development. Dr. Diamandis attended the Massachusetts Institute of Technology (MIT) where he received his undergraduate degree in molecular genetics and graduate degree in aerospace engineering.

After MIT he attended Harvard Medical School where he received his M.D. In 2005 he was also awarded an honorary Doctorate from the International Space University. Diamandis has founded over 15 companies since his first year at MIT. Many of these are non-profits dedicated to creating change in the world. Peter's mission is to guide and inspire the transformation of humanity both on and off the Earth. His personal motto is: "The best way to predict the future is to create it yourself." In 8th grade, while living in New York, Dr. Diamandis won first place in the Estes rocket design contest.

In 2012, Diamandis released the best-seller *Abundance: The Future Is Better Than You Think*, debuting at number one on the Amazon and Barnes and Noble best-sellers lists. The book focuses on how exponential technologies, coupled with the DIY movement and the on-line connectivity of the "rising billion," will enable an age of global abundance providing water, energy, food, shelter, education and healthcare in unprecedented availability for humanity.



Frank Abagnale
Acclaimed Subject of the Book, Movie and Broadway
Play *Catch Me If You Can*

Frank W. Abagnale is one of the world's most respected authorities on forgery, embezzlement, and secure documents. For over 36 years he has worked with, advised, and consulted with hundreds of financial institutions, corporations, and government agencies around the world.

Mr. Abagnale's rare blend of knowledge and expertise began more than 40 years ago, when he was known as one of the world's most famous con men. This was depicted most graphically in his best-selling book, *Catch Me If You Can*, a film of which was also made, directed by Steven Spielberg with Leonardo DiCaprio and Tom Hanks. The Tony-Award winning musical *Catch Me if You Can*, directed by multiple award winner Jack O' Brien, opened on Broadway at the Neil Simon Theatre in April 2011.

Between the ages of 16 and 21, he successfully posed as an airline pilot, an attorney, a college professor, and a pediatrician, in addition to cashing \$2.5 million in fraudulent checks in every state and 26 foreign countries. Apprehended by the French police when he was 21 years old, he served time in the French, Swedish, and US prison systems. After five years he was released on the condition that he would help the federal government, without remuneration, by teaching and assisting federal law enforcement agencies.

Mr. Abagnale has now been associated with the FBI for over 36 years. More than 14,000 financial institutions, corporations, and law enforcement agencies use his fraud prevention programs. In 1998 he was selected as a distinguished member of the "Pinnacle 400" by CNN Financial News — a select group of 400 people chosen on the basis of great accomplishment and success in their fields.

In 2004 Mr. Abagnale was selected as the spokesperson for the National Association of Insurance Commissioners (NAIC) and the National Cyber Security Alliance (NCSA). He has also written numerous articles and books including *The Art of the Steal*, *The Real U Guide to Identity Theft*, and *Stealing Your Life*.

"Abagnale's lecture may be the best one-man show you will ever see." —Tom Hanks

WHO SHOULD ATTEND

Franchisees

The Multi-Unit Franchising Conference provides content-rich learning opportunities geared towards franchisees. Our curriculum brings something different to the table and extends beyond what franchisees learn at their individual brand conferences. Our sessions and panels are comprised of franchisees positioned within different segments of the franchise industry. We also strive to provide plenty of opportunities for our franchisee participants to network amongst their peers.

Franchisors

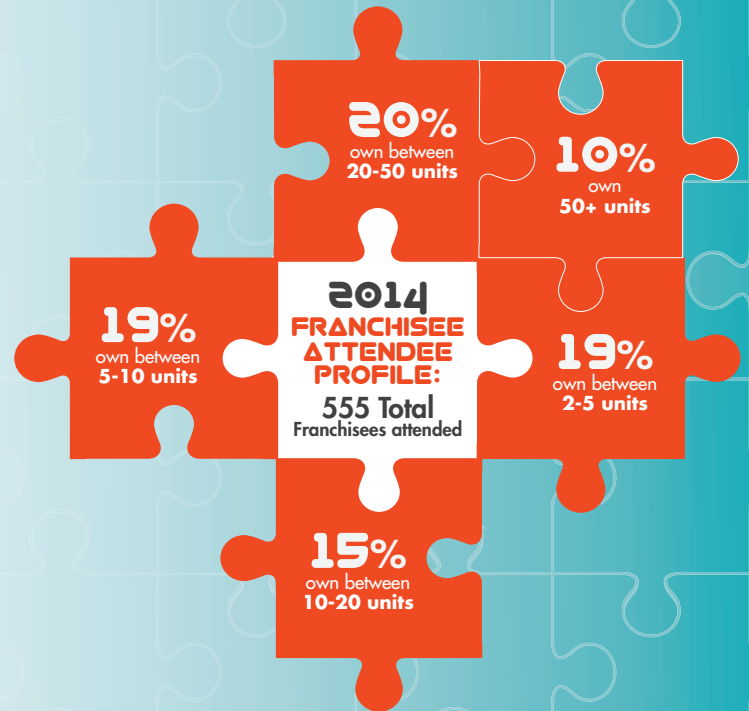
The 2014 Multi-Unit Franchising Conference was attended by more than 550 multi-unit franchisees, representing every segment of the franchise industry – food, retail and service. More than 70% of our participants said they were seeking new franchise opportunities. This conference is the perfect venue to effectively display your franchise opportunity to prospective multi-unit franchisees.

The conference programming is developed with the guidance of our Multi-Unit Franchisee Advisory Board. They share their expertise, challenges and experiences with participants. This provides a great opportunity for franchisors to learn (including CEOs, Presidents, Vice Presidents and Directors) in all disciplines in the organization – Sales, Operations, Marketing, Finance and Technology.

Additionally, franchisee attendees admit they find brands with leadership presence at the conference more attractive than those without C-suite representation.

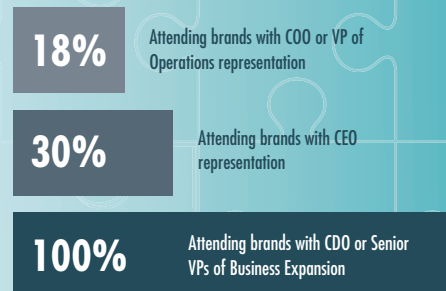
Suppliers

Service providers interested in reaching multi-unit franchisees and franchisors should attend the Multi-Unit Franchising Conference. With more than 550 multi-unit franchisees and 520 franchisor attendees, the conference provides a great opportunity to showcase your services and expertise.



210

FRANCHISOR BRANDS ATTENDED IN 2014



AGENDA AT A GLANCE

TUESDAY, April 7 | Pre-Conference

11:00AM TO 6:00PM **Golf Tournament** – Arroyo Golf Club

6:00PM TO 7:30PM **MULTI-UNIT FRANCHISEE Opening Social (Franchisees Only)** – Carmine's Restaurant
Sponsored by Camp Bow Wow, Johnny Rockets, McAlister's Deli & Pollo Campero USA

WEDNESDAY, April 8 | Main Conference

7:30AM TO 7:30PM **Registration Desk Open**

7:30AM TO 8:15AM **Continental Breakfast**

9:00AM TO 10:30AM **Opening General Session**
Welcome: Therese Thilgen, CEO, Franchise Update Media, with Robert Branca, President, Branded Management Group / Branded Realty Group & 2015 Conference Chairman

KEYNOTE Peter Diamandis, Futurist & Author, *Abundance: The Future Is Better Than You Think*

10:30AM TO 11:00AM **Coffee Break** Sponsored by CKE Restaurants Holdings, Inc.

11:00AM TO 12:00PM **General Session: Financing 2015 – Securing Capital**

12:00PM TO 1:30PM **Franchisee Only Luncheon:**
Seating available with franchisees by industry or size of organization
Sponsored by Captain D's, Checkers & Rally's Restaurants, Costa Vida Fresh Mexican Grill, Krispy Kreme Doughnuts, Modern Business Associates

12:00PM TO 1:30PM **Franchisor & Supplier Luncheon** – Build and Evaluate Your Franchisee Recruitment Plan & Budget
Sponsored by ApplePie Capital

Growing to 20 Units

Growing from 20 to 50 Units

Growing Beyond 50 Units

1:45PM TO 3:00PM Adequate Financing to Grow

Building Bench Strength to Support Infrastructure

Capital Solutions for \$15+ Million Acquisitions and/or Growth

3:15PM TO 4:30PM The Right Time to Grow Your Infrastructure

Financing Acquisitions & New Growth

Planning Infrastructure to Support Your Next Brand or Acquisition

4:30PM TO 7:00PM **Opening Social in Expo Hall** – Exhibits Open

AGENDA AT A GLANCE

THURSDAY, April 9 | Main Conference

7:30AM TO 7:30PM

Registration Desk Open

7:30AM TO 8:15AM

Continental Breakfast

8:30AM TO 11:00AM

General Session

Opening Remarks – Robert Branca, *President, Branded Management Group / Branded Realty Group & 2015 Conference Chairman*

Industry Trends – Darrell Johnson, *CEO, FranData*

11:00AM TO 11:15AM

KEYNOTE

Frank Abagnale, *Author, Catch Me If You Can*

11:15AM TO 12:15PM

Break

Concurrent Breakout Sessions

Marketing Track

Customer Engagement -
The Best Marketing Tool

Operations Track

Evaluating Distressed Units

Relationships Track

Labor Laws – Impact on
Hiring and Retaining
Good Talent

Growth Track

Lease Negotiations &
Re-Negotiations

12:15PM TO 1:45PM

Lunch in Expo Hall – Exhibits Open

2:00PM TO 3:00PM

General Session – Franchisees & Franchisors Working Together to Build Stronger Brands

3:15PM TO 4:15PM

Concurrent Business Sessions

Marketing Track

Local Store Marketing
for Optimum Brand
Awareness

Operations Track

Take Your Customer
Service to the Next Level

Relationships Track

Franchising Under Attack:
How Recent & Proposed
Legislation Affects Your
Bottom Line

Growth Track

How to Evaluate a
Franchise Brand

4:30PM TO 5:30PM

Meet the Speakers Roundtables - Franchisee Only Session

5:30PM TO 7:00PM

Cocktail Reception in Expo Hall - Exhibits Open

FRIDAY, April 10 | Main Conference

9:00AM TO 10:30AM

Closing Session

Develop Your Plan for Growth

Workshop for Franchisees and Franchisors

Infrastructure, Financing Needs Assessment & Plan Development

Multi-Unit Franchisee 2015 MVP

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

MVP Award winners will receive VIP passes to the 15th Annual Multi-Unit Franchising Conference in Las Vegas, April 8-10, 2015, where they will be treated like franchisee royalty and recognized on stage during the general session. In addition, they will also receive an exclusive profile in Multi-Unit Franchisee Magazine, a feature on mufranchisee.com, and an impressive award to display back in their office.

Nominations are due January 5th, 2015

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

Nominations Categories:

Influencer Award for Former Pro-Athlete

For achieving excellence in franchising, as a former pro-athlete.

Influencer Award for Husband & Wife Team

For demonstrating excellence in the franchising industry as a husband & wife team.

Innovation Award

For bringing a new and unique contribution to their brand.

Veteran Entrepreneurship Award

For outstanding performance, leadership and innovation by a veteran.

Community Involvement Leadership Award

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

Spirit of Franchising Award

For achieving brand leadership with a single brand.

Single Brands Leadership Award

For achieving brand leadership with a single brand.

Multi-Brand Growth Leadership Award

For achieving brand leadership in multi-brand expansion.

Noble Cause Award

For passionate, unwavering support for those in need.

American Dream Award

For achieving remarkable success in his new country.



All nominations are strictly confidential.

Questions? Contact Christa Pulling christap@franchiseupdatemedia.com

FRANCHISEE **ONLY** EVENTS

We've heard your requests and based on your feedback, we are offering one more franchisee only event this year – **Meet the Speakers Roundtables**. These events are designed to encourage networking amongst your peers in a relaxed environment.



Multi-Unit Franchisee Opening Social - Tuesday, April 7th

Grab a cocktail and mingle with your multi-unit franchising peers. This year's chair Robert Branca, Multi-Unit Franchisee of Dunkin' Donuts, along with our advisory board of multi-unit franchisees invite attending franchisees to join them for an evening of peer-to-peer networking and cocktails. This exclusive franchisee social event is the perfect way to jumpstart your conference experience at the lovely Carmine's Restaurant, located in the Caesars Palace Forum shops.

Networking Luncheon - Wednesday, April 8th

Network and share ideas with other multi-unit franchisees during our franchisee only luncheon. Where else can you engage with franchisees from a variety of industries? Discover new ideas and best practices and develop relationships with business owners facing the same challenges. Seating will be open or available by industry. Details available when you register.



Meet the Speakers Roundtables - Thursday, April 9th

The 2015 Multi-Unit Franchising Conference introduces this new networking session – Meet the Speakers Roundtables where you can talk with fellow franchisees. Our franchisee speakers will lead the roundtable discussions that cover a variety of topics important to multi-unit franchisees today.



2015 MULTI-UNIT FRANCHISING CONFERENCE

PRE-CONFERENCE GOLF TOURNAMENT | LAS VEGAS



Join your franchise colleagues at the **2015 Multi-Unit Franchising Conference Golf Tournament**. The tournament is a premier networking event and a casual forum to strengthen existing relationships and build new ones with industry decision makers. **All players must be registered for the Multi-Unit Franchising Conference in order to participate in the golf event.**

Each player receives: cart, box lunch, two drink tickets, postgame awards reception, and transportation to and from Caesars Palace. All Golf fees are additional fees beyond the conference registration rates.

Registration: Please contact Gary Gardner
garyg@franchiseupdatemedia.com or
800-289-4232 ext. 201.

Tuesday April 7th, 2015

Shotgun Start at
Golf Fee: \$195.00
Club Rental Fee: \$50.00

Reservation Deadline: April 1st, 2015

Questions?

Please email us for more information

Interested in sponsoring?

Please email sales at sales@franchiseupdatemedia.com
or call Sharon Wilkinson at
(800) 289.4232 ext. 202 for more information.



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CAESARS PALACE®

LAS VEGAS



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

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

Room Block Expires March 16, 2015

Roman Tower Guest Rooms \$189 single/double

These guest rooms are located in the heart of the property and just a walk through the casino to the Multi-Unit Franchising Conference space. The Roman Tower guest rooms are standard in size, with classic room décor.

Palace Tower Guest Rooms \$189 single/double

These guest rooms are situated directly above the conference space with direct access via elevator to the Multi-Unit Franchising Conference space. The Palace Tower guest rooms are more spacious in size, with modern décor and recently renovated. These rooms are going fast. Don't miss the opportunity to book now!!

For Reservations call **866-227-5944** and book under Multi-Unit Franchising Conference. Callers can also use our group code to identify the group, **SCMUL5**

(After March 16, 2015, the group rate will be offered based on hotel availability only.)

2015 Mega 99 Rankings



Each year we work with FRANdata to compile a list of the country's largest multi-unit franchisee organizations. Based on total unit count, the rankings show not only the number of units these "mega" franchisees operate, but also the brands they favor. The list is dominated by food brands, but also includes non-food concepts such as business services (tax preparation), consumer services (automotive), and lodging. Building a multi-unit empire is a matter of taste, opportunity, passion, and comfort level. If you're looking to expand and diversify your own growing franchise empire, seeing what the "big guys" are buying may help guide you in your choices this year.

| NAME | UNITS | BRANDS |
|--------------------------------------|-------|--|
| 1 NPC INTERNATIONAL | 1,390 | PIZZA HUT, WENDY'S |
| 2 TARGET CORP | 1,183 | COLD STONE CREAMERY, PIZZA HUT, JAMBA JUICE |
| 3 CARROLS RESTAURANT GROUP | 650 | BURGER KING |
| 4 FLYNN RESTAURANT GROUP | 640 | APPLEBEE'S, TACO BELL |
| 5 HEARTLAND AUTOMOTIVE SERVICES | 575 | JIFFY LUBE |
| 6 DHANANI GROUP/HOUSTON FOODS | 540 | BURGER KING, POPEYES LOUISIANA KITCHEN |
| 7 ARAMARK | 532 | BEN & JERRY'S SCOOP SHOP, CHICK-FIL-A, CHILI'S, COSI, DENNY'S, DUNKIN' DONUTS, EINSTEIN BROS. BAGELS, ERBERT & GERBERT'S, THE EXTREME PITA, IHOP, JACK IN THE BOX, KFC, MCALISTER'S DELI, MOE'S SOUTHWEST GRILL, NOBLE ROMAN'S, PAPA JOHN'S PIZZA, PINKBERRY, PIZZA HUT, QDOBA MEXICAN GRILL, QUIZNOS, RAISING CANE'S CHICKEN FINGERS, SBARRO, SEATTLE'S BEST COFFEE, SUBWAY, TACO BELL, TIM HORTONS, TOGO'S, VILLA PIZZA, WENDY'S, JAMBA JUICE, WHICH WICH, QUAKER STEAK & LUBE, FRESHII, MOOYAH BURGERS & FRIES, PANDA EXPRESS, SALAD CREATIONS |
| 8 ARMY & AIR FORCE EXCHANGE SERVICES | 473 | ARBY'S, BLIMPIE, BURGER KING, CHURCH'S CHICKEN, CINNABON, DOMINO'S PIZZA, EINSTEIN BROS. BAGELS, GODFATHER'S PIZZA, PIZZA HUT, POPEYES LOUISIANA KITCHEN, SUBWAY, TACO BELL, TACO JOHN'S, WING ZONE, CHARLEY'S GRILLED SUBS |
| 9 SUN HOLDINGS | 453 | BURGER KING, POPEYES LOUISIANA KITCHEN, KRISPY KREME, CICI'S, ARBY'S, T-MOBILE, GOLDEN CORRAL |
| 10 HMSHOST CORP | 393 | BAJA FRESH, BLIMPIE, BURGER KING, CHICK-FIL-A, CHILI'S, CINNABON, COLD STONE CREAMERY, DUNKIN' DONUTS, EINSTEIN BROS. BAGELS, GODFATHER'S PIZZA, THE GREAT AMERICAN BAGEL, GREAT STEAK & POTATO COMPANY, JOHNNY ROCKETS, KELLY'S CAJUN GRILL, KFC, LA SALSA, MOE'S SOUTHWEST GRILL, NATHAN'S FAMOUS, PINKBERRY, PIZZA HUT, POPEYES LOUISIANA KITCHEN, QUIZNOS, RANCH ONE, ROMANO'S MACARONI GRILL, ROY ROGERS, RUBY'S DINER, SALSARITA'S, SBARRO, STEAK 'N SHAKE, SUBWAY, VILLA PIZZA, YEUNG'S LOTUS EXPRESS, JAMBA JUICE, SMASHBURGER, FAMOUS FAMIGLIA, SONNY BRYAN'S SMOKEHOUSE, SALAD CREATIONS, MAX & ERMA'S |
| 11 TACALA | 384 | PIZZA HUT, SONIC DRIVE-IN, TACO BELL |
| 12 ROTTINGHAUS COMPANY | 382 | SUBWAY |
| 13 SODEXO | 378 | BAJA FRESH, BLIMPIE, BURGER KING, CARL'S JR., CHESTER'S, CHICK-FIL-A, EINSTEIN BROS. BAGELS, GODFATHER'S PIZZA, KFC, MCALISTER'S DELI, MOE'S SOUTHWEST GRILL, PAPA JOHN'S PIZZA, PIZZA HUT, QUIZNOS, SEATTLE'S BEST COFFEE, SUBWAY, TACO BELL, TIM HORTONS, WOW CAFE & WINGERY, JAMBA JUICE, PJ'S COFFEE OF NEW ORLEANS, NRGIZE LIFESTYLE CAFE, QUAKER STEAK & LUBE, ERBERT & GERBERT'S, PLANET SUB |
| 14 PILOT TRAVEL CENTERS | 369 | ARBY'S, CARVEL, CINNABON, HUDDLE HOUSE, KFC, MOE'S SOUTHWEST GRILL, PIZZA HUT, SUBWAY, TACO BELL, WENDY'S, DAIRY QUEEN |
| 15 MUY BRANDS | 365 | PIZZA HUT, TACO BELL, WENDY'S |
| 16 MANNA INC. | 361 | WENDY'S, CHILI'S, FAZOLI'S, PERKINS RESTAURANT & BAKERY, MARK'S FEED STORE |
| 17 BODDIE-NOELL ENTERPRISES | 330 | HARDEE'S |
| 18 UNITED STATES BEEF CORP | 327 | ARBY'S, TACO BUENO |

| | NAME | UNITS | BRANDS |
|----|---|--------------|---|
| 19 | HARMAN MANAGEMENT CORP | 307 | A&W, KFC, LONG JOHN SILVER'S, TACO BELL, PIZZA HUT |
| 20 | ADF COMPANIES | 303 | PIZZA HUT |
| 21 | APEX RESTAURANT MANAGEMENT | 300 | KFC, LONG JOHN SILVER'S, TACO BELL |
| 21 | LOVE'S TRAVEL STOPS & COUNTRY STORES | 300 | ARBY'S, GODFATHER'S PIZZA, SUBWAY |
| 23 | STRATEGIC RESTAURANTS ACQUISITION COMPANY | 291 | BURGER KING |
| 24 | WILCOHESS | 280 | ARBY'S, DUNKIN' DONUTS, GODFATHER'S PIZZA, SUBWAY, WENDY'S |
| 25 | KBP FOODS | 276 | KFC, TACO BELL, LONG JOHN SILVER'S |
| 25 | K-MAC ENTERPRISES | 276 | KFC, TACO BELL |
| 27 | MASON-HARRISON-RATLIFF ENTERPRISES | 267 | SONIC DRIVE-IN |
| 28 | RICHARD LAWLOR | 263 | DUNKIN' DONUTS |
| 29 | SOUTHERN CALIFORNIA PIZZA | 262 | PIZZA HUT |
| 30 | THE COVELLI FAMILY LIMITED PARTNERSHIP | 260 | PANERA BREAD |
| 31 | JIB MANAGEMENT | 255 | JACK IN THE BOX |
| 32 | HESS CORP | 251 | BURGER KING, GODFATHER'S PIZZA, QUIZNOS |
| 33 | FUGATE ENTERPRISES | 245 | PIZZA HUT, TACO BELL |
| 34 | QUALITY DINING | 214 | BURGER KING, CHILI'S |
| 35 | D L ROGERS CORP | 210 | SONIC DRIVE-IN |
| 35 | THE PANTRY | 210 | CHESTER'S, CHURCH'S CHICKEN, LITTLE CAESARS PIZZA, QUIZNOS, SUBWAY, DAIRY QUEEN |
| 37 | HENLEY ENTERPRISES | 206 | VALVOLINE INSTANT OIL CHANGE |
| 38 | MARLU INVESTMENT GROUP | 205 | ARBY'S, CHURCH'S CHICKEN, TGI FRIDAYS, JACK IN THE BOX, LITTLE CAESARS PIZZA, SIZZLER, CAPTAIN D'S, SEARS OUTLETS & APPLIANCE STORES |
| 39 | AIMBRIDGE HOSPITALITY | 201 | COMFORT INN/COMFORT INN & SUITES/ COMFORT SUITES, DAYS INN, ECONO LODGE, EMBASSY SUITES HOTELS, FAIRFIELD INN/INN & SUITES, FOUR POINTS HOTELS, HILTON GARDEN INN, HILTON/ HILTON SUITES, HOLIDAY INN, HOWARD JOHNSON, HYATT HOUSE, MARRIOTT HOTEL, QUALITY INN/ QUALITY SUITES, HOTEL OR RESORT, RADISSON HOTELS, SHERATON HOTEL/RESORT, SUPER 8, WINGATE INNS/WINGATE INNS & SUITES, WYNDHAM HOTELS & RESORTS, ALOFT HOTEL, HYATT REGENCY/HYATT, CAMBRIA SUITES, CROWNE PLAZA, BAYMONT INN & SUITES |
| 39 | TA OPERATING | 201 | BURGER KING, KNIGHTS INN, PIZZA HUT, POPEYES LOUISIANA KITCHEN, SUBWAY, TACO BELL, TIM HORTONS |
| 41 | SERVUS! | 183 | DENNY'S, LONG JOHN SILVER'S, WENDY'S, GRANDY'S, PAPA JOHN'S PIZZA |
| 42 | CHARTER FOODS | 177 | A&W, LONG JOHN SILVER'S, TACO BELL |
| 42 | JRN | 177 | KFC, PIZZA HUT |
| 44 | SIZZLING PLATTER | 176 | LITTLE CAESARS PIZZA, SIZZLER |

| | NAME | UNITS | BRANDS |
|-----------|--|--------------|---|
| 45 | KMART | 175 | LITTLE CAESARS PIZZA |
| 46 | CEDAR ENTERPRISES | 170 | BURGER KING, WENDY'S |
| 47 | WING FINANCIAL SERVICES | 165 | JACKSON HEWITT TAX SERVICE |
| 48 | COMPASS GROUP USA | 156 | BOJANGLES', BURGER KING, EINSTEIN BROS. BAGELS, JERRY'S SUBS & PIZZA, JOHNNY ROCKETS, MOE'S SOUTHWEST GRILL, PAPA JOHN'S PIZZA, PINKBERRY, PIZZA HUT, QUIZNOS, ROLLERZ, SUBWAY, TACO BELL, WENDY'S, JAMBA JUICE, UNO DUE GO |
| 48 | PACPIZZA | 156 | PIZZA HUT |
| 50 | DESERT DE ORO FOODS | 155 | PIZZA HUT, TACO BELL, KFC, LONG JOHN SILVER'S |
| 50 | RESTAURANT MANAGEMENT COMPANY OF WICHITA | 155 | LONG JOHN SILVER'S, PIZZA HUT |
| 52 | B & B CONSULTANTS | 153 | SONIC DRIVE-IN |
| 52 | FOURTEEN FOODS | 153 | DQ GRILL & CHILL, DAIRY QUEEN BRAZILERS |
| 52 | DAVCO RESTAURANTS | 153 | WENDY'S |
| 55 | PJ UNITED | 152 | PAPA JOHN'S PIZZA |
| 56 | RLJ LODGING TRUST | 150 | COURTYARD BY MARRIOTT, DOUBLETREE HOTELS/DOUBLETREE GUEST SUITES, EMBASSY SUITES HOTELS, FAIRFIELD INN/INN & SUITES, HAMPTON INNS, HILTON GARDEN INN, HILTON/HILTON SUITES, HOLIDAY INN, HOMEWOOD SUITES BY HILTON, HYATT HOUSE, MARRIOTT HOTEL, RENAISSANCE HOTELS & RESORTS, RESIDENCE INN BY MARRIOTT, SPRINGHILL SUITES |
| 57 | INTERFOODS OF AMERICA | 140 | POPEYES LOUISIANA KITCHEN |
| 57 | CHALAK MITRA GROUP | 140 | KFC |
| 59 | CELEBRATION RESTAURANT GROUP | 139 | PIZZA HUT, TACO BELL |
| 59 | VALENTI MANAGEMENT | 139 | CHILI'S, WENDY'S |
| 61 | RMH FRANCHISE CORP | 137 | APPLEBEE'S |
| 62 | RPM PIZZA | 135 | DOMINO'S PIZZA |
| 63 | DOHERTY ENTERPRISES | 134 | APPLEBEE'S, PANERA BREAD |
| 64 | APPLE GOLD | 132 | APPLEBEE'S |
| 65 | SUMMIT RESTAURANT GROUP | 131 | A&W, WINGSTREET, PIZZA HUT, LONG JOHN SILVER'S |
| 66 | TRI STAR ENERGY | 129 | PACIFIC PRIDE SERVICES |
| 67 | AMERICA'S PIZZA CO | 128 | PIZZA HUT |
| 67 | CAFUA MANAGEMENT COMPANY | 128 | DUNKIN' DONUTS, DUNKIN' DONUTS/BASKIN-ROBBINS |
| 69 | LAS VEGAS PIZZA | 127 | PIZZA HUT |
| 70 | PALO ALTO | 124 | KFC, PIZZA HUT, TACO BELL |
| 71 | RAGE | 123 | PIZZA HUT |
| 71 | MARCHELLE STEWART | 123 | KFC |
| 73 | WISCONSIN HOSPITALITY GROUP | 121 | APPLEBEE'S, PIZZA HUT |
| 73 | BAJCO | 121 | PAPA JOHN'S PIZZA |
| 75 | JEM RESTAURANT GROUP | 119 | PIZZA HUT, TACO BELL |

| | NAME | UNITS | BRANDS |
|-----------|---------------------------------------|--------------|--|
| 76 | THE SCRIVANOS GROUP | 118 | DUNKIN' DONUTS, DUNKIN' DONUTS/BASKIN-ROBBINS |
| 77 | SOUTH AMERICAN RESTAURANTS CORP | 117 | CHURCH'S CHICKEN |
| 78 | NEIGHBORHOOD RESTAURANT PARTNERS | 115 | APPLEBEE'S |
| 79 | BRIAD RESTAURANT GROUP | 114 | TGI FRIDAYS, WENDY'S |
| 79 | DIPASQUA ENTERPRISES | 114 | SUBWAY |
| 81 | WESTERN RESERVE RESTAURANT MANAGEMENT | 113 | WENDY'S |
| 82 | RANDOLPH S KATZ | 111 | MIDAS |
| 83 | DALAND CORP | 110 | PIZZA HUT |
| 84 | GOLDCO | 109 | BURGER KING |
| 84 | SEI/AARON'S | 109 | AARON'S SALES & LEASE OWNERSHIP/AARON RENTAL |
| 86 | W2007 EQUITY INNS REALTY | 104 | COURTYARD BY MARRIOTT, EMBASSY SUITES HOTELS, FAIRFIELD INN/INN & SUITES, HAMPTON INNS, HOLIDAY INN, HOMEWOOD SUITES BY HILTON, RESIDENCE INN BY MARRIOTT, SPRINGHILL SUITES, TOWNEPLACE SUITES BY MARRIOTT, HYATT PLACE |
| 86 | PEPPER DINING | 104 | CHILI'S |
| 88 | CK VENTURES | 103 | JACKSON HEWITT TAX SERVICE |
| 88 | GALENA ASSOCIATES | 103 | VALVOLINE INSTANT OIL CHANGE |
| 88 | MAGIC BURGERS | 103 | BURGER KING |
| 91 | BRIJ AGRAWAL | 102 | SUBWAY |
| 92 | NORTHEAST FOODS | 101 | BURGER KING |
| 93 | W2005/FARGO HOTELS REALTY LP | 99 | COMFORT/COMFORT INN & SUITES/COMFORT SUITES, FAIRFIELD INN/INN & SUITES, HAMPTON INNS, HOMEWOOD SUITES BY HILTON, RESIDENCE INN BY MARRIOTT, SLEEP INN/SLEEP INN & SUITES, TOWNEPLACE SUITES BY MARRIOTT |
| 94 | PARADIGM INVESTMENT GROUP | 98 | HARDEE'S |
| 95 | LUIHN FOOD SYSTEM | 97 | KFC, TACO BELL, LONG JOHN SILVER'S, HURRICANE GRILL & WINGS |
| 95 | TANWEER AHMED | 97 | KFC, TACO BELL |
| 95 | BOOM | 97 | SONIC DRIVE-IN |
| 98 | A3H FOODS LP | 95 | JACK IN THE BOX |
| 98 | HOUSTON FOODS | 95 | BURGER KING |
| 98 | WILLIAM B GRAVES | 95 | DOMINO'S PIZZA |
| 99 | BURGERBUSTERS | 94 | PIZZA HUT, TACO BELL |
| 99 | JOHN BOIKE | 94 | SUBWAY |
| 99 | MC LLC | 94 | JIFFY LUBE |

2014 Multi-Brand 50

| | | |
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| 1 | NPC INTERNATIONAL INC. | 1,232 |
| | PIZZA HUT | 1,226 |
| | PIZZA HUT/TACO BELL | 2 |
| | KFC | 2 |
| | TACO BELL | 2 |
| 2 | TARGET CORP. | 1,167 |
| | PIZZA HUT | 1,163 |
| | JAMBA JUICE | 2 |
| | COLD STONE CREAMERY | 2 |
| 3 | FLYNN RESTAURANT GROUP LLC | 586 |
| | APPLEBEE'S | 448 |
| | TACO BELL | 115 |
| | TACO BELL/PIZZA HUT | 14 |
| | KFC | 5 |
| | TACO BELL/KFC | 4 |
| 4 | ARAMARK | 484 |
| | CHICK-FIL-A | 98 |
| | EINSTEIN BROS. BAGELS | 94 |
| | SUBWAY | 44 |
| | QUIZNOS | 37 |
| | PIZZA HUT | 34 |
| | PAPA JOHN'S PIZZA | 34 |
| | PANDA EXPRESS | 19 |
| | JAMBA JUICE | 15 |
| | TACO BELL | 15 |
| | MOE'S SOUTHWEST GRILL | 11 |
| | THE EXTREME PITA | 8 |
| | TIM HORTONS | 7 |
| | SBARRO | 6 |
| | CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 6 |
| | KFC | 5 |
| | MCALISTER'S DELI | 4 |
| | RAISING CANE'S CHICKEN FINGERS | 4 |
| | SEATTLE'S BEST COFFEE | 3 |
| | PIZZA HUT/TACO BELL | 2 |
| | QDOBA MEXICAN GRILL | 2 |
| | JACK IN THE BOX | 2 |
| | WHICH WICH | 2 |
| | IHOP | 2 |
| | DUNKIN' DONUTS | 2 |
| | WENDY'S | 2 |
| | COSI | 2 |
| | FRESHII | 2 |
| | PINKBERRY | 2 |
| | DENNY'S | 2 |
| | NOBLE ROMAN'S | 2 |
| | ROUND TABLE PIZZA | 2 |
| | TOGO'S | 2 |
| | BEN & JERRY'S SCOOP SHOP | 2 |
| | SALAD CREATIONS | 2 |
| | BEEF 'O' BRADY'S FAMILY SPORTS PUB | 2 |
| | MOOYAH BURGERS & FRIES | 2 |
| | BLIMPIE | 2 |
| | COLD STONE CREAMERY | 2 |
| 5 | ARMY & AIR FORCE EXCHANGE SERVICES | 462 |
| | BURGER KING | 128 |
| | CHARLEY'S GRILLED SUBS | 86 |
| | SUBWAY | 73 |
| | POPEYES LOUISIANA KITCHEN | 38 |
| | TACO BELL | 38 |
| | EINSTEIN BROS. BAGELS | 18 |
| | TACO JOHN'S | 13 |
| | CHURCH'S CHICKEN | 12 |
| | BLIMPIE | 11 |
| | GODFATHER'S PIZZA | 10 |
| | CINNABON | 9 |
| | PIZZA HUT | 7 |
| | CAPTAIN D'S | 7 |
| | WING ZONE | 7 |
| | ARBY'S | 5 |
| 6 | HMS HOST | 430 |
| | BURGER KING | 79 |

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| | QUIZNOS | 44 |
| | SBARRO | 37 |
| | PIZZA HUT | 31 |
| | CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 29 |
| | THE GREAT AMERICAN BAGEL | 25 |
| | CINNABON | 23 |
| | ROY ROGERS FAMILY RESTAURANT | 20 |
| | NATHAN'S FAMOUS | 19 |
| | POPEYES LOUISIANA KITCHEN | 16 |
| | FAMOUS FAMIGLIA | 9 |
| | GORDON BIERSCH BREWERY | 8 |
| | JOHNNY ROCKETS | 8 |
| | GREAT STEAK & POTATO COMPANY | 8 |
| | KFC | 6 |
| | KELLY'S CAJUN GRILL | 5 |
| | CHICK-FIL-A | 4 |
| | YEUNG'S LOTUS EXPRESS | 4 |
| | MOE'S SOUTHWEST GRILL | 3 |
| | EINSTEIN BROS. BAGELS | 3 |
| | SALSARITA'S | 3 |
| | COLD STONE CREAMERY | 3 |
| | MAX & ERMA'S | 3 |
| | RUBY'S DINER | 3 |
| | QDOBA MEXICAN GRILL | 2 |
| | SONNY BRYAN'S SMOKEHOUSE | 2 |
| | TCBY | 2 |
| | T.G.I. FRIDAY'S | 2 |
| | HÄAGEN-DAZS | 2 |
| | BAJA FRESH | 2 |
| | PINKBERRY | 2 |
| | SUBWAY | 2 |
| | SMASHBURGER | 2 |
| | VILLA PIZZA | 2 |
| | KRISPY KREME DOUGHNUTS | 2 |
| | LA SALSA | 2 |
| | GODFATHER'S PIZZA | 2 |
| | BLIMPIE | 2 |
| | DICKEY'S BARBECUE PIT | 2 |
| | RANCH•ONE | 2 |
| | ROMANO'S MACARONI GRILL/MACARONI GRILL | 2 |
| | TONY ROMA'S PIZZA | 2 |
| | MNG BY MANGO | 1 |
| 7 | SUN HOLDINGS | 398 |
| | BURGER KING | 172 |
| | POPEYES LOUISIANA KITCHEN | 73 |
| | ARBY'S | 52 |
| | CICI'S PIZZA | 49 |
| | GOLDEN CORRAL | 33 |
| | T-MOBILE | 12 |
| | DEL TACO | 7 |
| 8 | SODEXO INC. | 375 |
| | EINSTEIN BROS. BAGELS | 69 |
| | PIZZA HUT | 53 |
| | CHICK-FIL-A | 51 |
| | WOW CAFE & WINGERY | 46 |
| | TACO BELL | 23 |
| | SUBWAY | 19 |
| | QUIZNOS | 13 |
| | BURGER KING | 13 |
| | CHESTER'S | 12 |
| | JAMBA JUICE | 10 |
| | TIM HORTONS | 9 |
| | PAPA JOHN'S PIZZA | 8 |
| | DENNY'S | 6 |
| | BLIMPIE | 6 |
| | HOT STUFF FOODS | 6 |
| | NRGIZE LIFESTYLE CAFE | 6 |
| | BAJA FRESH | 4 |
| | A&W | 4 |
| | PIZZA HUT/TACO BELL | 3 |
| | SEATTLE'S BEST COFFEE | 3 |
| | GODFATHER'S PIZZA | 3 |
| | CARL'S JR | 2 |
| | LJS/A&W | 2 |

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| | MCALISTER'S DELI | 2 |
| | NATHAN'S FAMOUS | 2 |
| 9 | PILOT TRAVEL CENTERS LLC | 339 |
| | SUBWAY | 176 |
| | WENDY'S | 50 |
| | ARBY'S | 38 |
| | CINNABON | 22 |
| | TACO BELL | 14 |
| | DAIRY QUEEN/DQ | 11 |
| | HUDDLE HOUSE | 9 |
| | PIZZA HUT | 7 |
| | HOT STUFF FOODS | 4 |
| | CARVEL | 3 |
| | MOE'S SOUTHWEST GRILL | 3 |
| | KFC | 2 |
| 10 | HARMAN MANAGEMENT CORP. | 308 |
| | KFC | 118 |
| | KFC/A&W | 118 |
| | KFC/TACO BELL | 45 |
| | KFC/LJS | 19 |
| | KFC/PIZZA HUT | 3 |
| | TACO BELL | 3 |
| | A&W/LJS | 1 |
| | PIZZA HUT/TACO BELL | 1 |
| 11 | TACALA/BOOM FOODS | 303 |
| | TACO BELL | 223 |
| | SONIC DRIVE-IN | 66 |
| | PIZZA HUT | 11 |
| | KFC/TACO BELL | 3 |
| 12 | BRIDGEMAN FOODS/ERJ DINING INC. | 288 |
| | WENDY'S | 165 |
| | CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 123 |
| 13 | ADF COMPANIES | 287 |
| | PIZZA HUT | 285 |
| | PIZZA HUT/TACO BELL | 2 |
| 14 | KBP FOODS | 281 |
| | KFC | 230 |
| | TACO BELL | 47 |
| | LONG JOHN SILVER'S | 4 |
| 15 | WILCOHESS LLC | 274 |
| | DUNKIN' DONUTS | 233 |
| | WENDY'S | 27 |
| | SUBWAY | 8 |
| | ARBY'S | 4 |
| | GODFATHER'S PIZZA | 2 |
| 16 | JIB MANAGEMENT INC. | 263 |
| | JACK IN THE BOX | 221 |
| | DENNY'S | 36 |
| | SIZZLER'S | 6 |
| 17 | K-MAC ENTERPRISES INC. | 259 |
| | TACO BELL | 213 |
| | KFC/TACO BELL | 27 |
| | KFC | 17 |
| | LJS/KFC | 2 |
| 18 | HESS CORP. | 257 |
| | GODFATHER'S PIZZA | 143 |
| | QUIZNOS | 112 |
| | BURGER KING | 2 |
| 19 | LOVES TRAVEL STOPS & COUNTRY STORES | 245 |
| | SUBWAY | 135 |
| | CHESTER'S | 51 |
| | ARBY'S | 47 |
| | GODFATHER'S PIZZA | 12 |
| 20 | FUGATE ENTERPRISES | 242 |
| | PIZZA HUT | 171 |
| | TACO BELL | 71 |
| 21 | MUY BRANDS LLC | 219 |
| | PIZZA HUT | 166 |

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| LONG JOHN SILVER'S | 28 |
| TACO BELL | 14 |
| KFC | 5 |
| KFC/TACO BELL | 4 |
| LJS/KFC | 2 |
| 22 COMPASS GROUP USA | 215 |
| PAPA JOHN'S PIZZA | 43 |
| SUBWAY | 26 |
| QUIZNOS | 19 |
| EINSTEIN BROS. BAGELS | 18 |
| BLIMPIE | 10 |
| TACO BELL | 10 |
| AU BON PAIN | 8 |
| PIZZA HUT | 8 |
| SALSARITA'S | 8 |
| WENDY'S | 7 |
| JAMBA JUICE | 6 |
| PANDA EXPRESS | 6 |
| NATHAN'S FAMOUS | 6 |
| PINKBERRY | 4 |
| SBARRO | 4 |
| UNO DUE GO | 3 |
| BURGER KING | 3 |
| TIM HORTONS | 3 |
| DENNY'S | 3 |
| WHICH WICH | 2 |
| HÄAGEN-DAZS | 2 |
| MOE'S SOUTHWEST GRILL | 2 |
| BOJANGLES | 2 |
| MARCO'S PIZZA | 2 |
| NOBLE ROMAN'S | 2 |
| BEN & JERRY'S SCOOP SHOP | 2 |
| JOHNNY ROCKETS | 2 |
| JERRY'S SUBS & PIZZA | 2 |
| ROLLERZ | 2 |
| 23 TA OPERATING LLC | 202 |
| POPEYES LOUISIANA KITCHEN | 47 |
| SUBWAY | 42 |
| TACO BELL | 36 |
| PIZZA HUT | 35 |
| BURGER KING | 28 |
| PIZZA HUT/TACO BELL | 8 |
| KNIGHTS INN | 2 |
| RODEWAY INN | 2 |
| TIM HORTONS | 2 |
| 24 QUALITY DINING INC. | 179 |
| BURGER KING | 131 |
| CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 48 |
| 25 BORDER FOODS INC. | 175 |
| PIZZA HUT | 83 |
| TACO BELL | 82 |
| CHURCH'S CHICKEN | 4 |
| PIZZA HUT/TACO BELL | 2 |
| KFC/PIZZA HUT | 2 |
| KFC/TACO BELL | 2 |
| 26 SIZZLING PLATTER INC. | 170 |
| LITTLE CAESARS PIZZA | 150 |
| SIZZLER | 20 |
| 26 THE PANTRY INC. | 170 |
| SUBWAY | 147 |
| DAIRY QUEEN/DQ | 12 |
| QUIZNOS | 3 |
| CHESTER'S | 2 |
| CHURCH'S CHICKEN | 2 |
| NOBLE ROMAN'S | 2 |
| HOT STUFF FOODS | 2 |
| 28 MARLU INVESTMENT GROUP | 160 |
| ARBY'S | 53 |
| CHURCH'S CHICKEN | 47 |
| JACK IN THE BOX | 21 |
| SEARS HOME APPLIANCE SHOWROOM | 17 |
| SEARS OUTLET | 9 |
| LITTLE CAESARS | 5 |
| SIZZLER | 5 |
| SEARS HARDWARE AND APPLIANCE | 3 |

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| 29 BR ASSOCIATES INC./SIDAL INC. | 158 |
| LONG JOHN SILVER'S | 103 |
| WENDY'S | 35 |
| DENNY'S | 20 |
| 29 JRN INC. | 158 |
| KFC | 156 |
| PIZZA HUT | 2 |
| 31 CEDAR ENTERPRISES | 151 |
| WENDY'S | 149 |
| BURGER KING | 2 |
| 32 INTERFOODS OF AMERICA INC. | 147 |
| POPEYES LOUISIANA KITCHEN | 141 |
| BURGER KING | 6 |
| 33 RESTAURANT MANAGEMENT COMPANY OF WICHITA INC. | 144 |
| PIZZA HUT | 135 |
| LONG JOHN SILVER'S | 9 |
| 34 CHARTER FOODS INC. | 142 |
| TACO BELL | 61 |
| LONG JOHN SILVER'S | 58 |
| LJS/A&W | 16 |
| LJS/TACO BELL | 3 |
| PIZZA HUT/TACO BELL | 2 |
| PIZZA HUT | 2 |
| 35 PALO ALTO INC. | 139 |
| PIZZA HUT | 72 |
| TACO BELL | 40 |
| PIZZA HUT/TACO BELL | 18 |
| KFC | 9 |
| 35 DOHERTY ENTERPRISES | 139 |
| APPLEBEE'S | 100 |
| PANERA BREAD | 35 |
| CHEVYS FRESH MEX | 2 |
| QUAKER STEAK & LUBE | 1 |
| NOODLES & COMPANY | 1 |
| 37 RLJ LODGING TRUST | 137 |
| COURTYARD BY MARRIOTT | 33 |
| RESIDENCE INN BY MARRIOTT | 30 |
| FAIRFIELD INN/INN & SUITES | 14 |
| SPRINGHILL SUITES | 10 |
| HILTON GARDEN INN | 10 |
| HAMPTON INNS | 9 |
| MARRIOTT HOTEL | 6 |
| EMBASSY SUITES HOTELS | 6 |
| HYATT SUMMERFIELD SUITES | 6 |
| HOLIDAY INN | 4 |
| RENAISSANCE HOTELS & RESORTS | 3 |
| HOMWOOD SUITES BY HILTON | 2 |
| HILTON/HILTON SUITES | 2 |
| DOUBLETREE HOTELS/DOUBLETREE GUEST SUITES | 2 |
| 38 CELEBRATION RESTAURANT GROUP/CFL PIZZA/ BRAVO FOODS | 135 |
| PIZZA HUT | 95 |
| TACO BELL | 40 |
| 39 VALENTI MANAGEMENT LLC | 129 |
| WENDY'S | 112 |
| CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 17 |
| 40 KBP FOODS INC. | 124 |
| KFC | 114 |
| TACO BELL | 10 |
| 41 WISCONSIN HOSPITALITY GROUP LLC | 121 |
| PIZZA HUT | 83 |
| APPLEBEE'S | 38 |
| 42 APEX RESTAURANT MANAGEMENT | 120 |
| KFC | 66 |
| LONG JOHN SILVER'S | 36 |
| KFC/TACO BELL | 18 |
| 43 JEM RESTAURANT GROUP INC. | 119 |
| PIZZA HUT | 88 |
| TACO BELL | 29 |
| PIZZA HUT/TACO BELL | 2 |

| | |
|--|------------|
| 44 BRIAD RESTAURANT GROUP LLC | 115 |
| T.G.I. FRIDAY'S | 67 |
| WENDY'S | 48 |
| 45 THE SCRIVANOS GROUP | 114 |
| DUNKIN' DONUTS | 113 |
| DUNKIN' DONUTS/BASKIN-ROBBINS | 1 |
| 46 MARK CAFUA | 110 |
| DUNKIN' DONUTS | 106 |
| DUNKIN' DONUTS/BASKIN-ROBBINS | 4 |
| 47 LUIHN FOOD SYSTEM | 107 |
| TACO BELL | 44 |
| KFC | 32 |
| KFC/TACO BELL | 19 |
| LJS/KFC | 6 |
| PIZZA HUT | 2 |
| KFC/A&W | 2 |
| KFC/PIZZA HUT | 2 |
| 48 V & J HOLDING COMPANIES INC. | 106 |
| PIZZA HUT | 62 |
| AUNTIE ANNE'S | 23 |
| BURGER KING | 21 |
| 49 W2007 EQUITY INNS REALTY LLC | 104 |
| HAMPTON INNS | 30 |
| RESIDENCE INN BY MARRIOTT | 24 |
| COURTYARD BY MARRIOTT | 14 |
| HYATT PLACE | 14 |
| HOMWOOD SUITES BY HILTON | 11 |
| SPRINGHILL SUITES | 6 |
| HOLIDAY INN | 2 |
| FAIRFIELD INN/INN & SUITES | 1 |
| TOWNEPLACE SUITES BY MARRIOTT | 1 |
| EMBASSY SUITES HOTELS | 1 |
| 50 BURGERBUSTERS INC | 100 |
| TACO BELL | 82 |
| PIZZA HUT | 11 |
| PIZZA HUT/TACO BELL | 7 |

TOP 25 BRANDS OF THE 2014 MULTI-BRAND 50

| | | |
|----|---|-------|
| 1 | PIZZA HUT | 3,840 |
| 2 | TACO BELL | 1,212 |
| 3 | KFC | 767 |
| 4 | SUBWAY | 698 |
| 5 | WENDY'S | 595 |
| 6 | APPLEBEE'S | 586 |
| 7 | BURGER KING | 585 |
| 8 | DUNKIN' DONUTS | 454 |
| 9 | POPEYES LOUISIANA KITCHEN | 315 |
| 10 | LONG JOHN SILVER'S | 238 |
| 11 | QUIZNOS | 228 |
| 12 | CHILI'S/CHILI'S GRILL & BAR/CHILI'S TOO | 223 |
| 12 | JACK IN THE BOX | 223 |
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| 15 | GODFATHER'S PIZZA | 172 |
| 16 | ARBY'S | 156 |
| 17 | CHICK-FIL-A | 153 |
| 18 | LITTLE CAESARS PIZZA | 150 |
| 19 | KFC/TACO BELL | 122 |
| 20 | KFC/A&W | 120 |
| 21 | CHARLEY'S GRILLED SUBS | 86 |
| 22 | PAPA JOHN'S PIZZA | 85 |
| 23 | CHURCH'S CHICKEN | 75 |
| 24 | T.G.I. FRIDAY'S | 69 |
| 25 | DENNY'S | 67 |

Source: FRANdata



✓ **CONFERENCES** *Multi-Unit Franchising Conference Ahead!*

Franchise Update Media's annual Multi-Unit Franchising Conference took Las Vegas by storm last year, setting records for both attendees and suppliers. Total attendance was nearly 1,400. More than 550 were franchisees, representing more than 400 franchisee organizations, more than 10,000 operating units, more than \$10 billion in annual system-wide revenue, and jobs for more than 200,000 people. Mark your calendar for this year's MUFC, April 8–10 at Caesars Palace in Vegas. Need a reminder about why? Take a look back at the 2014 conference at www.multiunitfranchisingconference.com

✓ **ONLINE** *Multi-Unit Community Grows*

Check out our community-based website for multi-unit operators. It's your exclusive look into the world of multi-unit franchising, your one-stop shop to find:

- New brand opportunities
- Exclusive interviews
- Networking opportunities
- Operator profiles
- Online edition and archives
- Financing resources

www.franchising.com/multiunitfranchisees

✓ **NEW ONLINE VIDEOS** *EmpireBuilders.tv Expands*

Great entrepreneurs build great organizations. They possess a knack for making smart business decisions, building great teams, and creating successful companies. But as we've learned from years of interviewing successful multi-unit franchisees, they've also struggled, doubted, and made more than a few mistakes—yet they've soldiered on, persevered, and ultimately come out on top. To provide a deeper sense of their journeys, insights, and personalities, we're selecting franchisees from our most inspiring print interviews and creating a new series of online videos of these franchisee leaders—who we call Empire Builders. www.franchising.com/empirebuilders

✓ **FRANCHISE OPPORTUNITIES**

Looking for your next franchise opportunity?

Have we got the tools for you! Find articles on companies, concepts, industries, trends, and profiles—and search our features. Find franchisors looking for multi-unit franchisees, area reps, and area developers. Search by top opportunities, alphabetically, investment level, industry, state, and more at www.franchising.com

✓ **RANKINGS** *Check out our annual rankings*

of top franchisees and their multi-unit brands and find out “Who's on first.” Find the Multi-Unit 50 at www.franchising.com/multiunitfranchisees/mu50.html and the new Mega 99 rankings in this issue and any time at www.franchising.com/multiunitfranchisees/mega99.html

✓ **PRESS OFFICE**

“Don't just survive, thrive!”

Franchise Update Media's 2015 Annual Franchise Development Report and the best-selling book *Grow to Greatness* by Steve Olson offer invaluable tips for franchise sales success and unit growth in today's economy. For ordering information visit www.franchising.com/franchisors/afdr.html and www.franchising.com/franchisors/growtogreatness.html

✓ **QUICKLINK**

For a one-click link to articles in this magazine and to past issues of *Multi-Unit Franchisee* magazine, visit www.franchising.com/multiunitfranchisees

✓ **UNDER THE INFLUENCE**

“When I started in this business I had a ton of energy, a ton of drive, and not a lot of experience and mentoring. I feel like I did everything on my own. The biggest thing I learned was working with people and through people and not stepping in their way so they can be productive—especially if you want to be larger.”

—Richard Paek, CEO of Allied Lube, which operates 75 Jiffy Lubes in California and Texas

EMPIREBuilders.tv



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

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

We call them Empire Builders.

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

Franchise Update
MEDIA

Multi-Unit
Franchisee

Multi-Unit Franchise Opportunities

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**OPPORTUNITY
Description**

Now is a great time to invest in Arby's! With nearly 3,400 restaurants worldwide, and growing, Arby's is well positioned for continued growth. Our robust product pipeline of handcrafted sandwiches, innovative sides and decadent desserts is constantly in motion. Arby's has an exciting Brand positioning that is getting noticed, and we have a cutting-edge new "Inspire" building design for new and existing locations.



Qualifications

First, and foremost, we're looking for candidates with a real passion for the Brand, as well as experience in the restaurant industry, along with the following investment considerations. To qualify, candidates must have a minimum of \$250,000 in liquidity per restaurant, and \$500,000 net worth per restaurant. Optimally, we're looking for a minimum commitment of three restaurants per development agreement.



Fast Franchise Facts

Franchising Since: 1965

Multi-Unit Franchisee Operating Units: 93

Total Franchise Operating Units: 2,418 (2014 year end)

Company Operating Units: 941 (2014 year end)

Capital Investment: \$352,500 - \$2,506,250 (varies by build-out)

Franchise Fee (per unit): \$12,500 - \$35,000

Royalty Fee (per unit): 4% (traditional); 5.2% (non-traditional)

Advertising Fee (per unit): Minimum 4.2% (traditional); 0% (non-traditional)

Earnings Claims: Yes

Build-Out Options: In-line, freestanding, malls, airports, end caps, c-stores, travel plazas, public transit stations, colleges, military bases

Available Territories: Nationwide in the US and Canada; international for 50-plus restaurants



Rankings & Awards

Recognized as a World-Class Franchise by the Franchise Research Institute for 2015; #2 on *Nation's Restaurant News* Top 100 LSR/Sandwich System-wide Sales for 2014; #12 on Technomic's Top 500 U.S. Chain Restaurants for 2014.



Demographics

We've done the research and have several markets where we're looking to open Arby's® restaurants. For additional information on Arby's "Growth" markets, please visit www.discoverarby.com.

**SITE LOCATION
Assistance**

We're here to help during the building or remodeling process—from providing sample construction processes for remodeling or generic plans for developing a new restaurant, to consulting on construction planning, purchasing, capital assets and cost savings programs.

Contact

Maureen DiStefano
Director, Development

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Atlanta, GA 30338
(610) 585-1907
mdistefano@arby.com

discoverarby.com

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Batteries + Bulbs

OPPORTUNITY Description

Batteries Plus Bulbs is the nation's largest and fastest-growing battery and light bulb franchise, with a proven business model and over 25 years of reliable experience. We offer a nationally recognizable brand, products people need, and multiple revenue streams. We're a recession-resistant business with over 25 consecutive years of system sales and same-store sales growth.

Multiple Revenue Streams

Unlike most businesses, our franchisees enjoy several ways to generate sales and revenue. Our unique combination of needs-based products and helpful services provides opportunities with retail customers, business accounts, and online customers. In addition to battery and light bulb sales, our franchisees repair smartphones and tablets, rebuild battery packs, perform battery testing and installations, and more.



Fast Franchise Facts

| | |
|---|--|
| Franchising Since: | 1992 |
| Multi-Unit Franchisee Operating Units: | 481 |
| Total Franchise Operating Units: | 605 |
| Company Operating Units: | 45 |
| Capital Investment: | \$220,000 - \$250,000 |
| Franchise Fee (per unit): | \$37,500 |
| Royalty Fee (per unit): | 5% |
| Advertising Fee (per unit): | 1% |
| Earnings Claims: | Yes |
| Build-Out Options: | Freestanding, in-line, or end cap in strip center is ideal |
| Available Territories: | All U.S. states are available with the exception of HI, OR, MN, WI, and TN |

Contact

John Twist | VP of Franchise & Business Development
(262) 912-3199
jtwist@batteriesplus.com
batteriesplus.com/franchising



SITE LOCATION Assistance

We'll introduce you to local brokers who'll assist in your search, travel to your market to tour and qualify sites that meet defined criteria, provide guidance through the LOI process, and assist in lease negotiations in an advisory capacity.



Qualifications

We are seeking motivated entrepreneurs with strong communication skills, a business background, recognition of the importance of business account sales, and an interest in a technology franchise.

- Single or multiple units available.
- The investment range is \$220,000– \$250,000.
- Minimum net worth required is \$350,000 with \$100,000 in liquid assets.
- Franchise agreement term is 10 years with a right to renew.

Rankings

- 20+ consecutive years on Entrepreneur Franchise 500 list (ranked #1 in battery category 2010–2015)
- #4 Best Franchises in America by Forbes in mid-range investment category



**OPPORTUNITY
Description**

Founded in 1977 in Charlotte, NC, Bojangles' 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, every day, and we make the biscuits fresh every 20 minutes. Unique fix-in's like Bojangles' Dirty Rice®, Bojangles' Cajun Pintos®, Seasoned Fries™ made from skin-on potatoes, Southern style mac n' cheese made with 2 cheeses, Bojangles' Cajun Gravy®, cole slaw, fat-free green beans, and mashed potatoes provide a broad variety of unique and flavorful choices with lunch and dinner. Bojangles' has over 635 locations and exceeded \$1 billion in system sales in 2014.



Fast Franchise Facts

Franchising Since: 1978

Multi-Unit Franchisee Operating Units: 55.56%

Total Franchise Operating Units: 373

Company Operating Units: 262

Capital Investment: \$357,000 - \$553,750 (leased property)

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

Royalty Fee (per unit): 4%

Advertising Fee (per unit): 1% + 2% coop

Earnings Claims: Yes

Build-Out Options: Freestanding; also non-traditional locations, including universities and airports

Available Territories: Southern and mid-Atlantic regions

**SITE LOCATION
Assistance**

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



Rankings

#1 in Percent Unit Growth in the chicken segment, Technomic Top 500

12 Best Fast Food Franchises to Own, *Forbes*

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

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

Top 10 Franchise Opportunities, *QSR* magazine

Among Fastest Growing Private Companies, *Inc.* magazine



Qualifications

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

Contact

Leigh Ann Stump
Marketing Manager
Franchise Development

(704) 940-8659
lstump@bojangles.com

bojangles-franchise.com



OPPORTUNITY Description

The Brass Tap creates a Premium Craft 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 food with options for premium spirits and cigars. In addition to the premium beverages and food 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: \$450,000. Liquid assets: \$250,000 per location. No previous experience. Multi-unit agreements available. Franchise term 10 years. Training 4 weeks.



Fast Franchise Facts

Franchising Since: 2012

Multi-Unit Franchisee Operating Units: 5

Total Franchise Operating Units: 23

Company Operating Units: 1

Capital Investment: \$421,500 - \$801,500

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, lifestyle & 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, building layout/design and construction assistance. Design manual and specifications provided.

Contact

Paul Giggi
Director of Franchise
Development

(813) 226-2333 ext. 435
pgiggi@fsfranchiseco.com

thebrass tap.com





**OPPORTUNITY
Description**

We're the #1 Children's Enrichment Franchise according to *Entrepreneur* magazine and one of the fastest-growing franchises in the world, awarding over 200 franchises in 2014. We're a mobile-based business, which requires a very modest investment and low overhead so our franchisees can operate profitably from the start. We offer the most extensive curriculum, best support and most sophisticated franchise management platform in the industry.

Qualifications

Prime markets are available for multi-unit franchisees, area developers, and entrepreneurs with available capital of at least \$100,000-\$500,000 and net worth of \$500,000+.



Fast Franchise Facts

Franchising Since: 2009

Multi-Unit Franchisee Operating Units: 5%

Total Franchise Operating Units: 650+

Company Operating Units: 0

Capital Investment: \$34,000 - \$51,000

Franchise Fee (per unit): \$25,900

Royalty Fee (per unit): 7%

Advertising Fee (per unit): 2%

Earnings Claims: No

Available Territories: MA, ME, VT, CT, RI, MN, ID, MT, ND, SD; Pittsburgh, PA; Broward County, FL

Demographics

Population 50,000-75,000, high density of children, middle to high income families.

Rankings:

Entrepreneur Magazine: #1 Children's Enrichment Franchise, #2 Top New Franchise, #12 Fastest-Growing Franchise, #18 Low-Cost Franchise, #102 Franchise 500, #124 Top Global Franchise

**SITE LOCATION
Assistance**

Bricks 4 Kidz is a mobile-based business which does not require a brick and mortar footprint.

Contact

Brian Pappas
Managing Director
(904) 825-0873
bpappas@franchiseventures1.com
bricks4kidz.com





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 2014 – are all keys to success at Brixx.*



Fast Franchise Facts

Franchising Since: 2007

Multi-Unit Franchisee Operating Units: 57%

Total Franchise Operating Units: 16

Company Operating Units: 12

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

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

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 0.6%

Build-Out Options: In-line, freestanding

Available Territories: All states in the continental US

Contact

Neil Newcomb | *President*

(888) 724-7188

franchise@brixxpizza.com

brixxfranchise.com

Qualifications

The ideal Brixx owner has operational or ownership experience in the full-service 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.



Demographics

Brixx draws strong appeal with upper-middle & upper-income consumers seeking casual foods prepared with high quality ingredients and scratch 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.



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.

Rankings

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

Named "Concept to Watch" by *Technomic* in 2013

**Average food costs based on 10 company-owned units in 2014.*



**OPPORTUNITY
Description**

At Buffalo Wings & Rings everyone is a VIP, worthy of the ultimate sports restaurant experience. We're taking game time to the next level with a bright, inviting dining room, 50+ TVs, elevated fan experiences, a chef-inspired menu and of course our signature wings. With diverse flavors like gyros, gourmet hot dogs, fresh salads, homemade dressings, craft beers and the meatiest, tastiest wings on the planet, we've got something to satisfy every kind of fan. So whether our consumers are catching a game or grabbing a meal with friends and family, they'll always have the best seat in the house. Welcome to the sports restaurant experience that goes way beyond just buffalo wings.

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.



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:** \$970,000 - \$1.5 million
- Franchise Fee (per unit):** \$35,000
- Royalty Fee (per unit):** 5%
- Advertising Fee (per unit):** 1.5% - 3%
- Earnings Claims:** Yes
- Build-Out Options:** Freestanding, end cap and conversions
- Available Territories:** Nationwide with a focus on DMA's with current BW&R locations.

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 minimum of \$40,000. 20,000 VPD and great visibility.



Contact

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

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 \$500,000 and liquid capital of \$250,000 for single unit development.



**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.



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-crafted signature shakes, fresh salads and so much more. Our 10 hand-crafted Certified Angus Beef® burgers made from fresh chuck, 10 unique non-beef alternatives made with sushi-grade Ahi Tuna, shrimp, turkey, chicken, or 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 30 years of franchising experience. Minimum financial requirements per unit are \$250,000 liquid capital to invest and a minimum net worth of \$600,000.



Fast Franchise Facts

Franchising Since: 2011

Total Franchise Operating Units: 11

Company Operating Units: 4

Capital Investment: \$422,083 - \$974,395

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

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 0.75% plus 3% spent locally

Earnings Claims: Yes

Build-Out Options: End caps, freestanding and in-line

Available Territories: Continental US – call for details

Demographics

Burger 21 restaurants are an average of 2,200 to 3,000 square feet situated in high visibility locations. We are targeting lunch and dinner fast-casual restaurant hubs in high traffic areas.

Contact

Ashley Pollard
Director of Franchise Development

(813) 425-6252
apollard@burger21.com

burger21franchise.com

Rankings

- No. 5 Restaurant Chain, Fast Casual Top 100 Movers & Shakers 2014
- Named one of QSR's Best Franchise Deals in 2014
- One of 10 Hot New Restaurant Chains from Established Brands by *Forbes*
- No. 1 in Top 10 Menu Innovations, for gluten-free menu, Fast Casual Top 100 Movers & Shakers 2013



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.





**OPPORTUNITY
Description**

Camp Bow Wow® is the first and largest dog day care and boarding franchise in North America! Established in 2000, we have grown to more than 120 franchises. As we grow, our simple philosophy remains the same — it's all about the dogs! We're focused on the well-being of our furry clients and the success of our franchisees. Join our Pack and fetch your share of the rapidly growing \$60B pet industry!

**SITE LOCATION
Assistance**

Receive help with the selection and approval of Camp locations. We also provide project management support throughout construction and build-out.



Fast Franchise Facts

- Franchising Since:** 2003
- Multi-Unit Franchisee Operating Units:** 20%
- Total Franchise Operating Units:** 122
- Company Operating Units:** 4
- Capital Investment:** \$339,600 - \$708,000
- Franchise Fee (per unit):** \$50,000
- Royalty Fee (per unit):** 7%
- Advertising Fee (per unit):** 1%
- Earnings Claims:** Yes
- Build-Out Options:** Industrial or flex; lease/purchase existing or build-to-suit site
- Available Territories:** Opportunities available across the US

Rankings & Awards

- Inc. Honor Roll – Five-time Inc. 5000 Honoree
- Ranked in Franchise 500® past 5 years
- CEO & Founder Heidi Ganahl – Fortune's 2014 Class of Most Promising Women Entrepreneurs

Qualifications

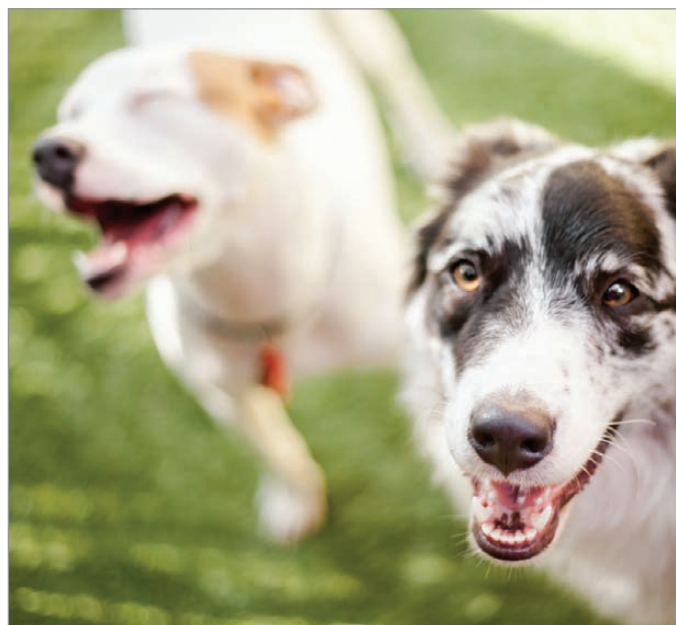
- \$150,000 cash/liquid assets and \$500,000 net worth
- SBA-approved

Contact

Brenda Elpers
Director Franchise Sales

(720) 259-0835
belpers@cbwcorp.com

campbowwow.com/franchise



Heidi Ganahl
TOP DOG aka CEO & Founder



OPPORTUNITY

Description

At Carl's Jr.® and Hardee's®, banners of CKE Restaurants Holdings, Inc., our next success story is you. We have 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 banners 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./Hardee's: 97.9% of stores, 71.8% of franchisees

*Total Franchise Operating Units:

Carl's Jr.: 758 | Hardee's: 1,356

*Company Operating Units: Carl's Jr.: 391 | Hardee's: 410

Capital Investment:

Carl's Jr.: \$1.2 million+ | Hardee's: \$1.3 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.: Up to 7% | Hardee's: Up to 7%

Earnings Claims: Yes

Build-Out Options: Freestanding with drive-thru, end-cap 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.

*As of 12/29/14



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,
Hardee's and Carl's Jr.

(805) 745-7842
mdarezzo@ckr.com

John Mayes
Director, Domestic Franchise
Development, Hardee's

(314) 259-6285
jmayes@ckr.com

ckefranchise.com



Rankings & Awards

- #1 seafood chain in the QSR 50 by AUV
- 12th largest AUV growth out of the nation's top 100 chains
- Top 50 Multi-Unit Franchise in *Franchise Business Review*
- Ranked by *Entrepreneur* magazine as a top franchise in the Franchise 500®

OPPORTUNITY Description

Since opening in 1969, we've never stopped innovating and it has paid off. Today, with over 500 restaurants, we're the #1 seafood chain in the QSR 50, ranked by AUV. Our high quality seafood, warm hospitality, and commitment to innovation have helped us get there. In 2012 Captain D's had the 12th largest AUV growth out of the nation's top 100 chains. We're entering our fourth year of system-wide positive same store sales growth.

SITE LOCATION Assistance

We will work with you to find the right location for your seafood restaurant. You'll have full support from our real estate team along with their site selection tools to give you confidence in finding the right location for your new Captain D's restaurant.

Fast Franchise Facts

- Franchising Since:** 1969
- Multi-Unit Franchisee Operating Units:** 57%
- Total Franchise Operating Units:** 240
- Company Operating Units:** 273
- Capital Investment:** \$900,000 - \$1,100,000
- Franchise Fee (per unit):** \$25,000
- Royalty Fee (per unit):** 4.5%
- Advertising Fee (per unit):** 1.1% plus min. 2% local
- Earnings Claims:** Yes
- Build-Out Options:** Freestanding and in-line
- Available Territories:** United States

Qualifications

Captain D's is seeking single and multi-unit prospective franchisees that have a passion for their community and a commitment to deliver high-level customer service to Captain D's customers. Ideal candidates would have a background in retail, operations, and development, preferably in the restaurant industry. Minimum qualifications: \$1 million collective net worth, with liquid assets greater than \$350,000.

Contact

Mark Levis
Senior Director, Franchise Sales
(615) 231-2006
Mark_Levis@captainds.com
CaptainDsFranchising.com
(800) 550-5877



**OPPORTUNITY****Description**

Founded in San Antonio, TX in 1952 by George W. Church, *Church's Chicken*® is one of the largest quick service restaurant chicken chains in the world. *Church's*® specializes in Original and Spicy Chicken freshly prepared throughout the day in small batches that are hand-battered and double-breaded, *Tender Strips*®, sandwiches, honey-butter biscuits made from scratch and freshly baked, and classic, home-style sides, all for a great value. *Church's Chicken*® and its sister brand *Texas Chicken*® are located in 23 countries.

Rankings & Awards

One of the 50 Top Franchises for Minorities as selected by World Franchising Network from 2008–2014. Ranked 46th in *Entrepreneur* magazine's Franchise 500 for 2015.

**Fast Franchise Facts**

Franchising Since: 1967

Multi-Unit Franchising Operating Units: 54.4%

Total Franchise Operating Units: 1,400

Company Operating Units: 261

Capital Investment: \$413,300 - \$1,336,600
(not including real estate)

Franchise Fee (per unit): \$15,000 franchise fee per restaurant, \$10,000 development fee per restaurant. 3 unit requirement.

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 5%

Earnings Claims: Yes

Build-Out Options: Freestanding, in-line, travel plaza, conversions, airports, colleges/universities

Available Territories: CA, UT, NC, SC, GA, FL, AZ, AR, PA, NJ, MA, DC, NY, AL, IL, MI, OH, TX, KY, KS, OK, NM, NV, VA, IN, MS, LA, TN, MO, WA, IA, NE, OR, CO

Demographics

30,000–40,000 population in 2 mile radius (urban and suburban) and 15,000 in trade area for rural areas (small town). We prefer sites with high visibility, full access, maximum signage, on high traffic roads, signalized corners, drive-through allowed. Mall/out parcels and off-highway locations.

Qualifications

Church's Chicken® is seeking new franchisees with a minimum of five years of current restaurant operations experience, or a business partner with equivalent experience, who are willing to grow with a proven brand. Our financial requirements consist of a minimum of \$650,000 liquid capital to invest and \$1.5 million in net worth.

**SITE LOCATION
Assistance**

Church's® franchisees are supported by a Real Estate Manager as well as our Architecture and Engineering group to guide them through the site selection and development process.

**Contact**

Jodi Fraser
Franchise Sales Manager

(770) 350-3876
jfraser@churchs.com

churchs.com



HAVE the LOVE



**OPPORTUNITY
Description**

CiCi's Pizza is the nation's largest pizza buffet concept, with approximately 500 restaurants located in 33 states. CiCi's is a proven concept with 30 years of brand heritage and no significant competitors in the pizza buffet segment. Our family-friendly restaurants feature a delicious custom pizza buffet that includes pastas, salads, soup and desserts for one great price. With average unit volumes of \$913,150 (based on 2013 system sales average of stores open 52+ weeks) and a 2:1 sales-to-investment ratio (based on an invest of \$443,801-\$716,580), CiCi's is a predictable, sustainable investment opportunity.

Rankings

Coppell, Texas-based CiCi's Pizza opened its first restaurant in Plano, Texas, in 1985 and has nearly 500 restaurants in 33 states. Known for its endless pizza, pasta, salad, soup and dessert buffet, CiCi's won the Technomic 2014 Consumers' Choice award for best kid-friendly quick service restaurant, and has been listed by Zagat and *Parents* magazine as a top family-friendly restaurant. CiCi's was recognized by G.I. Jobs as a Military Friendly Franchise®, and *Entrepreneur* named CiCi's to its Franchise 500 list.



Fast Franchise Facts

- Franchising Since:** 1985
- Multi-Unit Franchisee Operating Units:** 25%
- Total Franchise Operating Units:** 416
- Company Operating Units:** 31
- Capital Investment:** \$443,801 - \$716,580
- Franchise Fee (per unit):** \$30,000
- Royalty Fee (per unit):** 4% - 6%
- Advertising Fee (per unit):** 5%
- Earnings Claims:** Yes
- Build-Out Options:** In-line or freestanding
- Available Territories:** United States

Contact

Michael Iglesias
 Director of Franchise Development
 (972) 745-9313
 miglesias@cicispizza.com
 cicispizza.com



Demographics

- 70,000 population within a 3 mile radius
- 34,000 daytime population within a 3 mile radius
- \$40,000-\$70,000 median household income
- End cap preferred
- 2,800-3,600 square feet
- High traffic, high visibility, easy ingress and egress, strong retail and restaurant presence



Qualifications

At CiCi's Pizza, culture is key. Franchisees should possess a passion for the brand and serving guests and families in a fast-paced environment. The ideal candidate should have an entrepreneurial spirit and possess multi-brand experience.

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 or better.

**SITE LOCATION
Assistance**

CiCi's franchisees are supported by our real-estate department to assist in finding a location that meets CiCi's demographic and site criteria. Our construction department provides support in developing architectural plans and monitoring construction for restaurant opening.



Must. Have. NOW.™

OPPORTUNITY

Description

Since 1991, Corner Bakery Cafe has emerged as a recognized leader in fast-casual dining. Thanks to an innovative menu, a neighborhood approach to development and exceptional unit-level economics, Corner Bakery Cafe franchises are attracting the industry's most sophisticated, multi-unit restaurant operators looking for opportunities in the fastest growing segment of the restaurant industry. Offering dine-in, to-go and best-in-class catering service, Corner Bakery Cafe delivers a premier bakery cafe experience in the heart of neighborhoods everywhere.

SITE LOCATION

Assistance

Benefit from our success. Real estate, design and construction support includes: market planning, site evaluation, development orientation, project management support, prototypical documents, complete equipment specifications, design support, construction document review and approval, construction review and site visits, and pre-opening support.

Contact

Gregg Koffler
VP, Franchise Sales

(888) 732-3929
Franchising@
CornerBakeryCafe.com

CornerBakeryCafe.com/
Franchise-Information



Fast Franchise Facts

Franchising Since: 2006, founded 1991

Multi-Unit Franchisee Operating Units: 38%

Total Franchise Operating Units: 70 (as of 12/31/14)

Company Operating Units: 114 (as of 12/31/14)

Capital Investment: \$854,000 - \$2,375,000

Franchise Fee (per unit): Total \$35,000
(Development Fee = \$10,000 + Franchise Fee = \$25,000)

Royalty Fee (per unit): 5%

Advertising Fee (per unit): Total 2.25% of Gross Sales
(0.75% + 1.5% local marketing)

Earnings Claims: No

Build-Out Options: Inline, freestanding, malls, urban, office buildings, airports, train stations, and other non-traditional venues

Available Territories: AL, AK, HI, IO, ME, MI, MN, MO, NB, NH, NM, NC, ND, NE, OH, SC, SD, VT, WV, WY
Limited in: AR, DE, FL, GA, IL, IN, KS, KY, LA, MD, MA, NV, NY, PA, TN, TX, VA, WA, WI



Qualifications

Here is what we're looking for in our franchisees: \$3 million net worth, \$1.5 million liquidity, interest in developing minimum of five cafes in a market, relevant multi-unit restaurant/retail experience in market to be developed, demonstrated real estate expertise in market, existing infrastructure in place, strong cultural fit, history of community involvement, and best-in-class operators within your current system.

Rankings & Awards

Environmental Sustainability Award for Commitment to Energy Efficiency (EnTouch Controls 2014); Ranked Highest by Consumers in Cleanliness (NRN Consumer Picks: Bakery-Cafe 3/24/14)

Demographics

3,200 to 4,500 square feet, high exposure end caps in shopping centers with strong lunchtime crowd, easy access for "convenience-driven" guests, abundant parking adjacent to the restaurant, outdoor patio seating area adjacent to the restaurant – 90 seats desirable, close proximity to white-collar employment centers.



**OPPORTUNITY
Description**

Since 2003, Costa Vida has been creating new passion for an exciting "Fresh Mexican Grill" concept in the fast casual world with its coastal themed environment and award winning fresh food. Costa Vida provides its guests with the highest quality, freshest ingredients and made-from-scratch tortillas and food that keep its customers craving the wave! With over 180 franchises sold in 17 states and Canada. Come and ride Costa Vida's wave to the top.

Qualifications

Costa Vida seeks multi-unit franchisees that have strong management and operational experience. We seek those that have a passion for the restaurant business and who can fit within the brand culture.



Fast Franchise Facts

Franchising Since: 2003

Multi-Unit Franchisee Operating Units: 95%

Total Franchise Operating Units: 68

Company Operating Units: 14

Capital Investment: \$518,000 - \$955,000

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

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: In-line, freestanding, drive thru, and non-traditional opportunities

Available Territories: US, Canada

Demographics

Costa Vida locations are 2,800 to 3,200 square feet and have excellent visibility and easy access.



Rankings & Awards

- Last five consecutive year winner for Best of State Mexican/Latin American in Casual Dining
- Recognized in the Inc. 500/5000

SITE LOCATION Assistance

Costa Vida uses the latest analytic tools available to assist you in mapping out and developing your area.



Contact
 Scott Jenkins
 (801) 331-7070
 franchise@costavida.net
 costavida.net

The information in this advertisement is not intended to be an offer of franchise to anyone reading it, but is for general information only. Offers and sales of a franchise are made only after the delivery and receipt of the Franchise Disclosure Document and in accordance with federal and state laws. © 2015 Costa Vida Management, LLC.



OPPORTUNITY

Description

At Del Taco, all menu items taste better because they are made to order with fresh ingredients including cheddar cheese grated from 40-pound blocks, handmade pico de gallo salsa, lard-free beans slow-cooked from scratch, and marinated chicken grilled in the restaurant. The menu includes classic Mexican dishes such as tacos, burritos, quesadillas and nachos as well as American favorites including hamburgers, crinkle-cut fries and shakes. In 2014, Del Taco celebrated its 50th anniversary and recently launched the “UnFreshing Believable” advertising campaign to communicate the lengths the company goes to in order to deliver quality, made-to-order menu items created with freshly-prepared ingredients. Del Taco also serves breakfast featuring a full line of breakfast burritos. With consistently strong sales and growth capabilities, Del Taco has grown to nearly 550 restaurants in 16 states.

Qualifications

Del Taco is seeking bold, passionate candidates to join the brand as it rapidly expands across the country. The ideal franchisee is an experienced restaurant operator or investor who will partner with an experienced operator and is committed to developing at least two restaurants over time. Minimum liquidity of \$500,000 and net worth of \$1 million required.



Fast Franchise Facts

Franchising Since: 1967

Multi-Unit Franchisee Operating Units: 40%

Total Franchise Operating Units: 243

Company Operating Units: 304

Capital Investment: \$767,000 - \$1,640,000*

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

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 4%

Earnings Claims: Yes

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

Available Territories: All U.S. states

* 2013 Franchise Disclosure Document

Contact

Laura Tanaka of Del Taco, LLC | *Director, Franchise Development*

(949) 462-7379

ltanaka@deltaco.com

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. Del Taco is rapidly expanding across the country with exclusive development territories available throughout the U.S. for qualified candidates in states such as Oregon, Washington, Texas, Mississippi, Florida, Georgia and many others.



Rankings

- *Consumer Reports* named Del Taco as providing the “Best Value for Your Money.”
- Del Taco consistently ranks in the Top 50 chains by QSR magazine, and is among the NRN Top 100 chains.
- Del Taco has also been recognized in the *Franchise Times* Top 200 and *Entrepreneur* Franchise 500 rankings.

Demographics

Del Taco's target customers are ages 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, providing something for every age and appetite.

This advertisement is not an offer to sell a franchise.



**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 interested in adding 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: 1953, franchising since 1963

Multi-Unit Franchisee Operating Units: 93%

Total Franchise Operating Units: 1,436

Company Operating Units: 163

Capital Investment: Up to \$2.6 million

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

Royalty Fee (per unit): 4.5%

Advertising Fee (per unit): 3%

Earnings Claims: Yes

Build-Out Options: Free standing, travel centers and conversion

Available Territories: Select US markets, call for details

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.

Contact

Doug Wong
Senior 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.





OPPORTUNITY
Description

Edible Arrangements® is rooted in entrepreneurship. Today, with almost 700 franchisees and 1,200+ stores worldwide, entrepreneurs just like you have grown a healthy business, with an average of over \$1.5 million in total gross sales for multi-unit owners who own 3 stores.* After 15 years and millions of transactions, Edible Arrangements® is still WOWing Guests with a unique line of products. Owning an Edible Arrangements® business is your opportunity to capitalize on a growing market by joining the freshest name in franchising.



Fast Franchise Facts

- Franchising Since:** 2001
- Multi-Unit Franchisee Operating Units:** 55%
- Total Franchise Operating Units:** 1,248
- Company Operating Units:** 4
- Capital Investment:** \$156,999 - \$276,984
- Franchise Fee (per unit):** \$30,000
- Royalty Fee (per unit):** 5%
- Advertising Fee (per unit):** 2%
- Financial Performance Representation:** Yes
- Build-Out Options:** In-line, freestanding, malls, airports
- Available Territories:** CA, OR, WA, KS, UT, TX, LA, GA, NC, SC, FL, AL, TN, KY, IN

Rankings

- Entrepreneur Magazine Franchise 500 – Ranked #1 in Miscellaneous Food Business
- Entrepreneur Magazine Franchise 500 – Ranked #40
- Franchise Gator – Ranked #5 in Top 100 Franchises of 2015



Qualifications

- Credit score of 675
- Net worth \$250,000
- Liquidity \$80,000–\$100,000

SITE LOCATION Assistance

A dedicated team of development specialists works with Edible Arrangements® franchisees to identify best-fit locations and markets. The corporate team and franchisees collaborate to manage the build process with a suite of web-based technologies that make the process seamless.



Larry Greenberg
Multi Unit Owner
9-Store Enterprise in California

"Out of everything I've ever done in my professional life, I have never enjoyed being in a business as much as Edible Arrangements®."

Contact

Craig Rubinstein
VP Development
1 (888) 727-4258
ownafranchise@edible.com
edible.com/franchise

* Figures reflect average total gross sales during 2013 calendar year for 57 franchisees that owned 3 Edible Arrangements® Businesses as of December 31, 2013 as published in Item 10 of our May 2014, as amended July and November 2014, Franchise Disclosure Document. Of these 57 franchisees, 24 (42%) had higher average total gross sales than the \$1,537,349 average. A new franchisee's results may differ from the represented performance. There is no assurance that you will do as well, and you must accept that risk.



**OPPORTUNITY
Description**

El Pollo Loco's success stems from the unique preparation of our award-winning pollo: fresh chicken marinated in our signature recipe. Our chicken is fire-grilled and served with hand-prepared salsas and an assortment of side dishes. Rounding out the menu are fresh, flavorful entrées inspired by the kitchens of Mexico, including: burritos, salads, tacos, quesadillas, tostadas and bowls. The brand appeals to a wide variety of consumers across different ethnic, gender, age and income demographics.

**SITE LOCATION
Assistance**

Our team is committed to working with franchisees to identify the best possible locations for new restaurants.



Fast Franchise Facts

Franchising Since: 1980, Year founded 1975

Multi-Unit Franchisee Operating Units: 60%

Total Franchise Operating Units: 243

Company Operating Units: 173

Capital Investment: \$900,000 - \$1,755,000

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

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 5%

Build-Out Options: Freestanding with drive-thru, in-line, end cap or end cap with drive-thru

Territories: Northern CA, AZ, CO, NM, TX, UT

Demographics

- Excellent building & signage visibility
- Good retail synergy
- Residential population of 25,000 in two mile radius preferred
- Daytime population of 10,000 within two mile radius preferred

Qualifications

El Pollo Loco® is seeking franchisees for multi-unit development opportunities in the territories targeted for growth. Qualifications include 5+ years restaurant experience and able to develop restaurant(s) within the next 24 months.

Contact

Mark A. Belanger, CFE
Vice President, Franchise

(714) 559-5165
franchising@elpollo.com

elpollo.com





OPPORTUNITY Description

Erbert & Gerbert's Sandwich Shop is a quick-service restaurant that offers a menu of gourmet sandwiches and private-recipe soups. Our small footprint creates a low investment opportunity with a quick return. E&G franchisees benefit from the many years of experience in food service and franchising that our corporate staff provides, delivering a great product and great investment!



Qualifications

We are seeking multi-unit franchisees and operators who share our ambition, values, and passion for the E&G brand. \$60,000 cash or equivalent and a net worth of \$300,000 is all it takes to open your own E&G. Protected territories are available and multi-unit franchisees receive reduced fees on additional units.



Fast Franchise Facts

Franchising Since: 1988

Multi-Unit Franchisee Operating Units: 50

Total Franchise Operating Units: 81

Company Operating Units: 1

Capital Investment: \$190,000 - \$395,000

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

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2%

Earnings Claims: No

Build-Out Options: In-line, end cap, co-branded, drive-thru

Available Territories: All US available; preferred markets of interest are WI, MN, MI, IA and IL



Rankings & Awards

- 383rd on *Franchise Times* Top 500 Power Brands
- Top 33 College Sandwich Shops, Thrillist
- Future 50, MonkeyDish
- Top 50 Up-and-Coming, *Franchising Magazine*
- Best in Class Food, The Research Shop



Demographics

Residential population of 20,000+ in a 2-mile radius. Daytime employment of 6,000+ in a 1-mile / 10,000+ in a 2-mile radius. Lunchtime traffic/pedestrians of 5,000+. High visibility retail centers, or end caps with drive-thrus.

SITE LOCATION Assistance

E&G consults with a number of professional real estate agents and construction managers to ensure our franchisees receive a low cost build-out. Our dedicated New Store Development Director takes you every step of the way from Agreement to Now Open!

Contact

Jeff Thames
Director of Franchise Sales

(651) 587-1693
jthames@egsubs.com

erbertandgerberts.com



**OPPORTUNITY
Description**

Right now, the Farm-To-Table restaurant concept is hotter than a Farmer's Burger® right off the grill. We should know, we've been serving Farm Fresh Food, Made to Order for over 30 years! Today, Farmer Boys® is uniquely positioned to take advantage of this trend now and into the future. With many GREAT TERRITORIES now available, you too can take advantage of this incredible opportunity! Multi-unit opportunities in major markets are available. Join us!



Demographics

Farmer Boys appeals to many different consumers because of our generous portions and amazing quality at great prices! Our loyal fan base includes families out for a weekend breakfast, office workers on lunch breaks, and laborers after a long shift. That's why "Breakfast, BURGERS, and More" are our specialty!



Fast Franchise Facts

- Franchising Since:** 1997
- Multi-Unit Franchisee Operating Units:** 77%
- Total Franchise Operating Units:** 60
- Company Operating Units:** 20
- Capital Investment:** \$1.3 million - \$2.5 million
- Franchise Fee (per unit):** \$45k for the first unit, \$25k for the second and beyond
- Royalty Fee (per unit):** 5%
- Advertising Fee (per unit):** 3%
- Earnings Claims:** Yes
- Build-Out Options:** Freestanding w/drive-thru, freestanding w/o drive-thru, end cap
- Available Territories:** California, Nevada, Arizona, Oregon, Utah, New Mexico

Contact

Robert J. Campos
Director of Franchise Sales
 (888) 471-0808
 Franchising@FarmerBoys.com
 FarmerBoysFranchise.com

**SITE LOCATION
Assistance**

At Farmer Boys, our team of real estate experts will work WITH YOU to find the ideal site for your new franchise. We utilize state-of-the-art technology and old-fashioned know-how to help guide you to success!

Rankings & Awards

- Best Burger in Southern California – KCBS Los Angeles
- Best Burger 2012, 2013, 2014 – I.E. Hot List
- "Better Burger Chain Poised to Take Over America" – *Business Insider*
- Best Breakfast – *Press Enterprise*, Riverside, CA

Qualifications

- Financial**
- Credit Rating: no bankruptcies; ability to finance initial investment of \$1.3M to \$2.5M
 - Liquid Capital: minimum \$300,000 to \$450,000
 - Net Worth: minimum \$750,000 to \$1,000,000

- Experience**
- Customer service, retail, or restaurant experience (manager, owner, or franchisee level)
 - Business understanding (P&Ls, hiring, customer service)
 - Understanding of responsibilities/roles (franchisee and corporate)
 - Ability to follow a system





OPPORTUNITY Description

Firehouse Subs is actively seeking multi-unit restaurant developers who possess the desire to maximize their territory's sales, 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: 467 |
| Total Franchise Operating Units: 855 |
| Company Operating Units: 32 |
| Capital Investment: \$131,150 - \$928,405 |
| Franchise Fee (per unit): \$20,000 |
| Royalty Fee (per unit): 6% |
| Advertising Fee (per unit): 5% |
| Earnings Claims: Yes |
| Build-Out Options: End cap, in-line and non-traditional retail environments |
| Available Territories: Southwest, Southeast, Northeast, Northwest, 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 \$80k, but financial qualifications will vary based on the opportunity.

Contact

Greg Delks
VP, Franchise Development
(877) 887-8330
gdelks@firehousesubs.com
FirehouseSubs.com/Franchising

Demographics

Firehouse Subs is actively seeking multi-unit franchise candidates to develop restaurants in cities such as NYC, SF, LA, Boston, and Seattle, as well as in PA and other states across the U.S.

Rankings & Awards

#1 Fast Casual Chain by *Restaurant Business* magazine.
#1 Restaurant for Pleasant and Friendly Service by *Technomic Consumers' Choice Awards*. Mobile Brand of the Year by 2013 RIZMY Awards. #1 Top Growth Chain in 2013 by *Nation's Restaurant News*. #1 Brand for Franchisee Satisfaction by *Franchise Business Review*.

©2015 Firehouse Subs

#1 Top Growth Chain
Nation's Restaurant News

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

#1 in Taste, Flavor, and Quality of Food
Technomic

#1 Mobile Brand of the Year
2013 RIZMY Awards



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



A STRATEGIC INITIATIVE OF THE INTERNATIONAL FRANCHISE ASSOCIATION * SINCE 1991 *



**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:** 70%
- Total Franchise Operating Units:** 120
- Company Operating Units:** 65
- Capital Investment:** \$250,000 - \$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

We opened our doors in February of 2008 with our first Gigi's Cupcakes located in Nashville, Tennessee. One year later we opened our first franchise location. Now, about six years later, we have over 90 stores in 19 states with several more locations and states in the pipeline. Over that time, we have built a strong infrastructure for support along with an executive management team to facilitate our continued growth.

Qualifications

Our qualifications include sufficient capital with a minimum of \$100,000 liquid and \$250,000 net worth; business experience, preferably in the retail sector; a passion for the indulgent dessert business; and a commitment to be involved in the business.



Fast Franchise Facts

Franchising Since: 2008

Multi-Unit Franchisee Operating Units: 22%

Total Franchise Operating Units: 91

Company Operating Units: 2

Capital Investment: \$235,500 - \$396,000

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

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 2.5%

Earnings Claims: Yes

Build-Out Options: In-line, freestanding, kiosk, and malls

Available Territories: US, but franchises not available in all states

Demographics

Before locations are accepted, we evaluate them with demographic studies, home population statistics, median income, median home values, and daytime workforce numbers. We look for high-end strip centers and shopping malls with upscale tenants in areas with good accessibility, visibility, and parking.



CBS **UNDERSHER BOSS**

SITE LOCATION Assistance

Store location is critical. We are involved heavily in the process, from site visits, negotiating letters of intent and leases, layouts and architectural designs, and coordination with local builders, through the installation of fixtures, furniture and equipment.

Contact

Mickey Skelton
Franchise Sales Director

(615) 865-4887
mickey@gigiscorp.com

gigiscupcakesusa.com





**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, and Asian foods, an in-house bakery that offers fresh breads, muffins, cookies, pies, and cakes, and the Chocolate Wonderfall 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. There are four divisions, each with a Division President responsible for ongoing marketing, training and operational support. There is regular contact with the Franchise Service Consultant and a quarterly face-to-face visit. Each restaurant is evaluated each quarter by a Quality Assurance Director. There is an annual national convention, annual division workshops and frequent local new-product rollout 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:** 400
- Company Operating Units:** 103
- Capital Investment:** \$2,111,350 - \$5,727,120
- Franchise Fee (per unit):** \$50,000 (15-year term)
- Royalty (per unit):** 4% of sales
- Advertising (per unit):** 2% - 6% of sales (currently 2.4%)
- Earnings Claims:** Yes
- Build-Out Options:** Conversions, end caps, in-Lines (after first freestanding unit)
- Available Territories:** Continental United States

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
& Awards**

- In 2011–2014, ranked #1 Franchise in the buffet restaurant category by *Entrepreneur* magazine
- Named ALLStar Franchise in 2010 by *AllBusiness*

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 x4479
abagwell@goldencorral.net

goldencorralfranchise.com





OPPORTUNITY
Description

Honest-1 Auto Care's franchise system grants multi-unit franchises for after-market automotive repair and maintenance. We are a dealership alternative both in the look of our locations and the service we provide. Our typical Auto Care Center is approximately 5,000 square feet (usually with 8 service bays). Because of our brand flexibility, many of our locations are retrofitted into existing freestanding structures, end-caps in shopping centers, or may be a new building on pad site or land parcel. We offer discounts for multi-store development agreements and offer 3 mile protected territories.

Demographics

Locations are typically in middle to upper income areas. 66% of our customers are women. Most of the vehicles we service are out of warranty and we service all makes and models.



Fast Franchise Facts

Franchising Since: 2003

Multi-Unit Franchisee Operating Units: 30% of our system

Total Franchise Operating Units: 47

Company Operating Units: 0

Capital Investment: \$169,975 - \$457,975

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

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 1%

Earnings Claims: Yes

Build-Out Options: Existing building, existing automotive shop conversions, and build to suit

Available Territories: All states except AK, HI, ND, SD

Contact

Chip Baranowski, CFE | VP of Franchise Development

(480) 223-1338

cbaranowski@honest-1.com

h1franchise.com

Qualifications

Financial requirement of at least \$2 million net worth with a minimum of \$750,000 liquid capital. Looking for 3 and 5 store developers, region developers and executive level individuals. Owners who can manage a team of skilled workers, manage business financial, and follow a detailed marketing plan.



SITE LOCATION

Assistance

Honest-1 provides assistance in the real estate development, demographics and competitive analysis. We have an in-house real estate team and relationships with brokers in your area. We encourage real estate ownership.

Rankings

- #328 *Entrepreneur* magazine Top 500
- 2014 Top 100 Franchises by *Franchise Business Review*
- Franchise Gator Top 100 franchises in 2014/2015





**OPPORTUNITY
Description**

The Human Bean was founded in 1998 by owners who are passionate about specialty coffee and creating unmatched customer experiences. Now with an amazing team, The Human Bean enjoys helping like-minded entrepreneurs develop their markets. Providing superior training, extensive marketing assets, industry expertise, equipment and vendor support — and all with no royalty or advertising fees — The Human Bean is the premier drive-thru coffee franchise.

**SITE LOCATION
Assistance**

The Human Bean helps identify target areas in a franchisee's market. They analyze each presented location to assure facility potential. Upon location approval, The Human Bean builds preliminary site plans and provides base modular and site-built building plans.

Fast Franchise Facts

- Franchising Since:** 2003
- Multi-Unit Franchisee Operating Units:** 71%
- Total Franchise Operating Units:** 53
- Company Operating Units:** 14
- Capital Investment:** \$164,300 - \$646,000
- Franchise Fee (per unit):** \$20,000
- Royalty Fee (per unit):** 0%
- Advertising Fee (per unit):** 0%
- Earnings Claims:** Yes
- Build-Out Options:** Modular or site-built, double- or single-sided drive-thru. Seating optional.
- Available Territories:** Multiple US territories available

Contact

(888) 262-2215
 info@thehumanbean.com
 thehumanbean.com

Demographics

The specialty coffee industry is exploding and customers are choosing drive-thru due to speed and convenience. The Human Bean is focused on the middle to higher end demographic with ADT's of over 15,000. The menu has something for everyone, including espresso, real fruit smoothies, whole-leaf teas, and pastry items.



Qualifications

Single Store and Area Development Agreements are available in prime markets throughout the U.S. for qualified entrepreneurs. Single-store applicants should have an excess of \$500,000 net worth. Multi-unit operators should have \$1 million minimum net worth.

Rankings

Using only the very best coffees and beverage ingredients, The Human Bean continues to increase store visits. They are also recognized for serving their communities, including donating over \$690,000 for cancer cures.





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: 427 or 77.64% |
| Total Franchise Operating Units: 550 |
| Capital Investment: \$228,000 - \$432,500 |
| Franchise Fee (per unit): \$25,000 |
| Royalty Fee (per unit): 5% |
| Advertising Fee (per unit): 7% |
| Earnings Claims: Yes |
| Build-Out Options: In-line 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

#80 *Entrepreneur* magazine's Franchise 500 (2015)

2015 Top 50 Franchise by *Franchise Business Review*

IT'S NEVER BEEN A BETTER TIME TO OWN A HUNGRY HOWIE'S PIZZA FRANCHISE

19 CONSECUTIVE QUARTERS OF SALES GROWTH*

HOT CONCEPT TO OWN 2013 & 2014
Entrepreneur

FRANCHISE 500 - 4 YEARS RUNNING
Entrepreneur

TOP 50 MULTI-UNIT FRANCHISE
Business Review

TOP 200 FRANCHISE CHAINS 2013 & 2014
Franchise Times

NATIONWIDE OPPORTUNITIES

FOCUS MARKETS

Denver, CO • Salt Lake City, UT
Houston, TX • Atlanta, GA



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.



*Results measure company-wide same store sales figures for each fiscal quarter over the previous year's fiscal quarter. The measuring period is March 22, 2010 through December 28, 2014. Excludes store sales from the State of Florida. Not all individual stores experienced the same results. New franchisees may have results that differ. This advertisement is not an offer of a franchise. Franchisees are offered and sold only through a Franchise Disclosure Document. STATE OF CALIFORNIA: THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF CALIFORNIA. SUCH REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE COMMISSIONER OF CORPORATIONS NOR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE, AND NOT MISLEADING. STATE OF NEW YORK: THIS ADVERTISEMENT IS NOT AN OFFERING. AN OFFERING CAN ONLY BE MADE BY A FRANCHISE DISCLOSURE DOCUMENT FILED WITH THE DEPARTMENT OF LAW OF THE STATE OF NEW YORK. SUCH FILING DOES NOT CONSTITUTE APPROVAL BY THE DEPARTMENT OF LAW OF THE STATE OF NEW YORK. MINNESOTA STATE REGISTRATION NUMBER F-2873.

Hungry Howie's Pizza & Subs Inc., 30300 Stephenson Highway, Suite 200, Madison Heights, MI 48071, 248-414-3300.

jacksonhewitt
tax service

**OPPORTUNITY
Description**

Jackson Hewitt Tax Service is a leading full service multi-channel tax preparation company. Since 1986, the system has grown to approximately 6,300 franchised and company-owned locations, including nearly 3,000 in Walmart stores throughout the United States. Our low start-up investment offers new franchisees the opportunity to choose their own path to success: a single tax office location or expansion into multi-units, applying a market strategy shared by nearly 80% of our system.

Qualifications

We are seeking new franchisees with a passion to grow and expand their footprint into multiple units over 3-5 years. Candidates should have available operating capital of \$50,000-\$75,000 for each storefront location. Walmart kiosk locations require available operating capital of \$35,000-\$50,000. Previous franchise, small business, or retail management experience is preferred.

Contact

Deidre Talt
Director, Franchise Development

(973) 630-0882
deidre.talt@jtax.com

jacksonhewitt.com



Fast Franchise Facts

Franchising Since: 1986

Multi-Unit Franchisee Operating Units: 76%

Total Franchise Operating Units: 4,738

Company Operating Units: 1,603

Capital Investment: \$39,700 - \$105,375

Franchise Fee (per unit): \$15,000 - \$25,000

Royalty Fee (per unit): Graduated royalty structure; up to 15%

Advertising Fee (per unit): 6%

Earnings Claims: No

Build-Out Options: Kiosk and storefronts

Available Territories: All states



**SITE LOCATION
Assistance**

A comprehensive analysis of market demographics and industry data is provided for all available territories to determine optimal placement for storefront locations. Additionally, personalized site selection assistance is provided through our field based Operations Directors.

**Rankings
& Awards**

Jackson Hewitt is the 2nd largest tax preparation company in the nation with approximately 25,000 certified tax preparers who are held to the highest standards in the industry.



Demographics

Our system can meet the needs of any customer with the need to file a federal and state income tax return each year. The demographic we serve ranges from early tax season filers with simple tax returns to late season clients with more complex tax filing needs.



Demographics

Market research indicates that Krispy Kreme's breadth of appeal extends across all major demographic groups, including age and income. An ideal trade area will have an ethnically diverse population of 50,000 people and traffic counts of 25,000 cars/day with major retail centers and schools in the area.



SITE LOCATION Assistance

Krispy Kreme offers comprehensive support for all franchisees from the beginning of the site selection process through store opening. The brand also offers ongoing support for franchisees for all operating stores.

Contact

Patricia Perry
VP, U.S. Franchise Development

(336) 726-8244
pperry@krispykreme.com

krispykremefranchise.com



Fast Franchise Facts

Franchising Since: 1937

Total Franchise Operating Units: 865+

Company Operating Units: 111

Capital Investment: \$275,000 - \$1,911,250

Franchise Fee (per unit): \$50,000

Royalty Fee (per unit): 4.5%

Advertising Fee (per unit): 2%

Earnings Claims: Yes

Build-Out Options: Freestanding, conversions, end-cap with drive-thru, non-traditional venues

Available Territories: Northwest, Midwest, and Northeast

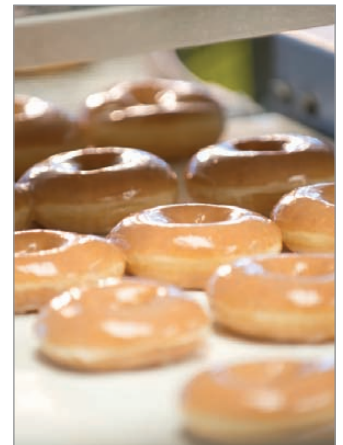


OPPORTUNITY Description

Founded in 1937, Krispy Kreme is an international retailer of premium-quality sweet treats, including its signature hot Original Glazed® doughnut. Headquartered in Winston-Salem, NC, the company has offered the highest-quality doughnuts and great-tasting coffee for more than 77 years. Today, Krispy Kreme and its one-of-a-kind Hot Light can be found in 975+ locations in 24 countries. The brand's global mission is to touch and enhance lives through the joy that is Krispy Kreme.

Rankings

"Most Craveable Chain in North America"—Technomic survey



Qualifications

Krispy Kreme is seeking qualified multi-unit operators who have a passion for the brand and the willingness to live out the brand's mission. All candidates must have a successful track record of operating a successful multi-unit business, a high level of commitment to customer service and a \$300,000 liquidity for each store that will be developed.



Fast Franchise Facts

- Franchising Since:** 1997
- Total Franchise Operating Units:** 4,222
- Company Operating Units:** 261
- Capital Investment:** \$56,800 - \$69,900
- Franchise Fee (per unit):** \$40,000
- Royalty Fee (per unit):** 14%
- Advertising Fee (per unit):** 5%
- Earnings Claims:** Yes
- Build-Out Options:** Storefront, kiosk, malls and freestanding
- Available Territories:** All states



Rankings

- #21 - *Entrepreneur* magazine's Franchise 500
- Top 50 Franchises, *Franchise Business Review*

Contact

David Tarr
Director, Franchise Development

(877) AT-LIBERTY
sales@libtax.com

libertytaxfranchise.com

OPPORTUNITY Description

Liberty Tax Service is the fastest growing income tax preparation company in the industry's history. Founded in 1997, Liberty Tax has a proven franchise operating system with low start-up costs and high returns. Liberty is looking for passionate people to own and operate their own Liberty Tax franchise. Territories are selling quickly, but there's still an opportunity to come grow with us. If you are passionate about success, contact us!

SITE LOCATION Assistance

Full levels of training and support in site selection.

Join one of the Fastest Growing Tax Companies in the industry!

BECOME A PART OF THE LIBERTY FAMILY

Liberty Tax is consistently ranked among the top franchise opportunities. Our CEO John Hewitt has 46 years in the industry, leading Liberty to develop over 4,400 offices in just 18 years.

We offer low inventory, complete training, year-round support, and a growing brand in an industry that has huge growth potential.

Give us a call. We will put you in touch with franchisees who have taken the leap!



877-AT-Liberty
LibertyTaxFranchise.com

Minnesota state franchise registration number F-4418 and F-3918.



John Hewitt
Founder and CEO of Liberty Tax Service



LIFT BRANDS™
ELEVATED WELLNESS COMPANIES

Fast Franchise Facts

Rankings

OPPORTUNITY
Description

Lift Brands is the largest wellness franchise organization in the world, with 3,000 clubs open or in development in 18 countries, 400 employees, and 1.5 million members.

Qualifications

Generally speaking, you are likely to qualify financially with the following. Snap Fitness: \$75,000 liquid assets, \$250,000 net income, \$75,000 combined household income. YogaFit: \$30,000 liquid assets, \$75,000 net worth.

Franchising Since: 2004

Multi-Unit Franchisee Operating Units: 55%

Total Franchise Operating Units: 3,000 open or in development

Company Operating Units: 140

Capital Investment (initial): Snap Fitness: \$107,665 - \$285,620 | YogaFit: \$88,950 - \$144,300

Franchise Fee (per unit): Snap Fitness: \$25,000 for 1; \$60,000 for 3 | YogaFit: \$25,000 for 1; \$60,000 for 3

Royalty Fee (per unit): Snap Fitness: \$509 per month | YogaFit: the greater of 5% gross revenue or \$500 per month

Advertising Fee (per unit): 0%

Earnings Claims: Yes

Build-Out Options: Dedicated in-house support team to help with planning and execution

Available Territories:

Snap Fitness: Worldwide | YogaFit: US and Canada

- Franchise 500: #47 (2015)
- America's Top Global: #23 (2014)
- 5-time Franchise 500 Honoree
- 5-time Inc. 5000 Honoree
- Fastest-Growing: #96 (2013)

SITE LOCATION Assistance

Site selection assistance, including lease negotiation.

Contact

(952) 474-5422
sales@liftbrands.com

liftbrands.com

LIFT BRANDS™
ELEVATED WELLNESS COMPANIES

"IF YOU WANT TO BE IN THE WELLNESS BUSINESS, WE HAVE A FRANCHISE FIT FOR YOU."

Peter Taunton

PETER TAUNTON
FOUNDER & CEO

G STRONG CORPORATE INFRASTRUCTURE TO SUPPORT GROWTH

A BEST UNIT ECONOMICS IN WELLNESS FRANCHISES

\$ INCENTIVES FOR MULTI-UNIT AGREEMENTS WITH FINANCING AVAILABLE

ONE POWERFUL ORGANIZATION, TWO BRANDS BUILDING SUCCESS 24/7



1,800+ MEMBERS*
IN OUR TOP CLUB

2,000 CLUBS OPEN
OR IN DEVELOPMENT
(18 COUNTRIES)

RECESSION-PROOF
INDUSTRY WITH STAYING POWER

FIRST-OF-ITS-KIND
YOGA FRANCHISE CONCEPT

LOWEST START-UP
COSTS IN YOGA FRANCHISING

EXPLODING MARKET
20M AMERICANS PRACTICE YOGA

CONTACT US TODAY TO LEARN MORE!

LiftBrands.com

844.LIFTNOW

Sales@LiftBrands.com

*Based on Item 19 of the Snap Fitness 2014 Franchise Disclosure Document. This advertisement is not an offer for a franchise. Such an offer can only be made by the franchisor through its Franchise Disclosure Document. ©Lift Brands, Inc. 2411 Galpin Court, Suite 110, Chanhassen, MN 55317.



Little Caesars®

OPPORTUNITY Description

For over 50 years, Little Caesars has been providing excellent opportunities for strong franchisee candidates who want to be associated with a leading national brand, a time-tested system and a simple business model. Little Caesars franchisees benefit from a comprehensive training program that focuses on all aspects of the business. They continue to receive support, expert analysis and consultation as their business grows. This unique franchise opportunity is for goal-oriented, focused, dedicated and energetic candidates.

SITE LOCATION Assistance

We have opportunities across the country in communities that are poised for growth, and an aggressive multi-unit franchisee growth strategy. We support franchisees with a dedicated, experienced real estate team that works with you to find a great site for your business. Once a site is selected, our architecture and design team provides assistance as your store is built. In addition, we provide preferred lenders to assist with financing, ongoing research and development of new products, and effective marketing programs.

Contact

Ed Ader
Director, U.S. Development
(800) 553-5776
USDevelopment@LCEcorp.com
LittleCaesars.com



Fast Franchise Facts

Franchising Since: 1962

Capital Investment: \$265,000 - \$681,500

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

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 4%

Earnings Claims: No

Build-Out Options: Freestanding, end cap / inline, non-traditional opportunities

Available Territories: U.S. and select international markets

Rankings & Awards

Little Caesars Pizza, known for its HOT-N-READY® pizza and famed Crazy Bread®, is the largest carryout-only pizza chain in the world and the largest carryout-only pizza chain in America.* Named "Best Value in America"*** for the seventh year in a row, Little Caesars products are made with quality ingredients, such as fresh-not-frozen mozzarella and Muenster cheese, dough made fresh daily in every store and sauce made from California vine-ripened tomatoes.

*Based on number of stores, 2013.

** Based on survey conducted by Sandelman & Associates, 2007-2013.



Qualifications

A Little Caesars franchise is affordable and highly competitive with other quick-serve restaurants. Prospective franchisees should have a minimum of \$100,000 in liquid assets, have a net worth of \$250,000 or greater, and have the ability to obtain financing to cover the cost of opening a location, which is often in excess of \$350,000. The estimated investment for a Little Caesars carryout location ranges from \$265,000 to \$681,500. Of course, costs vary based on a variety of factors. The beauty of our model is that Little Caesars Pizza will work closely with its franchisees to develop locations with customized architectural and build-out plans. That design flexibility makes it an attractive fit for all kinds of venues.





MASSAGE LUXE

OPPORTUNITY Description

MassageLuXe® is a fast-growing massage franchise company providing massage services to clients, primarily through multi-unit area developers and single-unit franchises. Our spa revenue is driven by a membership revenue model that assures a significantly higher level of consistency than other spa revenues and profit on a year-round basis. Since 2008 MassageLuXe has been supporting franchisees with site selection, construction, pre-opening training, on-site training, marketing and continued support.

Qualifications

Massage LuXe is searching for qualified multi-unit operators with a history of business success. Minimum qualifications are net worth of \$500,000 and liquid assets of \$75,000-\$100,000.



Fast Franchise Facts

Franchising Since: 2008

Multi-Unit Franchisee Operating Units: 80%

Total Franchise Operating Units: 28

Company Operating Units: 4

Capital Investment: \$75,000 - \$100,000

Franchise Fee (per unit): \$38,000

Royalty Fee (per unit): 5%

Advertising Fee (per unit): 3.5%

Earnings Claims: Yes

Build-Out Options: In-line and freestanding

Assistance

MassageLuXe assists each franchisee in every aspect of their franchise. Our real estate team will assist each franchisee with demographic analysis, competition analysis and lease negotiation to help ensure each franchisee finds the best location available. We provide each franchisee and their managers a complete training program at our corporate facilities; in addition we provide onsite training prior to and during their opening. After the opening the franchisee has a support specialist that will assist them with every aspect of day-to-day operations, marketing, and continued training.



Rankings

MassageLuXe is ranked in *Entrepreneur* magazine's Top 500 Franchises.

Contact

Dave Ruzicka
Director of Franchise
Development

(636) 680-9013
druzicka@massage luxe.com

massage luxe.com



**OPPORTUNITY
Description**

McAlister's Deli is an award-winning fast casual restaurant concept offering an extensive menu of American regional favorites including made to order sandwiches, salads, spuds and our Famous Sweet Tea™. Our unique operating platform allows us to deliver quality food to our guests in an efficient operating environment. As a result McAlister's offers exceptional unit sales volumes, an attractive sales to investment ratio and strong, consistent same store sales increases. McAlister's is an attractive investment opportunity.

Demographics

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



Fast Franchise Facts

Franchising Since: 1994, founded 1989

Multi-Unit Franchisee Operating Units: 85%

Total Franchise Operating Units: 300+

Company Operating Units: 44

Capital Investment: \$538,000 - \$1,464,500

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

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

Advertising Fee (per unit): Up to 3% of gross sales, currently 0.75% of gross sales

Earnings Claims: Yes

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

Available Territories: Available in all US states

Qualifications

Franchisees should have multi-unit restaurant ownership and operations experience, understand the importance of strong operations and be committed to offering the best guest experience and McAlister's Genuine Hospitality. Candidates should possess a minimum of \$750,000 in liquid assets, and \$1.5M in net worth.



**SITE LOCATION
Assistance**

McAlister's Deli offers full site location assistance.

**Rankings
& Awards**

- 2014 Technomic Consumers' Choice Awards for Chain Restaurants – Top Kid-Friendly Fast Casual Chain
- 2014 *Nation's Restaurant News* Consumer Picks Survey – Top Limited-Service Sandwich Restaurant
- 2015 Technomic Consumers' Choice Awards for Chain Restaurants – Top Fast Casual Chain for Pleasant, Friendly Service



Contact

1-888-855-DELI
franchising@mcalistersedeli.com
mcalistersedelifranchise.com



**OPPORTUNITY
Description**

Moe's is dedicated to Franchisee success in the fastest growing segment of the restaurant industry — Fast Casual Mexican. Our Franchisees love what they do — and it shows year after year as our sales and locations continue to grow.

Rankings

- QSR's Top 10 Best Franchise Deals
- Ranked No. 1 Mexican food chain by consumers in *Restaurant Business* magazine in 2015

Fast Franchise Facts

| |
|--|
| Franchising Since: 2001 |
| Multi-Unit Franchisee Operating Units: 95% |
| Total Franchise Operating Units: 550+ |
| Company Operating Units: 4 |
| Capital Investment: \$447,400 - \$965,800 |
| Franchise Fee (per unit): \$30,000 |
| Royalty Fee (per unit): Up to 5% of gross sales |
| Advertising Fee (per unit): Up to 4% of gross sales |
| Earnings Claims: Yes |
| Build-Out Options: All (freestanding, in-line, malls, airports, food courts, etc.) |
| Available Territories: Limited availability in the Southeast, Northeast, and Mid-Atlantic. All other regions are available. |

Qualifications

- Franchise restaurant management experience as an owner and/or operator
- Minimum net worth \$1.5 million
- At least \$500,000 liquid assets
- Enthusiasm for the brand and business ownership

Demographics

- 2,200–2,800 sq. ft.
- Strong anchored centers/high-profile convenience centers in synergistic retail corridors
- High visibility to street and center traffic
- Minimum of 45 parking stalls

**SITE LOCATION
Assistance**

Moe's provides site sourcing support from Moe's local real estate brokers and evaluation by the Moe's real estate team, customized.

Contact

Sheri Ferravante
Pre-Qualification Manager
(404) 705-2051
requests@moes.com
moesfranchise.com



**Looking to add more flavor to your portfolio?
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20+ Fresh Ingredients**

RANKED #1
Mexican quick-service category by Entrepreneur® magazine for 2013, 2011

RANKED #1
Top Mexican Chain by Technomic in 2013
TECHNOMIC
(Technomic "Consumer Restaurant Brand Metrics" Report for 2013)

\$1,242,729*
Average total annual gross sales
Average EBITDA
\$188,577* (15.2%)

550+ RESTAURANTS

DEVELOPMENT INCENTIVES
TO QUALIFIED MULTI-UNIT OPERATORS

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FOR MORE INFORMATION, CONTACT:
404.705.2051 • requests@moes.com



*Figures reflect averages for 150 franchised restaurants that were in operation continuously for 3 or more years and that provided us with complete financial information for the full calendar year of 2013, as published in Item 19 of our April 2014 Franchise Disclosure Document. These averages are based on a 52-week annual period from January 1, 2013 through December 31, 2013. Of these 150 restaurants, 64 restaurants (or 42.7%) attained or exceeded the average total gross sales and 69 restaurants (or 46%) attained or exceeded the average EBITDA. A new franchisee's results may differ from the represented performance. There is no assurance that you will do as well and you must accept that risk. This offering is made by prospectus only.

This information is not intended as an offer to sell. We will not offer you a franchise until we have complied with disclosure requirements in your jurisdiction. FOR THE STATE OF NEW YORK: This advertisement is not an offering. An offering can be made only by a prospectus filed with the Department of Law of the State of New York. Such filing does not constitute approval by the Department of Law. FOR THE STATE OF CALIFORNIA: These franchises have been registered under the Franchise Investment Law of the State of California. Such registration does not constitute approval, recommendation or endorsement by the commissioner of corporations nor a finding by the commissioner that the information provided herein is true, complete and not misleading. Moe's Franchisor LLC, 200 Glenridge Point Parkway, Suite 200, Atlanta, GA 30342. ©2015 All rights reserved. © 2015 Moe's Franchisor LLC



**OPPORTUNITY
Description**

A proud history dating back to 1925, the #1 brand in the industry today, and since NAPA is not a franchise, there are no franchise fees or royalties. Backed by Genuine Parts Company, a Fortune 250 firm, the NAPA brand is recognized by 94% of consumers and has helped thousands of individuals build wealth.

With 6,000 stores, 60 distribution centers, and more than 430,000 parts, NAPA remains the leader in the automotive aftermarket.



Demographics

NAPA AUTO PARTS stores target markets with at least 5,000 registered vehicles with a population of professional vehicle repair facilities, agricultural businesses, and/or light industrial businesses. Other markets, such as heavy duty, tools and equipment, government, marine, and automotive paint, are also considered.



Fast Business Opportunity Facts

Ownership Opportunity Since: 1925

Multi-Unit Operator Units: 21%

Total Operating Units: 5,974

Company Operating Units: 1,117

Capital Investment: \$75,000 - \$150,000

Franchise Fee (per unit): \$0

Royalty Fee (per unit): 0%

Advertising Fee (per unit): 0.8%

Earnings Claims: Yes

Build-Out Options: Freestanding or in-line

Available Territories: U.S. – All 50 states

SITE LOCATION

Assistance

The NAPA team, along with a nationwide network of real estate brokers, will help identify new store locations and assist in lease negotiations. Preferred site locations are freestanding.



Qualifications

NAPA has no net worth or prior experience requirements, but minimum liquid capital needed is typically \$75,000-\$150,000 for a single store, depending on market size. Average total investment, without real estate, is \$550,000 per store. Ideal locations are freestanding and average approximately 5,500-6,500 square feet. NAPA has no minimum or maximum unit development requirements.



Contact

Josh D'Agostino
Director, New Business
Development

(770) 850-2427
josh_dagostino@genpt.com

mynapa.com



OPPORTUNITY Description

Papa John's, the recognized quality leader in the pizza category, is committed to delivering on its brand promise of "Better Ingredients. Better Pizza." Papa John's opened its first pizza restaurant in 1984 and today boasts more than 4,500 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: 3,796

Company Operating Units: 741

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 papajohns.com for a listing of available areas.

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 \$250,000
- Ability to obtain financing up to \$275,000

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

Rankings

- For 13 out of the last 15 years, Papa John's has earned the highest customer satisfaction rating among pizza chains in the highly regarded American Customer Satisfaction Index (ACSI).
- Ranked #30 in *Entrepreneur* magazine's 36th Annual Franchise 500.
- First in the industry to reach more than 50% total digital sales.

Contact

Regan Clauson
Franchise Qualification
Specialist

(888) 255-7272

(502) 261-4844

Regan_Clauson@papajohns.com

papajohns.com/franchise

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BECOME A FRANCHISEE AND RECEIVE THESE INCENTIVES:*

- **\$0 Franchise Fee (\$25,000 savings)**
- **FREE set of Middleby Marshall Ovens**
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- **Up to \$3,000 FOOD CREDIT**



Call 888.255.7272 for more info or visit papajohns.com

*Certain restrictions apply. All benefits, discounts and payments subject to Papa John's 2015 US Development Incentive Program. 167052





**OPPORTUNITY
Description**

Papa Murphy's is the largest Take 'N' Bake pizza chain in the U.S. with over 1,400 stores worldwide. 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.



**Rankings
& Awards**

Papa Murphy's Pizza has been voted "America's Most Craveable Pizza" through an *NRN* Consumer Picks 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.



Fast Franchise Facts

- Franchising Since:** 1982
- Multi-Unit Franchisee Operating Units:** 45%
- Total Franchise Operating Units:** 1,460
- Company Operating Units:** 90
- Capital Investment:** \$226,011 - \$414,321
- Franchise Fee (per unit):** \$25,000
- Royalty Fee (per unit):** 5%
- Advertising Fee (per unit):** 2%
- Earnings Claims:** Yes
- Build-Out Options:** Inline and freestanding
- Available Territories:** CA, AZ, NV, NM, TX, OK, KS, MO, AR, LA, AL, GA, FL, SC, NC, VA, KY, OH, IN, MD

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 \$275k per store. Operating partners must have experience with multi-unit food industry operations.

Contact

Scott Mellon
VP of Franchise Sales
(254) 652-6110
Scott.Mellon@papamurphys.com
papamurphysfranchise.com





PET SUPPLIES PLUS

GREAT PRICES. NO BEGGING.

OPPORTUNITY Description

The pet business is fun, simple to operate and recession resistant. Pet Supplies Plus offers a wide array of pet food, pet products, grooming services and animal expertise. The average store sales for a franchise-owned store are \$2.5M per year. PSP is the third-largest pet specialty retailer and the largest pet specialty franchise in the U.S., operating 300+ stores in 24 states. With a proven business model, PSP is celebrating its 26th year.

Qualifications

Minimum net worth:

\$750,000

Minimum liquid assets:

\$150,000

An ideal Pet Supplies Plus franchisee must align with our company's mission to be America's Favorite Neighborhood Pet Store. For a cultural fit, we look for individuals that have strong values and are hardworking, fair, honest and caring.



Fast Franchise Facts

Franchising Since: 1991

Multi-Unit Franchisee Operating Units: 65

Total Franchise Operating Units: 141

Company Operating Units: 172

Capital Investment: \$300,000 - \$1,100,000

Franchise Fee (per single unit): \$49,900

Royalty Fee (per unit): 4%

Advertising Fee (per unit): \$1,000/month

Earnings Claims: Yes

Build-Out Options: Stores range from 5,500–10,000 square feet, typically 2nd generation retail space in a grocery-anchored center.

Available Territories: All states except: AK, AZ, CA, HI, ID, MT, ND, NM, NV, OR, SD, WA, WY

Contact

Steve Olson
Franchise Development Manager

(734) 793-6532
solson@petsuppliesplus.com
pspfranchise.com

Demographics

Population, household income, pet spend and other characteristics of a trade area are evaluated to help you make an informed decision on the location of your store.

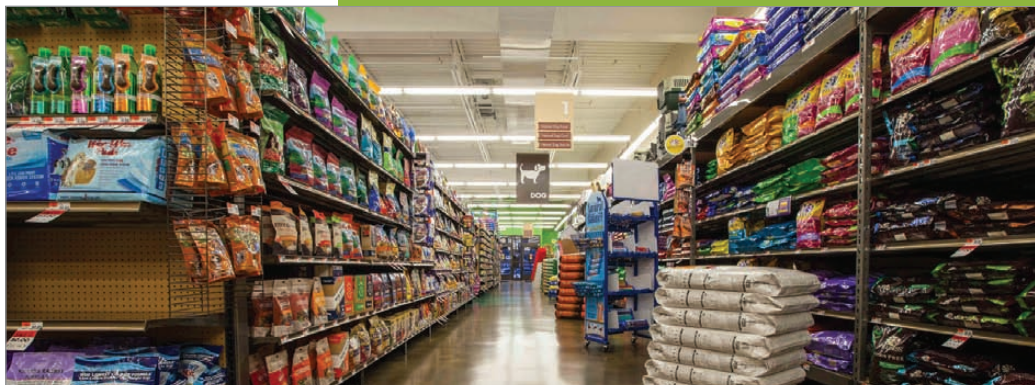


SITE LOCATION Assistance

Our experienced Real Estate Development Team provides individual turn-key, step-by-step assistance, including site selection, store layout, construction, fixtures and equipment, lease negotiation, etc. Stores are positioned in neighborhood, daily-needs centers, convenient to where customers typically shop.

Rankings

- Ranked for several years in *Entrepreneur* magazine's Annual Franchise 500 – currently #197 for 2015
- *Franchise Times* Top 200 Franchise Systems, 2014





**OPPORTUNITY
Description**

Founded in 1971, Pollo Campero started as a tiny restaurant with a prized recipe for chicken passed down from generation to generation. Campero has grown to over 360 locations worldwide, including 56 U.S. restaurants. Pollo Campero is the Authentic Latin Chicken restaurant that uses a fusion of culinary magic, proprietary cooking methods and Latin American inspiration! We deliver a consistent, excellent product with Latin hospitality in a comfortable and welcoming environment unique to Pollo Campero.

Rankings

- 2014 *Nation's Restaurant News* Next 20 Chains
- #2 Millennial Brand in the U.S., Technomic Consumer Brand Metrics



Fast Franchise Facts

| |
|--|
| Franchising Since: 2007, founded 1971 |
| Multi-Unit Franchisee Operating Units: 20 |
| Total Franchise Operating Units: 29 |
| Company Operating Units: 24 |
| Capital Investment: \$312,421 - \$1,645,000 (exclusive of land acquisition) |
| Franchise Fee (per unit): \$40,000 |
| Royalty Fee (per unit): 5% |
| Advertising Fee (per unit): Up to 5% |
| Earnings Claims: Yes |
| Build-Out Options: Freestanding, end cap, conversions and non-traditional |
| Territories: United States and Latin America |



**SITE LOCATION
Assistance**

Pollo Campero provides franchisees with development tools they need to grow. We assist with market planning, site selection, construction document review, design support, construction review, site visits and training that includes pre-opening support.

Qualifications

Pollo Campero is looking for single and multi-unit operators.

Single-unit operators: Experience required with a passion for community involvement. Minimum net worth \$1 million; liquidity \$500,000.

Multi-unit developers: Active ownership with at least one operating partner. Minimum net worth \$1.5 million; liquidity \$750,000.

Demographics

Pollo Campero restaurants are generally neighborhood service restaurants of 1,800 to 2,800 square feet with 30 to 75 seats. Some other things to look for are high-exposure freestanding or end caps with a strong lunchtime crowd, easy access and ample parking.

Contact

Travis Edmondson
 Director of Business Development
 (972) 770-2800
 franchise.usa@campero.com
 pollocampero.com



**QUAKER
STEAK
& LUBE**



OPPORTUNITY

Description

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

- Great territories available
- 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 include:

- Passion for guest service
- \$500K–\$1M liquidity and net worth of \$3 million
- Restaurant and/or operational experience
- Proficiency & the ability to execute four-walls and local marketing



Fast Franchise Facts

Franchising Since: 1997, founded 1974

Multi-Unit Franchisee Operating Units: 71%

Total Franchise Operating Units: 46

Company Operating Units: 15

Capital Investment: \$1,394,000 - \$3,701,000

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, conversions and non-traditional

Available Territories: Great markets available



Demographics

Wide demographic appeal. Heavy user: Ages 25–54. Core household income average: \$35,000–\$100,000. Male 49%, female 51%. Singles, families, large groups & couples.

Awards

Hundreds of national and international awards for its chicken wings and more than 25 wing sauces, including: The 2010, 2012–2013 Festival Favorite and 2014 1st Place Creative Spicy 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 MenuMasters 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

lubfranchising.com



SMASHED FRESH. SERVED DELICIOUS.™

**OPPORTUNITY
Description**

Smashburger is a successful fast casual restaurant specializing in serving fresh, never frozen 100% all-natural Certified Angus beef burgers. We also serve tender marinated chicken sandwiches, fresh salads, and a variety of specialty sides. Together with our existing partners we operate 300+ restaurants across the country and internationally. We are innovators and are committed to continuing to grow our brand with multi-unit franchisees.

**Rankings
& Awards**

- Most Promising Company 2013 and 2014, *Forbes*
- #1 in Fast Casual's Top 100 Movers and Shakers, 2014
- America's Fastest Growing Companies, *Inc. Magazine*
- # 3 in *Franchise Times* "Fast and Serious," 2015

Qualifications

Smashburger is seeking multi-unit development partners. To be considered, individuals or partnerships must have demonstrated enthusiasm, drive, passion, and a proven record of success in the restaurant industry, multi-unit restaurant management experience as an owner and/or operator, and capital availability.



Fast Franchise Facts

Franchising Since: 2008

Total Franchise Operating Units: 138 (as of March 2015)

Company Operating Units: 170 (as of March 2015)

Capital Investment: Varies based on development agreement

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

Royalty Fee (per unit): 5.5% - 6%

Advertising Fee (per unit): 2.5%

Build-Out Options: End cap, freestanding, in-line, non-traditional

Territories: Territory available throughout the United States and international.

Demographics

Target demographics range based on Smashburger's markets across the country. For more details on a market of interest, please contact Smashburger's Franchise Sales team.

**DEVELOPMENT
Assistance**

Smashburger provides thorough and detailed support in the development process for our franchise partners.



Contact

Smashburger Franchise Sales
(303) 633-1500
smashburger.com/franchising





OPPORTUNITY
Description

Sport Clips is a strong national franchise with a proven business model, low startup costs, and no perishables. With over 1,300 stores open, Sport Clips is the dominant men's and boy's haircut franchise in North America. Our 99% franchisee continuity rate and strong unit economics make Sport Clips one of the fastest-growing business opportunities available today, and we are currently on track to open another 200 stores in the next 12 months! Add Sport Clips to your portfolio today!

Demographics

We offer an exciting sports environment for men and boys (typically between the ages of 18 and 49) to receive a well-executed haircut at a reasonable price while watching sports on TV. We are typically in in-line centers with regional or national anchor stores with co-tenants focused on health and beauty.



Fast Franchise Facts

- Franchising Since:** 1995
- Multi-Unit Franchisee Operating Units:** 88.2%
- Total Franchise Operating Units:** 1,300+
- Company Operating Units:** 32
- Capital Investment:** \$158,300 - \$316,500
- Franchise Fee (per unit):** \$12,500 - \$25,000
- Royalty Fee (per unit):** 6%
- Advertising Fee (per unit):** 5% net or \$300/week, whichever is more
- Build-Out Options:** In-line
- Earnings Claims:** Yes
- Available Territories:** CA, CO, CT, DE, GA, IA, LA, ME, MA, MI, MN, NC, NH, NY, OH, OR, PA, RI, VA, VT, WA, WI, WV

Contact

Sport Clips Franchise Recruitment Team
(800) 872-4247 ext. 1
franchise.recruitment@sportclips.com
sportclipsfranchise.com



Rankings

- #1 Top Franchise by FranchiseGator.com
- #2 Franchise to Buy for its investment category by Forbes magazine
- Top Personal Service Franchise by Entrepreneur magazine
- 10th Fastest Growing Franchise by Entrepreneur magazine
- Top 100 Global Franchises by Franchise Direct
- #14 Fast & Serious by Franchise Times

Qualifications

For each unit you will need \$300,000 net worth, \$100,000 liquidity, and good credit. Qualified veterans receive a 20% discount on the initial franchise fee. You should have strong managerial and communication skills. This is a people business, so you should enjoy working with and developing people and marketing your store. Franchisees will work with the manager and oversee multiple units. Primary responsibility is to market the business and drive sales.

SITE LOCATION Assistance

Using proprietary project management software and demographic and psychographic analysis software, we'll work with you through the real estate selection process, construction, and build-out to get you up and running as quickly and smoothly as possible. Then we execute a robust Grand Opening advertising and marketing program designed to drive clients and get you off to a fast start.



**OPPORTUNITY
Description**

Togo's offers the best in class field operations support; average unit volumes that are among the highest in the sandwich franchise category; low investment and a small footprint; fresh, wholesome ingredients including bread, premium meats, and chicken that is 100% natural; deli-style model with a personal touch; brand loyalty from our guests for 40 years; single unit and multiple unit development opportunities.

Fast Franchise Facts

- Franchising Since:** 1971
- Multi-Unit Franchisee Operating Units:** 50%
- Total Franchise Operating Units:** 235
- Company Operating Units:** 19
- Capital Investment:** \$250,000 - \$530,000
- Franchise Fee (per unit):** \$21,000 - \$30,000
- Royalty Fee (per unit):** 5%
- Advertising Fee (per unit):** 3%
- Earnings Claims:** Yes
- Build-Out Options:** In-line, freestanding, non-traditional locations
- Available Territories:** California, Arizona, Nevada, Washington, Utah, Idaho, Colorado, and Oregon

Qualifications

Togo's seeks individuals with a positive attitude, strong customer focus, and previous management experience. For 3 or more Restaurant Developments, we require liquid assets of \$450,000 and a net worth of \$900,000.

Rankings

Togo's was ranked in *Entrepreneur* magazine's Franchise 500 for 2014 and 2013.

Demographics

Togo's is growing and developing in the western states of California, Arizona, Nevada, Washington, Utah, Idaho, Colorado and Oregon. Our customers are frequent QSR consumers that seek big, meaty sandwiches.

**SITE LOCATION
Assistance**

Togo's is contracted with Javelin Solutions to provide our franchisees support during the site selection and acquisition process.

Contact

Kim Rogers
Franchise Recruitment Manager

(877) 718-6467
franchisesales@togos.com
togosfranchise.com

**Take a Bite of the
West Coast Original**



**Own a Togo's.
New Incentives
for Multi Unit
Franchisees.**

Build your Future with Togo's
Call us at 877.718.6467 or visit www.togosfranchise.com



Qualifications

This investment is suitable for well-capitalized franchisees. Qualified candidates should possess a minimum net worth of \$3M and liquid assets of at least \$1M. Up to 50% financing is available to qualified candidates.

Demographics

Waxys attracts a young, professional and affluent demographic. We aim to develop an expansion strategy on a state-by-state basis while paying attention to demographics, market trends and saturation points.

Fast Franchise Facts

Franchising Since: 2014

Multi-Unit Franchisee Operating Units: 0

Total Franchise Operating Units: 0

Company Operating Units: 7

Capital Investment: \$750,000 - \$3,000,000

Franchise Fee (per unit): \$50,000

Royalty Fee (per unit): 6%

Advertising Fee (per unit): 2.5%

Earnings Claims: No

Build-Out Options: Freestanding, mall, airport, second-generation restaurant conversions

Available Territories: Franchising territories available throughout the United States.

OPPORTUNITY

Description

Waxys is an exciting high-end bar-and-restaurant concept with a long history of success in the markets it operates in. With locations across five states, Waxys has proved that it can expand nationwide, while maintaining the local feel that has really made it famous. Waxys franchisees benefit from access to central support systems and an executive management team with many decades of operating experience in the restaurant and wider hospitality industry.

SITE LOCATION

Assistance

Franchisees will have access to our network of leading specialized national brokerage firms. Development and construction assistance provided.

Contact

franchising@waxyspubgroup.com

waxys.com





**A WARM IRISH WELCOME
TO AN EXCITING
FRANCHISE OPPORTUNITY**



NOTE: This advertisement is not a franchise offering. A franchise offering can be made by us only in a state if we are first registered, filed, excluded, exempted or otherwise qualified to offer franchises in that state, and only if we provide you with an appropriate franchise disclosure document. Follow-up or individualized responses to you that involve either effecting or attempting to effect the sale of a franchise will be made only if we are first in compliance with state registration or notice filing requirements, or are covered by an applicable state exclusion or exemption. The following states regulate the offer and sale of franchises: California, Florida, Hawaii, Illinois, Indiana, Kentucky, Maryland, Michigan, Minnesota, Nebraska, New York, North Dakota, Rhode Island, South Dakota, Texas, Utah, Virginia, Washington and Wisconsin. If you reside, plan to operate or will communicate about the franchise in one of these states, you may have certain rights under applicable franchise laws or regulations. We are not registered, and cannot sell franchises, in California (pending) Hawaii, Indiana, Illinois (pending), Maryland, Michigan, Minnesota, North Dakota, Rhode Island, South Dakota, Virginia, Washington or Wisconsin. Applicable to the state of New York. NOTE: This advertisement is not an offering. An offering 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 Department of Law.



**OPPORTUNITY
Description**

Which Wich was a hit from the moment it opened its doors in 2003. The global sandwich franchise chain is best known for its customizable sandwiches, creative ordering system, and personalized sandwich bag. In 2007, Which Wich received the coveted Hot Concepts! Award from *Nation's Restaurant News*, the premier trade publication for the restaurant industry. 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.

Demographics

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



Fast Franchise Facts

- Franchising Since:** 2005, founded 2003
- Multi-Unit Franchisee Operating Units:** 72%
- Total Franchise Operating Units:** 340
- 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, freestanding, malls, airports, food courts, campus kiosks
- Available Territories:** All territories are open.

Contact

Connie Alires
 Director of Franchise
 Development
 (214) 747-9424 ext. 1042
 connie@whichwich.com
 whichwich.com

**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.

**Rankings
& Awards**

2014 – Which Wich featured in “Best Franchises in America,” ranked #6 out of 3,000-plus chains – *Forbes* magazine

2014 – Which Wich recognized as most unique and innovative brand – *Fast Casual*

2014 – Which Wich featured as a top restaurant brand for employment opportunities and plans for expansion – *FOX & Friends*

2015 – Project PB&J Program featured in “Which Wich Breaks Guinness Record for Charity” by making and donating 26,170 PB&J sandwiches in just one hour – *Nation's Restaurant News*



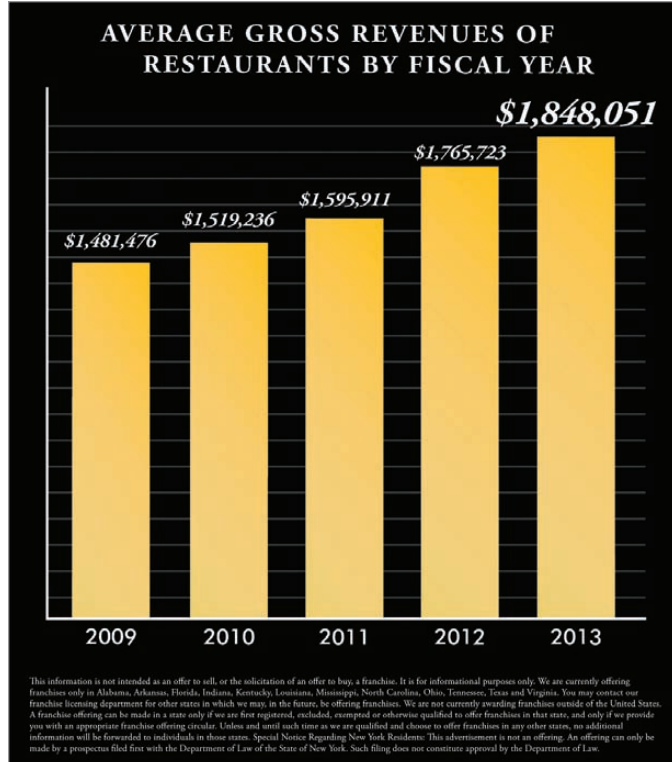


ZAXBY'S



OPPORTUNITY Description

As a Zaxby's licensee, you will be operating an independent franchise business, but you will benefit from being a part of a brand that has exhibited steady growth and success in a wide range of markets across the Southeast. You will be provided with a detailed set of operations manuals, as well as extensive marketing materials. ZFI currently holds an annual conference and assigns to each licensee an operations consultant.



Fast Franchise Facts

- Franchising Since:** 1990
- Total Franchise Operating Units:** 700+
- Company Operating Units:** 110
- Capital Investment:** \$215,100 - \$655,100
- Franchise Fee (per unit):** \$35,000
- Royalty Fee (per unit):** 6%
- Advertising Fee (per unit):** 2.5% - 4.5%
- Earnings Claims:** Yes
- Build-Out Options:** Freestanding
- Available Territories:** Currently operating in 18 states, call for details

Demographics

- Median Age:** 22 - 45
- Min. Avg. Household Income:** \$45,000
- Min. Traffic Counts:** 20,000+ ADT on primary artery
- Seating Inside:** 50 - 90
- Site Size:** .80 to 1.25 acres
- Trade Area:** 30,000 +

SITE LOCATION Assistance

Zaxby's will provide support that includes real estate guidelines and architectural, construction and engineering assistance.

Qualifications

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

Contact

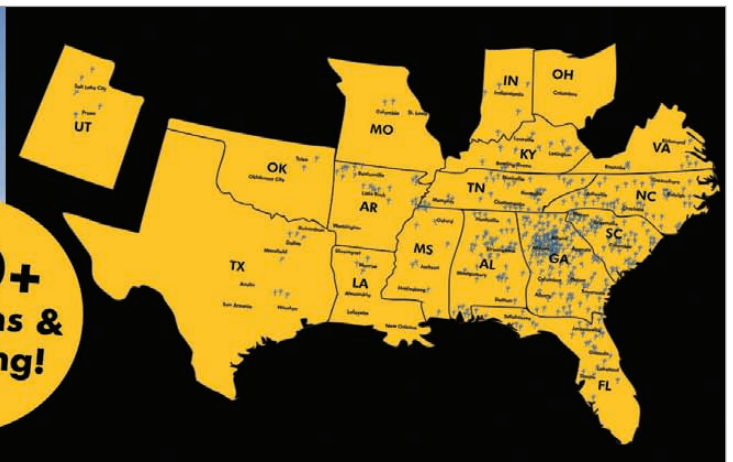
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**700+
locations &
Growing!**



Franchisees have one thing in common



THEY'RE ON OUR LISTS

Looking for Successful Franchise Owners to Help You Grow Your Business?

We connect you with the right people.

When looking for new business opportunities having the right targeted mailing list can make all the difference. Franchise systems are made up of hundreds, sometimes thousands of individual small business owners, each with very similar needs. This untapped network is your key to bigger sales with the least effort.

Reach **more than 367,000 franchised unit locations** owned by 158,000 single unit operators or 41,000 multi-unit operators.

Multi-Unit Franchisees

Single-Unit Franchisees

Area Developers

Every Franchise Brand

Our database contains unit and headquarter addresses for franchisees from every brand and in every industry across the United States. Our source is the franchisors' contact lists themselves, so we are **THE ONLY** accurate and complete source for these lists.

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for the conferences of 2015 - 2016!

June 23-24, 2015

5th Annual Franchise Consumer Marketing Conference, Intercontinental Hotel, Atlanta, GA

Attendees: Franchisors; CEO's, Presidents, Chief Marketing Officers & Marketing Managers

franchiseconsumermarketing.com

October 14-16, 2015

17th Annual Franchise Leadership & Development Conference Intercontinental Hotel, Atlanta, GA

Attendees: Franchisors; CEO's, Presidents & Senior Development Officers and Suppliers

franchisedevelopmentconference.com

April 27 - 29, 2016

16th Annual Multi-Unit Franchising Conference, Caesars Palace, Las Vegas, NV

Attendees: Franchisors, Suppliers & Multi-Unit Franchisees

multiunitfranchisingconference.com

Franchise Update
MEDIA

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