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Control Your Own Story

We're either the sum of our setbacks or the sum of our triumphs. Choose the latter.

AS WE ENTER into a new year, I've thought a lot about something a woman asked me at the end of 2017. I was a guest on the *Never Settle Show*, a live-streaming talk show, and she sat in the front row of the audience and stood up to speak. She's experienced a lot of setbacks, she said. A lot of obstacles. Her life often feels stagnant. How, she wondered, can she move forward?

And I told her this: Nobody sees your past except you.

Consider this magazine you hold in your hands. You don't see the five articles that fell apart. Or the two successive freelance editors we'd hired to help who then backed out and left us scrambling. Or the story we rewrote so many times, we thought about scrapping it. Or the fires, the many fires, we put out in the final week. All you see is what we wanted you to see: our final product, as good as we could make it.

Consider the guy writing these words. You don't see the times I was turned down for jobs. The note from an editor I once had, who wrote, large and in red, that my work was "a lot of words with not much

substance." (Screw that guy.) The time I got fired. The time I misspelled a man's name throughout an entire 3,000-word story. My clumsy first weeks as editor in chief, as I struggled to figure out how to inhabit the role. All you see is what I want you to see: a professional, as good as I could make myself.

Now extend that to yourself. To you, your mistakes may feel ever-present—always there, always stifling. But nobody knows them. Nobody knows the doubt. Nobody knows the rejections, the insults, the slammed doors, the frustrations, the anxiety that kept you anchored to a chair. These things are not branded on your skin. They're not stitched into your clothing. They're only with you if you choose to carry them.

It's a new year, but we don't need a new calendar to break with our past. We can do it daily—walk out of a bad meeting, collect our thoughts, and walk into the next one with a smile. Still, the calendar does at least give us a tidy way of thinking about time: *That was then, and this is now*. We can think of a



setback as either an ever-present part of our lives or something that happened at a fixed point in time—in a particular month or a particular year, always fading away from us, stuck in the past as we charge toward the future.

I don't mean to say that your hardships should remain secret. They made you who you are, and I encourage you to embrace that. But the upside of setbacks isn't just hard-won wisdom; it's an appealing story that will draw people to you, and to your brand. Everyone loves a hero's journey—including, frankly, the staff of *Entrepreneur* magazine, and our readers. We're all drawn to the tale of someone who went on a quest, experienced terrible setbacks, and overcame them on their way to success. If you've been set back,

it just means you have a great story to tell.

I'll be honest with you: In a way, I've just told you my own hero's journey. I revealed obstacles in the context of success. I did it because it felt good, and because I knew you'd respond well to it. I knew it'd make you like me more. Even here, now, in this sentence, I'm showing you only what I want you to see.

The new year is here. Let's tell our stories the way we want them to be told. Nobody sees your past except you.

Jason Feifer

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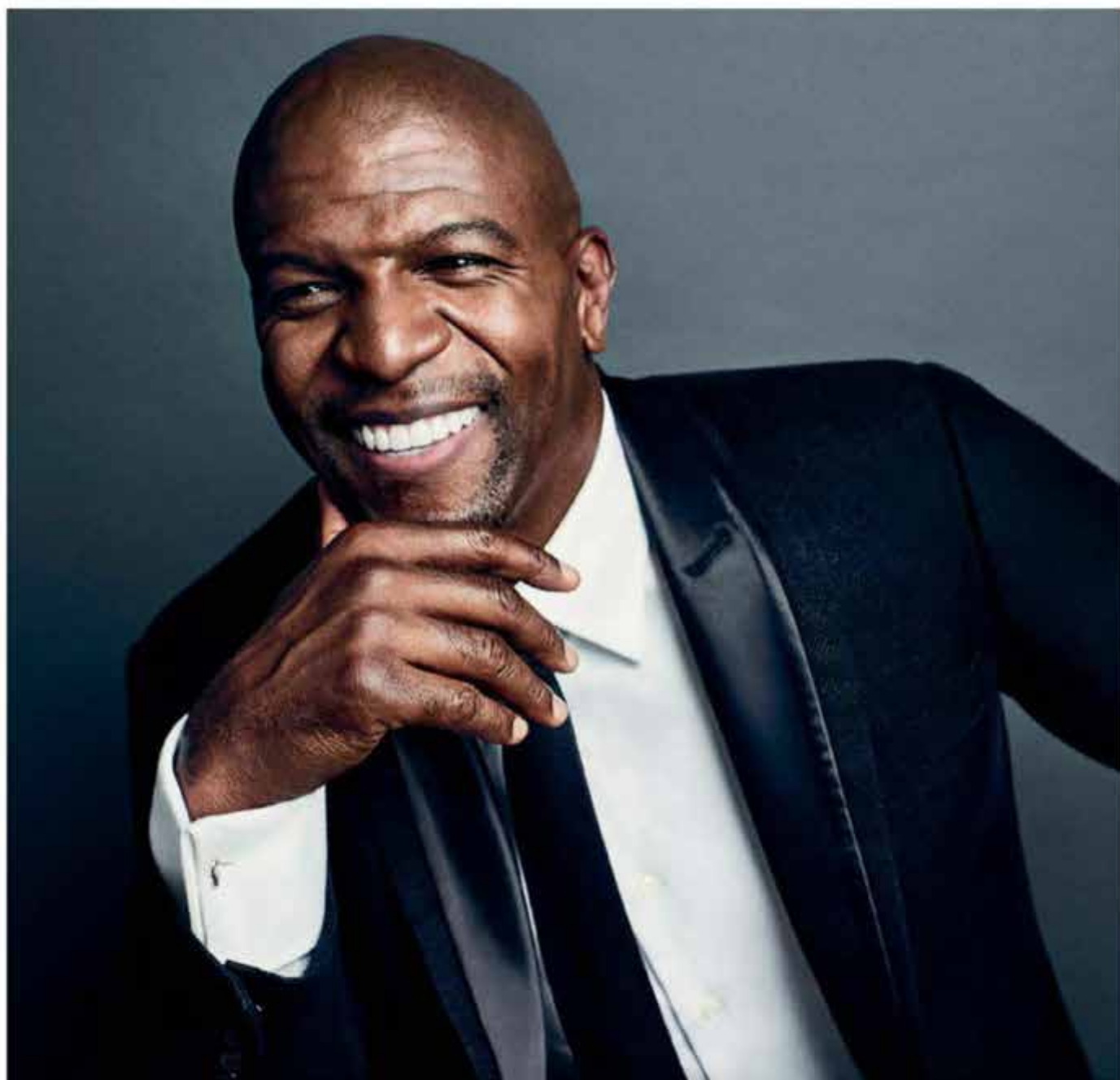
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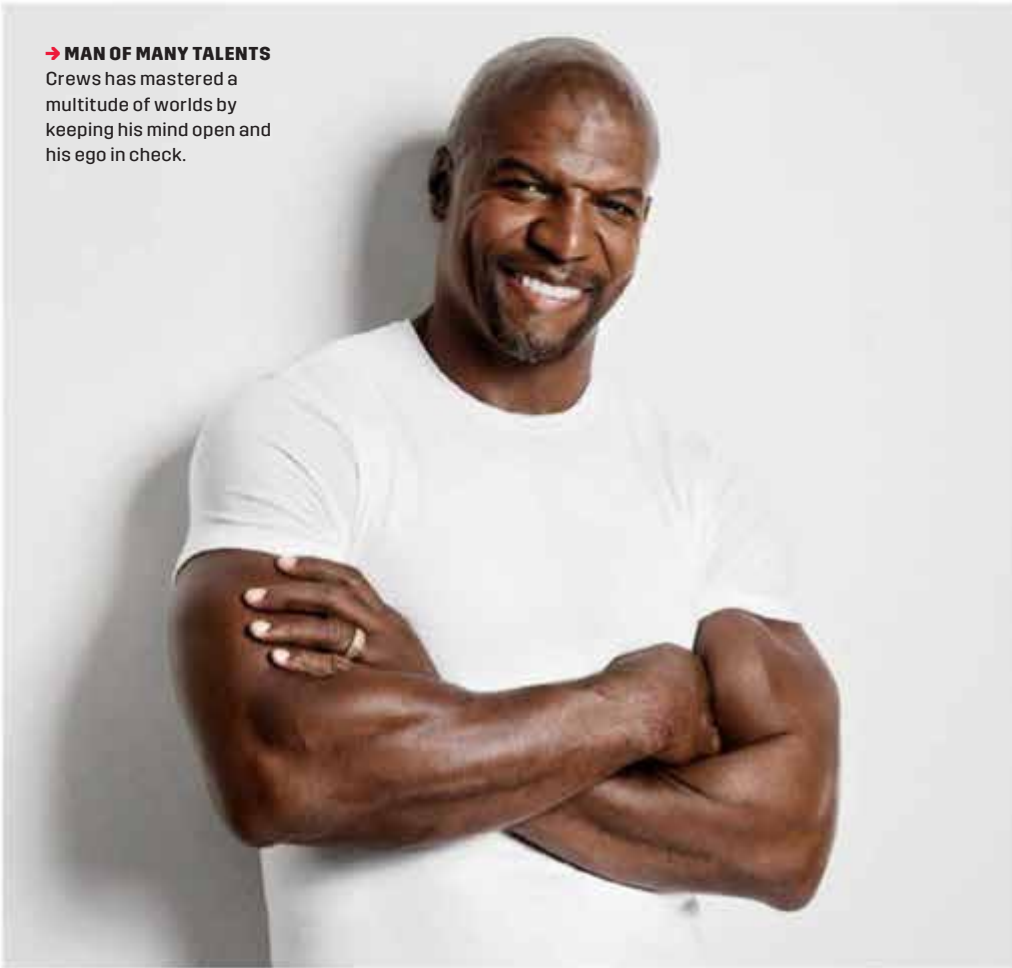
The One-Man Renaissance

What **Terry Crews**—pro athlete, artist, actor, author, and now celebrated furniture designer—has learned about taking chances, harnessing creativity, and barreling ahead...even when people think you're crazy.

by **JOE KEOHANE**

→ MAN OF MANY TALENTS

Crews has mastered a multitude of worlds by keeping his mind open and his ego in check.



It goes without saying that we're past the point where we should be surprised by anything Terry Crews does. The former NFL player and current actor (*Brooklyn Nine-Nine*), author, and rising cultural icon is now in the design business—both as a patron and an acclaimed furniture designer. In the process, he has learned a lot about the nature of creativity, the art of managing creative people, and the exhilarating terror of entrepreneurship.

How'd you wind up in the furniture business, Terry?

It's amazing what happens when you just go for things. I have a friend who studied design. Ini Archibong. We would always bump into each

other in Pasadena and talk art, talk design, the whole thing. And then we fell out of contact—I went my way, and he went his. But once I started getting a little more success as an actor, I started thinking

about doing some more things artistically. I found him through LinkedIn, to see what he was up to. He was getting his master's in luxury in Basel, Switzerland. I said, "I've never been to Switzerland. I'm going

to come out and meet you." And I was so impressed. I said, "Look, man, whatever you want to do, I'm going to fund it. I have a budget. Whatever you want to do within this budget, let's do it."

I spent a ton of money. [*laughs*] I actually ended up spending three times what the budget was. But we took it to [legendary furniture fair Salone del Mobile in] Milan, and it was a hit. My wife the whole time was like, "What are you *doing*?" But for me, I just couldn't stop. I have to see this all the way through. I just don't care. I was so happy to help this guy.

How'd you get from there to designing your own stuff?

I went to New York for all the furniture festivals. I was looking for new designers, and I bumped into the president of Bernhardt Design at a function at MoMA, and he was in Milan and saw what I had done with this guy. He said, "Terry, I want to do something with you." In my mind I was like, *OK, let's find another designer*. He was like, "No. I did my homework. I know you are an artist, and I want you to come up with your own designs." And I just said yes. I didn't have time to think it over.

Why do you think they wanted you for this?

What I realized was that they were looking for something they hadn't seen before. People who were in that world tended to do what everyone else was doing. Whereas I didn't have that. I literally was coming off the blank page, in the blank space.

Still, this was your first try. When you gave them your sketches, were you freaked out at all?

I knew some of them were gonna suck. I did. I knew the

sofa I designed to look like an elephant was going to look ridiculous. [laughs] But I presented it anyway. See, because it may be ridiculous to me, but it may not be ridiculous to them. I realized that you have to have the courage to look bad. If it sucks, that's OK.

And sometimes even something that sucks might contain a seed of something that might be good.

That was my whole thing. The good thing, too, is that I'm older. I'll be 50 next year. I don't really give a damn. I'll be honest with you; I just don't care. I realized a long time ago that I'd rather live with disappointment than regret.

How'd the line do once you got it to market?

It's doing amazing, man. My sofa got the award for best sofa at [industry showcase] NeoCon in Chicago. I'm actually working on my second collection right now. And this is a world I'm never leaving. It's so satisfying, because it doesn't have anything to do with Hollywood. It's mine. It's like every piece I make is my own production. It's my own movie.

You also run your own firm, Amen & Amen, which patronizes young artists. What have you learned about managing creative people?

You have to create the boundaries. I tell people all the time: Life has no limits, but it should have plenty of boundaries. [laughs] With artists, it's like trees. You have to let them grow, and then you have to prune, and then it becomes a beautifully shaped tree. But a lot of times artists just want to go wild, and all of a sudden you're like, "Oh my God, you're into the power lines—you're damaging things!"

But how do you prune without seeming adversarial?

The first thing to do is always talk about what's right. Always. Because they're already crushed about anything you don't like. And I never talk as if I know what I'm doing, because we're all figuring it out. Where I see creativity killed, even with a director or a boss, is when someone acts as if they know everything. Then it's done, man. It's fried. That's how people get burned out. You're the boss, and everybody's waiting on you to tell them what to do. You're micromanaging yourself right out of business.

How did that change your approach?

I ask a lot of questions, about everybody. Because I don't want to have this conference after you're let go. And it's funny, now my team is extra, extra tight because we continuously have these conversations. People feel honest and are close. And I tell everyone: "You will never, ever get fired for telling me the truth about me." I do not want yes-men.

That's pretty unusual for a guy with your day job.

If you ever see me in Hollywood doing my thing, I have no entourage. I'm alone. I go

part. Things might fall apart. I don't know where I'm going to be working next year. I don't know what the future holds. But every entrepreneur has that. You face the fact that things may not work out. And you go anyway.

Do you have a strategy for coping with that uncertainty?

I go back through my life, and I look at all the times I felt that way, and I look at how it turned out. And I go, *Wow, you know what? It didn't fall apart.* I actually got better, and I got bigger, and I learned this and I learned that. And that's the deal: When you



I KNEW SOME OF [MY DESIGNS] WERE GONNA SUCK, BUT I PRESENTED THEM ANYWAY. I REALIZED THAT YOU HAVE TO HAVE THE COURAGE TO LOOK BAD. IF IT SUCKS, THAT'S OK. THAT WAS MY WHOLE THING."

So you've got to listen to everyone.

You got to listen to everyone. You have to respect every person that comes into your employ. I've had assistants who didn't work out. But when I let them go, we had a talk. I said, "Look, you're not going to work for me anymore. Please tell me off. If you ever had a problem with me about anything, tell me, so I can learn." I beg people: "Please be honest with me."

That's amazing. Have people surprised you with what they said?

What surprised me was they were usually telling me it was another person that got in the way, and I was like, *Whoa: That's where my problem was.* There was another person in the circle who was making this thing fall apart. And I didn't know that. I was just oblivious.

to the grocery store by myself, all the time, because you can start to lose touch, you can start to feel like *I'm too good for that.* And you're not hurting anybody but you.

You stop being human if you live in that sort of bubble.

You do. And my deal is you have to remain vulnerable. A certain measure of vulnerability is necessary to be a part of any company, and especially to be a boss. Because it's your deal, right? Being a boss means you take the hits. It means you are responsible.

You're doing a ton of stuff right now. What's the hardest part of your life?

It's that I don't know. You want to know how everything's gonna turn out, and you want to feel some measure of security. That's the toughest

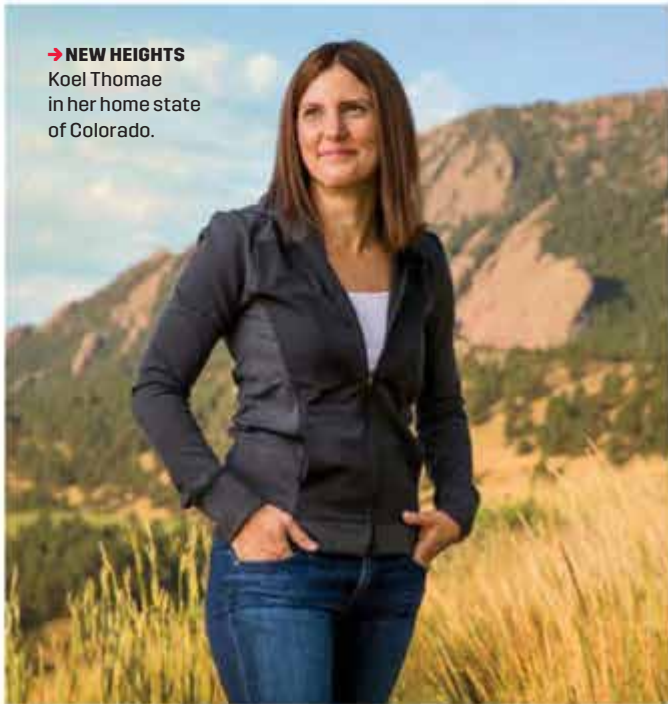
take those shots, you take those chances. And things are going to work out as long as you give everything you've got, and you really take action, and you don't leave anything to chance.

I've been working job to job since 1991. I was playing football. Getting cut, getting picked up again, getting cut, getting picked up again. Then I start a little acting: a job here, a job there. I've never known what I'm going to be doing in the next year—since 1991. But I always trust that if I just stay liquid and be open, I'll be ready to move. A lot of people have rejected the future. I'm always like, "Try it. Do it." That's the deal, man. I like to take those chances. I love the risk involved, because that's where the rewards are. Nobody's secure, dude. It's all an illusion anyway, right?

Landing on the Wrong Shelves

When its first big retail experience went bust, yogurt brand **Noosa** had to plot a new expansion plan.

by **JASON FEIFER**



→ **NEW HEIGHTS**
Koel Thomae
in her home state
of Colorado.

Koel Thomae thought retail was simple: When a major chain wants to carry your product, you say yes. So that's what she did in 2011, when a New York City retailer courted her Colorado-based yogurt brand, Noosa. "We felt it was a great opportunity," she says, "and just blindly went into this without any critical eye on how complex it could be." Never mind that Noosa, an Australian-style creamy and sweet yogurt, had been founded only a year earlier and, despite a solid start, was still a largely local brand. Or that Thomae, a former supply chain manager at a beverage company, had never launched a business before.

This, she figured, was her ticket to the big time.

Ten months later, Noosa had lost \$100,000.

"That was a massive hit to both our cash flow position," she says, "and our egos." She had to pull out of the deal. But the experience taught her an important lesson: A company doesn't just need growth—it needs the *right* growth, and it should only take opportunities it's prepared for. To pull that off, Noosa couldn't distribute itself willy-nilly. It would need a proactive, strategic plan.

The first step was to talk to other food companies about their own expansion strategies. This helped Thomae diagnose what went wrong in New York. For example, she learned that

she'd found an incompatible retailer—the kind that expects by-the-book delivery processes, will reject shipments that are even a smidge late, and attracts customers that buy mostly mainstream brands. Some other retailers are more encouraging of small brands and forgiving of shipment problems, and attract customers who like trying new things. Going forward, she'd need to find partners like those.

She also learned that Noosa couldn't simply appear on shelves and expect to sell. In-store samplings only work so much. In order to gain traction, Noosa would need to build a larger presence anywhere it went—appearing in multiple retailers, and marketing throughout the city.

"We couldn't afford to be everywhere at once," Thomae says. It was crazy to even try. So instead, Noosa decided to expand regionally—moving strongly into one nearby area until it found success, and then carrying that momentum to somewhere nearby. It started at Safeway in Northern California and heavily invested in promotions with across-town sampling and guerrilla marketing teams. Then it moved outward, covering the Pacific Northwest.

In 2014, after two years of

strategic expansion, Noosa hit a crossroads. It had proven the market for its yogurt and was on track to do \$100 million in sales, but it was also maxing out its production facility and occasionally running out of supply. "Retail partners understandably have a short fuse with these types of growing pains," Thomae says. So Noosa took investment from the private equity firm Advent International—helping it increase production, hire new talent, and then expand more aggressively.

Among its newly funded expansion plans: Noosa took another crack at New York. This time, it hired a boutique distributor who knew every big store and little bodega in town. "I did ride-alongs," Thomae says. "You grow a very thick skin from that experience. They are tough!" But they were also interested.

Today Noosa is doing more than \$170 million in annual sales across 25,000 retail locations nationwide—and that includes the New York City retailer she had to pull out of seven years earlier. Noosa is back. And this time, it's ready to sell.

Hear Thomae on our podcast Problem Solvers, available on iTunes or wherever you find podcasts.



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Great Expectations

The trick to creating superstar employees? Think of them as superstar employees. **by ELIZABETH DUNN**

In 1963, a pair of researchers named Robert Rosenthal and Kermit Fode assigned a dozen psychology students an experiment: Train rats to solve their way out of a maze. Rosenthal and Fode told half the students that they would be training “maze bright” rats, selectively bred for their exceptional maze-running prowess, and the other half that

they had on their hands “maze dull” ones, bred for the opposite trait. Five days in, the “maze bright” rats could complete their task twice as fast as the competing group, which is what you might expect when you pit uber-rats against dimwits.

But here’s the thing: All the rats in the study were, in truth, pretty much the same.

What happened in Rosenthal and Fode’s experiment

demonstrates a principle of social psychology that has been confirmed by thousands of studies since: that an experimenter’s bias can unconsciously influence the performance of their subjects through what are known as “expectancy effects.” Here, the students’ beliefs about their rats dictated how they behaved with them, driving the ones they saw as extra-capable toward success, and uncon-

sciously guaranteeing that the ones they expected to be inferior would fail.

Research into expectancy effects over the past several decades has shown that the principle holds true outside laboratory settings, too, and has broad implications for how managers can improve—or damage—the performance of their employees, simply through the power of their own beliefs. In short, what

you think about the people you manage may become a self-fulfilling prophecy.

“Expectancy effects happen every time you have a power imbalance,” says Allan Filipowicz, clinical professor of management and organizations at the Samuel Curtis Johnson Graduate School of Management at Cornell University. “If you play it right, you get better performance, and if you play it wrong, you get worse performance.” In his classes at Cornell, Filipowicz teaches executives about how positive expectancy effects—also called the Pygmalion effect, after the mythological sculptor whose love for his creation brought it to life—can be huge drivers of how well their workforce performs.

To understand how the effect works, let’s imagine an employee named Elizabeth. First off, it’s important to know that how well Elizabeth does her job depends on how much confidence she has in her own abilities. Studies have shown that Elizabeth’s belief in her own effectiveness can improve her performance by as much as 30 percent. If she believes she has what it takes to succeed, she’ll work longer and harder, despite setbacks. If she lacks confidence, she’ll see each setback as the result of her own inadequacy. And Elizabeth’s confidence—or the lack of it—is influenced by the powerful people around her. “If your boss is making signs that he or she doesn’t believe in you, that changes your sense of your ability,” explains Filipowicz.

Take Elizabeth’s boss. He holds certain beliefs about her potential, based perhaps on past performance, her body language or appearance, or what he’s heard about her from others (think about the “maze bright” rats). These cues and others, Filipowicz says, will

prompt him to interpret her behaviors positively or negatively. Say the boss sees Elizabeth taking a coffee break. If he thinks she’s a superstar, he sees someone taking a breather before another round of blistering productivity. If he believes her to be an underperformer, he sees someone sitting around drinking coffee when she should be working. Either way, his bias has been reinforced.

Now the boss will begin engaging in behavior that only continues to fulfill his beliefs about Elizabeth. If Elizabeth is seen as a lackluster employee, she may be micromanaged,

instance, demonstrated that white job interviewers treated black applicants with less warmth, a greater number of speech errors—misspeaking, slips of the tongue—and shorter amounts of interview time. That caused the applicants to perform less well than equally qualified white applicants, effectively guaranteeing that the black applicants would appear inferior.)

If getting more out of your interview candidates and employees is as simple as treating everyone like a potential star, it seems like a cheap and easy win for any business. But despite

orientation, “forward lean”—how much they angled their bodies toward the candidate—as well as their speech error rate and the length of the interview. All these behaviors signal to a conversational partner that you believe in them.

Filipowicz says there are countless others, too. How much time do you give a subordinate to start talking? How many questions do you ask? Is there richness and depth to the way you discuss material with them? There’s one behavior he notices in particular: Executives tend to glance down at their smartphones earlier when



BOSSSES DRIVE THE PERFORMANCE OF THEIR EMPLOYEES SIMPLY THROUGH THE POWER OF THEIR OWN BELIEFS. IN SHORT: WHAT YOU THINK ABOUT THE PEOPLE YOU MANAGE MAY BECOME A SELF-FULFILLING PROPHECY.

which is likely to make her defensive and secretive, which will cause her boss to micromanage further, effectively crushing her confidence. If she is seen as a top performer, she might be allowed to work more independently, which will bring about more successes, which in turn will lead to her being given more opportunities to succeed. Thus, the cycle continues indefinitely, pushing top employees further up the ladder and devalued ones further down it.

These scenarios play out every day in organizations around the world, and they have big consequences in terms of how companies manage and recruit talent—especially when it comes to building culturally diverse workforces, given that beliefs about potential have been shown to be often biased based on race and gender. (One experiment out of Princeton University in the 1970s, for

rock-solid data on the subject, the phenomenon has proven stubbornly difficult to manipulate. The issue, Filipowicz says, is that most executives go about it wrong. Simply telling an employee that you think she has high potential won’t do the trick if your unconscious behavior toward her still suggests otherwise. “People misunderstand how difficult it is to change beliefs,” he says. In other words, wishing won’t make it so.

So how can you manipulate this effect as a manager? In his classrooms at Cornell, Filipowicz coaches executives on a workaround: consciously changing the behavioral cues that communicate beliefs about potential to subordinates. In the Princeton study, researchers looked at a series of behaviors that varied based on job interviewers’ biases about the applicants: eye contact, interpersonal distance, shoulder

talking to an employee deemed to have low potential, signaling a lack of interest in the conversation. Any of these behaviors can be manipulated to convey a higher estimation of the person you’re talking to.

To get a sense of your own particular behavioral tells, Filipowicz recommends videotaping a few exchanges with various colleagues—it’s easy to do on a smartphone—and reviewing the footage to see how your physical and verbal cues differ between those interactions. Then choose a couple of actions—perhaps how much eye contact you make, or how much time you give the other person to speak—and practice modeling them in all your interactions. The adjustments might sound trivial, but Filipowicz has found that they have a surprising impact. In the end, he says, it doesn’t take much to get even “maze dull” rats up to speed.

KELSEY GARVEY/
Business development,
talent solutions

“We used to be a startup, and now we’re owned by Microsoft, one of the biggest tech companies in the world. There’s been so much growth, but one thing that’s stayed strong is our culture. The office is supercreative and, like LinkedIn, collaborative. Our space reflects how we interact with each other, how we hang out and work in different environments.”

TONY LAI/ Senior data scientist

“There’s always an interesting problem to solve, and there’s also a really smart and supportive group of data scientists I can always turn to and bounce ideas off. So it’s an individual problem, but you also have a lot of support.”

STEVE MOORADIAN/
Account executive,
sales solutions

“The 17th floor is amazing. We have this rooftop lounge that’s like a coffee shop. It’s a good escape from the office, where you can always hear people talking individually. If you go up there, it’s all ambient noise, like being in Starbucks. That’s where I spend a lot of my time, if my manager doesn’t need me on the floor.”



Inside LinkedIn

Interviews by KRISTIN HUNT

LINKEDIN EMPLOYEES ARE always talking about the next step. When you work for the world’s largest professional network, it’s hard not to. But LinkedIn encourages it, too—pushing its team members to consider their own career trajectories. Staffers move between departments as fluidly as they move between the cafeteria, the rooftop terrace, and the music room in the company’s San Francisco headquarters. And LinkedIn even gives employees a monthly “InDay,” which they can put toward community service or an in-house class (like coding, graphic design, or marketing), all to better prepare them for whatever step they choose to take next.

NITIN JULKA/
Group product manager,
marketing solutions

“We have lunch every day, and we can get ice cream on the second floor whenever we want. We can go outside, check out the roof deck. There are meditation rooms, workout rooms, quiet spaces. There’s a space to fit whatever need you have.”



MICHOU BACHELOR /
Project manager, talent attraction

"I joined LinkedIn in 2012 and left after four years to be with my husband, who was stationed overseas. I volunteered on base, helping a lot of service members and military spouses leverage LinkedIn to find opportunity when they got back to the United States. When my husband and I returned home, I was able to boomerang back. Seeing the value we create outside the company for people in their lives? There are just no words to describe that."

HECTOR PRECIADO /
Sales development manager

"Here at LinkedIn, we have this concept called 'next play.' It's essentially the thinking that as soon as you get into your current role, you should already be thinking about what you want to do next. So whereas most companies want you to stay there in perpetuity, we have a culture where you're encouraged to transform yourself."

ISH VERDUZCO / Talent brand and social media marketing

"We're trying to revolutionize the way we think of recruiting diverse talent. So instead of the traditional open house, we came up with Open Mic Night. You come in, there's a DJ. You network for half an hour, and then there's a show with performances by singers, artists, dancers. We close out the night with more networking. It breaks down the wall of feeling uncomfortable, or like you don't belong. It allows you to bring your whole self to the event."

SUZI OWENS /
Director, corporate communications

"In my short time here, I've changed my role about three times. I really love to adapt, and I think every time you get the chance to, you learn a lot more. You see a lot of movement in the company—people moving from product to sales or from brand marketing to PR. That's really appealing, knowing that in the long run I might want to pivot careers."



Million-Dollar Questions

Don't waste your time asking job candidates to name their greatest weakness. (Yes, *everyone* will say they're a perfectionist.) Instead, try these tips from six entrepreneurs who offer up their best interview strategies.

1/ Get to the good and bad.

"Tell me about your best and worst days at work." The answers are very revealing. 'Best day' answers demonstrate what makes that person tick, what motivates them. 'Worst day' answers tell whether a person is a team player—if their response focuses on what went wrong without taking any ownership, there is a good chance they won't thrive in a collaborative environment."

—CHRIS O'NEILL, CEO, Evernote

2/ Find their passion.

"What do you do when you're not at work?" It sussus out what someone loves. Recently, I was interviewing someone for a social media job, and when I asked this question she told me she contributed to the Center for Artistic Activism. She expressed a vision for life that involved community, one that reminded me of a different project we were hiring for: our podcast *Biden's Briefing*. When I asked her how she felt about Joe Biden, she about fell out of her chair. We hired her as a producer, and she's thriving."

—MIKE MACADAAN, CEO, Ground Control

3/ Be creative.

"You have two teleportation devices. Where do you place them, and why?" Questions that are open-ended test for critical thinking instead of pure knowledge. One candidate told us they'd place one device in their home and one on the moon, because they want to explore space and make new discoveries. That may translate into someone who displays expansive thinking, is curious, and is hungry to learn."

—DAVID LORTSCHER, founder and CEO, Curology

4/ Put them to the test.

"We like to have a little fun with our sales candidates while testing their ability to connect with people. We act like the interview is done, then call them back in and have them go over everyone they met, including their names and what they talked about. We end by asking directly, 'Did you get the job?' It's a great way to gauge their self-confidence and see if they can hold their own from start to finish in an unpredictable situation."

—GIL ADDO, cofounder and CEO, RubiconMD

5/ Scare 'em.

"The question that is typically the most revealing is 'If I called your current boss, what would they say about you?' Interviewees tend to be very honest in their response because they anticipate that there's an actual possibility I'll make that call."

—CHRIS M. WILLIAMS, founder and CEO, pocket.watch

6/ Ditch the office.

"One great interview strategy I've found is to take people out of the office environment, to see how they interact in normal day-to-day settings. I like to conduct interviews over a walk, a meal, or coffee. You can learn a lot about someone from the way they engage with others. It's a great way to get a sense of their personality and observe behaviors you might not otherwise pick up sitting in a conference room."

—LAUREN LETTA, COO, charity: water

The Cash Flow Conundrum

To grow, you've got to spend. But where does the money come from?

by **BOYD FARROW**

So you think you're ready to scale. The foundations of your business are solid, revenues are up, and word is getting around. Now it's time to grow your team, increase your marketing, and maybe even move to a bigger space. Right?

Not necessarily. Scaling isn't just about increasing revenues—but increasing revenues *exponentially*, while keeping costs associated with the increased revenue nominal. It seems obvious. But neglecting this fact has sunk countless founders. They overspend on marketing without having proved their product; they bloat their staffs without knowing how those hires will boost revenue; they buy too much inventory. And they run out of money.

So, what's the best plan for a startup with access to less than \$500,000? Don't burn cash the way venture-backed startups do, says Richard Jaffe, managing director at boutique investment bank Avalon Net Worth. Instead, draw up a growth plan and fund it from inside your own business. That may require several different measures.

"First up, before you've maxed out your 10 credit cards and used your house and car as collateral for a bank loan, you need to be looking for money anywhere you can find it, like factoring," he says. That's when a bank or a specialist finance company pays you instantly for invoices you've sent out, and



which you expect to be paid in 60 or 90 days. He's seen startups get 70 cents on the dollar; others have gotten 99 cents. To find the right one for you, Jaffe recommends checking out institutions that advertise in your industry's trade magazines, so they're familiar with your market.

Some startups may need to also get some asset-based loans, using inventory as collateral. Your lender may realize that, say, your 35 tons of cocoa is valuable, but it will be even more valuable as bars of chocolate. They lend you money against the raw materials, you use that to fund production, and then you use the proceeds from the finished product to pay off the loan and then some.

Depending on your business, you can optimize your

liquidity in other ways, too. Jaffe suggests cajoling retailers into paying for orders up front at a discount—instead of paying you when they sell your product—or creating a production partnership with a manufacturer. "You could even cut a deal," he says, "under which a supplier only gets paid once you've been paid" by your retailers or customers.

Why would your partners do any of this? "It is all about how much confidence these other parties have in your product," Jaffe says. "If you have a fantastic product, retailers will want it. Their self-interest will chime with yours."

Matt Jung, president of the New York-based seed accelerator TrendSeeder, points to someone who clearly worked these angles to her advantage:

Sarah Kauss, who turned S'well, a reusable water bottle brand, into a company with annual revenues of \$100 million after just seven years. "Kauss created a high-quality product, found a way of making it cheaply in China, and then sold it at a very good margin," says Jung. And the more bottles she bought, the better her relationship became with her supplier, which gave her leverage to negotiate better terms as needed.

It's about making sure every dollar you spend contributes to becoming profitable. That, says Jaffe, should save you from trouble later. "Nothing is more exhilarating than growing a successful business from scratch," he says. "You just have to remember that everything takes far longer than you expect—and costs much more."

The Most Entrepreneurial Athletes of 2017

Check out Entrepreneur.com for our full list. Here, some of the highlights.



Derek Jeter's Motivational Tips

The Yankee great, Miami Marlins CEO, and Players' Tribune founder tells us what pushes him.

1/ Be a connected leader.

"You have to get to know the people you are leading in order to know how to get the most out of them. Beyond that, open and honest communication is paramount. You are not always going to be making the popular decision, but you need to make sure those affected by it understand the reasoning."

2/ Define your own success.

"In business, the focus in competitiveness is not as much on beating the team in the other dugout but in making your venture successful, however you decide to measure success for the endeavor."

3/ Prep matters most.

"Without preparation, there would be no accomplishments. While, yes, I am proud of various accolades, I am most proud of the work I put in day in and day out leading up to those moments."

4/ Compete against yourself.

"There is a degree of personal pride in the amount of work you put in toward achieving your potential. I can't always expect to be the best at everything, but I don't ever want to end a day feeling like I didn't give all I could toward whatever I faced that day."

Six Others on the List

And the fightin' words they've used to win.

ODELL BECKHAM, JR. / *New York Giants receiver*

"My dad always said, 'Do something strange for a piece of change.' That basically meant that whatever you have to do to get where you need to be, you gotta do it."

LINDSEY VONN / *World champion skier*

"The reality to become the best at what you do is just hard work."

J.J. WATT / *Houston Texans defensive end*

"Success isn't owned. It's leased, and rent is due every day."

SERENA AND VENUS WILLIAMS / *Grand Slam tennis champions*

SERENA: "After their careers, a lot of stars say, 'What should I do now?' Then they realize there's no money left. We've always had something to fall back on."

VENUS: "One of our biggest fears is ending up having to struggle and mop floors."

CONOR MCGREGOR / *Reigning UFC lightweight champion*

"I remember saying, 'At 25 years of age, I will be a self-made millionaire.' My father laughed at me. I was a year late, but I did it."

Athletes make for potent entrepreneurs: Their careers taught them the importance of strong leadership, a sense of mission, and, well, success's rich rewards. Now they're drawing their own post-player game plans. "Enterprising athletes are building a brand and giving back to communities—all of which are vitally important to long-term success," says Dave Meltzer, CEO of Sports 1 Marketing and host of *The Playbook* podcast. So who's on top? We weighed tangibles like money earned with game-changing contracts and endorsement deals, as well as intangibles like personal brand building, appetite for risk, and the flat-out coolness of their business pursuits. See our list online, and be inspired by these leadership lessons.



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How to Survive 150 Straight Rejections

And come away smarter, tougher, and more successful.

by JOE KEOHANE

Sam Sisakhti had an idea for an e-commerce company called UsTrendy. It would sell clothing made by talented, unknown fashion designers from around the world—acting as a marketplace for great styles that could be found nowhere else. It didn't matter that he had no experience in fashion or building a brand. It didn't matter that he had just quit his first job out of college after only four days. What mattered was that he believed that this idea could be huge. And to get it there, he figured, he needed to raise money. A lot of money.

Initially, it seemed easy. On their very first pitch, Sisakhti and his associate landed a \$500,000 offer. "Crazy," he says. But there was a catch: The VC required them to move to Silicon Valley to receive the money. Sisakhti's right-hand man didn't want to move. Sisakhti decided he'd just go do it himself.

So he moved, failing to understand that investors buy into a team, not just an idea. He promptly lost the funding.

No matter, he thought. He'd just go get more money.

Thus began Sisakhti's real journey. He started pitching anyone and everyone, regard-

less of their field of expertise. It went badly. By his count, he was rejected around 150 times in a row over 18 months. Worse, he kept revising his business plan based on their feedback, reducing it to an ever-changing muddle that made it even harder to sell.

This beating culminated with a meeting with a VC who, humiliatingly, was a family friend. "He threw my business plan in the trash, right in front of me," Sisakhti says. "And I just remember thinking, *Man, what am I doing?*"

Entrepreneurs hear a lot of noes. In fact, it's probably the word they hear more than any other, especially starting out. It can come in torrents. The key, as Sisakhti learned, is twofold: to survive it, and to learn from it.

And here's what Sisakhti realized: He needed to stop pitching. Not every business needs funding, nor is every business ready for funding.

"I was spending all my time pitching, and I wasn't spending any time building the business," he says. So he scaled back. "I went from wanting to create the next Amazon to just saying I wanted to grow a business organically," he recalls. "I just wanted to pay for a modest, middle-class lifestyle."

Freed from the ceaseless need to fund-raise, Sisakhti



drew on his natural creativity and resourcefulness. He'd always thought he needed funding to help recruit young designers. But now he started to get creative. He recruited them right out of design school—using student brand ambassadors to get around rules about recruiting on campus. Soon he had a thousand. Then he linked up with London Fashion Week to do a show for emerging designers. He pitched a design competition, and that got him 3,000 more, along with a bunch of press coverage.

Now he had inventory, revenue, and exposure. He was feeling good. One night, over dinner, Sisakhti sent a magazine piece to mega-investor Tim Draper, who had rejected him twice already. Fifteen minutes later, Draper responded, saying he wanted to talk. Eureka.

"I think the reason he was

interested was that I'd shown I was going to do this with or without the money," Sisakhti says. He even got a little cocky. "I told him that it's just a matter of time: 'If I have your money, I'll get there faster, but if I don't, I'll still get there. And then the valuation's just gonna be that much higher to get in.'"

Draper invested \$1 million in a first round, then came back for a second round. In total, UsTrendy has raised more millions since, grown by 300 percent annually in its first few years, and has worked with more than 20,000 designers from more than 100 countries. It has attracted more than two million followers on social media and other digital media channels.

Now when Sisakhti reflects on all those noes, he thinks not of rejection—but of how it changed him. How it showed him the way.

"It was awesome," he says.



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Entrepreneur, Author, or Both?

There's a lot of pressure on entrepreneurs to be not just great business owners but also great business minds. Writing a book seems like a logical path to influencer status. But is it? **by ADAM BORNSTEIN**



Sandberg, and many of these books have led to new businesses or increased reach and prestige. In some cases, writing a book becomes a calling card, a feather in the entrepreneurial cap. It can bring more opportunity, speaking engagements with hefty fees, even the opportunity to write *another* book—this time with a larger advance.

But those reasons? They're not really valid. Well, OK, Branson and Sandberg have written wildly successful books. But most of us are not Branson or Sandberg.

Let's work backward. While it's true that you might have wisdom to share with the world, are you willing to undertake this project at the risk of *harming* your business? Because writing a book is very much like launching a startup. It's a labor of love and pain and late nights and early mornings, with endless rewriting and editing. (You could hire a ghostwriter, but that can be expensive and doesn't guarantee the book will be published.)

If you are lucky enough to sell the book, you have to promote it. The publisher won't help you as much as you might expect or need, and promoting a book is a huge investment of time and energy—exponentially more so if you self-publish. I've watched many entrepreneurs' books fail because the author can't detach enough from their business to do the promotion. I've also seen businesses fail because the entrepreneur gives too much attention to the book.

And those speaking engagements you're dreaming of? Tough to come by unless you've had huge success. Your book must sell. *A lot*. And that's hard.

Take my experience. I've received *zero dollars* for a book advance, and I've received more than a million dollars for a two-book deal. I've sold a few thousand copies and a hundred thousand copies. The success I had occurred because I invested more time (in writing), money (on marketing and PR), and effort (in promotion). Like anything, success is not an accident. And the amount of muscle you have to put into a book is the biggest surprise for most first-time authors.

Here's what it comes down to: You've got to love writing and really believe in your book. You have to have an idea that doesn't exist on the market and would add value, a book that's worth the immensity of labor that will go into creating it and promoting it. If you have all that, by all means, go write!

If not, and you're doing it only to have a calling card, or to achieve some sort of amorphous status that may or may not help your business, or you're hoping to nab some speaking fees, you're probably going to be disappointed. Stay in your lane. Spend that time and effort on growing your business. I'm confident the returns will be so much greater.

Adam Bornstein is the founder of Pen Name Consulting, a marketing and branding agency.

Q

As an entrepreneur, is it important to write a book and become an influencer in order to take my business to the next level? **—PETE, AUSTRALIA**

PETE, let me clear the air and admit a few biases: I've written five books, including a *New York Times* best-seller. I've ghostwritten three other best-sellers, and my consulting company has marketed two books that both hit number one on the *New York Times* list. Books are my business, so I see

how it'd be easy to expect me to recommend that route.

But most of the time, I suggest that an entrepreneur *not* write a book.

Which isn't to say I don't understand the appeal. I do. Plenty of successful leaders have written them, from Richard Branson to Sheryl

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LEADER

BARBARA CORCORAN rose through the real estate business on the strength of her smarts, hustle, and relentless, ingenious, and often utterly shameless self-promotion. Now an investor and a star of the hit *Shark Tank*, she's urging a new generation of entrepreneurs to follow her lead. And it's easier said than done. **BY AARON GELL**





IT'S

a bright morning in October, and Barbara Corcoran is sitting in her street-level headquarters, a converted doctor's office on upper Park Avenue in New York City, trying to convince Jen and Jeff Martin to wear popcorn bags on their heads.

The Martins, a brother-and-sister team, are the founders of Pipsnacks, one of the fastest-growing companies in Corcoran's portfolio. Their original product is the mini-popcorn snack Pipcorn—crunchy, largely hull-less, and sold in seven flavors, including the much-beloved truffle. The Martins launched the company six years ago and had their big breakthrough in 2014, when they appeared before Corcoran and the other sharks on the ABC prime-time reality series *Shark Tank*, nabbing a \$200,000 investment from her in exchange for 10 percent of the company.

Since then, growth has exploded. Pipcorn is now available around the country, in Whole Foods, Target, and numerous other outlets. The farmer who supplies their kernels has granted them exclusive rights to his crop. They've begun outsourcing some of the manufacturing work to a contract packager, allowing them to ramp up production at a moment's notice. Margins are solid at around 50 percent, and the business is steadily profitable, having grown by 2,000 percent since the company's *Shark Tank* appearance.

Over the course of an hour-long catch-up meeting, the Martins—he, 32, with a Jimmy Neutron pompadour and thick-framed glasses, and she, 29, with a formidable mane of curly brown hair—rattle off sales figures and delve into the nuances of SKUs and shelf space. They discuss the ins and outs of Costco versus ShopRite versus independent New York bodegas and delis. And they gripe about a big-time snack-food distributor that has been spotted elbowing Pipcorn bags out of sight to better showcase a crunchy rival.

Corcoran, sporting her trademark pixie cut and clad in Chuck Taylor sneakers, a cashmere sweater (both canary yellow), and a pair of skinny jeans, takes it all in. Unlike the sometimes loopy, exuberant character she plays on TV, in person she is down-to-earth and salty, a shrewd tell-it-like-it-is coach, as quick with an F-bomb as an affectionate pat on the back. "Barbara makes everyone comfortable, and she can talk business with anyone," says Mark Cuban, her costar on *Shark Tank*. "That's not easy when dealing with entrepreneurs."

When the Martins mention they will be attending Whole Foods' big upcoming sales conference, Corcoran perks up. This is her area of expertise. She sees an opportunity for a marketing coup, a chance to drive home to her mentees the importance of seizing a customer's attention by any means necessary, even at the risk of a little personal embarrassment. So she suggests they glue popcorn bags to hats and "steal the show."

The Martins look dubious. This conference is serious. At last year's regional event, Jeff points out, Jaden Smith performed. Will Smith even showed up. Corcoran shrugs. Then, upping the ante, she suggests that Jen glue hair extensions to the top of her bag-hat, in homage to her

own coiffure. "You would endear everybody with that million-dollar smile," she adds before turning to Jeff and suggesting he adorn his bag-hat with a pair of horn-rimmed glasses to match his own. "You would bring the house down, really, *really*. Poor Will Smith and his son. You'll make yourselves stars of the show."

The Martins promise to consider the idea.

"I'm telling you, as stupid as it is, people would just be *drawn* to you," Corcoran says. Then she offers them \$500 apiece to follow through. "But you have to snitch on each other," she cautions. "That hat comes off, no money. Because the truth is, I *know* it will work."

It's not hard to understand what Corcoran sees in the Martins. They're adorable—good-looking, youthful, and effervescent. They actually like each other and function well as a team. In short, they're as irresistible as their product. And in some sense, they *are* their product. That's why Corcoran invested. Yes, she knew the Martins were overvaluing the business and that their special kernels were not proprietary. But Corcoran, who built her empire in large part on the appeal of her own colorful personality, understands something her young partners haven't entirely grasped: Frito-Lay could start churning out mini popcorn tomorrow, but the Martin siblings themselves—their story, their energy, and their winning smiles—are theirs alone. That is the point of differentiation. That is the thing that will help them win.

"I felt from the beginning, your personality is it," she tells them while nibbling at her breakfast, a doughnut from a nearby coffee cart. "It's more important than any shit you're turning out here, honestly."

Barbara Corcoran knows the power of a good story. After all, she's still telling the one about how she was but a lowly waitress in Jersey some 45 years ago, before borrowing a grand from her then boyfriend at 23 and using it to open a real estate agency, which she then expanded to a bona fide real estate empire.

Yes, she knows it's a little trite. And she's well aware of the ways in which her rags-to-riches origin story manages not only to oversell the importance of her inimitable Jersey girl pluck but also to soften and belittle the mix of intelligence, management acumen, and ambition with which she fought her way to the top of a fiercely competitive industry. But she keeps telling it. For one simple reason: It *works*.

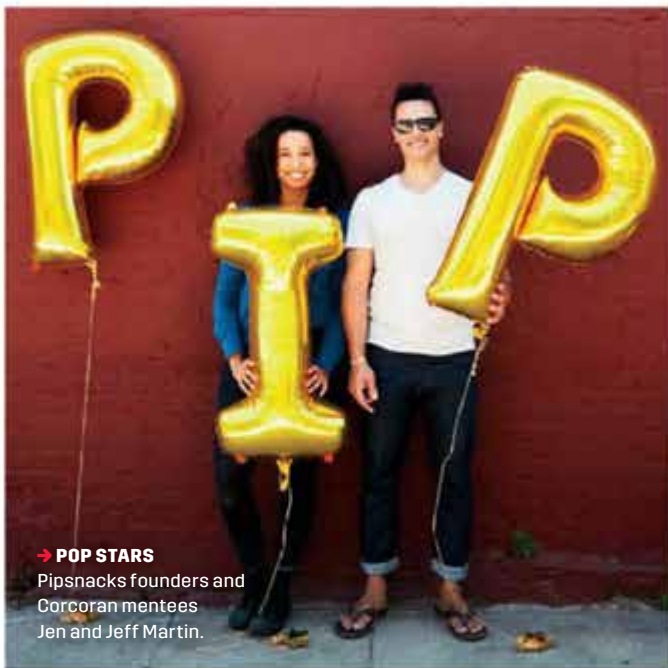
"I have lots of stories now, but that's the one everybody wants, and I can't shake it," she says. "You think I *want* to talk about being a waitress? I'm so bored, I almost fall asleep! But you know what? I tell it with *glee*."

If Corcoran is emphatic, it's because she speaks from experience. Her willingness to do anything to get noticed marked her initial assault on the clubby world of Manhattan luxury real estate. Her gutsy, up-for-anything attitude, eye-catching suits, and Lucille Ball-in-a-pixie-cut persona set her apart from the pinstriped glad-handers and society ladies who had long dominated the scene. As she bulldozed her way into this

"Barbara can talk business with anyone,"

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"That's not easy when dealing with entrepreneurs."



→ **POP STARS**
Pipsnacks founders and
Corcoran mentees
Jen and Jeff Martin.

rarefied company, she learned to make a virtue of her humble origins (did she mention she suffered from dyslexia?) and to turn her utter lack of self-consciousness to her advantage. She dressed up in “gypsy” garb and offered tarot readings at a real estate trade show, despite not having the slightest idea how to read a tarot deck. She flooded the Upper East Side with Corcoran Group postcards featuring herself posing in a series of wacky getups (traffic cop, dog walker). And she once impressed a group of Italian developers by claiming to be a former nun.

But it wasn’t all wacky antics. In a canny bid for respect, she invented something called The Corcoran Report, an official-sounding market update based on little more than the company’s own internal sales figures, which the New York media treated as gospel. Sure, she fudged the numbers a bit, Corcoran admits now, but nobody ever checked. “It created instant credibility,” she says, “If you’re quoted by *The Wall Street Journal*, you’re as smart as *The Wall Street Journal*.”

Her knack for public relations was so legendary that no less a real estate pitchman than Donald Trump once described her as “a little over-exuberant,” adding, “She’s a natural promoter. She can’t help herself.”

By 2001, having turned the Corcoran Group into an industry leader, a luxury listings empire with more than 850 employees, Corcoran decided to cash in her chips and focus more on her children, selling the business for \$66 million. A year later, though, she got itchy. Being a homebody wasn’t cutting it. Corcoran frankly admits she loves attention, and she pursued it aggressively, jumping back into the limelight with regular appearances as a business commentator for *Good Morning America* and later, the *Today* show. In 2009, Mark Burnett tapped her to star on a new reality show, *Shark Tank*, and she’s been a regular ever since.

Shark Tank, which has won several Emmys and has ratings that rival *The Bachelor*, is appealingly simple: Up-and-coming tycoons pitch their startups to a panel of angel investors, who can then choose to put up their own money for a share of the businesses or declare “I’m out,” in the show’s low-key if devastating catchphrase.

Corcoran admits the job came with a steep learning curve. Though many of her early investments went bust, she has gradually found her way, and she claims that around 25 percent of her investments have been successful. Although she carefully vets prospects, requiring detailed information about each entrepreneur’s finances, intellectual property, corporate structure, and sales history, her decisions are largely based on

gut instinct. Some of the worst founders, she has learned, are those toting fancy MBAs. “The more well-educated the entrepreneur is in business, the less I trust them,” she says. “The ones that do it for me are the scrappy ones, the ones who have something to prove. They have to be good on TV, high energy. And the ability to get knocked down and not spend any time feeling sorry for yourself is the number one most important thing.”

It’s an insight that has driven many of Corcoran’s *Shark Tank* investments. “I have closed on businesses where the financials really wouldn’t dictate that I should, but I just liked the guy,” she tells me later. “I’ve learned to treasure that more.”

Long before she began sizing up eager-beaver snack barons on national TV, Barbara Corcoran built her business empire on her feel for people. She knows how to recruit the best personnel, slot them into the right jobs, and motivate them to perform. It’s an area where she’s often seen founders go wrong. “They start hiring—marketing manager, public relations agency,” she says, rolling her eyes. “They get fancy fast. And that’s terrible for business. It’s more tempting with *Shark Tank* because they get quick success. It’s hard for them to have good judgment when the whole world is adoring them.”

One of Corcoran’s favorite management tactics when she ran her own company was to elevate two top salespeople and set them up as rivals. But she also worked hard to create a corporate culture in which her employees felt cared for. Long before tech startups started piling on the perks, Corcoran hired masseuses to dole out office back rubs. She regularly bought team members flowers, and for a while she awarded show ribbons for big sales. Her staff parties were legendary.

These days, she treats her portfolio companies the same way. Each year, she takes a group of top performers on a trip—often to one of her own properties—during which founders swap tips and horror stories. Blowing off steam at these events is, of course, heartily encouraged. As a result, many of her entrepreneurs consider her ability to form a strong emotional connection one of her best qualities as an investor.

“Barbara really sets people at ease,” says Rick Hinnant of Grace and Lace Apparel (season five, episode 10). “Obviously, she’s more successful and more wealthy, but she’s not a poseur; she’s not fake. She’s a normal person like us.”

“She calls and texts us more about our personal life, health, and well-being than about the business,” marvels Sabin Lomac, cofounder of Cousins Maine Lobster (season four, episode six). Shortly after Corcoran invested \$55,000 for a 15 percent stake in the company, which at the time consisted of a single food truck, she made the trip to Maine to witness the catch for herself. While offering hotel recommendations, Lomac jokingly invited her to crash at his place, and Corcoran surprised him by taking him up on the offer—with her daughter in tow. “At that point, we felt, *This is not just some rich, famous investor. This is a family member*,” he recalls. That may be true, but Corcoran’s contribution has gone deeper than warm fuzzies. A while back she suggested Lomac start a franchise business. He did. Revenues soared. ▶

“If you’re more joyful,”
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To take Pipsnacks to the next level, the Martin siblings have decided to shake things up. So, in recent months, they've introduced a new product—their first since launching—and are rolling it out gradually in a series of tests. It's called Bigs & Littles.

"We're super psyched about it," Jen says, beaming. "It's mini popcorn and big popcorn in the same bag."

Jeff pulls out three bags of the new snack and spreads them across the table. There's The Big Cheese, Cinnablast, and the surprisingly tasty Berry Chill. The bag of Cinnablast is passed around, and everyone grabs a handful.

We're still chewing when Corcoran homes in on the core issue: How to market the new stuff without cannibalizing Pipcorn sales? Bigs & Littles is aimed at a different market, the Martins explain: children and families. "Maybe the parents will pick up a truffle, and then maybe they'll pick up a Berry Chill or a Cinnablast for the kids," Jeff says. Corcoran looks at the bag and squinches up her face. While the design is a notch more upbeat than the clean, artisanal Pipcorn branding, it's pretty austere compared with a box of Cap'n Crunch. "Why not put a kid's face on there?" she asks. "I think that would clearly say 'Bam! It's for kids! If you had a kid laughing his ass off on there, I would see this right away as a differentiator between the two brands." She pauses, then adds, "I mean, if you *really* believe it's for kids. Have you proven that?"

So far, Jeff assures her, sales of Pipcorn remain strong in the Whole Foods stores that also carry Bigs & Littles. Jen notes that the third-party "demo teams"—merchandising companies hired to do in-store sampling—have unanimously reported a rhapsodic response from children.

Corcoran isn't convinced. "I'm just going to say it: I suspect there's no difference in the customer," she tells them. "Your theory's nice, but you need to test it." Outside marketing companies don't always provide the most reliable feedback, she says. "There's no replacement for your own eyes and ears. This is the birth of your product. It's scary to trust anybody except the mother." Her suggestion? Cut out the middleman and spend a day personally handing out samples of both lines in a local store, interfacing directly with customers.

Of course, Corcoran already knows what they'll learn: that brighter, more eye-catching colors and cute characters will be key to ensuring that Bigs & Littles finds its target market. Their new popcorn needs to pop. Jen suggests creating a pair of popcorn-shaped characters, one big, one little, bouncing on a trampoline. Corcoran wants her to take it a step further. "It has to be *you two*," she says. "He can be the big guy, and you're the little guy flipping in the air. But he's got to have those glasses, and you've got to have the wacky hair."

Jeff's horn-rims, Jen's frizzy mane—*that's the brand*. The Martins wince a bit.

Then there's the copy. "This doesn't have the word *kids* on it anywhere," Corcoran points out. "I would say, 'Kids love it!' I know that's hokey and not your style, cause you're more sophisticated than that. But I think you have to hit them over the head." And it should say "healthy," she adds. "I'm one of those moms that give their kids all kinds of shit, so I don't care about that." (Corcoran has a 23-year-old son and a 12-year-old daughter.) "But most moms are really responsible."

Although their products are made with olive oil, non-GMO corn, and organic flavors, Jeff worries that calling them healthy might draw a rebuke from the FDA, which is currently updating its guidelines for use of the term. "Why don't you put it out there for your launch and see what happens?" Corcoran suggests. "You might not want to take that risk, but I'd take it for sure. And I'd even put a money wager that you'll have it out there for five years before anybody says anything."

For all her audacity, Corcoran's personal touch is very much in evidence during the meeting. "How are you doing with relaxing?" she wants to know. "How many hours are you working?"

"A lot!" Jen says. "I mean, we just work all the time."

"Are you having any fun?" Corcoran asks, concerned. "Because it affects your business."

"I'm going to Minneapolis for a Target meeting on Monday," Jeff says cheerily.

They laugh, but Corcoran is serious, noting that she'll be bringing her own small office staff on an extravagant jaunt to the Yucatan in a little more than a month. "We're going to piss away a lot of money," she says, vowing to spend every penny of an upcoming speaking fee. (She typically bills \$70,000 per appearance.) "We're not taking anything home. And I know this team is going to work harder because I'm taking them on a boondoggle. It's a natural response. It makes the work from now to that point more joyful. And if you're more joyful, the customer feels that. You make more sales. Everything else happens." She addresses the Martins directly. "I can't tell you what to do," she says, "but I would like to encourage you before the week is out to put a real vacation in your book, so you can plan against it." Oh, totally, the Martins say. They're absolutely going to think about that.

The hard truth is, creating a business doesn't leave a lot of time for sipping daiquiris on a beach somewhere, and predictably, when I call to check in a week after the meeting, Jeff and Jen Martin's calendars are still conspicuously lacking in vacation plans. They also sound a little iffy on some of their lead investor's other advice. They might add some verbiage to the Bigs & Littles bags, for instance, but they're not quite ready to embrace a wholesale redesign (much less put their faces on the bags), as Corcoran advocated. And they definitely aren't going to risk calling the product healthy. "If the FDA gets a complaint, they have to respond," Jeff explains, "and it's kind of a big deal."

Corcoran had given them some good notes on their website, though, which they fully intended to implement.

As for the kooky bag-hats? Yeah, maybe not.

Still, they both insisted, the meeting had been helpful. It wasn't the specific bits of advice they prized but the strategic vision behind Corcoran's ideas, the enthusiasm she brings to the process and the way she makes them examine their assumptions and think things through. "Sometimes with her ideas, we just kind of take the mood or the spirit behind it and work with that," Jen says.

In the end, that's what Corcoran is hoping for. She has often said that while she loves offering advice, the entrepreneurs who largely ignore her suggestions and trust their own instincts tend to be the ones who succeed in the end.

But there is one piece of advice on which Corcoran is utterly resolute. No product Pipsnacks will ever produce will be as important to its long-term success as the legend of its founding and the personality of its founders; those two things are invaluable, and they must be hammered home at every opportunity.

"For you to give up that story ever, you're out of your mind," Corcoran told them. "It's a little fairy tale. This is what I bought into."

And why not? After all, Barbara Corcoran had a fairy tale of her own—and she told it again and again. "I often actually think to myself, *What if I didn't have my story?*" she says, taking a last sip from her cup of now-cold coffee. "I didn't want to be seen as a waitress! I wanted a high-end company. But you know what I learned? People like to see someone get ahead. *That's the story.*" ■

Aaron Gell is a freelance writer in New York and the features editor of *Task & Purpose*.

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AS EVERY ENTREPRENEUR KNOWS, sometimes the greatest advice can come from the most unexpected sources.

So we rounded up a Little League champ, a Ritz-Carlton concierge, comedian Gilbert Gottfried, and 10 other unconventional thinkers who offer brilliant tips and tricks on everything from conflict resolution to people skills—all to help you make 2018 your best year yet.



How to MOTIVATE A TEAM

According to the coach of the
2017 Little League National Champions

“ Young kids are looking for direction. Adults may think they know everything. But both groups have at least this in common: When they see that a leader is being serious with them and is looking out for their best interests, and that following what the leader says brings about success, they’re going to follow. I make sure players understand that success starts with them taking care of their own obligations. Don’t worry about what everyone else is doing. Take care of yours, and when everyone’s doing that, the team is taken care of, too. Then everyone sees how it pays off. They’ll see that the hard workers are successful. They’ll be ready to work and eager to put the time in. And for those who don’t? On my field, there are consequences—running, push-ups, sit-ups. Eventually, some will quit. That’s fine. If they’re not hard workers, you don’t want them on your team.” —**Bud Maddux, coach of the Thundering 13 of Lufkin, Tex.**



How to REMEMBER NAMES

According to a Ritz-Carlton concierge

“ I meet a lot of new people each day, sometimes for only a minute or two, and my job is to be consistently helpful to them throughout their stay. To do this, I always start by greeting them very personally and engaging them in nice, uninterrupted conversation. I ask their name early and then use it at least three times during the conversation, including always at the end. I also try to learn some interesting fact about them—maybe that they like Italian restaurants, or are here for their birthday. The pairing of the name and the fact helps me remember both. I think it’s because they stay in my memory as a real person, not just a name on a list. And I always follow up, either in the lobby or sometimes by calling their room. That’s another opportunity to use their name, which helps me remember it longer.” —**Victoria Edmond, lead concierge at the Ritz-Carlton, Atlanta**



How to HAVE TOUGH CONVERSATIONS

According to a funeral director

CALEB WILDE knows a thing or two about uncomfortable conversations. For the sixth-generation funeral director and author of *Confessions of a Funeral Director: How the Business of Death Saved My Life*, his livelihood depends on them. “If you go into these things and you’re not prepared, it’s going to end poorly,” he says. But the real keys to success, he says, are all about what you don’t do.

Don’t fill the air with chatter.

It may seem like a way to move the conversation forward, but folks need time to process what they’re hearing. “You have to be comfortable in silence,” Wilde says. “People need time to collect themselves when they’re confronted with something highly emotional.”

Be real, not clichéd.

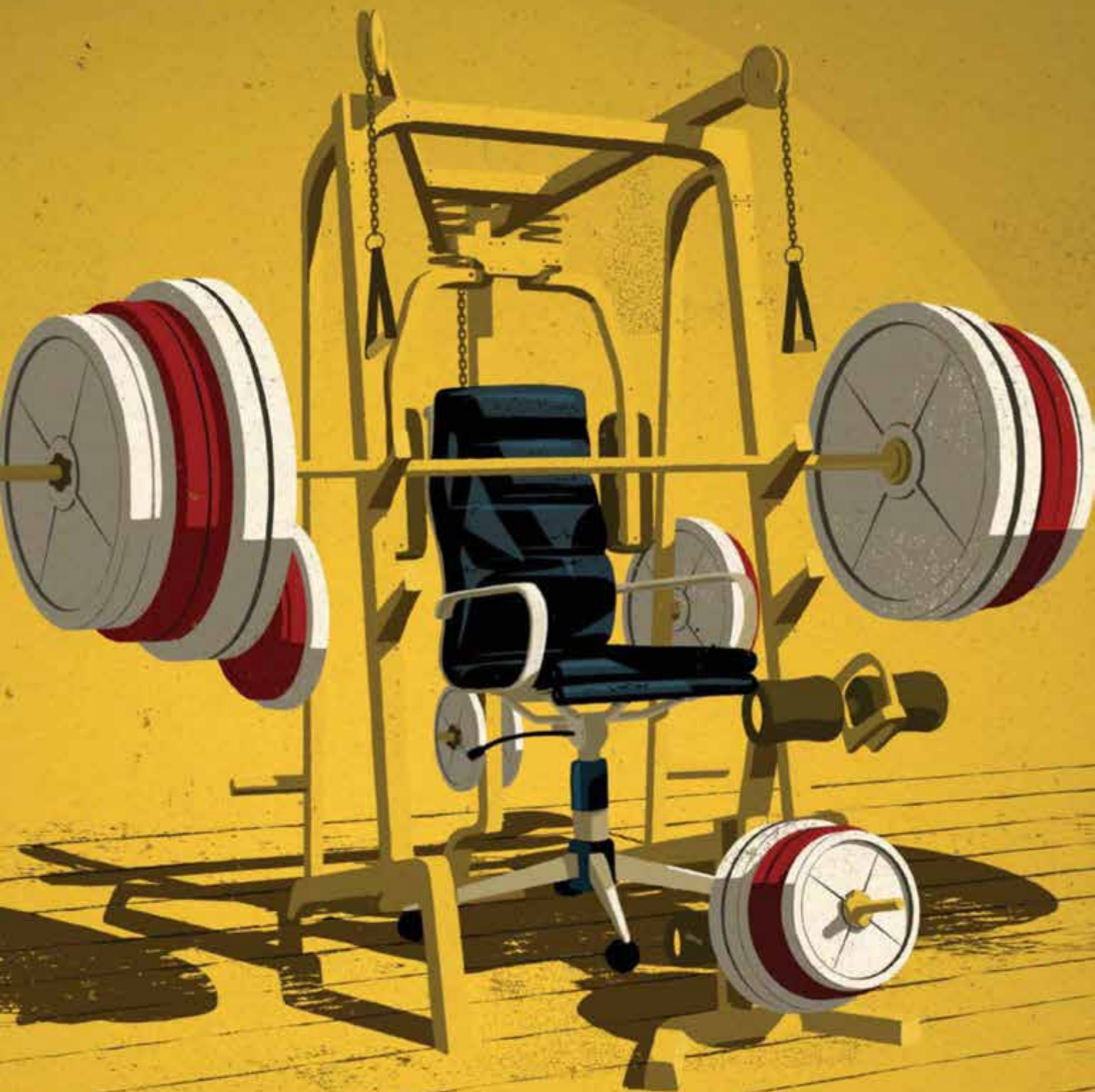
Telling someone, “You’ll get through this!” provides you with way more comfort than it does them. “It’s a way to make ourselves feel comfortable in a hard situation and avoid having to do the awkward work of listening,” Wilde says.

Don’t front-load the conversation.

Relaying tough information shouldn’t be like ripping off a Band-Aid, so ease your audience into it. Wilde says it’s important to give people warnings of what’s to come, to help them feel a sense of control at a time of chaos.

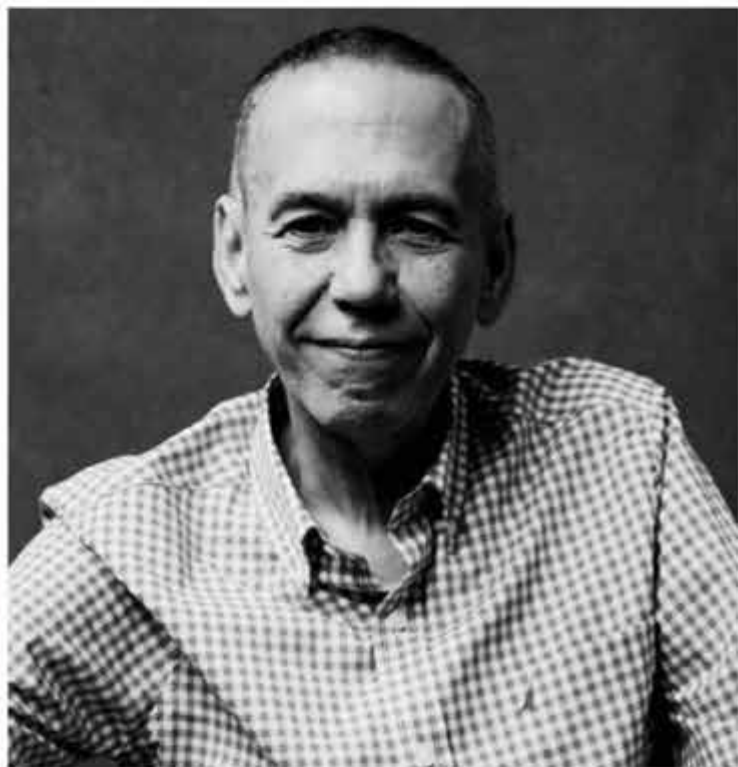
Don’t rely on humor.

“I do have a couple one-liners, but it depends on the circumstances,” Wilde says. (Case in point: His Twitter bio reads, “I’m the last person to let you down.”) Read the room, he says, and use jokes with extreme caution.



How to HANDLE BAD REVIEWS

According to a stand-up comedian



When Gilbert Gottfried bombs, he bombs. “If I’ve lost the audience, I try to lose them even more,” says the star of the recent documentary *Gilbert*. “I feel like, *Eh, what the hell. They’re gone; why not just go for broke?*” After nearly five decades on stage and screen, he’s had his fair share of jeers—and figured out how to learn a thing or two from them.

Don’t get discouraged.

“You just have to march on,” he says. “I don’t know how many times I’ve gotten booed or gotten silence or people talking amongst themselves. You just have to, like the song says, pick yourself up, dust yourself off, and start all over again.”

Mine criticism for truth.

“If you’re a restaurant owner and you get that one person who doesn’t like your food, you can write it off as maybe they’re just grouchy,” he says. “But if loads of people don’t like your food, maybe it’s time to change the recipe.”

Don’t blame your audience.

Gottfried has noticed a pattern among comics who fail to hit it big: They’ll walk offstage after a rough set and immediately start talking about “how stupid the audience is and how he’s funny and he’s intellectual and he’s just more advanced than them,” he says. “That way he never has to change what he’s doing. Never get to that point.”



How to PULL AN ALL-NIGHTER

According to a *very* extreme athlete



WHEN LEN FORKAS participates in the Race Across America—a bike ride from the Santa Monica Pier to Annapolis, Md.—he bikes more than 260 miles a day on as little as three hours of sleep. “I knew I had to pull over and sleep for 15 minutes when I saw translucent flamingos running in front of me,” says Forkas, who owns a company that builds and manages cellphone towers. “There are times when you can dig really deep, but you have to respect your boundaries.” When it’s crunch time, here’s how he survives those late-night hours.

No processed sugar.

“It’s like cocaine. It may give you a jolt, but you have to keep jolting to stay awake. And it’s not sustainable.”

Take mental breaks.

“If I am really exhausted, I pull over and sleep in my support van for five minutes, listening to white noise on my earphones. It’s like a vitamin B shot.”

Pump that blood.

“If you’re sleepy, do 20 push-ups at a time in one-minute intervals. That’ll elevate your heart rate.”

Attract positivity.

“Everyone’s going to become sleep-deprived, and if you don’t have positive people on your team who are unselfish and believe in a mission, they’re gonna crack. And if they crack and they’re negative people, then your team is doomed.”

How to OVERCOME FEAR

According to an Olympic ski jumper



In the moments before Ashley Caldwell landed the jump that established her as the world champion of freestyle skiing aericals in 2017, she was scared. No woman in history had ever landed the trick she was about to attempt. Dubbed “the Daddy,” it entails three backflips with 1,440 degrees of rotation—pretty much a gold-or-bust risk. She was shaking in her ski boots but managed to backflip her way to history.

As a two-time Olympian and 2018 front-runner, Caldwell isn’t exactly a novice. But she credits much of her success to her practiced ability to recast fear in a positive light. “Fear is exciting,” she says. “It means I have an opportunity to become a stronger athlete or person.”

Caldwell starts by acknowledging her fear, something she encourages other athletes—or, in this case, business folks—to mimic. If it’s an upcoming presentation you’re nervous about, prepare in advance by imagining what it will look like to overcome the fear. Think beyond the words you’ll say and the PowerPoint you’ll deliver, and instead visualize yourself actively managing your emotions. Before competition, Caldwell asks herself, *How excited or nervous will I be? What will I do to calm myself down?*

Your visualization might include meditating or reviewing notes moments before the presentation. Or you can steal Caldwell’s strategy: To control her body’s physiological response, she pictures herself dancing with her fear. “I get the head nod going, and my breathing pattern begins to slow down,” she says. “I’ll sing and dance until my nerves are calm, and then I feel good.”

As Caldwell closes in on the big moment, she switches from visualization to positive self-talk, repeating to herself, *I’m going to be successful*. Or, she admits, when she’s speeding down the ramp at 40-plus mph, her internal mantra is closer to *Fuck, yeah! Fuck, yeah! Fuck, yeah!*

The lesson? Fake the confidence until it becomes real. That’s when fun takes over, and that’s the ultimate goal of success, Caldwell says. “If I’m not having fun, it’s going to be a bad day, and it’s going to leave me, my career, and my mental state worse off.”



How to GET CREATIVE

According to a nail-polish namer

NAIL POLISH BRAND Essie is known for its collection of more than 1,000 shades—each just slightly different from the next—and the cheeky names that go along with them. To turn a sea of same into names like Jelly Apple, Be Cherry, and Wrapped in Rubies, general manager Carolyn Holba and her team figured out how to capture their own creativity.

Build a backstory.

Each collection is designed around a theme (the ’90s, New Year’s in New York) and from there Holba’s team creates a fully fleshed-out narrative. “From that story, we sit around and ideate around names,” she says, which results in monikers like *Saved by the Belle* and *Ring in the Bling*.

Diversify your perspectives.

The marketing team includes people in their 20s, 30s, and 40s, offering multiple viewpoints on a single theme. “We all experienced the ’90s in a very different way, but we all had things we remember that were extremely iconic.”

Keep it human.

Essie avoids both copywriters and help from Google during brainstorming. “I think that’s why the consumer relates so strongly to our names,” says Holba. “Because it actually is us—not a machine, not an algorithm. It’s very personal.”

How to MANAGE YOUR STAFF



According to a former Army officer

“Every lesson I learned in military training is applicable to daily business life. A team leader is at the bottom of an upside-down pyramid. You serve many people above you—clients, staff, a board of directors—and all that weight is why the burden of responsibility is so heavy. Leaders are responsible for what happens to their team. If it doesn’t achieve its objectives, either the team wasn’t given the right training or it didn’t receive the proper clarity to solve problems. It is your fault, not theirs. People don’t wake up and try to make a mistake—you must assume positive intent. People will fail, but leaders of character own their mistakes, or those made by their team. I can coach mistakes, but I can’t coach a flawed character. The military teaches that disciplined people will win. To succeed, everyone must be aligned to a clear purpose that is bigger than themselves. The ultimate mission.” —Cullen Barbato, former field artillery officer for the U.S. Army and current COO of online watch purveyor Crown & Caliber

How to PREPARE FOR THE WORST



According to an air-traffic controller

“In the New York Terminal Radar Approach Control, we do approximately 6,000 operations per day. We can’t move such a large volume of air traffic without detailed procedures. There’s an easy way to do things, but that might not be the best way to prepare for unforeseen circumstances. We control traffic as if we are going to have a complete electrical failure, I’m going to lose my radar, and I’m not going to be able to talk to my pilots. Say two planes want to cross each other’s path. One’s going from the southeast to the northwest, and the other one is going from the southwest to the northeast. It’s hard to tell if they’re going to be in the same place at the same time or if they’re going to miss each other by three miles—which is the required lateral separation in our airspace. So you keep minimal vertical separation, which is 1,000 feet, between those planes at all times. That ensures that if your screen goes blank and your radios cut out, those planes will never ever hit. We call it positive control. Always have a fail-safe.” —Toby Bucsescu, air-traffic-control specialist



How to RECOVER FROM A BOOZY LUNCH MEETING

According to a mixologist

WHETHER YOU’RE celebrating a colleague’s retirement or bonding with a potential client, work is waiting for you back at the office. Kevin Denton, U.S. mixologist for the international spirit and wine company Pernod Ricard, has survived more than his fair share of liquored-up lunches. Here’s how to keep your head on straight.

Order defensively.

Limit yourself to long cocktails—meaning those heavy on mixers and served in tall glasses. Denton suggests a gin and tonic, a Tom Collins, or a Presbyterian (whiskey with ginger ale and club soda).

Walk it off.

Don’t try to sober up with coffee. “That’s like drinking a Red Bull and vodka,” says Denton. “You’re still tipsy, but now you’re more animated, too.” Instead, take a stroll through the park. It won’t burn off your buzz, but 15 minutes to yourself will provide much-needed distance from a rowdy lunch crew.

Aim for the mundane.

Set aside complex tasks and important emails in favor of the boring (but necessary) work you’ve been neglecting. Denton uses the time to log expenses. “I just put on some music,” he says. “Now the thing I usually loathe seems totally fine.”

Know when to call it.

“If you think you’re too drunk, go home,” he says. “The worst possible thing you could do is be out of control at the office.”



How to MAKE A SALE

A conversation with a real estate agent and a Girl Scout

LOS ANGELES real estate titan Tami Halton Pardee and 8-year-old Oklahoma Girl Scout Blake Cavnar share their best sales tips.

Let's start with your bona fides. Tami, what does a good year of real estate sales look like?

TAMI HALTON PARDEE: This year we'll do about \$750 million.

Wow! Blake, how many boxes of cookies do you sell each year?

BLAKE CAVNER: At least 1,600 or 1,700.

You both must rely heavily on word-of-mouth advertising.

HALTON PARDEE: That is number one for us. Fifty-seven percent of our clients are return or referral. The average is 11 percent in real estate. It's all about trust. People want to buy a home from someone who is looking out for their best interest.

CAVNER: I sell to some of my mom's friends, and I set up booths outside restaurants and stores.

Are there particular stores where you sell the most?

CAVNER: I sell more at Walmart.

How do you persuade people to buy more cookies than they planned to?

CAVNER: People always say, "I'll come back after I buy stuff from the store." So I say, "OK," and then I just start dancing and being happy, and they're like, "OK, actually, I'll buy more now."

Tami, do you dance in your properties?

HALTON PARDEE: I will if they

want me to! It's similar, though—you just want to relate to clients. We want to see what excites these people, and a lot of times we're not upselling them, we're moving them to a property that will excite them. If they walk into a condo and I see that they're pregnant, I'll say, "I think a house with a yard might be better."

Blake, what's your go-to pitch?

CAVNER: "We take cash, credit cards, and checks."

Credit cards! That's high-tech!

CAVNER: We do it on people's phones. Like, my mom's phone [through the Girl Scout app].

Tami, you must leverage tech a lot.

HALTON PARDEE: Web is how 99 percent of people are looking. We partner with Zillow and a lot of online real estate sites. We have 4,000 Instagram followers, and 20,000 people subscribe to our newsletter. Our house average is 67,000 views per month. We're in Silicon Beach, where Snapchat and Google are, so I use my personal Snapchat account for business. A lot of my clients are Snapchat employees, so they only Snap you.

Last question: What's your best sales tip?

CAVNER: If someone is mean, just say, "OK" and never care about it, instead of saying, "That's not nice, you should never say that."

HALTON PARDEE: My mom taught me to have the best manners. Say "please" and "thank you" with a big smile. It's amazing how far you can get.

REPORTING BY Clint Carter, Boyd Farrow, Jason Feifer, Joe Keohane, Chris Kornelis, Mary Pilon, Amy Wilkinson



How to HARNESS YOUR WORK ETHIC

According to a former
NFL linebacker



GARY BRACKETT was great at football in high school. Two-way star player. Second team All-State. But schools aren't exactly clamoring for a 5-foot-10, 205-pound linebacker,

so when he went to college, he did it under humbling circumstances: as a walk-on.

He made the team at Rutgers, but it didn't go well. "It was kind of a lowlight," he says of his early college career. "I'm not thinking about the NFL. I'm just thinking, *Let me get a scholarship to pay for my tuition.*"

To hit his scaled-back goal, he worked—hard. He was the first to the weight room and the last to leave. He studied game film compulsively. In time, he won the respect of his teammates. He volunteered for special teams, the gigs that no one else wanted. "People used to go to the bathroom when special teams were on," he says, laughing. "It wasn't sexy." But Brackett didn't care. He had to take every opportunity he could.

Still, two years passed without a scholarship. Brackett recalls almost packing up and going home. But then something shifted: A new coach joined the team and said that whoever worked the hardest would be the leader. That was Brackett. He got his scholarship his junior year, became team captain and MVP. "I never looked back," he says.

He got a pretty good job afterward: star linebacker for the Indianapolis Colts for nine years, six as a captain. He even won a Super Bowl. He retired in 2011, earned his MBA, and now runs a successful chain of sports bars, The Stacked Pickle, in Indianapolis. He attributes much of his success to lessons learned during those years toiling in obscurity. "Be realistic about your potential," he says. "Have the mindset that you're going to continue chopping wood. Good things will happen."

LEADER OF THE PACK
Peloton CEO John Foley.



→ Run for Your Life

→ **Peloton** is a company worth \$1.25 billion in the insanely competitive fitness market. And everything is riding on its second-ever product, a high-tech \$4,000 treadmill it has kept a secret for 18 months—until now. Can Peloton keep the pace?

→ **by Stephanie Schomer**





John Foley can't find his desk. The cofounder and CEO of Peloton is showing me around the Manhattan headquarters of his company—which streams boutique-style cycling classes to high-tech, at-home exercise bikes—and explains that the open floor plan was recently rearranged. It's something they do every six months to keep the space feeling fresh and get different departments talking, he says. It's a practice he loves, and he stands by it. Though it can be disorienting.

"Oh, here it is!" He practically giggles. It turns out his desk is now next to Hisao Kushi's, one of his cofounders.

As our tour continues through the offices, Foley is warm and affable with the ever-increasing number of staffers. The company moved here a little more than a year ago and took up two full floors; today it occupies six. In turn, those staffers seem at ease with their leader. More than one pokes fun at his new mustache.

"Oh, hey, John, nice...stache," remarks an employee who flies past us on the stairs, her tone a mix of confusion and irony.

"Thank you; it's new!" Foley shouts back earnestly.

Foley is not what comes to mind when you envision the CEO of a fast-growing tech company. He's neither a serial entrepreneur nor a hoodie-wearing millennial. He's a 46-year-old father of two whose business experience stretches from manufacturing at Mars, Inc., to CEO of Evite, to heading up e-commerce at Barnes & Noble, where

he most recently served as president. His success can be traced back to humble beginnings—his first job was at McDonald's, when he was 14. By working the fast-food circuit, he put himself through college and eventually landed at Harvard Business School.

"I had barely heard of Harvard Business School when I was 28 years old," he says. "I came out understanding that no one is really smarter than anyone else, which gave me a lot of confidence in the business world."

When he launched Peloton in 2012, it was to replicate the type of boutique fitness classes Foley loved, but in one's home—like bringing SoulCycle to your living room. The market opportunity seems there; fitness is a \$28 billion industry, and Americans are spending more money but less time on fitness each year. Hence the rise of the boutique fitness industry. But Foley reasoned that people would most happily invest their hours and dollars in something they could do at home, so long as it was perfect. That's what he's proposing: Buy a \$1,995 Peloton bike, and for an additional \$39 a month receive on-demand access to classes. Join a live class, or choose one of 8,000 archived classes based on instructor, length, music, or intensity. Whatever workout you're looking for, Peloton believes it has it.

But this is just the beginning, Foley insists. "We don't want to be a stationary-bike company," he says. "We want to be a disruptive tech company." In his vision for the next 10 years, the bike is only one of many tools Peloton would deliver to users' doors. "It's called 'fitness as



mature, measured leader. “There aren’t that many entrepreneurs who like running a 12-person startup out of a garage and also have the leadership and management capabilities to run a \$100 billion company,” Foley says. “I want to be both. I believe I *can* be both, but I care too much about Peloton to risk it.”

And now, Peloton is about to make its biggest, riskiest, most expensive bet yet. On January 9, 2018, at the Consumer Electronics Show (CES) in Las Vegas, it will introduce the Peloton Tread—a pricey, futuristic, at-home treadmill that will stream interval fitness classes. It’s Peloton’s second-ever product and one the company hopes will project its true disruptive potential. In fact, it’s so important to the company’s future that for the past 18 months, it’s been code-named Aurora and kept behind a locked door, accessible to just a few of Peloton’s 500 employees—and then me, the first reporter in the room.

When the Peloton Tread starts entering consumers’ homes this fall, it will truly test what this unicorn is made of. It will either reaffirm nonbelievers’ most stubborn misgivings about Peloton or bring the company boundless profits, and take it one step closer to pushing conventional gyms out of business.

Under Foley’s leadership, the Peloton team is betting on the latter. “John talks about us becoming a more impactful company than Apple is, and it sounds like hyperbole,” says Tom Cortese, COO and one of Foley’s cofounders. “But he so honestly believes it. And that seeps into people’s blood in a way that motivates this team to do what has mostly been an impossible feat. He can propel talent in a way that helps them achieve more than they would anywhere else.”

→ **The word *peloton*** is a cycling term that refers to the main group of riders at the front of the race. “The concept is, you’re stronger together,” Foley explains. “If you’re breaking the wind by yourself, it’s hard, but if you’re in the peloton, it’s more efficient.”

Back in 2011, when Foley first shared his idea for Peloton with Cortese, it was a vision to solve a problem that was driving Foley crazy: Cycling classes were expensive and in such demand that it was almost impossible to reserve a bike. “There had to be a way to give every customer the best seat in the house with the best instructor,” he says. To make that happen, he wanted to partner with brands like SoulCycle and Flywheel and ask them to create videos of great instructors leading classes. Peloton would then figure out how to deliver them to customers’ homes.

Peloton approached both companies, but a deal never materialized. (Flywheel did submit a term sheet, Cortese says, but it didn’t work out.) “This may be overly romanticized, but in tech there’s a little bit of comfort around sharing, or at least an understanding that ideas are cheap and execution is what matters,” says Cortese. “We were trying to embrace this new [fitness] industry with open arms, and it just resulted in a lot of rejection.” Cortese even says he was blacklisted from SoulCycle: “I checked into class one day and soon after got a tap on my shoulder. A very nervous employee from the front desk told me I had to leave because my profile had been flagged.” (SoulCycle did not respond to a request for comment.)

So instead of partnering, Peloton set out to build every part of the experience on its own. Investors balked. “We couldn’t get any institutions to give us money,” Foley says. “I’m a confident guy, but after 400 institutions tell you no, you really start to question yourself. Maybe you *are* the idiot, you know?”

Still, he soldiered on, eventually cobbling together funding from more than 100 angel investors. With this money, Peloton built its bike—and the state-of-the-art tablet that’s attached to it—from scratch. It built its own distribution network: If you order from one of its 29 retail showrooms, the bike will likely be delivered to you in a Peloton truck and set up in your home by Peloton employees.



→ **FORWARD MOTION** (clockwise from left)
An early Tread prototype; sketches of potential screen placements; Foley and his team discuss features.

a service.’ Everyone is going to pay \$100 or \$200 a month to have the best fitness equipment in their home. And whatever combination of devices you have, we’ll always be upgrading them. We’ll come in and swap out the latest bike or the latest treadmill or the latest something else to make sure you always have 10-out-of-10 equipment.”

That may come a decade from now, but Peloton’s numbers today tell the story of a company at a crossroads. Over the past six years, Peloton has sold 150,000 bikes—a small number of customers compared with membership numbers at national gym chains, which encourages critics’ arguments that Peloton’s bike is nothing more than a niche product for the elite. But Peloton and its investors are happy with the bike’s traction and believe it proves the market for Foley’s vision of the future. It raised nearly \$444 million through five rounds of fund-raising, revenue for 2016 hit \$170 million, and the company’s unicorn-status \$1.25 billion valuation has it eyeing an IPO.

Now, to move toward that vision of “fitness as a service,” Peloton must move faster than its pedal-pushing customers. Throughout 2017, Foley has armed himself for the future.

First he built a deeply experienced team—and in true “we’re not a fitness company” form, their backgrounds may be surprising. In February, for example, he recruited his former Barnes & Noble colleague William Lynch, previously CEO of the bookseller, to join Peloton as president and help steer the ship. Foley calls him a more

Of course, the biggest hurdle wasn't financial or technological. If Peloton was going to flourish, it had to find a way to replicate the things that inspire such fierce loyalty among customers of SoulCycle, Flywheel, and other boutique fitness brands—that specialized, personalized experience where you get to know your instructor as well as the folks exercising next to you. Peloton had to make every rider pedaling alone in her living room feel like she's surrounded by 60 other sweaty, inspired people. And this, Peloton found, would be far more complicated than simply filming a class and streaming it to a tablet.

➔ **Not far from** Peloton HQ, there's a block of Manhattan's 23rd Street packed with boutique fitness offerings. Orangetheory Fitness is to the left; a Rumble boxing gym to the right. And in the middle is the Peloton studio, looking like just one of many. There's a small Peloton retail space up front, a well-equipped lounge and locker room, a class studio, and a juice bar serving up \$9 smoothies. But downstairs, in one corner of the basement, there's something very different: a control room with a complicated array of boards and screens all lit up like a spaceship, manned this day by three young women doing what I'm told would be the work of 12 employees at a traditional TV studio. This basement is home to the Peloton production team, capturing classes that are beamed to bikes around the world.

It didn't always look this way. In the early days, a small office with a makeshift studio—a 10-by-10-foot box with a store-bought stationary bike and a single camera—was used to recruit and audition instructors. "It was a janky place," says Robin Arzón, Peloton's head instructor and VP of fitness programming. A former corporate litigator turned fitness author and personality, Arzón was drawn to Foley's vision for Peloton as a way to improve lives, as well as how the company gives instructors salaried positions and equity.

"It's the best gig in the world," she says. "But teaching here is harder than teaching anywhere else. You're a fitness authority, and you're hosting a television show while you're working out. You have to learn your camera angles, and you have to break that fourth wall to engage with the thousands of people at home."

To do that effectively, Arzón works closely with Fred Klein, Peloton's chief content officer and a media vet who previously led strategy for Fuse. Klein assembled a team of producers, each of whom works with a single instructor to develop programming. "A big part of Peloton is achieving a level of collaboration that is atypical of any kind of fitness environment," Klein says. "To import a robust production team from the television world, place them into a tech company, and get them to work efficiently and happily with people who come from a fitness instructional background has definitely required a lot of determination and diplomacy."

Every interaction a rider has with a Peloton bike is collected as data that feeds the experience. The company is paying attention to what songs riders like, what instructors they prefer, what type of workout they gravitate toward, what ratings they give individual classes. Peloton uses that data to compare rider profiles and suggest (and create) better, more targeted content. During live classes—in which instructors and riders alike can track participants' progress up and down the leaderboard—a community of virtual friends develops. Instructors in New York can acknowledge a rider in Boise, Idaho, by name, encourage them to pedal a little faster, or congratulate them on taking their 100th ride.

But the classes are also designed to boost brand loyalty, capturing that same feeling Foley observed in SoulCycle and Flywheel attendees. As an on-camera instructor, Arzón routinely sees how this plays out when her far-flung class members encounter her in person. "I've been stopped at the Geneva airport; I've been stopped at Burning Man," she

says. Just the day before, two riders flew in from Florida to take a class of hers in person; they'd been tuning in remotely for three years. "A few years ago, a woman handed me a card after class and then ran right out. It was this long note about how Peloton's rides helped her leave an abusive relationship. I was stunned. We're really delivering a life experience. And we can scale that. We can scale that life experience."

This is the mission Peloton sees in Tread. It's about way more than fitness.

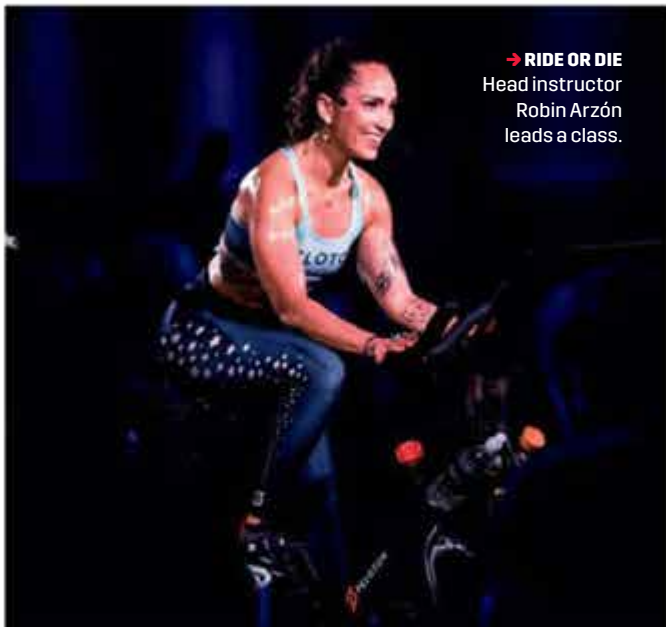
➔ **One afternoon** this past fall, I head to the Peloton offices to get a peek at Tread. It's not easy: It's locked in a room accessible only via facial recognition. "I tried to get in with a picture of my face, and it didn't work," Cortese says with relief. With his supervision, I'm granted access. Inside is a room, its walls covered with inspirational shots of products and materials, and three MakerBot machines are 3-D printing what Cortese guesses could be anything from weight prototypes to unofficial toys for an upcoming office party.

And then there's the treadmill, smack in the middle. Cortese, who previously founded the now-defunct social network Proust.com, hops on and spends nearly an hour talking through every painstaking detail. It looks, frankly, like a treadmill—though a very nice treadmill, with only one button (to turn it on), soft white LED lights emanating from two knobs that control speed and incline, and a 32-inch flatscreen complete with a built-in sound bar. Cortese stresses that each touchpoint has been obsessed over, tested, tweaked, retested, and tweaked again. Its controls are meant to be intuitive; the slat-deck running surface, made of carbon steel and thick rubber, is designed to have less impact on a runner's body than the flimsy single-band tracks most are used to. There's a secret storage compartment on the machine's base, for workout accessories or sneakers.

"It was always clear that John and his cofounders weren't going to leave all their eggs in the basket of cycling," says Klein, the chief content officer. After all, Foley maintains his vision of "fitness as a service" with constantly refreshed home equipment. The only question was: What comes next, and when? Product development is slow and expensive, and Peloton didn't want to rush it. So for a while, it focused on adding new programming. "The bike has been a sort of Trojan horse that emanates other forms of programming," Klein says. The company, for example, has experimented with a small number of streaming yoga classes, dubbed Beyond the Ride.

But by 2016, four years into the bike's existence, Peloton knew it was time to start working on new hardware. And there was no debate as to what was next. "The treadmill market is five times bigger than the bike market, and customers were asking for it," Foley says. "And we can scale the retail, logistics, and streaming infrastructure we have in place, so we're not totally starting from scratch." Many at Peloton described the treadmill to me as "obvious," and a way to connect with runners who don't like cycling. So for 18 months, the company spent millions of dollars developing the device—along with, critically, the experience surrounding it. That includes a brand-new studio in the West Village and a duplicate staff of instructors and producers.

By this past November, when I first see Tread, the Peloton team is feeling good about it. They're less confident in exactly how to present it to the world. At CES, where they'll debut it, instructors are scheduled to give a demonstration of the product—which seems simple enough. But unlike Peloton's bike, on which riders sit for the entirety of a course, the treadmill's classes require runners to step on and off the device repeatedly, with weight training exercises conducted on a mat positioned behind the treadmill. At a meeting of 11 staff members, the concerns are many, and the conversation runs in circles. *Will audience members be able to see instructors if the mat is behind the device? Should the device be elevated on the platform? Will a stool*



→ **RIDE OR DIE**
Head instructor
Robin Arzón
leads a class.

“We don’t want to be a stationary-bike company,” Foley says. “We want to be a disruptive tech company.”

then be needed to help instructors mount the machine? Will customers think the stool is something that comes with the device?

“Yes, and the stool costs \$5,000,” deadpans Bud Inonato, VP of product. The room bursts into laughter. (For the record: No stool is required.) But Peloton employees know they’ll have to justify the cost of the treadmill, just as they’ve had to justify the cost of the bike; the company has been giving Americans sticker shock for years.

Peloton’s bike costs \$1,995. The treadmill will be \$3,995. The company has long grappled with how to explain this expense, though Foley says it’s necessary. Theirs is a premium product, and it’s expensive to produce. “Two thousand dollars is crazy for a bike, but our bike does all this other stuff and doesn’t exist anywhere else,” he says, clearly having had this conversation hundreds of times before. The treadmill is a larger, more complicated product, and in turn, it carries a higher price tag. Foley’s only defense is to make sure Peloton effectively communicates the long-term value of owning this equipment—which may not soothe consumers who can’t afford the upfront costs, though some analysts do agree with him. “If you look at how much, say, a single SoulCycle class costs compared with the unlimited access to fitness you get with your Peloton bike, it can be really economical,” says Anya Cohen, a fitness industry analyst at Ibisworld. Say a customer buys a Peloton bike and over the next 18 months takes 200 classes. In total, that year and a half of exercise will cost \$2,697 (combining the costs of the bike and monthly subscription). At a brick-and-mortar studio where one class is \$35, it would cost \$7,000.

Foley was never surprised by pushback on the price, though he has evolved how Peloton responds to it. The treadmill is a part of

that. If you own the bike and buy the treadmill, your \$39 monthly fee covers both. “One of the ways we plan to stave off competition is to not be greedy from a business model perspective,” he says. New workout programs are constantly being added. He compares Peloton’s approach to that of Amazon Prime, where Jeff Bezos is always adding new perks for the same subscription price. Greed, he says, will do a company in. “Pigs get fat, hogs get slaughtered,” he says.

Peloton is also actively exploring new ways to get people on its products at no or low cost. In early 2017, it introduced a commercial-grade bike to place in luxury hotels, apartment buildings, and universities around the world, to allow nonsubscribers to experience Peloton’s classes at no charge. (Though Peloton, of course, hopes some of those people eventually become device owners.) And in October, Peloton launched a financing program for its bikes, in which payments resemble the cost of a weekly Flywheel habit.

Nevertheless, even as it expands its product offering and its community, price will remain a vulnerability for Peloton. And competitors have taken notice.

→ **In November 2017**, Flywheel introduced Fly Anywhere, an at-home bike that streams studio classes. It starts at \$1,699, plus a \$39 monthly subscription; the more affordable bike syncs with your current iPhone and iPad to display content. It came seven years after Peloton first attempted to partner with the brand, and since then, Flywheel has expanded to 42 studios across the country.

“We’ve had over half a million people ride with us in our studios, but there are 40 million people in the U.S. who fit the same profile but don’t necessarily have access to one of our studios,” says CEO Sarah Robb O’Hagan, who joined Flywheel last February, having previously served as president at Equinox. When I ask what makes Flywheel’s effort different from Peloton’s, Robb O’Hagan has a quick and simple answer. “We are a fitness company enabled by technology,” she says. “Not the other way around.”

There, the two brands are in agreement. Foley believes his tech-first approach will keep Peloton at the front of the fitness pack—enabling it to build out a system of interconnected workout tools, with the content to match. “We do not believe that Flywheel is going to be a meaningful competitor,” he says. “‘Not impressive’ is a dramatic understatement.”

Apple, Amazon, Nest, GoPro, Tesla—these are the companies Foley cites as inspiration, and perhaps even competition. They are, after all, companies that come into your home, and are actively looking for more ways to engage consumers wherever they go. Perhaps that’s why he constantly references them to inspire his team. “We’re worried about Amazon,” he says. “That’s really the only people we think could compete with us.”

And yet much like Amazon, Foley sees his company as completely changing consumer behavior—bringing fitness fully into the home and making the retail space increasingly irrelevant. After all, who needs a gym when the gym comes to you? A change like this would leave plenty of casualties in its path, so I ask point-blank if Foley wants to put gyms out of business. He pauses before answering. “Henry Ellenbogen at T. Rowe Price told me once that Peloton will do to fitness what gaming consoles did to gaming. In the ’80s you went to the arcade. Today they’re gone, because you get a better experience at home, interconnected with the world, and you get a better value because you don’t have to pay 25 cents every time you die,” he says.

With the launch of the treadmill, Foley will see just how much of his vision people are ready to take home. ■

Stephanie Schomer is Entrepreneur’s senior editor.

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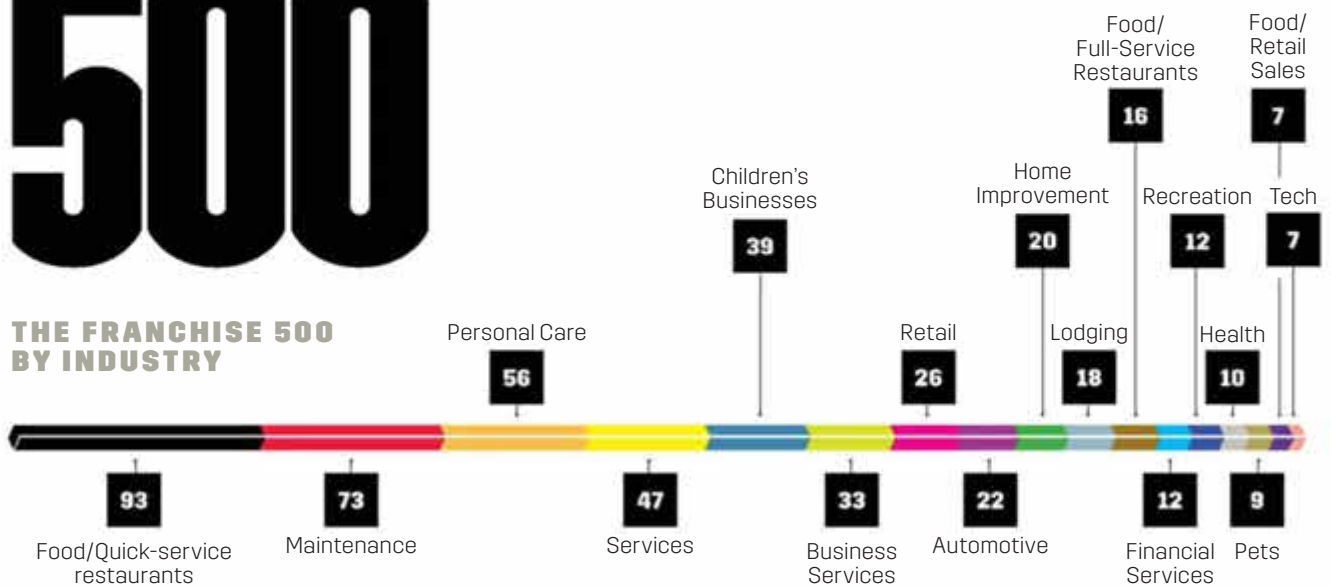
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Franchising is a marriage of contrasts. It requires entrepreneurial ingenuity but also a strict adherence to systems. It must be unique enough to draw attention but simple enough to replicate unit after unit. Franchisees must serve their local community while being part of a national chain. And critically, franchises must innovate to attract new customers while remaining predictable and reliable enough to keep the old ones happy.

For this reason, our annual Franchise 500 list tends to evolve by degrees. It is our continuing effort to best understand and evaluate the franchise marketplace, and we look at fundamental factors—unit growth, investment cost, brand stability, and more—as well as factors like social media presence. And this means, over the years, that new categories shift in and out. Franchises come and go. But some stalwarts remain dominant for decades, having mastered that savvy balance between innovation and reliability.

This year, in fact, we have a convenient comparison to the past: It's the first time in 25 years that more than 1,000 companies applied to be part of our ranking. To be exact, we received 1,023 entries this time. And in those 25 years, some things remain remarkably consistent. Our top 10 spots then and now are occupied by some of the same brands—Dunkin' Donuts, The UPS Store (then known as Mail Boxes Etc.), and McDonald's. The Golden Arches are actually number one this year, and

were number four back then. (Subway topped our list in 1993; today it's at number 105.)

But the fuller list isn't so consistent. In 1993, there were franchise categories that are now practically extinct: formalwear rentals and sales, computer training centers, mobile carpet stores, video learning centers, ceiling cleaning, glamour photography, and videocassette rentals. And today's list contains categories that previously didn't exist: property management, physical therapy, lash and brow services, massage and spa services, salon suites, paint-and-sip studios, trampoline parks, laboratory services, and electronics repairs.

In fact, the 1,023 applicants we received this year tell an important story about franchising today. The big takeaway: The industry is strong. The top 500 franchises added a net total of 24,899 franchises from mid-2016 to mid-2017, a 5.6 percent increase. More than 60 percent of that growth was outside the U.S. And yet, 206 of the top 500 franchises have zero presence outside the country—including one of our top 10 companies. Some franchises will never aspire to leave America's borders, of course, but for others it speaks to the vast expansion potential that awaits.

We also heard from an impressive number of new franchises. Of those that applied, 225 of them—almost 22 percent!—are companies that started franchising just in the past five years. But here's the downside to entering such a thriving industry: Competition is tough. Only 21

of these newcomers ranked in the top 500. The highest is uBreakiFix, at number 18. The youngest is Lendio, which began franchising in 2016 and is ranked at 201.

This year's categories also tell a story of where franchising thrives, and where it's going next. The food category is consistent as ever; it remains franchising's hottest. Out of the top 500, 116 serve food, and 93 are quick-service. (In the top 10, half are quick-service—and three out of those five serve hamburgers!) The list's food franchises offer largely what you'd expect, with hamburgers, chicken, sandwiches, pizza, and smoothies/juices well-represented. Frozen custard is also having a renaissance, and fresh categories like poke are on the verge of breaking in.

Other booming categories tell a story about today's consumer—how they're always on the move and looking for help. For example, the childcare sector is also taking off, with five companies ranked in the top 100. Children's fitness is robust as well, with 14 companies ranked; four of them are swim schools. Health services, particularly physical therapy, are rising up in the rankings. So are franchises in fitness, hair care, and senior care.

What's especially new? Look to recreation: Paint-and-sip studios and trampoline parks make a strong showing. These may be trend-based businesses, but they speak to a particular potential. People want somewhere to go that breaks them out of their routine. There's opportunity there—and we suspect future lists will see new entrants just like these.

But the most important takeaway from our Franchise 500 list is this: Even though our list may contain some of the same companies from 25 years ago, those companies don't look the same as they once did. Among the many, many changes from 1993: McDonald's commercials revolved around Ronald McDonald, not real people "lovin' it." Dunkin' Donuts was four years away from debuting its Coffee Coolatta (which it would then discontinue in 2017!). And The UPS Store was...well, it was called Mail Boxes Etc. In sum, yes, some things in franchising remain the same—but only because they also evolve with the times. The greatest brands on this list know how to strike that balance, the marriage of contrasts. It's what enables any company from the past to thrive into the future.

Our list reflects a truth: Franchises must innovate to attract new customers while being reliable enough to keep the old ones happy.



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Meet the Leaders of THE FRANCHISE 500®





McDONALD'S

Founded / 1955
Worldwide units / 37,011
U.S. units / 14,079
Cost to open a store / \$1 million–\$2.21 million

WHEN STEVE EASTERBROOK took over as president and CEO of McDonald's in spring 2015, the world's most recognizable fast-food chain was in the midst of an identity crisis.

Chipotle Mexican Grill and its fast-casual brethren were being hailed as the cooler, healthier dining option, with hormone-free meals and stores that resembled lounges and cafés more than utilitarian pit stops. In Asia, it faced a food-safety crisis after OSI, a supplier that had worked with McDonald's since the days of founder Ray Kroc, was found to have repackaged old meat for sale. And months

before Easterbrook's first day on the job, McDonald's posted its first annual drop in same-store sales in 12 years. According to Euromonitor, the chain's market share of the U.S. fast-food market slid from 17.4 percent in 2012 to 15.4 percent in 2016.

"The pace of change outside McDonald's had been quicker than the pace of change within," says Easterbrook, a decades-long McDonald's veteran, who, before taking over, had been credited with revitalizing the company's U.K. business.

He quickly set the course for a rigorous turnaround in

global operations that refocused the company's vision—and the results have pushed the Golden Arches to the top of this year's Franchise 500 list. The company has been on a hot streak, giving consumers their much-requested all-day breakfast, as well as value items it once took away. Having hit upon a sweet spot between value and quality within its menu, store sales at McDonald's 37,000 global restaurants are now up 6 percent, according to its third-quarter 2017 results.

And thanks to hitting its target of selling off more than 4,000 company-owned stores

to franchisees, earnings per share soared more than 50 percent from the previous quarter. Easterbrook has also been plowing more than \$1 billion into McDonald's stores to reimagine them as "experiences of the future," complete with touch-screen ordering kiosks and meal delivery.

Meanwhile, Chipotle, dogged by a string of E. coli and norovirus outbreaks, was recently blamed for the "near-death experience" of an actor on The CW's *Supergirl*. Its stock price tumbled for almost eight consecutive quarters before bottoming out last November. The tables, it seems, have turned.

EASTERBROOK'S first order of business was to restructure. McDonald's needed to move faster—no small feat for one of the world's largest private employers. "Part of my mind-set early on was, how can we organize ourselves, as a large, somewhat complex business, so we can adapt and be more nimble?" he says. "Instead of using our size as an excuse, [how can we] amplify our size as an advantage and respond to customers?"

Within three months, Easterbrook began stripping away layers of bureaucracy from McDonald's global operations. He regrouped and consolidated each market segment by need, instead of by geographic region, which had become inefficient over time. As a result of the move, for example, McDonald's split China and South Korea out of its former Asia/Pacific/Middle East/Africa (APMEA) region and moved them into its "high-growth" category, along with other markets with franchising potential,



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including Italy and Spain, and the president of the APMEA region became lead for the high-growth group.

Easterbrook then made delivery a global goal, creating a cross-functional “fast action” team of executives whose specific regional experience could now be tapped and extrapolated globally across the organization. “It’s incredibly energizing,” Easterbrook says.

The CEO also supercharged McDonald’s plans for selling its company-owned stores to franchisees. When he took over, the goal was to sell 1,500 restaurants this way annually. Easterbrook shifted that to 4,000 and gave the company until 2019 to do it. His plan, as it turned out, was insufficiently ambitious.

McDonald’s crossed the threshold nearly a year ahead of schedule. This was realized, in part, thanks to a blockbuster deal struck in August to sell roughly 2,740 restaurants in Hong Kong and mainland China to the state-owned Citic and privately owned Carlyle Group, creating the company’s largest franchise outside the U.S. Working through this deal, McDonald’s hopes to open 2,000 more restaurants in China over the next five years to take a huge bite out of the country’s \$125 billion fast-food market.

The result of these sales: In just less than three years, McDonald’s increased the percentage of its franchised stores from 81 percent to 91 percent, with the goal of being 95 percent



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franchisee-owned—bringing it closer to competitors such as RBI (Burger King, Popeyes) and Yum! Brands (Taco Bell, KFC), which are working toward being, respectively, 100 percent and 98 percent franchisee-owned.

Why is this important? For one, it's more efficient to let franchisees run stores, freeing up operating income and insulating the company, at least somewhat, from risk. According to Sara Senatore, a senior analyst at Sanford C. Bernstein, the New York-based investment management firm, this shift "typically has positive implications for the company's financials over time. It generates higher returns on capital, and it

tends to lower the volatility around their revenues." And indeed, McDonald's expects the new strategy to help save \$500 million by the end of 2018 and make good on the \$22 billion to \$24 billion cash return it promised to shareholders by 2019.

But it's also key to Easterbrook's vision of McDonald's becoming faster and more adaptable—to not only implement new changes but also make sure they're implemented effectively. Local operators, after all, are the best judges of when and how to introduce new products and protocols to their local communities. "By tapping into the entrepreneurial spirit of our [franchisees], they are

going to help us go at a much faster pace than we would be able to do on our own," says Chris Kempczinski, president of McDonald's U.S. business.

EASTERBROOK often talks about his "modern progressive burger company," both on earnings calls and in interviews. Some industry onlookers have described the phrase as corporate-buzzword lingo, but Easterbrook says that misses the point. Those words are for his staff. "The rallying call of 'modern progressive burger company' was about giving us the confidence around understanding who we are, and being proud about who we are," Easterbrook says. His customers first seek

value and consistency, he says, not necessarily a finer dining experience or a menu dotted with health food. But even if diners are coming in for what they know, what they know could use some improvement. "It's not about being a different McDonald's; it's about being a better McDonald's."

In other words, it's about focusing on what McDonald's customers love most—and apparently, that's breakfast and discounts. After much clamoring from consumers, McDonald's launched all-day breakfast in October 2015. The transition had its hiccups; some McDonald's stores, for example, couldn't offer both biscuits and McMuffins at the same time

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because it was a logistical headache. But the chain kept tweaking, investing in new kitchen equipment that would allow franchisees to cook all breakfast items—plus the regular menu items—simultaneously. Helped by all-day breakfast, McDonald's saw four straight quarters of same-store sales growth in the U.S. "We had gotten a little too focused on serving stuff that works for us," says Kempczinski. "All-day breakfast was the first real thing where we said, 'This is something the customer wants, and even though it's going to create some complexity in the kitchen, we have to figure it out.'"

Another example of past mistakes corrected: Despite being known for its value, McDonald's had nixed its Dollar Menu in 2013 because franchisees found it hard to profit off the items. Their hope at the time was to punch up at pricier competitors like Chipotle and Panera. Customers balked; they saw McDonald's as a place for

deals, and rather than spend more, they moved on to competitors like Wendy's, with its four-for-\$4 offer.

So in 2017, McDonald's introduced its mix of value items, from its McPick 2 offerings—two-for-\$2 and two-for-\$5 deals that included favorites such as fries and nuggets—to \$1 coffees and sodas. This struck a balance of sorts: Customers could dine without splurging, and franchisees weren't stuck with razor-thin margins. The company kicked off 2018 with new Dollar Menu products for \$1, \$2, and \$3.

McDonald's is still looking for ways to reconcile low prices with a rising customer desire for quality (or at least an intensifying disinclination toward harmful ingredients). In March 2017, it said it would start making certain sandwiches, including the Quarter Pounder, with fresh beef to order—and would roll that out to most U.S. restaurants by 2018. In response to concerns about antibiotic resistance, it also said it would eliminate

the use of chicken exposed to certain antibiotics in the U.S., Brazil, Canada, Japan, South Korea, and Europe, with the goal of eliminating them from all stores by 2027.

"The majority of reasonable folks," says Easterbrook, "will always feel warm toward an individual or company looking to improve itself."

THE LAST PIECE of McDonald's puzzle is technology. In the past year, it has rolled out app-based delivery to 10,000 restaurants in 20 countries to boost its sizable delivery business. Asia and the Middle East alone logged nearly \$1 billion in deliveries. The tech makeover also includes outdoor and indoor digital menu boards, and ordering kiosks.

These changes have gotten mixed receptions. Organizations like the National Restaurant Association say most consumers embrace tech in their dining endeavors, but the pricey remodeling efforts have upset some franchisees. So, too, has the introduction of customized

products like made-to-order McCafé drinks. In a 2017 survey of McDonald's operators released in October by analyst firm Nomura, 27 franchisees who collectively own 241 stores rated their relationship with McDonald's HQ at less than 2 out of a possible 5 points, complaining of "forced equipment purchases" and "slow ordering time, slow make time, and therefore slow service time."

Kempczinski sees franchisee frustration as part of the deal when things change. "We've been very clear with them about where we're going and what our expectations are around performance and investment," he says. "What we've said since day one is 'There will be parts of the plan you may not like. But are there enough that you're really excited about that you can sign off on it in totality?'"

This isn't the only issue McDonald's must contend with. It's also facing ongoing battles over worker wages, and whether it should be held responsible for what franchisees pay employees—sticky legal, financial, and social issues that may continue for years to come.

Still, if McDonald's track record is any guide, it will evolve accordingly and close rifts with franchisees enough to boost its bottom line. After all, franchisees also raised concerns about all-day breakfast—which started McDonald's toward its recovery.

Easterbrook, unsurprisingly, remains confident. "The beauty of getting momentum is that we now have an opportunity to look further out at future innovation," he says. "And we're restless to find more." —J.J. MCCORVEY

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7-ELEVEN

Founded / 1927, Oak Cliff, Tex.
Worldwide units / 63,000
U.S. units / 8,900
Cost to open a unit / \$37,550 to \$1.15 million



IN 1927, an employee of Texas's Southland Ice Company named Johnny Green gave his boss a tip. Customers were requesting that the ice company sell household staples as well. The company tried it out and found great success, and the business was renamed to reflect its (then unheard-of) hours of operation. A convenience store empire was born: 7-Eleven now has 63,000 stores worldwide.

Ninety-one years later, the brand is still eager to experiment. "In this digital age," says 7-Eleven CEO

Joe DePinto, "all segments of business are being disrupted." And the convenience-store brand doesn't want to be left behind. For example, it has a delivery partnership with Postmates in 35 cities (and in 2016, it tested drone delivery in Nevada in a partnership with Flirtey). In more than 8,000 stores nationwide, 7-Eleven is even dipping a toe into financial services. Customers can pay utility bills or income tax at participating stores, and in November, 7-Eleven announced a partnership with Amazon that allows shoppers to hand

over cash at a store and see it immediately transformed into Amazon credit, enabling people without credit cards to shop online at the everything store.

But 7-Eleven's experiments aren't limited to whiz-bang ideas. Sometimes the simplest trials are also the most impactful. Local owners are most attuned to the needs of their neighborhood's customers, says DePinto, and the company's "retailer initiative" program allows local owners to customize each store for the neighborhood. So while you

can always get a Slurpee, locations in residential neighborhoods may have more toothpaste and diapers, while urban shops near offices may have more taquitos to grab for a quick lunch. In its quest to be everything to everyone, 7-Eleven is also doubling down on sourcing regionally specific products. (For example, you'll find very different craft beers in Oregon than in Texas.) It's a big reason the franchise model has been such a good fit for 7-Eleven—which today is 90 percent franchise-owned in the U.S. —**DAVID ZAX**



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3

DUNKIN' DONUTS

Founded / 1950, Quincy, Mass.
Worldwide units / 12,435
U.S. units / 9,015
Cost to open a unit / \$228,620 to \$1.69 million



TO THOSE WHO grew up in Dunkin' Donuts' Northeast stronghold, where the orange-and-pink double *D* is as ubiquitous as the Golden Arches, this news may come as a shock: Dunkin' isn't everywhere! Only in the past half decade has it ventured into Colorado, California, Minnesota, and Utah, and 2017 was the year Dunkin' learned to say "aloha," with its first three stores opening in Hawaii. In a few northwestern states, including

Idaho, there's no Dunkin' at all. There, America evidently runs on something else.

All of this means that Dunkin'—despite having 12,435 global locations at the end of 2017, of which 9,015 are in the U.S.—still has plenty of room to grow. And grow it does: A year ago, those numbers were 12,258 units worldwide, of which 8,828 were stateside. That expansion is happening strategically. "It's not so important to us to just sprinkle new stores

over a wide area," says Grant Benson, the company's senior vice president of franchising and development. "Once we make a commitment to go somewhere, we go deep. But there's certainly nothing unattractive about any state, and we look forward to being represented everywhere." (Sorry, Gem State residents: "It's just not time for Idaho today," he says. Maybe tomorrow!)

Meanwhile, Dunkin' continues to scale globally. Like a box with a mixed dozen of

strawberry frosted, blueberry cake, and Boston kreme, Dunkin' Donuts' units abroad present a variety of flavors, with each market reflecting local tastes. A new store in Amsterdam, for instance, is testing a novel model: one that's "a bit upscale" and "very beverage-focused," per Benson, more in tune with Europe's café culture. America may run on Dunkin', but others prefer to relax with it. And the brand will take all kinds. —**DAVID ZAX**



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4

THE UPS STORE

Founded / 1980, as Mail Boxes Etc.; acquired in 2001 and renamed The UPS Store in 2003
Worldwide units / 5,004 (U.S. & Canada)
U.S. units / 4,652
Cost to open a unit / \$177,955 to \$402,595
Cost for a "store within a store" / \$68,225 to \$248,750

WHEN IS A STORE not a store? It sounds like a Zen koan, but it's actually the key to The UPS Store's new strategy for franchise growth. The UPS Store, says VP of franchise development Chris Adkins, is striving to redefine the notion of a "store" entirely.

The company launched its "store within a store" concept in the 1980s—enabling freestanding versions of itself to be set up inside hotels, convention centers, and so

on—but it reengineered the concept in 2016 to offer even smaller footprints inside places like pharmacies. Then, last May, The UPS Store further loosened several requirements (like no longer needing to install mailboxes) to make the model even more flexible. The result was a "dramatic" reduction of the cost to open a store—sometimes as much as 83 percent—and an increasingly appealing option for business owners of

all kinds. Store-in-store represented about 10 percent of the company's new unit sales in 2017, and it hopes to double that this year.

One recently opened store-in-store location can be found in the corner of a Brooklyn pharmacy, itself only about 800 square feet. Adkins says it's "so small, you may even miss it." But he recalls the pharmacy owner saying, "You know what, I don't care if I make a fortune

on this, because now I am *everything* to everybody in my community."

Now The UPS Store is looking at other ways it can plug into existing spaces. The company is currently piloting an idea to serve universities in partnership with a tech-savvy "smart locker" company called Luxer One. Students receive less and less mail but still get care packages from doting parents (not to mention discounted textbooks from Amazon Prime Student). One UPS Store/Luxer One pilot is active at Belmont University in Nashville, where Luxer's technology tells The UPS Store's employees which locker to stash packages in, then sends students an access code to use on the locker 24/7. "No more waiting in line," says Adkins. —**DAVID ZAX**

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1 in 55 insured homes has a property damage claim caused by **water damage** (ISO®, a Verisk Analytics® company)



5

SONIC DRIVE-IN RESTAURANTS

Founded / 1953, Shawnee, Okla.
U.S. units / 3,593
Cost to open a unit / \$1.07 million to \$2.36 million

SONIC'S SIGNATURE drive-in model seemed to be a liability in 2017, when Hurricane Harvey damaged or closed many of its 950-plus restaurants in Texas and pushed same-store sales down 3.3 percent in the final fiscal quarter. But the company was more than prepared to handle the challenge. "One of the beautiful things about our system is

that we have a disaster-relief fund that our franchises contribute to," says senior VP of franchise relations Eddie Saroch. "So the recovery effort is faster and better than most. The fact that we work together as a team to get stores back up and running means that the business regains momentum fast."

Sonic's sales prove that

out: Despite the natural disasters, its per-share net income increased for the entire fiscal year from \$1.29 in 2016 to \$1.45 in 2017. And Saroch's 2018 forecast calls for more optimism. The chain recently cracked its all-time high of more than 3,200 franchises, and is planning big growth around Washington, D.C.;



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New York; the Ohio River Valley; Alabama; Virginia; and Washington state. (Sonic intends to focus on domestic growth before going global.)

To win new consumers, Sonic is sticking to what works. It continues to use its distinctive “two guys” ad campaign, which features two improv comedians in a car yammering about fast food. And the brand’s message is summarized by a handy acronym: BLADE, meaning the best time to eat at Sonic is breakfast, lunch, afternoon, dinner, and evening. (In other words, any time.) Sonic is enhancing its time-tested strategy, though. It recently appointed new marketing leadership

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to increase media reach and work on technological enhancements like a mobile pay app and a preorder feature to speed up service.

But above all else, Saroch says, Sonic's strength is its partners—particularly longtime franchisees who embrace innovation, balanced by old-fashioned experience. The winner of its 2017 outstanding franchisee award typifies this, he says. It was a second-generation Sonic owner who started working as a cook for his father in 1969, when he was 14 years old. "Building a family business, staying in the brand for a long time," Saroch says, is what Sonic is all about.

—CLAIRE ZULKEY



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6

RE/MAX

Founded / 1973, Denver
Worldwide locations / 7,450
U.S. locations / 3,700
Cost to open a unit / \$37,500 to \$225,000



A FEW YEARS into his career selling Seattle real estate, Matt van Winkle reached a crossroads: He could continue as an independent agent or build a bigger office where he could mentor other agents. “In our market, there’s an assumption that if you’re independent, you’re a discount agent,” he says. “I wanted a lot of support

and technology, and I wanted a brand everyone knew but was underrepresented in this area.”

He found both of those qualifications in RE/MAX, the 45-year-old franchise, whose hot-air balloon is an instantly recognizable corporate symbol. Van Winkle opened his office six and a half years ago, and now,

at age 34, he’s Washington state’s highest-grossing RE/MAX broker, with an impressive 235 agents working out of his firm.

These are the success stories RE/MAX loves to tout, as it transforms the careers of brokers nationwide. RE/MAX opened 59 new U.S. franchises in the first quarter of 2017, and it promotes

growth by supporting brokers like Van Winkle with website design templates, a mobile app, and that priceless brand recognition—and in turn, brokers bring in and mentor new talent. “It’s a winning model that offers outstanding customer service and a strong global brand that has led the industry for more than 40 years,” says

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co-CEO Adam Contos. The company saw 12.5 percent revenue growth in 2017. By the second quarter of 2017, the total number of RE/MAX agents had grown by 5.7 percent from the year before, to more than 116,000.

For Van Winkle, being a broker-owner means spending less time at open houses and closing meetings. To be successful in a large market like his, he says, brokers can't sell real estate and keep up with the demands of recruiting and supporting agents. "The brokerage owners I know who are the most successful? None of them sell real estate."

—BRITTANY SHOOT



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7

GREAT CLIPS

Founded / 1982, Minneapolis
Worldwide units / 4,300
U.S. units / 4,150
Cost to open a unit / \$136,900 to \$258,250



PHOTOGRAPHS COURTESY OF GREAT CLIPS

BRYAN BITTICKS has been a Great Clips customer since 2000, but it wasn't until 2009 that he and his wife, Tamara, searching for a recession-proof side business, started buying Great Clips salons. And in 2016, Bitticks, a former engineer and marketing manager at a semiconductor manufacturer, left his first career for good to focus

on managing the couple's 10 locations in Los Angeles and Portland, Ore.

Coming from the tech industry, Bitticks has a particular appreciation for what has been powering Great Clips' growth—not to mention its first-ever spot on our top 10 list: It's the brand's technology. "Online check-in is the single biggest thing that's transformed our

business," he says. The salon's front door has been virtualized; customers can look at wait times online or on a mobile device and be added to a waiting list, enabling Great Clips owners to better reach young customers accustomed to a sleek, digital-first experience. More than 30 million customers across North America now use the service, and that

number grows between 5 and 6 percent a year.

Great Clips has structured itself for this kind of innovation. It doesn't operate any corporate salons, freeing up the lean executive team to focus on improving core products like the online check-in system and Clip Notes, the global customer database the company launched in 2014.

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And it does all that while keeping many prices the same as they were when newly named CEO Steve Hockett first came onboard in 1988. (Most haircuts still cost between \$13 and \$17.) Hockett says that focus on technology drives overall revenue and burnishes the company's bullish outlook; last year, operating cash flow was up 60 percent from 2010. "We've been growing [same-store sales] nonstop for 13 years, quarter over quarter," Hockett says. The company plans to continue its steady march by bringing more locations to Canada and the coastal U.S.

All of this helps Bitticks, the franchisee, feel like he made the right career change. "We don't deal with offshoring risks in the hair-care business," he quips.

—BRITTANY SHOOT



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8

TACO BELL

Founded / 1962
Worldwide units / 6,800
U.S. units / 6,500
Cost to open a unit / \$525,100 to \$2.62 million



TACO BELL is having a “go big or go home” moment—announcing this year that it plans to expand from 6,500 to 9,000 restaurants globally, and to reach \$15 billion in sales by 2022. The focus is on adding restaurants in Brazil, Canada, China, and India, but it will also press harder in pedestrian-heavy urban

markets in the U.S. with its new Cantina-style restaurants. (That’s basically Taco Bell, but with booze on the menu as well—including, of course, spiked slushies.)

This heavy push, and the enthusiasm it has attracted from customers and franchisees, has launched America’s favorite Mexican joint back into our top 10

for the first time since 2003. But to CEO Brian Niccol, these ambitious goals are merely an extension of the fast-moving attitude Taco Bell has been pushing for years. “As the restaurant continues to add menu items like the Naked Chicken Chalupas and Power Bowls, franchisees have embraced that what’s

successful in the past won’t necessarily be so in the future,” Niccol says. “They are very passionate about learning, new ideas, and connecting with youth.”

Those creative menu items aren’t just for jokes or PR, either. They drive big-time sales. In 2012, when the company adopted its “Live más” tagline and launched

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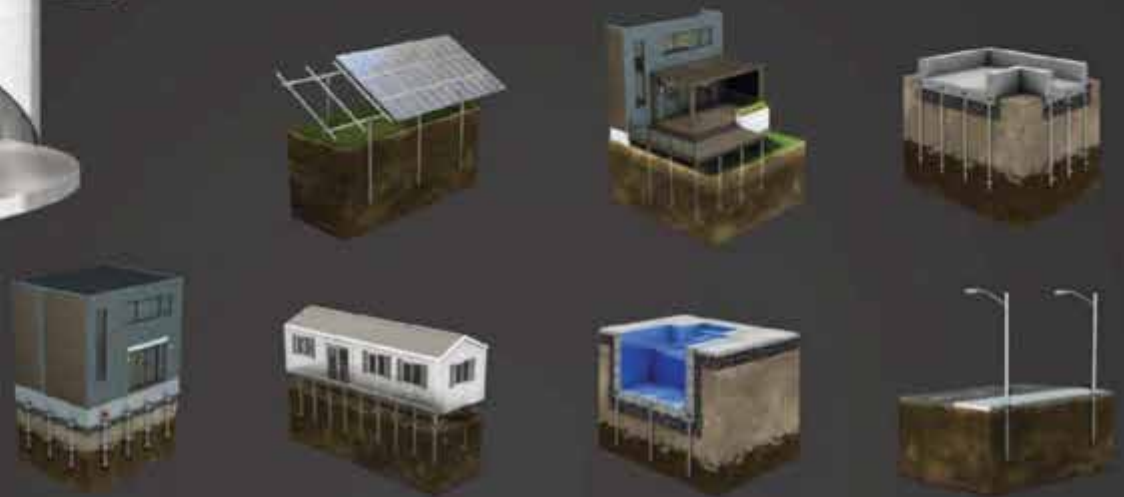


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the Doritos Locos Taco, its average sales per unit were \$1.3 million. Many a wacky-food creation later, including this year's fried-egg-for-a-taco-shell Naked Egg Taco, that number is more like \$1.6 million—with 10 percent of stores surpassing \$2 million. In 2016, even though it is the smallest of the Yum! Brands stores, Taco Bell was the most profitable among them—with a GAAP operating margin of 11 percent, compared with 7 percent for Pizza Hut and 5 percent for KFC.

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(including a cheeky clothing line with Forever 21 that includes shirts that say things like FIRE! DON'T WAIT UP and TOO MUCH SAUCE). And it has increased its focus on food quality, which has played well in the media; the site Food Beast, for example, ran a story headlined "Taco Bell Has Low Key Become One of America's Healthiest Fast Food Chains." All of this gives Taco Bell many paths forward, and many ways to excite new franchisees around the world. "It's important for a brand to stay multidimensional," Niccol says, "and we've done it in a way that stays true to the brand." —CLAIRE ZULKEY

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9

HARDEE'S

Founded / 1960, Greenville, N.C.
Worldwide units / 2,241
U.S. units / 1,876
Cost to open a unit / \$1.3 million to \$1.95 million



IF THE NAME Hardee's makes you think about how the Thickburger is made with all-natural, high-quality beef—and not Kate Upton cramming a burger in her gorgeous face—then everything is going according to plan.

After moving on from its longtime bikini-centric ad strategy in 2016, Hardee's is aggressively honing its brand

identity as more forward-thinking, turning its focus from babes to burgers—with a wink. Recent campaigns include pointed digs at competitors' menus (an ad spoofing a "Taco Randomizer") as well as at itself. One spot features a fictitious spokesperson, Carl Hardee, Sr., who announces the brand's intention to cut the smut, blaming

the ads on his wayward son, Carl, Jr. *Adweek* applauded, saying it "brilliantly flips the script." In October 2017, the company, whose current creative agency of record is 72andSunny, confirmed it was putting its digital and creative work up for review.

The year was also marked by a major C-suite reshuffle, with Whole Foods'

Jeff Jenkins stepping in as CMO and Jason Marker replacing Andy Puzder as CEO. (Puzder was President Trump's first pick for Labor Secretary but withdrew his nomination.) "We are in the process of making significant organizational changes, focusing on talent, innovation, and operational excellence in the restaurants," says

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*Same store sales reflective of past seven consecutive years through December 31, 2017. Please request and read our FDD for more details and sales information.



Marker, who brings his experience serving as the former president of KFC. “Speed and everyday value will be critical elements of our continued growth.”

The company hopes to entice new franchisees to open restaurants in the Midwest, Mid-Atlantic, Southeast, and New England. Between July 2016 and July 2017, the company opened 66 new franchise restaurants in the U.S. A new incentive savings program, including a reduction in the initial franchisee fee and advertising and promotion obligation, is offered to those considering opening new restaurants by early 2019.

—CLAIRE ZULKEY

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Total Expenses	\$254,423
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*Source: franchise500.com

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U.S. & Canadian units / 1,750
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JEFF BURROUGHS lives in a rural area south of Baltimore and in 2009 was seeking a side gig while working full-time in the auto industry. The options were limited. He needed something flexible that would allow him to coach his sons' football and baseball teams and continue his civic duties as a volunteer firefighter. That's how he found what would

become far more than a side gig: Franchising.

"Originally, I bought a three-pack of Sport Clips to pay for my kids' college," he says, by which he means three units of the salon where men and boys come to get haircuts and watch sports on the shop's myriad televisions. But pretty quickly, he realized how much his professional skills could bolster

his small businesses, and today he owns 17 locations, with two more in the works. "I don't need to know how to cut hair. I just need to coach people, and I know how to coach, manage, and market."

Burroughs is the type of franchisee helping fuel Sport Clips' growth. When he started, he was advised that certain counties in his area

could support only one Sport Clips location. But he knew what would work in his region; now most have two. Sport Clips in total opened 130 locations in 2017 and aims to hit 2,000 salons by 2019, focusing on California, the Northeast, and the upper Midwest.

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*As of 12/31/16, there were 275 UBREAKIFIX locations in operation. As published in Item 19 of our Franchise Disclosure Document dated 3/31/17 these figures represent the actual, average total revenues and net profit (cash basis, before income taxes) for the calendar year ending 12/31/16 of all UBREAKIFIX company stores operated by us or our affiliates that met the following criteria: (i) were company/affiliate-operated businesses as of 12/31/16, (ii) had been open for at least two full years as of 1/1/16, and (iii) were still open as of 1/1/17 (13 stores in total). Of the included stores, four (or 31%) exceeded the stated average total revenues and six (or 46%) exceeded the stated average net profit. A 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. The figures do not include revenues or expenses for franchisee-operated UBREAKIFIX Businesses as we cannot verify and/or control the level or type of expenditures made by individual franchisees. The net profit figure also does not reflect royalty, advertising and other franchise fees that franchisees pay to us and must be deducted to determine a franchisee's net profit.

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top 10 franchise list will tell you that. So in 2017, to help its franchisees compete, the brand made operations even easier: It upgraded the point-of-sale systems at all 1,750 locations and introduced online check-in, a service popular with competitors like Great Clips. "I feel positive about the impact that will have and how it will make the experience more convenient for our clients," says founder and CEO Gordon Logan.

Burroughs watches the competition, but he welcomes it as well. "I've got one [location] in the top 30 nationwide, and I've got one that struggles," he says. "You're always going to have pluses and minuses. Frankly, I learn the most from the minuses and use that to make the other locations even better." —BRITTANY SHOOT



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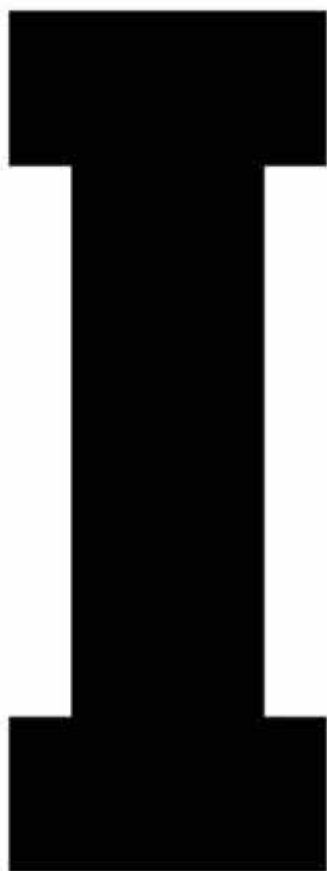


SERVICES FOR THE STRESSED OUT

Many of today's parents are part of what's known as the **"SANDWICH GENERATION."** They're raising young kids, caring for aging parents, and working full-time jobs. They need a lot of help holding it all together. And increasingly, they're getting that help from franchises.

by **JON MARCUS**





IT'S A WEEKDAY morning and Howard Mierau's 2-and-a-half-year-old granddaughter is paddling in a heated pool at the Goldfish Swim School franchise in Needham, Mass. The blond-haired, blue-eyed toddler, clad in a baby-blue swimsuit, spends two or more mornings a week here learning water safety and swimming techniques, while her grandfather watches from the tiki-themed viewing area. And when they're not at Goldfish, they're at another franchise, Gymboree Play & Music.

This all looks quite different from when Mierau raised his own daughter decades ago. Back then, his wife stayed home while he

worked as a computer programmer. But that daughter grew up, got married, and had a child of her own—and because she and her husband work full-time and wanted to make sure their daughter is fully occupied and looked after, Mierau began commuting from his home in Tampa to help out. “[Her parents] want her to be happy, they want her to be healthy, and, yeah, they want her to be exposed to other kids,” Mierau says.

Which is where the franchises come in.

Franchisors have always tried to find and respond to unmet market needs—say, the urge to grab a quick meal when you're on the road. But these days, some of the

greatest unmet needs are coming from a growing population called the sandwich generation. Defined by Pew Research as people with kids under 18 and parents over 65, and who increasingly work full-time, this generation represents an unprecedented social and demographic shift that is driving growth across the economy—and, by extension, the franchising landscape.

The shift is easily visible on our Franchise 500 list. Parents of young children are turning to franchises like Goldfish Swim School (#55), Primrose Schools (#27), Kumon Math & Reading Centers (#20), School of Rock (#163), and trampoline park Sky Zone (#81) for children's enrichment and entertainment, while at the same time relying on companies like Right at Home (#49) and Nurse Next Door (#50) to care for their aging parents.

Behind this growth are several intertwined demographic trends. The average age at which women have a first child is the highest on record, the Centers for Disease Control reports, with more of them waiting until

their late 30s or early 40s to start families. And nearly half of couples both work full-time, up from fewer than a third in 1970, according to the Census Bureau, driving businesses that give children something to do on the weekdays and after school, when kids once stayed home and played. (Franchises also help parents cut down their children's screen time—and their guilt about it.)

Older moms and dads are further removed from their own schooling than their parents were, too—which, in a hypercompetitive age, can be a source of anxiety. “They look at their kids' homework today, and the methodology for getting to the answer is completely different,” says Frank Milner, the president of Tutor Doctor. “There's just this drive to give our kids every advantage we possibly can, to give them the best shot at success in life.”

The franchised elder-care industry is seeing a similar explosion in growth. Some 10,000 Americans are turning 65 every day, Pew estimates—a trend known as “the silver tsunami”—creating a vast market of more

Franchisors have always tried to respond to unmet needs. And some of the greatest unmet needs are coming from people with aging parents, young children, and full-time jobs.



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FRANCHISE INVESTMENTS

* As disclosed in Item 19 of the Primrose Schools FDD dated April 28, 2017. These figures reflect the average Gross Revenue and average EBITDAR achieved during the 2016 calendar year for 195 of the 273 franchised schools with a capacity of 146 to 296 children that had been open throughout the year. 99 of the 195 schools (51%) achieved or exceeded the average Gross Revenue figure, and 91 of the 195 schools (47%) achieved or exceeded the average EBITDAR figure. Your individual results may differ. There is no assurance that you'll earn as much. See the FDD for additional details.

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→ **LITTLE DIPPERS**
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franchise.

than 74 million seniors needing home healthcare and other services.

“The demographic part of this is huge,” says Peter Ross, cofounder and CEO of Senior Helpers, which offers services that range from light housekeeping to personal care. “You have all these trends happening—people aging at record levels, people living longer, people wanting to live at home, parents working two jobs.”

These social shifts are also creating a surge of business for home-services franchises. “It’s not the traditional family where one parent worked and the other stayed home and the father was a very handy guy,” says Mike Bidwell, president and CEO

of Dwyer Group, which owns Mr. Handyman in the U.S. and 12 other home-services franchises, nearly half of which it acquired since 2010. Now his customers are often affluent parents who need hired help around their house. “Whether they can do it or not, they don’t have time. And many younger people can’t do it. Many don’t even own a hammer.”

Which, of course, is good news for him.

SOCIAL SHIFTS may be creating new business opportunities, but those opportunities aren’t seized on their own. The most forward-thinking franchisors are heavily investing in data-tracking age, household

income, education, professional status, and other characteristics of potential customers on an almost house-by-house basis, to gauge demand to a degree that wasn’t possible before.

Senior Helpers, for instance, uses data about age

and earnings to pinpoint where that silver tsunami most needs services—creating maps of territories with at least 20,000 people 75 and older (clients are, on average, in their early eighties) who have collective household incomes of

“You have all these trends happening: people aging at record levels, people living longer, people wanting to live at home, parents working two jobs...”

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→ **HELPING HAND**
A Senior Helpers caregiver, out with a client.



\$400 million. This takes some of the guesswork out of growth, says Ross, who has a sales and marketing background. The way he sees it, franchising offers the fastest way to capitalize on this data. “Data plays a huge role,”

says Milner of Tutor Doctor, which helps parents keep their children on academic track and gives them a leg up in the all-important college application process. “There is a ton more data available today than even 10 years ago

“A lot of people are coming to the same conclusions. So now everyone’s fighting over those 10,000 people [who turn 65] a day.”

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when we were getting started.” This sort of data mining has helped the company expand from 41 franchises in the United States and Canada to more than 500 in 15 countries since 2009, with plans to add 100 more next year.

Goldfish, meanwhile, tracks the age of parents, age of children, driving distance to potential locations, and retail and educational spending habits. It has more than doubled the number of locations since 2015, to 57.

Demographics and data can't be destiny for everyone, however. Some experts warn that dramatic generational and social changes are luring more franchisors into a

market that threatens to go from underserved to overcrowded. Ross is already seeing it; he says 40 new senior home-care franchises have cropped up since he started his in 2002. And by growing to 311 locations globally, adding an average of three to four a month, Senior Helpers itself is adding to that market saturation.

“A lot of people are coming to the same conclusions,” says Nick Neonakis, CEO of The Franchise Consulting Company and author of *The Franchise MBA*. “So now everybody’s fighting over those 10,000 people a day” who are turning 65 in the United States.

Because many “sandwich



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Frank Milner,
president of
Tutor Doctor.

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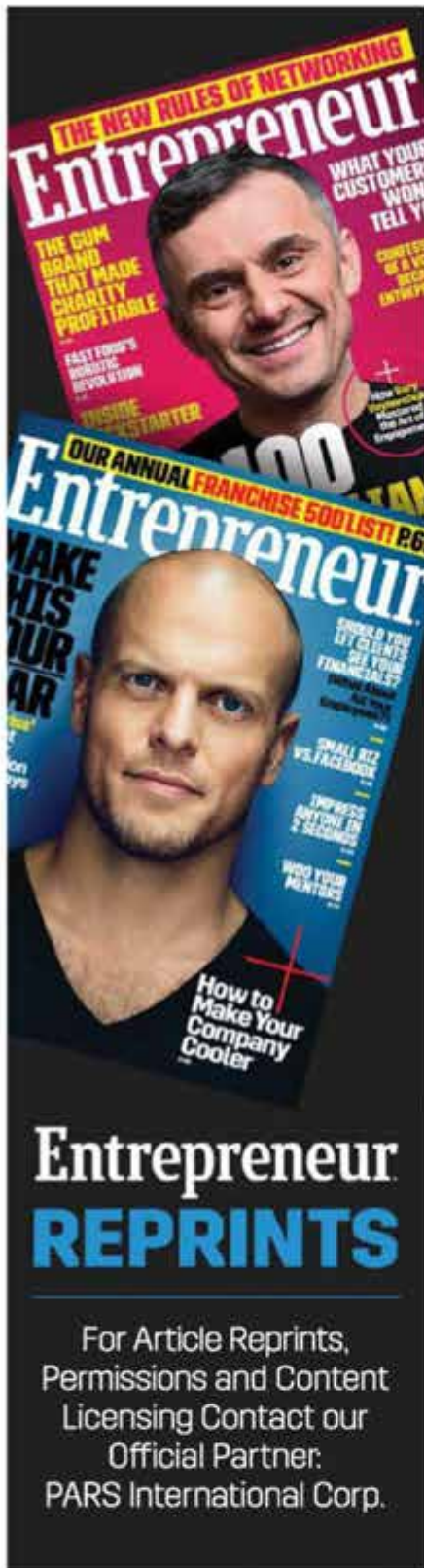
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→ **CLASS ACTS**
A teacher and a student at Kiddie Academy.

generation” franchises provide care directly to people—whether they’re children being tutored or elders being helped at home—they have to also contend with an ever-changing regulatory landscape. Regulations and safety standards may change, or vary in different states, and particularly in elder care, franchisees face a shortage of trained caregivers. “It’s definitely a huge category. But not an easy category,” Neonakis says.

Data may also have an unexpected downside for franchises: It enables a lot of strong competition. Because franchises are generally run by locals

who have solid knowledge of their laws, people, culture, real estate, and demographic trends, the franchise industry has typically connected with communities better than nonfranchise corporations. But Todd Saxton, an associate professor of strategy and entrepreneurship at the Indiana University Kelley School of Business, thinks data could change that—giving centralized corporations the same window into local needs that franchises have traditionally had.

“In some ways that trend toward the use and availability of data is counter to why franchisors have historically



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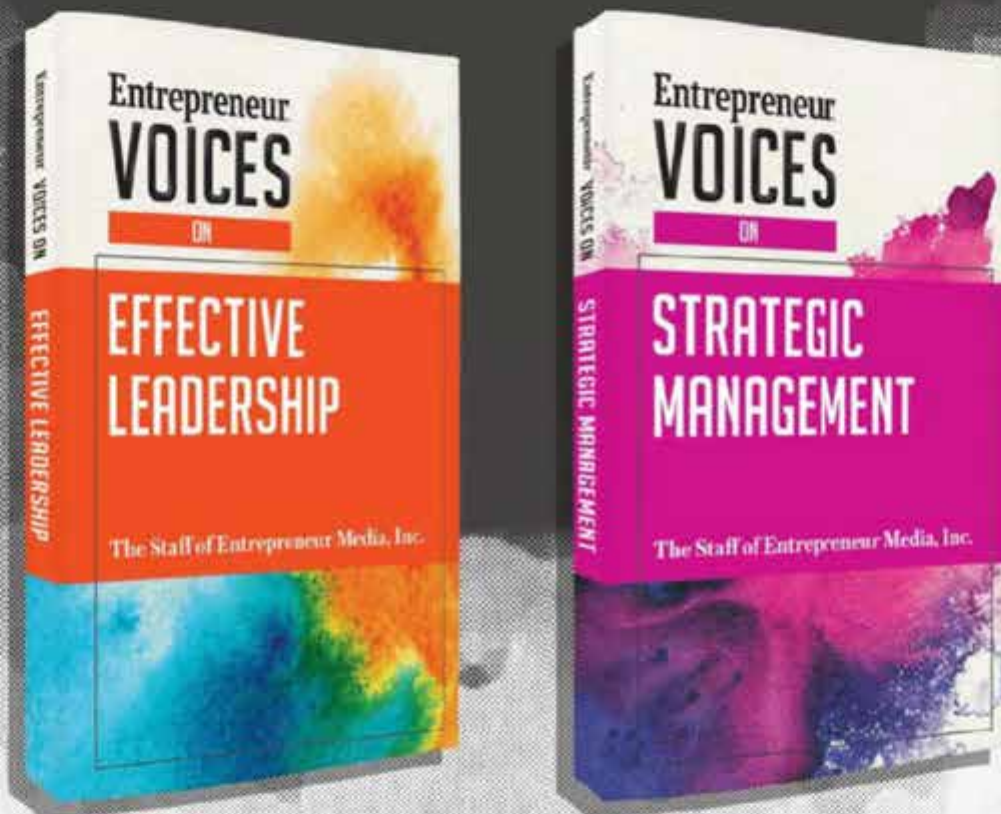


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used the franchise model,” Saxton says. “They had to rely on the franchisees for knowledge about, for example, what neighborhood to put the McDonald’s in.”

In this respect, the generation of aging Americans the franchise industry is hastening to serve, and the franchise industry itself, may share something in common: The world they once knew is changing at a stunning pace.

BACK AT THE Goldfish Swim School, there are no suggestions of such a looming menace. The loudest noise is the happy splash of kids in a pool, against the backdrop of a colorful mural of sea life. Several of the moms here are using the opportunity to telecommute on their laptops while their kids are in class.

Julie Steinkrauss isn’t on a laptop. She’s here with her 3-year-old, Jackie, who wears a giant backpack and Mickey Mouse swim clogs. These weekday morning lessons free up Steinkrauss to spend time with her daughter, since she is so busy the rest of her days chauffeuring her three older kids to dance, SAT tutoring, and basketball.

“I like that it’s so flexible,” she says. “I can come in the morning and be available for the other kids in the afternoon—and for parents who work, it’s open on the weekends, too.”

At that, Steinkrauss pauses, a little ambivalent about how the world has changed. Her life, she says, is “definitely more hectic than our parents’ lives were.” ■

Jon Marcus is a Boston-based journalist who writes for The Atlantic, The Washington Post, The New York Times, The Boston Globe, and others.

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ORANGETHEORY'S GROWTH THEORY



The fitness brand's revenue jumped 137 percent in three years. CEO **DAVE LONG** explains how he's moving faster than a speeding treadmill.
by **J.J. McCORVEY**

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There's a lot of money in the fitness business. The U.S. market is worth \$28 billion, and franchise brands are the hottest, fastest-growing part of it. So how does one of the hottest brands thrive in one of the hottest markets? Ask Dave Long, CEO of the fitness company and workout craze Orangetheory, which offers some actual fun alongside its members' healthy pursuit. Founded in 2010 and headquartered in Boca Raton, Fla., Orangetheory's 823 franchise studios have one-hour, trainer-led group classes featuring wrist- or chest-worn heart-rate

monitors. Classes aim to help members achieve an "afterburn" effect—a metabolic sweet spot that sheds calories long after the gym session ends. But Long says that the company's explosive growth—including a solid 137 percent increase in revenue over the past three years—isn't just about good timing. It's about doing franchise expansion right.

How did you become interested in fitness as a business?

I'm a pretty avid extreme-sports type person. I do a lot of snowboarding, surfing, and mountain biking. Early in my career I worked at a health club, and later at

European Wax Center and Massage Envy. My partner and I were looking for a world-changing fitness product that had already been incubated—something we thought we could grow and add value to. That's when we crossed paths with [cofounder] Ellen Latham,

who had a large studio with a spinning room, a Pilates room, and an "ultimate workout room," which was the first version of what Orangetheory does today.

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Entrepreneur's 2018 Franchise 500



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you helped to grow the company from 25 locations to 800. What did you learn there that you're applying to Orangetheory?

The entire time there, I worked on developing the pipeline of new franchisees. I learned to be very disciplined and process-oriented. The other part was leveraging momentum—obviously, when franchisees are doing well, they're going to want to open more locations, and we want them to, too.

How have you been able to expand the Orangetheory brand so quickly?

Most of our franchisees now are multi-unit owners, though that wasn't originally

a requirement. If you look at the new franchise trade areas we're assigning licenses for, 90 percent of them are from existing franchisees who are adding more locations.

So that's your way of retaining growth expertise?

Exactly. They have a bigger stake in the business. Some franchise companies do big, multi-unit deals, where franchisees might own 50 to 100 locations. Most of ours will end up owning three to five locations. We found that they're able to build a tight, successful team to support that without making it too complex. It doesn't get so big that they can't get their eyes on and touch and feel the

product. That's sort of the sweet spot we found.

Still, you're about to double the number of studio locations you had from just last year. What kind of guard rails have you put in place to make sure that growth doesn't become unwieldy?

First, we're very unique in that we run a dual business model.

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"We've never had to close a single store. Same-store sales have seen almost double-digit growth this year."

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is under construction. We've got a very detailed support plan for how to run that business, and we check in from the headquarters once a week on the metrics. We know where you should be each week.

Likewise, we've got a very disciplined system once the studio opens; there are milestones and goals to hit each week. We know based on where your studio is geographically and price point and all that, what's good, what's great, and what's not so great performance. We do a detailed review after 30 days. And if there are areas for improvement, here's the action plan to get on track for those areas. If the studio is 100 percent on track, we'll wait a quarter and

do it again. If it's way off track, within 30 days we come back with a follow-up and make sure things get back on track.

All that's to say, we've never had to close a single store. Same-store sales have actually seen almost double-digit growth this year.

What makes a good location for an Orangetheory studio?

We've always been very data-driven. Even when we were smaller, we spent a lot of time analyzing the demographics and psychographics around where we wanted to go. What you have to try to determine is, how many customers do you need to be successful in any given

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market or location? What's that person's age, income, and gender? The core of our brand is to make it accessible to all ages and fitness levels, but the largest percentage of our customers are 25- to 49-year-old females with midlevel income. Our ultimate goal is to figure out how to get deeper into those other buckets of consumers, but if you're talking about opening a new location, we want to make sure we're lined up with our biggest customer group.

Say location A is here on the corner and it's doing well, and we're trying to decide if we should open location B three miles away. Because we've laid the groundwork

for the analytics, we'll see all the potential customers in that area. And it will show any customers in that area who are already customers of location A, so now you can see the overlap and that there's still plenty of potential for location B—or not, for that matter. It's in black-and-white. If for any reason location B doesn't end up being successful, we can examine other factors—not that the location wasn't set up for success.

Where do you see Orangetheory going as a business in the next year? The next decade?

Very soon, we're going to mature domestically and

have locations in most areas that can support them. Now we have a huge opportunity internationally. We're already open in 16 countries. If we end up doing 1,400 locations in the U.S., we believe we can do 5,000 locations outside the U.S. We started very early franchising in Canada, and we have 60 locations there. Next year our big growth

markets are Japan, the U.K., and Australia, where we'll open 25 locations next year.

My other long-term goal is, I've started to see that a lot of folks who need the Orangetheory product can't necessarily afford it. So I want to develop relationships with health insurance companies and healthcare providers to subsidize our

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How much does this "afterburn effect" play into the sense of community and fierce loyalty you've engendered? Or is it mostly a marketing draw?

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HOW A RAW-FISH SALAD GOT SO HOT

POKE RESTAURANTS—virtually unheard of five years ago—are suddenly all over the place. But as many franchisors have learned before, going from concept to phenomenon almost overnight holds both promise and peril.

by **BOYD FARROW**



W

WHEN POKÉWORKS opened in midtown Manhattan in December 2015, its cofounder Kevin Hsu wondered if he had made a huge mistake. “The first evening, no one stepped foot inside, apart from two drunk college kids asking if we sold shark,” remembers the 36-year-old entrepreneur. The answer was no. His fast-casual eatery served the traditional Hawaiian bowl of marinated raw fish. “I thought maybe we were trying to introduce a food that the masses were just not ready for. No one had a clue what poke was or how to say it.” (“Poke” rhymes with “OK,” for the record.)

But business picked up once nearby office workers learned they could get a large bowl of lavishly seasoned ahi tuna for \$13.50—less

than the price of two sushi rolls in other restaurants nearby. Introducing an Instagram-worthy, seaweed-wrapped poke burrito also helped. “One freezing day in January, I arrived to see a line outside that stretched past a neighboring Chick-fil-A,” recalls Hsu. “I thought, *Wow, if this many New Yorkers prefer raw fish in the middle of winter, this could work anywhere.*”

Two years in, there are 18 Pokéworks locations in key North American cities such as Seattle, Chicago, and Vancouver, five of which are franchises, and the busiest locations average 700 to 800 servings a day. In January, the company is embarking on an expansion program to open another 80 locations, primarily franchised, across

the U.S. “This isn’t some trendy bicoastal thing,” says Hsu. “People everywhere are eager for diverse foods, and they want healthier fast and fast-casual dining.”

Pokéworks is far from alone. In the past few years, poke has become ubiquitous in America. In 2016, there were 585 American-Hawaiian restaurants in the U.S.; 43 of those had “poke” in their name, according to the food industry market research firm Datassential. In 2017 there were 843; 290 had “poke” in their name. Mentions of poke on U.S. restaurant menus have increased 90 percent from four years ago. Significantly, more than 35 million Americans have tried the stuff.

If this kind of growth continues, it would seem poke is poised to join cupcakes, frozen yogurt, cold-pressed juice, and customizable salads as seemingly-out-of-nowhere exploding food trends. And of course, theories abound on what makes poke the new hot food. There’s Americans’ increasing interest in healthier lunch options, of course. There’s the narrative that millennials love anything in a bowl. (In 2016, the *Wall Street Journal* declared that “bowls are the new plates.”)

There’s the priming of Americans’ palates: Much of the work of familiarizing diners with raw fish had already been done by the U.S.’s 4,000 or so sushi restaurants. Then there’s the simplicity of what’s required to prepare the dish; all anyone needs to open a location is a refrigerator, a rice cooker, and a bit of elbow room. (Not having to ventilate a commercial space filled with industrial ovens can shave a few hundred thousand dollars off the cost.) “We started in one location and opened almost 20 within our first two years,” says Hsu. “That would have been more difficult with any other type of restaurant.”

But no matter what the reason for its popularity, poke restaurant owners are about to learn something that many cupcake, fro-yo, juice bar, or salad shop entrants learned the hard way: Trying to turn a profit from the latest food trend is not for the faint of heart. And if you’re going to jump in, you’d better understand exactly what’s in the water.

“When something is hyped in the media, you often see incredibly high growth for a while before attention shifts to the next thing,” warns Aaron Allen, a third-generation restaurateur and founder of

In 2016, there were 585 Hawaiian restaurants in the U.S.; 43 had “poke” in their name. In 2017, there were 843; 290 had “poke” in their name.

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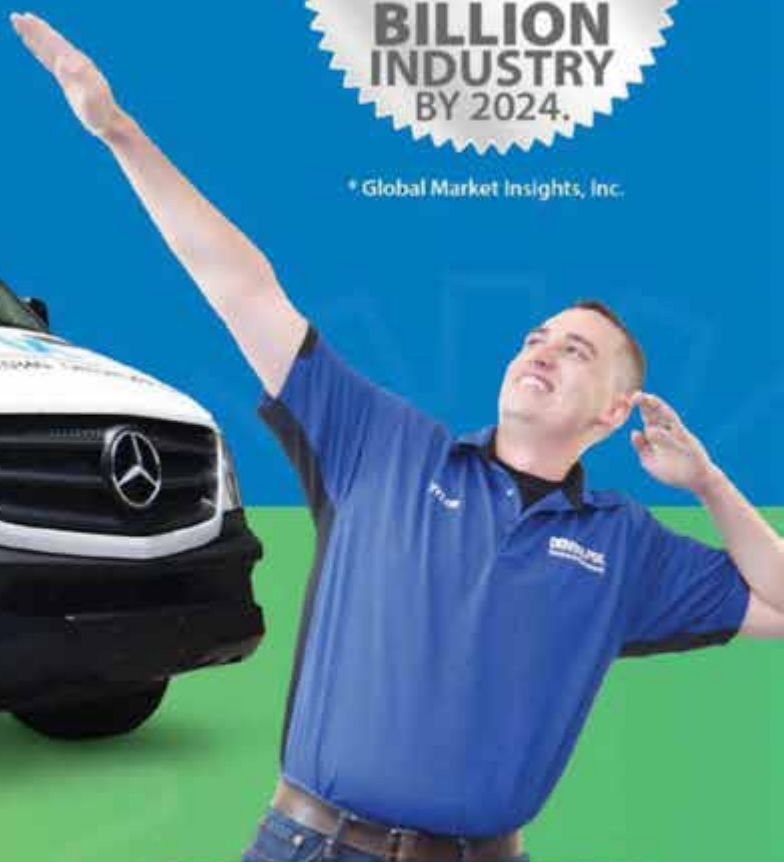
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PINK GOLD
A poke bowl from Pokéworks.

industry consultancy Aaron Allen & Associates. “How fast something takes off can sometimes indicate how quickly it might fall.”

IN HAWAII, poke is a classic and ubiquitous street food—tubs of chopped fish, tossed with salt, seaweed, and kukui nuts. The dish was popularized more broadly in the early '90s by Hawaiian chef Sam Choy, who literally wrote the book on poke (*Poke: Hawaii's Food*) and created an annual poke festival and recipe contest. While the basic recipe is simple, poke is almost endlessly versatile: You can customize the fish, the toppings, and the base at the bottom of the bowl.

Before this decade began, if you wanted to buy poke in the U.S., you had to venture

to the continental haunts of Hawaiian natives—places such as Takahashi Market, originally a Japanese general store, in San Mateo, Calif. This changed in 2010, when Texas-born Jason McVearry followed his wife, Trish Fortuna, to Los Angeles after living in Hawaii. They'd only discovered poke six months earlier in Hawaii before they decided to make and sell poke from a walk-up counter in Venice Beach. They named the venture Poke-Poke and, inevitably, made a sign from a surfboard. “We had great fun making big batches of poke, but no one knew what it was at first,” says McVearry. “We were having to throw it away at the end of the day.”

Nevertheless, through word of mouth—and just as McVearry anticipated—poke

proved the perfect food for faddish, health-obsessed Southern Californians. Soon, a dozen copycat poke shacks opened around them, and even Poke-Poke's landlord evicted it so he could open his own poke restaurant in early 2017. By that time, the couple had already moved to Austin, Tex., where they'd open two more restaurants.

“We've been watching it get crazy in L.A.,” McVearry says. “Many Chinese or Korean places are turning into poke restaurants overnight. Bigger, slicker operators are getting in and planning bigger chains.”

Indeed they are. Chicago's seven-outlet chain Aloha Poke Co. is planning to open 10 restaurants—including outlets in Florida, Denver, Washington, D.C., Wisconsin, and Minnesota—courtesy of a “strong seven-figure investment” by Chicago-based Levy Family Partners. And Sweetfin Poke, a slick chain that has opened seven locations in L.A. since 2015, recently tapped former Shake Shack CEO David Swinghamer as a strategic adviser to turn its concept into a nationwide chain. Additionally, a handful of regional poke restaurants are also embarking on expansion in the next few months, raising the competitive bar.

As with any hot new franchising or food trend, competitors are already staking their territories and touting their differentiators—even if those differentiators aren't exactly game-changing. For example: Tobi Miller, the cofounder of Beverly Hills-based LemonShark Poké,

“We've been watching it get crazy in L.A.,” says an early entrant to the market. “Many Chinese or Korean places are turning into poke restaurants overnight.”

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notes that his company is the “only poke restaurant with cushions on the seats.”

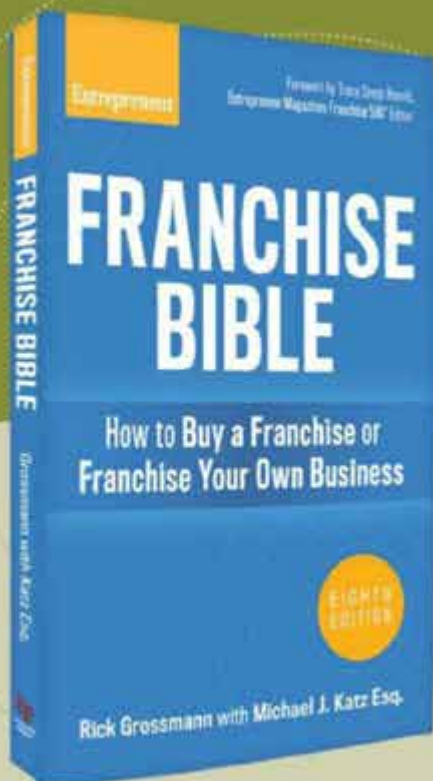
Aside from those comfy seats, though, LemonShark represents exactly the kind of entrant that buzzy food concepts attract—which is to say, well-financed people with their ear to the ground. LemonShark was founded by Miller, a founding member and lead guitarist in the band the Wallflowers, and the former pro race-car driver Richard Gottlieb. Both men are now successful real estate developers and have racked up more than 50 strip malls in Southern California between them. Their poke chain has five locations—four in California and one in Orlando,

Fla.—and 24 more set to open during 2018. The company says it has sold 67 units so far, and it’s aiming to have 300 locations in key U.S. cities within the next five years.

They’re also thinking about differentiators that go beyond seating. “We’re dealing with the problem of the low barrier to entry in this market by sourcing the best food, securing the top locations, and developing the most comfortable environments to spend time in,” Miller says. “We’re not just targeting the lunch take-out crowd; we’re after the clientele who want a relaxed, casual evening meal.” Almost half of LemonShark’s business is done after 5 P.M., and



With prices on the rise, “it will be interesting to see how much people will actually pay for top-quality poke.”



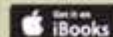
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it caters to the evening crowd by offering beer and sake.

Miller is convinced that poke can become an enduring fast-casual staple by appealing to both health-conscious, middle-aged consumers who see it as bargain sashimi and the younger people who want endless mash-ups.

“The economics of running these restaurants are very good. You only need two or three employees, there’s no real cooking required, and the price point—around \$20 a head—is incredible,” he says. “Now it’s the Wild West, but within 10 years, just like with most restaurant concepts, there will probably be a couple of regional poke players and two national

brands. We will definitely be one of those national brands.”

But as the industry moves toward the inevitable shake-out, the issues facing poke restaurants run deeper than mere competition.

KERRY CHAO opened a restaurant called Poke Papa in Washington, D.C., in April 2017. The place has been popular—“partly because we were first in,” he says—and now Chao is considering franchising his brand. “I feel like we should be rolling out now to New York and some other cities while they are underserved,” he says, “but I’m concerned with maintaining quality control over the fish.”

He’s right to worry. Stocks of most tuna varieties are

declining dramatically worldwide, and prices are going up. Even in Hawaii, ahi is now regularly supplemented with alternative local fishes. Already, some in the industry are calling this “the poke effect.” So this is the poke entrepreneur’s long-term challenge: What to do about an increasingly limited supply of their core ingredient?

Perhaps unsurprisingly, many owners talk about sustainability, and their menus are manifestos for “marine conservation,” seasoned with phrases like “responsibly sourced” and “socially responsible.” LemonShark’s tuna is line-caught in the Pacific, while its salmon is certified to be traced to boat or farm. Pokéworks’ Hsu says sourcing sustainable fish is one of the tenets of the company’s business plan. In evaluating vendors, he says, the company looks at everything from aquaculture management to the packaging used for fish feed. But in the long term, poke restaurants will also need to ensure that vendors are behaving responsibly; it is their businesses, after all, that could be jeopardized by overfishing.

Pokéworks is trying to deflect criticism by sourcing

wild-caught fish from the East Coast. It has also brought on Hawaiian-born chef Sheldon Simeon to get creative with the menu. Simeon, a *Top Chef* darling, recently added a white fish, bora—also known as the less-exotic-sounding mullet—to Pokéworks’ menu. The fish can live in fresh and salt water, and keeps shorelines clean by munching on algae.

“We’re definitely trying to use underutilized fish,” says Hsu, adding that the company further benefits from this by keeping menus fresh and generating positive PR. (Fast-casual salad restaurant and media favorite Sweetgreen deployed a similar tactic by choosing to feature steelhead, an alternative to salmon.)

And yet, while poke restaurants may fill out their menus with fish such as red snapper, blue marlin, and octopus, the tuna bowl is ultimately the star attraction—and almost always the most expensive item.

“When poke is made properly, it is actually an extremely difficult market to succeed in,” says Poke-Poke’s McVeary. “You have to have a good relationship with a very good fish supplier. This is a high-cost, delicate product

Troublingly, stocks of most tuna varieties are declining dramatically worldwide, and prices are going up. Some in the industry have dubbed this “the poke effect.”



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that involves very little waste. Take our bigeye tuna: It's flash-frozen in the hull of the boat and freighted overnight from Hawaii." He says if he had more outlets, he may not be able to ensure the fish is consistently high-quality or be able to offer seasonal specials.

"It will be interesting to see how much people will pay for top-quality poke," says McVeary. "I know one recently opened business that has quality, amazing fish, and it was lambasted in the press for its high prices."

IF THERE IS any inevitability in trends, it is this: At some point, the market will mature. Although LemonShark's Miller says it another way: "There will be a

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lot of losers.”

Miller knows the first ones to go. They’ll be early, competitive players that serve “low-quality fish in an uninviting, overlit space”—much like the many collapsing frozen yogurt shops of the 2000s, hastily launched businesses that couldn’t be supported by low-check purchases. And he should know; a decade ago, he was one of those fro-yo franchisees. “I bought a Yogurtland franchise in California—a total disaster,” he says. “It’s a modern candy store. The yogurt has a ton of sugar, and people pile a bunch of candy on top. I still can’t get out of it.”

Those giddy fro-yo days should serve as a warning both for franchisees not to be gullible and for franchisors not to be overzealous. Owning the franchise, nevertheless, taught Miller the beauty of the franchise business—how a concept can grow exponentially in a very short period of time. And it taught him how to be a better franchisor.

LemonShark, for instance, is selling franchise territories with an average of three sites rather than single locations, says Randy Blue, VP of franchise development. The company is locking down sites near Chipotle outlets, which have a similar price point, and close to big gyms and malls with high-end grocery stores.

Blue is also inspired by a past failure. He worked in franchise development for Quiznos, where he saw what can go wrong when a franchisor expands too quickly. “The company had a hot concept, but it was impatient,” Blue says. It grew from 100 units to 4,000 in three years. At its peak, it had more than 5,000 locations, but franchisees filed a class-action lawsuit alleging

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market overcrowding, and the company experienced a well-documented flameout, eventually filing for bankruptcy in 2014. Today there are fewer than 1,000 locations.

So how well can poke really scale? Howard Penney, a restaurant analyst at Hedgeye Risk Management, is circumspect about it. He thinks there could be five good years ahead for well-run first-to-market restaurants, especially in L.A. and San Francisco, cities that share some lifestyle similarities with Hawaii. But still, he says, restaurateurs should be realistic. "You're not going to have a Starbucks-like trend, because everybody drank coffee before



As poke goes mainstream, a battle rages over real estate: "It's a real land grab."

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Starbucks came along," says Penney. "Mexican food was reasonably popular before Chipotle made it more mainstream. Poke is completely new for most Americans. In time, it could be viewed as another iteration of sushi."

This doesn't mean that poke restaurants can't make good money; analysts say the good ones can. But even if the number of Hawaiian-American restaurants grows tenfold, that still makes for only 8,000 locations, compared with the almost 80,000 pizza joints in the U.S.

With that in mind, Pokeworks says it is hedging its growth by balancing more expensive, bigger spaces for fast-casual dining with smaller take-out joints. "We want a mixture of sizes" says Kevin Hsu. "Poke is now mainstream, and we're competing for the same prime sites as other restaurants. It's a real land grab."

Whether poke ends up taking off in franchises, or as part of a broader menu offering at established seafood or Japanese restaurants, it's too early to say. But no matter what happens, this much is guaranteed: Poke won't have this spotlight forever. "There is \$4.6 trillion sitting there in private equity funds, and everyone is looking for the next food fad to invest in," says Allen. "You can find a small market for every kind of food, but they can't all work on the same scale."

Miller, for his part, is sanguine. He points out that not so long ago Americans hadn't heard of sushi, and now there are thousands of sushi restaurants in the U.S. doing \$2.3 billion in revenue. "Is this the cupcake craze?" he says. "No. It's not a novelty. It's a delicious, healthy cuisine that Hawaiians have enjoyed for years." **E**

Boyd Farrow has written about business, technology, and travel for The Financial Times, The Times of London, and Fast Company.

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**WHAT WE
TALK ABOUT
WHEN WE
TALK ABOUT
FRANCHISING**

The three biggest lessons in franchising, according to the industry's top podcasters.
by **ERIN SCHULTE**

WANT ADVICE ABOUT FRANCHISING? Talk to someone in the business. Or better yet, talk to people in the business...whose side business is talking to other people in the business! Franchise podcasters have a particularly valuable perspective: They bring their own experiences to the mic and then learn through regular conversations with the best minds in franchising. That's why we asked three of the industry's chat masters for the most salient lesson they've learned over the years.

LESSON 1

Consider the Market, Not Just the Concept

TOM SCARDA, host of *The Franchise Academy Show*, got lucky early. He entered franchising in 2000 when he bought a Maui Wowi franchise in New York City; five years later, he sold it for enough money to semi-retire at 41. "But I learned nothing from that," he says. Then, in 2006, he bought a Super Suppers franchise. The company was basically a food-prep area: People could come in to make meals in bulk, then freeze them and take them home to feed their families for days.

That's when Scarda's real lessons in franchising began.

"We had small kids, and my wife was working—we thought it was the greatest thing for moms. But in 19 months, we were out of business," he says. The franchisor ceased operations in 2011. The problem? Super Suppers was offering a service far too unfamiliar to most parents. "What we learned is that it takes a lot of time, money, and marketing to change people's habits."

Now Scarda often cautions prospective franchisees against jumping in too quickly. "So many people buy franchises for the wrong reasons—they love the food, or are infatuated with the franchise," he says. "Some buy because of what they perceive is a lack of competition: 'There's no XYZ franchise in my town.' It might be a great fit for the town but wrong for the person. People ask me, 'What's the hottest franchise out there?' You want to run from those, because they're usually a fad. Or people think having a big brand name is important. But if you already know the brand, chances are all the good locations are gone. In some ways it's like trying to pick a good stock that's a match for your lifestyle."

His biggest takeaway: Consider everything around a franchise, and not just the franchise itself. Nobody wants to be the next Super Suppers.

LESSON 2

Get Over Yourself

JOHN P. HAYES hears the same thing over and over again: People say they want to quit their jobs and escape their bosses, but they don't want to buy a franchise because then they'll have to answer to corporate headquarters. "If I buy ABC Franchise, I have to do it the ABC way, and I don't want to do that," they'll say to him. To which he responds: "OK, that's a problem."

Hayes is a franchise coach, an author, and the former CEO of HomeVestors—a.k.a. "We buy ugly houses"—and he hosts *How to Buy a Franchise Show*. (Can you guess what it's about?) He has also taught a course on the basics of buying a franchise at the International Franchise Association's expos for 27 years. And in that time, he has offered a consistent message to people who don't want to do things the ABC Franchise way: You're missing out!

"I spend a lot of time teaching people why businesses go out of business: They don't know what to do to build a successful business because they don't have a system," he says. But a successful franchise brand does have a good system, and all it asks is that franchisees follow it. "So get on your knees and say a prayer for the franchisor who gives you the system that leads you to profits and success."

Bottom line, Hayes says: "If you say you don't want to do it someone else's way, then keep your job. They're not going to change for you. The number one challenge is giving up the control issue."

LESSON 3

Don't Be Afraid to Get Your Hands Dirty

FOR HIS PODCAST *Franchise Today*, Paul Segreto has spent the past eight years talking to people who have launched successful franchises. But the conversation that sticks in his mind the most these days was with Jimmy John Liautaud, founder of Jimmy John's Gourmet Sandwiches, who had great insight on what to do when your business starts to wobble.

"Jimmy John's story was that he had gotten up to 200 units; of those, 170 were franchised, and he realized the majority of those weren't performing the way the corporate units were," says Segreto, who is also CEO of the franchising consulting firm Franchise Foundry. "He put a hold on further franchising and told the then president, 'We're going out on the road, and we're going to turn these locations around before we start franchising again.'"

Liautaud knew that success didn't come by just opening new stores. It came from customer service—and that's what he needed to go out there to instill in his franchisees. "You walk in the door, they greet you, and by the time you finish ordering your sandwich and walk over to the register, the sandwich is made," Segreto says. "Plus, they're one of the only [fast-food restaurants] that has a true delivery system; they aren't delivering through a third-party system like Uber Eats."

Segreto likes this story because it captures franchisors' most common lesson: "The biggest learning experience they always come back to is to spend the time on the front end building and perfecting your system before you cast that net out and decide to try to franchise everywhere."

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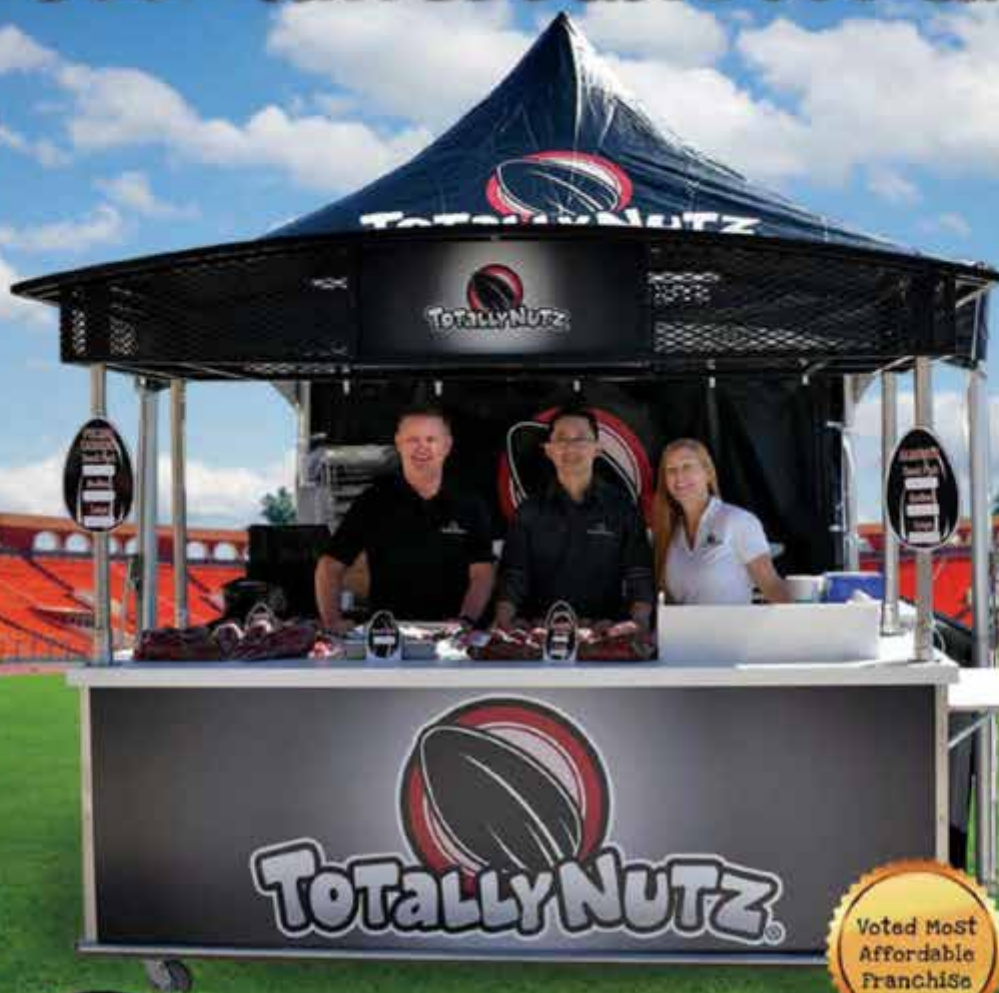
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UNDERSTANDING THE RANKING

Welcome to Entrepreneur's 39th annual Franchise 500®.

That's right, we've been putting together the world's first, best, and most comprehensive franchise ranking for almost four decades. And this year's turned out to be one of our most competitive ever. In fact, for the first time in 25 years, more than 1,000 companies applied to be a part of the list. That means if you're interested in buying a franchise, you've got more options than ever, from the established industries still dominating the top of the rankings, like restaurants, hair care, and real estate, to emerging trends quickly climbing their way up, like smartphone repairs, trampoline parks, and paint-and-sip studios.

So how do we determine which companies come out on top? Using our proprietary ranking formula, which is always evolving to keep up with the ever-changing franchise world. Here's a quick overview of what we consider:

THE FIVE PILLARS OF THE FRANCHISE 500

Some key factors that go into our evaluation.

COSTS & FEES

- Franchise fee
- Total investment
- Royalty fees

SIZE & GROWTH

- Open and operating units
- Growth rate
- Closures

SUPPORT

- Training times
- Marketing support
- Operational support
- Franchisor infrastructure
- Financing availability
- Litigation

BRAND STRENGTH

- Social media
- System size
- Years in business
- Years franchising

FINANCIAL STRENGTH & STABILITY

- Franchisor's audited financial statements

BEFORE WE CAN DETERMINE the rankings, though, we have to gather the data. Beginning in July 2017, we asked franchisors to fill out our online form and submit a copy of their current Franchise Disclosure Document (FDD) or Canadian Disclosure Document. A total of 1,023 companies supplied the required information. Submissions were then vetted by our editorial team before being entered for data analysis.

To be eligible, a franchisor must be seeking new franchisees in the U.S. or Canada and must have had a minimum of 10 units open and operating as of July 31, 2017, with at least one franchise located in North America. Companies in Chapter 11 bankruptcy proceedings were not eligible. Then, each eligible franchisor was scored based on more than 150 data points, and those with the highest cumulative scores became the Franchise 500.

Companies are listed on the following pages by their industry categories. Ranked companies appear with their position listed to the left of their names. As an additional tool, we also list the 523 franchise companies that did not rank in the Franchise 500 but still passed our vetting process. Look for them listed in alphabetical order under "Not ranked" in their respective categories.

Use the Index on pg. 219 to find a specific company, or go to Entrepreneur.com/franchise500 to view the entire list online.

Note: The Franchise 500 is not intended to endorse, advertise, or recommend any particular franchise. It is solely a tool to compare franchise operations. Entrepreneur Media stresses that you should always conduct your own independent investigation before investing in a franchise. Read the FDD and related materials, get help from a franchise attorney and an accountant to review legal and financial documents, talk to as many existing and former franchisees as possible, and visit their outlets. To protect yourself, do your homework.

Research compiled by Tracy Stapp Herold and Michael Frazier, with assistance from J.R. Jimenez, Sean Strain, and Jesus Delgado; technical assistance from Angel Cool.

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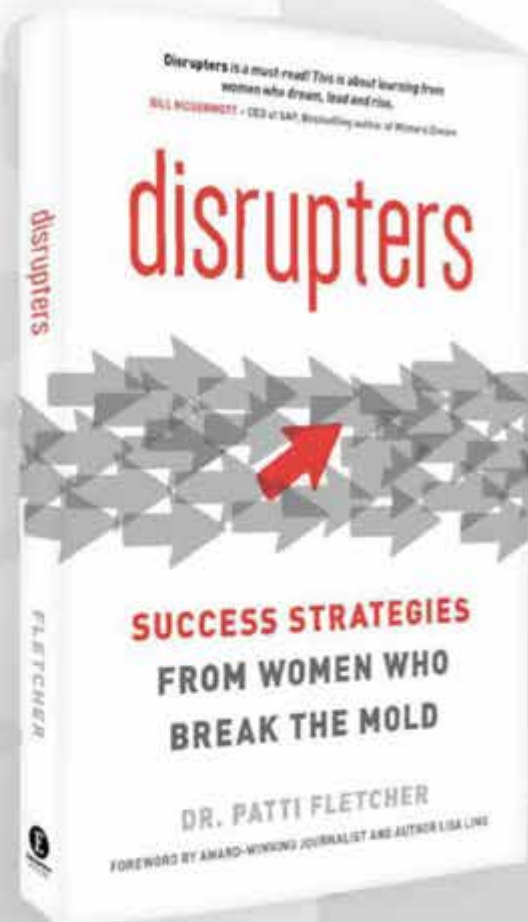
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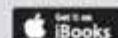


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LISTINGS KEY

Year began/franchising since

This shows how long a company has been in business and how long it has been franchising. Both are good to know when you're trying to decide whether you should go with an established system or a newer concept.

Available U.S. regions and Seeking int'l.?

Check out these columns if you want to know whether a franchise system is expanding in your area and whether a company requires franchisees to buy master licenses or multiple units.

No. of franchises/Company-owned

Find a franchise company's size and how quickly it's growing. Here we list the numbers of franchises and company-owned units open and operating worldwide as of July 31, 2015, 2016, and 2017.

Startup costs/Franchise fee

Look here for the total investment to open a franchise (without financing). This figure can be impacted by real estate and construction costs, equipment, inventory, location, type of business, and other variables. Note: The startup costs include the initial franchise fee; however, for easy reference, the franchise fee is listed separately as well.

Royalty fee

Many franchisors require franchisees to pay an ongoing royalty fee. Specific fees are listed in this column, typically expressed as a percentage of monthly gross sales.

Financing available?

More than three-quarters of the franchisors in our listing offer in-house financing or have relationships with third-party financing sources to which they refer qualified franchisees.

Home-based/Mobile opportunity?

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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AUTOMOTIVE

APPEARANCE SERVICES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
151	Ziebart Auto appearance and protection services Troy, Mich.	1959/1963	ALL	C,I**	363/12	363/12	379/12	\$227K-\$450K/\$30K	5%/8%	YES	NO	NO
228	Maaco Franchising Auto painting and collision repair Charlotte, N.C.	1972/1972	ALL	C,I	470/0	470/0	496/0	\$313.3K-\$478K/\$40K	9%	YES	NO	NO
434	Colors On Parade Mobile auto paint and dent repair Myrtle Beach, S.C.	1989/1991	ALL	C,I**	212/10	229/10	224/11	\$33.8K-\$103K/\$5K	7-30%	YES	YES	NO
NOT RANKED												
	Fast Tints Franchising Mobile window tinting, paint protection, headlight restoration Boca Raton, Fla.	1993/2017	ALL	C,I	0/1	0/1	0/1	\$63.7K-\$74.1K/ \$24.9K	7%	YES	NO	NO
	Interior Magic Auto appearance reconditioning Lexington, N.C.	2003/2004	ALL	C	47/0	50/0	51/0	\$33.1K-\$100.1K/ \$14.9K-\$39.9K	6%	YES	YES	NO

OIL-CHANGE SERVICES

34	Valvoline Instant Oil Change Oil changes and preventive maintenance Lexington, Ky.	1986/1988	ALL	NO	662/278	717/334	734/384	\$162.3K-\$2.3M/ \$30K	4-6%	YES	NO	NO
120	Express Oil Change & Tire Engineers Oil changes, tire services, tune-ups, repairs Birmingham, Ala.	1979/1983	MW,S, SE,SW	NO	108/103	108/110	114/116	\$1.9M-\$2.5M/\$35K	5%	YES	NO	NO
181	Jiffy Lube International Oil changes, preventive maintenance Houston	1979/1979	ALL	C,I	2,085/0	2,081/0	2,089/0	\$71.7K-\$450K/ TO \$35K	4%	YES	NO	NO
278	Grease Monkey Franchising Oil changes, preventive maintenance Greenwood Village, Colo.	1978/1979	ALL	C,I	233/63	224/78	230/90	\$156.7K-\$340.9K/ \$30K	5%	YES	NO	NO

TRANSMISSION REPAIR

315	AMCO Transmissions and Total Car Care Transmission repair and car care Horsham, Pa.	1963/1963	ALL*	C,I	663/0	651/0	630/0	\$223.6K-\$330.5K/ \$39.5K	7.5%	YES	NO	NO
493	Mr. Transmission/Milex Complete Auto Care Transmission repair/general auto repair Midlothian, Ill.	1956/1976	ALL	C,I**	94/0	99/0	88/0	\$204K-\$288.4K/ \$45K	7%	YES	NO	NO
NOT RANKED												
	Cottman Transmission and Total Auto Care Transmission repair Horsham, Pa.	1962/1964	ALL	NO	61/0	56/0	54/0	\$192.4K-\$230.7K/ \$37.5K	7.5%	YES	NO	NO

WHEELS & TIRES

202	RNR Tire Express & Custom Wheels Tire and wheel sales and rentals Tampa, Fla.	1999/2003	ALL	C,I**	63/10	71/14	83/14	\$500K-\$1M/\$35K	5%	YES	NO	NO
250	Big O Tires Tires, tire services, auto products Palm Beach Gardens, Fla.	1962/1982	MW, SW,W	NO	381/12	387/2	395/2	\$260.2K-\$1.1M/ \$30K	2-5%	YES	NO	NO
NOT RANKED												
	RimTyme Rent-to-own custom wheels and tires Plano, Texas	2005/2007	ALL	NO	35/0	39/0	38/0	\$321.3K-\$684.4K/ \$25K	4%	YES	NO	NO

WINDSHIELD REPAIR

402	SuperGlass Windshield Repair Windshield repair, glass scratch removal, headlight lens repair Orlando, Fla.	1992/1993	ALL	C,I	319/0	325/0	332/0	\$9.9K-\$31K/ \$9.5K-\$28.5K	4%	YES	YES	YES
455	Novus Glass Auto glass repair and replacement St. Paul, Minn.	1972/1985	ALL	C,I**	1,920/22	1,953/41	1,967/32	\$46.2K-\$241.9K/ \$7.5K	8%	YES	YES	YES

MISCELLANEOUS REPAIR & MAINTENANCE SERVICES

255	Carstar Franchise Systems Auto collision repair Charlotte, N.C.	1989/1989	ALL	C	442/1	490/1	533/1	\$283.7K-\$824.3K/ \$40K	TO \$3.5K/MO.	YES	NO	NO
257	Tuffy Associates Auto repair Toledo, Ohio	1970/1971	ALL	NO	167/23	160/26	161/17	\$224K-\$413.5K/ \$30K	2.5-5%	YES	NO	NO
292	Precision Tune Auto Care Auto repair and maintenance Leesburg, Va.	1975/1978	ALL	C,I**	285/35	284/40	281/45	\$127K-\$253.6K/ \$25K	7%	YES	NO	NO
319	Honest-1 Auto Care Auto repair and maintenance Scottsdale, Ariz.	2003/2003	ALL	NO	53/0	56/0	64/0	\$205.7K-\$659.2K/ \$45K	6%	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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RANK

357	Christian Brothers Automotive Auto repair Houston	1982/1996	ALL	NO	145/2	154/1	163/1	\$458.95K- \$555.4K/\$135K	VARIABLES	YES	NO	NO
NOT RANKED												
	Advanced Maintenance Commercial-fleet maintenance, repair, and management services Wilmington, N.C.	2000/2006	ALL	C,I,**	10/2	11/2	12/2	\$117.7K-\$174.6K/ \$35K	6%	YES	NO	NO
	Auto-Lab Complete Car Care Centers Auto repair and maintenance Auburn Hills, Mich.	1987/1989	MW,NE, S,SE,SW	NO	29/0	27/0	25/0	\$130.8K-\$313.5K/ \$27.5K	6%	YES	NO	NO
	Meineke Car Care Centers Auto repair and maintenance Charlotte, N.C.	1972/1972	ALL	C,I	973/2	964/2	915/11	\$123.1K-\$572.4K/ \$35K	5%	YES	NO	NO
	Midas International Auto repair and maintenance Palm Beach Gardens, Fla.	1954/1956	ALL	C,I	2,232/4	2,221/13	2,090/0	\$179.1K-\$435.1K/ \$30K	3-5%	YES	NO	NO

MISCELLANEOUS AUTO PRODUCTS & SERVICES

149	Line-X Spray-on truck-bed liners, truck accessories, protective coatings Huntsville, Ala.	1993/1999	ALL	C,I	509/1	552/2	553/4	\$125.6K-\$319.8K/ \$15K-\$30K	0	YES	NO	NO
345	Mighty Auto Parts Wholesale distribution of auto parts Norcross, Ga.	1963/1970	ALL	C,I	104/6	102/5	102/4	\$144.1K-\$372.4K/ \$15.5K-\$40K	5%	YES	NO	NO
351	Tint World Auto accessories, mobile electronics, security, window tinting, appearance services Boca Raton, Fla.	1982/2007	ALL	C,I	40/0	50/0	55/0	\$118.1K-\$199.7K/ \$20K-\$35K	6%	YES	NO	YES
461	J.D. Byrider Used-auto sales and financing Carmel, Ind.	1979/1989	ALL	NO	140/30	140/28	135/27	\$675.5K-\$3.5M/ \$50K	2.5%	YES	NO	NO
NOT RANKED												
	Alta Mere The Automotive Outfitters/ SmartView Window Solutions Auto, residential, and commercial window tinting, electronic auto accessories, auto imaging Middletown, Ill.	1986/1993	ALL	C,I,**	11/0	13/0	13/0	\$152.4K-\$208.6K/ \$45K	7%	YES	NO	NO
	Fleet Clean USA Mobile commercial-fleet washing Melbourne, Fla.	2009/2013	ALL	NO	10/7	14/11	22/6	\$100.9K-\$346.4K/ \$20K-\$75K	8.5%	YES	YES	NO

BUSINESS SERVICES

ADVERTISING SERVICES

128	Valpak Direct Marketing Systems Direct-mail and digital advertising St. Petersburg, Fla.	1968/1988	ALL	C,I	155/5	135/14	129/14	\$80.6K-\$200.8K/ \$15K-\$17.5K	0	YES	YES	NO
320	Our Town America Direct-mail advertising to new movers Pinellas Park, Fla.	1972/2004	ALL	NO	57/0	58/0	63/0	\$63.3K-\$86.3K/ \$47.5K	5%	NO	YES	NO
364	Money Mailer Franchise Direct-mail advertising Cypress, Calif.	1979/1980	ALL	NO	177/65	183/48	186/52	\$95.6K-\$106.6K/ \$87K	\$75-\$300/AREA	YES	YES	NO
472	Welcomemat Services Direct-mail advertising to new movers Atlanta	2003/2010	ALL	NO	42/7	54/9	54/9	\$59.6K-\$87.9K/ \$45.5K	6%	YES	YES	NO
475	Town Money Saver Direct-mail and digital advertising Lucas, Ohio	1992/2005	ALL	NO	44/0	44/0	49/0	\$5.7K-\$17K/\$0	0	NO	YES	NO
NOT RANKED												
	BirthdayPak Direct-mail advertising Springfield, Pa.	2009/2014	MW,NE, S,SE, SW,W	NO	8/2	14/2	17/0	\$34.5K-\$135.8K/ \$30K-\$40K	0	YES	YES	NO
	Coffee News Weekly newspapers distributed at restaurants Bangor, Maine	1988/1994	ALL	C,I	780/5	834/5	801/5	\$9.8K-\$10.8K/\$8.5K	\$40-\$80/WK.	YES	YES	NO
	Danz'n Dance-focused community magazines Royal Palm Beach, Fla.	2009/2017	ALL	NO	0/1	0/1	0/1	\$31K-\$34.7K/ \$24.9K	7%	NO	YES	NO
	Local Door Coupons Coupons, advertising services Miami	2014/2015	ALL	NO	0/1	3/1	41/1	\$26.1K-\$41.5K/ \$24.9K	9%	YES	YES	NO
	Natural Awakenings Lifestyle magazines Naples, Fla.	1993/1999	ALL	C,I	93/1	90/1	84/1	\$63.3K-\$120.1K/ \$49.5K	7%	YES	YES	NO
	N2 Publishing Monthly community publications Wilmington, N.C.	2004/2016	ALL	NO	0/0	0/0	757/6	\$975-\$5.7K/ TO \$570	0	NO	YES	NO
	The Scout Guide City guides Charlottesville, Va.	2011/2013	ALL	NO	49/3	55/3	55/4	\$52K-\$62K/\$50K	10%	NO	YES	NO

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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BUSINESS BROKERAGES

RANK	Franchise Name	Description	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
291	Transworld Business Advisors	Business brokerages; franchise consulting West Palm Beach, Fla.	2007/2007	ALL	C,I**	176/0	194/0	210/0	\$69.6K-\$91.9K/ \$49.5K	8%	NO	YES	NO
458	Murphy Business & Financial	Business brokerages, business valuations, franchise sales, commercial real estate Clearwater, Fla.	1994/2006	MW,NE, S,SE, SW,W	C	142/1	151/1	146/1	\$57.5K-\$116.7K/ \$35K-\$49K	10%	YES	YES	NO
NOT RANKED													
	We Sell Restaurants	Restaurant brokerages Flagler Beach, Fla.	2004/2011	ALL	NO	7/2	7/2	10/2	\$59.9K-\$95.7K/ \$40K	15%	NO	YES	NO

BUSINESS COACHING & CONSULTING

RANK	Franchise Name	Description	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
234	The Alternative Board (TAB)	Peer advisory boards, business coaching Westminister, Colo.	1990/1996	ALL	C,I	179/11	194/23	226/28	\$45.4K-\$94.5K/ \$9.5K-\$44K	10-50%	YES	YES	NO
333	The Entrepreneur's Source	Franchise/business coaching and development services Southbury, Conn.	1984/1997	ALL	C	164/0	97/0	108/0	\$74.3K-\$103K/ \$45K	5-25%	YES	YES	NO
NOT RANKED													
	ActionCoach	Business coaching Las Vegas	1993/1997	ALL	C,I	665/3	784/2	758/3	\$47.95K-\$466.8K/ \$15K-\$275K	\$1.95K-\$2.6K/MO.	NO	YES	NO
	AdviCoach	Business coaching Southbury, Conn.	2002/2003	ALL	NO	74/0	32/0	28/0	\$66.2K-\$79.5K/ \$45K	5-15%	YES	YES	NO
	CEO Focus	Peer consulting groups for small-business owners Indianapolis	2001/2007	ALL	NO	29/1	29/1	30/1	\$41.5K-\$63K/ \$25K	4-6%	YES	YES	NO
	Franchise Creator	Franchise consulting Miami	2011/2013	ALL	C,I	1/1	2/1	2/1	\$25.7K-\$29.2K/ \$19.9K	0	YES	YES	NO
	The Growth Coach	Business and sales coaching for SMBs Cincinnati	2002/2003	ALL	C,I**	91/0	91/0	79/0	\$55.1K-\$79K/ \$42.9K	10%	YES	YES	NO

PRINTING/MARKETING SERVICES

RANK	Franchise Name	Description	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
141	Minuteman Press International	Printing, graphics, and marketing services Farmingdale, N.Y.	1973/1975	ALL	C,I	935/0	956/0	965/0	\$64.2K-\$164.5K/ \$23K-\$47.5K	6%	YES	NO	NO
142	AlphaGraphics	Digital publishing, internet services, printing, marketing, and communications Salt Lake City	1970/1980	ALL	C,I	278/0	279/0	281/0	\$285.8K-\$429.4K/ \$40K	7-3%	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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355	Sir Speedy Print Signs Marketing Printing, signs, marketing services Mission Viejo, Calif.	1968/1968	ALL	C,I**	266/0	258/0	239/0	\$227.98K-\$277.98K/ \$25K	4-6%	YES	NO	NO
390	PIP Marketing, Signs, Print Printing, signs, marketing services Mission Viejo, Calif.	1965/1968	ALL	C,I**	83/0	76/0	68/0	\$227.98K- \$277.98K/\$25K	0.25-6.5%	YES	NO	NO
400	Allegra Marketing-Print-Mail Printing, marketing, mail, signs, promotional products Plymouth, Mich.	1976/1977	ALL	C	271/3	263/4	254/4	\$205.99K-\$564.6K/ \$25K-\$45K	1.5-6%	NO	NO	NO
NOT RANKED												
	Proforma Printing and promotional products Cleveland	1978/1985	ALL	C,I	702/0	675/0	654/0	\$4.7K-\$39.7K/ TO \$14.5K	5-8%	YES	YES	NO

PROPERTY MANAGEMENT												
152	Property Management Inc. Commercial, residential, and association property management Lehi, Utah	2008/2008	ALL	C,I	100/2	142/2	199/1	\$19.9K-\$86.8K/ \$15K-\$45K	6%	YES	YES	NO
436	Real Property Management Property management Salt Lake City	1986/2005	ALL	C**	272/0	275/2	274/3	\$86.8K-\$113.8K/ \$45K	7%	YES	NO	NO
NOT RANKED												
	All County Property Management Franchise Property management St. Petersburg, Fla.	2008/2008	ALL	NO	41/1	42/1	43/1	\$57.5K-\$89.4K/ \$30K	7%	YES	YES	NO
	Keyrenter Property Management Residential property management Midvale, Utah	2007/2014	ALL	NO	7/4	14/4	17/3	\$50.4K-\$92.9K/ \$15K-\$30K	7%	YES	NO	NO

SIGNS												
70	FastSigns International Signs, graphics Carrollton, Texas	1985/1986	MW, NE, S, SE, SW, W	C,I	587/0	618/0	653/0	\$182.3K-\$267.5K/ \$47.5K	6%	YES	NO	NO
249	Signarama Signs West Palm Beach, Fla.	1986/1987	ALL	C,I**	674/0	673/0	683/0	\$94.4K-\$292.5K/ \$49.5K	2-6%	YES	NO	NO
310	Image360 Signs, graphics, displays, digital imaging Columbia, Md.	1986/1987	ALL	C,I	312/4	312/4	312/2	\$179.1K-\$360.9K/ \$35K	6%	YES	NO	NO
399	SpeedPro Imaging Graphics and large-format imaging Centennial, Colo.	2004/2005	ALL	C	171/0	173/0	175/0	\$150.2K-\$377.7K/ \$49.9K	6-4%	YES	NO	NO

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MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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NOT RANKED											
Advanced Multi Sign Sign sales, installation, and repairs Hialeah, Fla.	1998/1998	ALL	C,I	0/1	0/1	0/1	\$76.8K-\$99.1K/ \$29.9K	4%	YES	NO	NO
Around the Town Signs Signs and promotional products Largo, Fla.	2011/2015	ALL	NO	0/0	0/0	0/1	\$21K-\$186.2K/ \$10K-\$100K	\$750-\$2.5K/ MO.	YES	YES	YES

STAFFING/RECRUITING

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
69	Express Employment Professionals Staffing, HR solutions Oklahoma City	1983/1985	ALL	C,I	725/0	749/0	761/0	\$130K-\$206K/ \$35K	7.5%	YES	NO	NO
88	AtWork Group Temporary, temp-to-hire, and direct-hire staffing Knoxville, Tenn.	1986/1992	ALL	NO	53/28	62/28	94/1	\$152K-\$211.5K/ \$35K	2.6-6.5%	YES	NO	NO
113	PrideStaff Staffing Fresno, Calif.	1978/1995	ALL	NO	60/3	66/3	72/3	\$112.6K-\$237.5K/ \$35K	VARIABLES	YES	NO	NO
119	Patrice & Associates Hospitality, retail, and sales recruiting Dunkirk, Md.	1989/2008	ALL	C	39/1	55/1	107/0	\$84.95K-\$93.9K/ \$58K	10%	YES	YES	NO
129	Labor Finders Industrial staffing Palm Beach Gardens, Fla.	1975/1975	ALL*	NO	183/0	186/0	193/0	\$128.5K-\$217.96K/ \$20K	3.5%	YES	NO	NO
203	Spherion Staffing Staffing, recruiting Atlanta	1946/1956	ALL	NO	157/0	184/0	182/0	\$100.5K-\$167.9K/ \$18.8K-\$25K	0	YES	NO	NO
308	Sanford Rose Associates International Executive search and recruiting Piano, Texas	1959/1970	ALL	C,I	68/0	72/0	80/0	\$108.3K-\$143.6K/ \$88K	6-7%	YES	YES	NO
486	Fortune Personnel Consultants (FPC) Executive recruiting New York	1959/1973	ALL	NO	65/1	64/1	65/1	\$86.3K-\$130.1K/ \$45K	8-7%	YES	NO	NO
NOT RANKED												
	All About People Staffing Temporary and direct-hire staffing Phoenix	2002/2014	ALL	NO	4/1	8/1	17/1	\$269.5K-\$295.1K/ \$49K	6.25%	YES	NO	NO
	Global Recruiters Network Executive search services Chicago	2003/2003	ALL	C,I	170/0	175/0	175/0	\$94.4K-\$135.8K/ \$18K	8.5%	YES	NO	NO
	Jomsom Staffing Services Temporary and permanent staffing, employment services Princeton, N.J.	2008/2012	ALL	C,I**	2/1	4/1	5/1	\$84.1K-\$127K/ \$40K	5-10%	YES	YES	YES



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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Link Staffing Services Staffing, HR solutions Houston	1980/1994	ALL	NO	34/8	33/7	32/8	\$99.5K-\$174K/ \$25K	VARIABLES	YES	NO	NO
Remedy Intelligent Staffing Staffing Atlanta	1965/1987	ALL	NO	143/0	132/0	121/0	\$151.8K-\$258.3K/ \$39.95K	VARIABLES	NO	NO	NO

TRAINING PROGRAMS

171	Dale Carnegie Training Workplace training and development Hauppauge, N.Y.	1912/2000	ALL	C,I	261/2	264/2	271/2	\$51.2K-\$186.5K/ \$10K-\$30K	12%	YES	YES	NO
314	Leadership Management Leadership and organization training and development Waco, Texas	1965/1965	ALL	C,I**	453/0	463/0	461/0	\$20K-\$27.5K/ \$15K	6%	YES	YES	NO
NOT RANKED												
	Sandler Training Sales and sales-management training Owings Mills, Md.	1967/1983	ALL	C,I**	247/0	259/0	263/0	\$91.5K-\$108.5K/ \$73K	TO \$1.2K/ MO.	NO	NO	NO

MISCELLANEOUS BUSINESS SERVICES

143	Yesco Sign and lighting service and maintenance Salt Lake City	1920/2011	MW,NE, S,SE	C	44/47	47/47	57/49	\$65K-\$352.2K/ \$50K	6%	YES	YES	NO
198	Office Evolution Virtual office services, coworking spaces, executive-suite and conference-room rentals Louisville, Colo.	2003/2012	ALL	NO	12/8	18/7	24/7	\$217K-\$749K/ \$35K	7.5%	YES	NO	NO
381	Relocation Strategies Corporate transition consulting, project management Cincinnati	1993/2001	ALL	C,I	6/1	13/1	16/1	\$62.5K-\$88.2K/ \$52K-\$68K	3-6%	YES	NO	NO
NOT RANKED												
	Cartridge World Printers, cartridges, printer services McHenry, Ill.	1997/1997	ALL	C,I	1,063/1	955/0	901/0	\$68.3K-\$151.8K/ \$40K	6%	YES	NO	NO
	InXpress Shipping services Sandy, Utah	1999/2000	ALL	C,I	278/0	313/0	318/0	\$79.3K-\$169.2K/ \$50K	30%	YES	YES	NO
	Sculpture Hospitality Bar and restaurant management solutions Toronto	1987/1990	ALL	C,I	376/5	369/5	364/11	\$43.4K-\$57.1K/ \$39.9K-\$49.9K	\$15/AUDIT	YES	YES	NO
	TEAM Franchise Professional networking events and referral groups La Verne, Calif.	2002/2011	ALL	C,I	6/1	7/2	8/1	\$45.5K-\$62.9K/ \$40K	10%	YES	YES	NO
	Total Reporting Employment screening Salt Lake City	2004/2015	ALL	NO	0/0	2/1	2/1	\$35.8K-\$47.8K/ \$30K	10%	NO	YES	NO
	Universal Business Consultants Professional networking referral groups Dallas	1989/2016	MW,S, SE,SW	NO	0/1	0/1	0/1	\$43K-\$52K/ \$35K	10%	YES	YES	NO
	Venture X Coworking spaces West Palm Beach, Fla.	2012/2016	ALL	C,I**	0/1	0/1	2/2	\$702.6K-\$1.8M/ \$79.5K	6%	YES	NO	NO

CHILDREN'S BUSINESSES

CHILDCARE

27	Primrose School Franchising Educational childcare Acworth, Ga.	1982/1988	ALL	NO	299/1	324/1	353/0	\$716.7K-\$5.8M/ \$75K	7%	YES	NO	NO
56	College Nannies, Sitters and Tutors Nanny-placement, babysitting, tutoring Minneapolis	2001/2005	ALL	NO	94/1	111/1	147/0	\$151.5K-\$228K/ \$45K	5%	YES	NO	NO
73	Kiddie Academy Educational childcare Abingdon, Md.	1981/1992	ALL	NO	129/0	157/1	187/1	\$459.3K-\$4.3M/ \$135K	7%	YES	NO	NO
77	Goddard Systems Preschool/educational childcare King of Prussia, Pa.	1986/1988	ALL	NO	419/0	450/0	464/0	\$611.9K-\$734.1K/ \$135K	7%	YES	NO	NO
79	The Learning Experience Academy of Early Education Preschool/educational childcare Boca Raton, Fla.	1979/2003	ALL	C,I**	118/25	143/30	159/20	\$493.5K-\$3.6M/ \$60K	7%	YES	NO	NO
396	Creative World School Franchising Childcare centers Bonita Springs, Fla.	1970/2000	MW,NE, S,SE	NO	12/10	15/10	16/7	\$2.4M-\$5.2M/ \$60K	5-7%	YES	NO	NO
480	Rainbow Station Preschool, after-school recreation, day camp, care for mildly ill children Glen Allen, Va.	1988/1999	ALL	C,I	11/2	13/3	17/3	\$3.5M-\$6.5M/ \$87.5K	6%	YES	NO	NO

KEY

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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NOT RANKED

Adventure Kids Playcare Childcare/entertainment centers Lewisville, Texas	2004/2006	ALL	NO	9/3	9/4	9/4	\$344.3K-\$589K/ \$29.5K	5%	YES	NO	NO
Building Kidz School Preschool/educational childcare Foster City, Calif.	2002/2015	ALL	C,I,**	0/9	4/4	6/2	\$148K-\$380.5K/ \$50K	7%	YES	NO	NO
Children's Lighthouse Childcare Fort Worth, Texas	1996/1999	ALL	NO	36/1	38/1	44/0	\$635.5K-\$4.5M/ \$70K	7%	YES	NO	NO
Discovery Point Franchising Childcare Duluth, Ga.	1988/1990	MW,S, SE,SW	C,I	49/3	47/3	44/3	\$263.4K-\$3.4M/ \$75K	\$5.4K/ MO.	YES	NO	NO
Genius Kids Preschool, daycare, public-speaking enrichment programs Fremont, Calif.	2001/2011	ALL	C,I	19/5	28/6	25/8	\$239.9K-\$619.5K/ \$50K	6%	YES	NO	YES
KidsPark Hourly childcare San Jose, Calif.	1988/2003	ALL	NO	12/2	14/2	15/2	\$185K-\$340K/ \$22.5K	5%	YES	NO	NO
KLA Schools Preschool/childcare Miami	2007/2009	ALL	NO	8/4	10/4	13/4	\$511.5K-\$2.1M/ \$70K	6%	YES	NO	NO
Lightbridge Academy Childcare/early learning Iselin, N.J.	1997/2011	MW, NE,S	NO	4/12	11/12	15/13	\$525.7K-\$728.6K/ \$60K	7%	YES	NO	NO
London Day School Franchising Early childhood education Florham Park, N.J.	2008/2015	ALL	NO	0/1	0/1	0/1	\$253.9K-\$365.97K/ \$50K	6.5%	NO	NO	NO
Montessori Kids Universe Educational childcare Palm Beach Gardens, Fla.	1988/2013	ALL	C,I,**	0/1	2/0	5/0	\$301.5K-\$923.3K/ \$56K	6%	YES	NO	NO
Montessori League Academy Preschool Pembroke Pines, Fla.	2010/2016	ALL	C,I	0/1	0/1	0/1	\$350K-\$750K/ \$48K	6.75%	YES	NO	NO
Pinnacle Montessori Educational childcare Richardson, Texas	2009/2013	ALL	NO	6/0	6/0	3/0	\$3.2M-\$5.3M/ \$60K	6%	NO	NO	NO

CHILDREN'S ENRICHMENT PROGRAMS

163	School of Rock Music education El Segundo, Calif.	1998/2005	ALL	C,I,**	144/15	167/16	180/20	\$136.9K-\$339.1K/ \$49.5K	8%	YES	NO	NO
192	Drama Kids International After-school drama classes and summer camps Leesburg, Va.	1979/1989	ALL	NO	199/0	216/0	233/0	\$28.8K-\$49.5K/ \$24.7K-\$38.7K	8%	YES	YES	NO

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227	Bach to Rock Music schools Bethesda, Md.	2007/2011	ALL	NO	4/6	10/6	17/6	\$340.5K-\$507.5K/ \$35K	7%	YES	NO	NO
353	Nutty Scientists Science enrichment and entertainment programs Tucson, Ariz.	1996/1997	ALL	C,I	242/3	240/3	271/5	\$50.7K-\$263.1K/ \$28K	6-8%	YES	YES	YES
428	Challenge Island Educational enrichment programs Marietta, Ga.	2003/2012	ALL	C,I	31/3	39/3	42/3	\$47.6K-\$62.5K/ \$39.9K	7%	YES	YES	NO
489	Young Rembrandts Franchise Drawing classes for ages 3 to 12 Egin, Ill.	1988/1997	ALL	C,I	105/0	103/0	105/0	\$41.3K-\$48.1K/ \$34.5K	10-8%	NO	YES	NO
496	Engineering for Kids STEM activities Fredericksburg, Va.	2009/2011	ALL	C,I**	134/2	152/1	171/1	\$27.3K-\$93.7K/ \$11.3K-\$22.5K	7%	YES	YES	NO
NOT RANKED												
	Abrakadoodle Art-education programs Sterling, Va.	2002/2004	ALL	C,I**	183/2	220/2	353/2	\$37.9K-\$80.6K/ \$25.4K-\$56.9K	8%	YES	YES	NO
	Bricks 4 Kidz Lego-engineering classes, camps, parties St. Augustine, Fla.	2008/2009	ALL	C,I	672/2	659/2	631/0	\$34.3K-\$52.8K/ \$26.9K	7%	NO	YES	NO
	Chef It Up!/Chef It Up 2 Go! Allergy-friendly cooking parties, classes, and events Blairstown, N.J.	2003/2005	ALL	NO	10/1	11/2	10/4	\$36.1K-\$95.7K/ \$22.5K-\$25K	6%	YES	YES	NO
	Code Ninjas Computer-coding learning centers Pearland, Texas	2016/2016	ALL	NO	0/0	0/0	0/1	\$109.5K-\$210.5K/ \$20K	6%	YES	NO	NO
	the Coder School Coding classes for ages 7 to 18 Palo Alto, Calif.	2014/2015	ALL	NO	0/2	0/3	10/3	\$87.6K-\$170.7K/ \$29.95K	5%	NO	NO	NO
	CompuChild STEAM classes Carmel, Ind.	1994/2001	ALL	C	45/1	42/1	29/1	\$18.3K-\$33K/ \$12.5K-\$17.5K	\$150+/MO.	NO	YES	NO
	High Touch-High Tech Science enrichment activities for schools/parties Asheville, N.C.	1990/1993	ALL	C,I	25/3	25/3	29/4	\$62.8K-\$69K/ \$52.5K	7%	YES	YES	NO
	Ho Math Chess Tutoring Center After-school math, chess, and puzzle learning programs Vancouver, British Columbia	1995/2004	ALL	C,I	9/1	11/1	13/1	\$31.6K/\$2.5K	0	NO	YES	NO
	iCode Computer Science School for Kids Computer programming, robotics, and creative arts training for ages 8 to 17 Addison, Texas	2015/2016	MW,S, SE,SW, W	C,I	0/1	0/1	0/1	\$240K-\$343K/ \$35K	8%	YES	NO	NO
	IDEA Lab International Franchise STEAM enrichment classes, camps, and parties Houston	2012/2016	ALL	C,I	0/3	0/4	8/3	\$60.2K-\$281K/ \$35.5K	11-9%	YES	NO	YES
	KidzArt Art-education programs, products, and services Jackson, Mich.	1997/2002	ALL	C,I	79/0	65/0	64/0	\$21.5K-\$34.1K/ \$14.9K-\$19.9K	8%	YES	YES	NO
	LearningRx Learning enhancement, cognitive training, reading training Colorado Springs, Colo.	1986/2003	ALL	NO	81/1	78/1	70/1	\$83.5K-\$198K/ \$15K-\$35K	10%	YES	NO	NO
	Little Medical School Healthcare-themed after-school and summer-camp programs St. Louis	2010/2014	ALL	C,I	3/2	19/3	36/3	\$36.4K-\$53.2K/ \$19.5K	8%+	NO	YES	NO
	Mad Science Group Science education and entertainment programs Montreal	1985/1995	ALL	C,I	157/0	147/0	141/0	\$74.8K-\$109.5K/ \$25K	8%	NO	NO	NO
	One River School of Art & Design Art classes and camps for all ages Englewood, N.J.	2012/2016	ALL	NO	0/1	0/1	1/2	\$204.8K-\$296K/ \$45K	9%	YES	NO	NO
	Parker-Anderson Enrichment Enrichment programs Van Nuys, Calif.	2005/2014	ALL	NO	1/1	5/1	9/1	\$37.4K-\$109.5K/ \$25.9K-\$35.9K	10%	YES	YES	NO
	Professor Egghead Science and engineering classes, camps, and parties for ages 4 to 10 Los Angeles	2007/2013	ALL	NO	2/2	8/0	8/0	\$22.3K-\$34.5K/ \$15K	7%	NO	YES	NO
	Snapology STEM education programs Pittsburgh	2010/2015	ALL	C,I	0/1	14/1	25/1 ¹	\$34.5K-\$185K/ \$18K-\$34K	\$500-\$600/MO.	YES	YES	NO
	STEM For Kids Engineering, computer programming, and robotics programs for ages 4 to 14 Morrisville, N.C.	2011/2014	ALL	C,I**	0/4	5/5	7/5	\$19.9K-\$81.6K/ \$12.5K-\$51K	7%	YES	YES	NO
	Taste Buds Kitchen Cooking events for children and adults Queenstown, Md.	2007/2013	ALL	C,I	3/1	3/1	6/1	\$206.6K-\$360.2K/ \$45K	9%	YES	NO	NO

¹ Snapology has 14 additional nonfranchise units.

KEY

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REGIONS

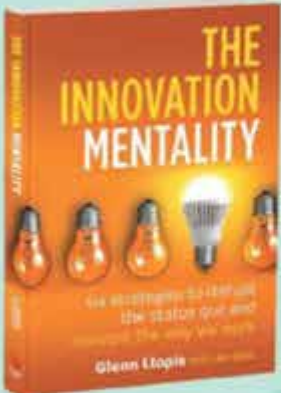
MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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CHILDREN'S FITNESS PROGRAMS

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
55	Goldfish Swim School Franchising Infant and child swimming lessons Troy, Mich.	2006/2008	MW, NE, S, SE, SW, W	C	22/1	34/1	45/1	\$1.3M-\$2.9M/ \$50K	6%	YES	NO	NO
121	British Swim School USA Swimming lessons for ages 3 months and older Oakland Park, Fla.	1981/2011	ALL	C, I	23/4	45/1	102/1	\$92.2K-\$179K/ \$39.5K	10%	YES	YES	NO
182	My Gym Children's Fitness Center Early-learning/fitness programs Sherman Oaks, Calif.	1983/1995	ALL	C, I	352/0	425/0	503/0	\$36.8K-\$249.7K/ \$25K-\$55K	7%	YES	YES	NO
189	The Little Gym International Development/fitness programs Scottsdale, Ariz.	1976/1992	ALL	C, I**	302/0	323/0	361/0	\$185.8K-\$436K/ \$49.5K	8%	YES	NO	NO
267	Soccer Shots Franchising Soccer programs for ages 2 to 8 Middletown, Pa.	1999/2005	ALL	C	159/10	172/9	183/8	\$35.6K-\$48.1K/ \$29.5K	7%	YES	YES	NO
284	Skyhawks Sports & Supertots Sports Academy Sports camps and programs Spokane, Wash.	1979/2007	ALL	C, I	60/63	56/63	62/63	\$25.8K-\$58.4K/ \$12.3K-\$27.5K	9%	YES	YES	NO
298	Tutu School Children's ballet schools San Francisco	2008/2012	ALL	NO	7/2	12/2	22/3	\$68.3K-\$135.2K/ \$36K	5%	NO	NO	NO
301	SwimLabs Swim School Child and adult swimming lessons Lone Tree, Colo.	2005/2012	ALL	C, I	1/1	2/1	11/0	\$494.5K-\$1.2M/ \$50K	7%	YES	NO	NO
311	D-BAT Academies Indoor baseball and softball training, batting cages, merchandise Carrollton, Texas	1998/2007	ALL	C, I	23/0	31/1	37/1	\$315.2K-\$611.6K/ \$35K	4-6%	YES	NO	NO
325	SafeSplash Swim School Child and adult swimming lessons, parties, summer camps Lone Tree, Colo.	2005/2014	ALL	C, I	49/24	97/24	115/18 ¹	\$39K-\$86K/ \$25K-\$50K	7%	YES	NO	NO
368	HappyFeet Legends International Soccer programs for ages 2 to 18 Merriam, Kan.	1989/2007	ALL	C, I	101/3	100/3	116/3	\$22.5K-\$29.4K/ \$15K	8-10%	YES	YES	NO
386	Kinderdance International Children's dance, gymnastics, fitness, and yoga programs Roanoke, Va.	1979/1985	ALL	C, I	132/2	136/2	134/2	\$17.95K-\$46.1K/ \$15K-\$40K	6-12%	YES	YES	NO
403	TGA Premier Youth Tennis Youth tennis programs El Segundo, Calif.	2011/2011	ALL	C, I	27/1	34/1	43/1	\$21.5K-\$62.8K/ \$10K-\$40K	8%	YES	YES	NO
481	Parisi Speed School Youth sports to performance training Wyckoff, N.J.	1992/2005	ALL	C, I	90/0	95/0	95/0	\$67.8K-\$167.8K/ \$6K	\$600/MO.	YES	NO	NO

¹SafeSplash Swim School has 3 additional nonfranchise units.



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NOT RANKED

Amazing Athletes Educational sports programs Franklin, Tenn.	2002/2006	ALL	C,I**	84/2	95/0	96/0	\$30.9K-\$43.9K/ \$25K	\$40+/MO.	YES	YES	NO
Fun Bus Fitness Fun on Wheels Mobile children's fitness and entertainment Martinsville, N.J.	2000/2003	MW,NE, S,SE, SW,W	NO	30/0	28/0	25/1	\$136K-\$223.3K/ \$39.5K	7%	NO	YES	NO
Hi-Five Sports Franchising Youth sports programs San Francisco	1990/2015	ALL	NO	0/5	6/5	9/4	\$29.2K-\$567.5K/ \$12.9K-\$25K	8.75%	NO	YES	NO
i9 Sports Youth sports leagues, camps, and clinics Riverview, Fla.	2002/2003	ALL	NO	128/10	128/16	128/1	\$59.9K-\$69.9K/ \$24.9K	7.5%	NO	YES	NO
JumpBunch Mobile children's sports and fitness programs Annapolis, Md.	2002/2002	ALL	C,I	53/0	51/0	43/0	\$45.8K-\$59.3K/ \$30K	8%	YES	YES	NO
Kidokinetics Mobile children's physical education programs Weston, Fla.	2000/2006	ALL*	C,I**	5/10	5/10	5/10	\$42.9K-\$57K/ \$30K	7%	NO	YES	NO
Kidz On The Go Mobile children's fitness programs New Paltz, N.Y.	1993/2007	ALL	C,I	2/2	2/2	2/2	\$100K-\$125K/ \$25K	7%	NO	YES	NO
Little Kickers Preschool soccer programs Toronto	2002/2004	NO	C,I	236/1	251/1	278/2	\$23.2K-\$34.6K/ \$16K	10%	NO	YES	NO
LPG Sports Academy Youth sports programs Brentwood, Tenn.	2016/2016	ALL	NO	0/0	0/1	3/1	\$8.5K-\$28.1K/ \$3K-\$10K	\$200-\$600/MO.	YES	YES	NO
Mighty Kicks Mobile soccer programs for ages 2 to 12 Colorado Springs, Colo.	2008/2010	ALL	NO	22/1	29/1	34/1	\$10.2K-\$16.2K/ \$9.7K	TO \$225/MO.	NO	YES	NO
NZone Sports of America Sports leagues and programs for ages 2 to 18 Tampa, Fla.	2010/2011	ALL	NO	28/0	33/0	37/0	\$41.1K-\$56.1K/ \$19.8K-\$28.8K	8%	YES	YES	NO
One Sports Nation Youth sports leagues Phoenix	2012/2012	ALL	NO	13/1	15/1	21/1	\$42.2K-\$89.6K/ \$19.9K	8%	NO	YES	NO
RedLine Athletics Franchising Youth athletic training centers Scottsdale, Ariz.	2013/2013	ALL	NO	5/2	9/1	9/2	\$188.3K- \$270.5K/\$39K	7%	YES	NO	NO
TGA Premier Junior Golf Youth golf programs El Segundo, Calif.	2002/2006	ALL	C,I	51/2	50/2	55/2	\$21.5K-\$62.8K/ \$10K-\$40K	8%	YES	YES	NO
TGA Premier Sports Youth sports programs El Segundo, Calif.	2017/2017	ALL	C,I	0/0	0/0	13/1	\$29.8K-\$68.2K/ \$15K-\$42K	8%	YES	YES	NO
Tippi Toes Children's dance classes Tulsa, Okla.	2002/2009	ALL	C,I	24/0	27/0	32/0	\$52K-\$62.5K/ \$35K	10%	YES	YES	NO

CHILDREN'S RETAIL

58	Once Upon A Child New and used children's clothing, equipment, furniture, toys Minneapolis	1984/1992	ALL	C	316/0	339/0	357/0	\$254.1K-\$390.5K/ \$25K	5%	YES	NO	NO
207	Kid to Kid New and used children's and maternity clothing and products North Salt Lake, Utah	1992/1994	ALL	C,I**	109/1	119/1	121/1	\$258.2K-\$448.7K/ \$25K	5%	YES	NO	NO
392	Learning Express Toys Specialty toy stores Devens, Mass.	1987/1990	ALL	NO	129/0	125/0	120/0	\$199.97K-\$384.3K/ \$35K	5%	YES	NO	NO

NOT RANKED

Bricks & Minifigs Lego resale stores Canby, Ore.	2010/2011	ALL	C,I	10/1	15/2	26/1	\$108.5K-\$276.4K/ \$25K-\$30K	6%	YES	NO	NO
Children's Orchard Used children's clothing and toys Minnetonka, Minn.	1980/1985	ALL	NO	32/1	27/1	27/1	\$159K-\$321K/ \$20K	4%	YES	NO	NO
Just Between Friends Franchise Systems Children's and maternity consignment events Broken Arrow, Okla.	1997/2004	ALL	C	148/2	148/0	153/5	\$32.8K-\$45.4K/ \$14.9K	3%	NO	YES	NO
Rhea Lana's Franchise Systems Children's consignment events Conway, Ark.	1997/2008	ALL	NO	74/3	74/3	78/3	\$19.1K-\$38.95K/ \$10K-\$13.5K	1-3%	NO	YES	NO

TUTORING

20	Kumon Math & Reading Centers Supplemental education Teaneck, N.J.	1954/1958	ALL	C,I	25,352/ 34	25,811/ 30	25,827/ 32	\$69.8K-\$141.4K/ \$1K	\$32-\$36/STUDENT/ MO.	NO	NO	NO
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KEY

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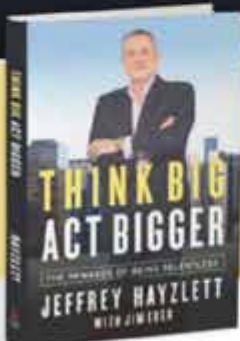
MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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28	Mathnasium Learning Centers Math tutoring Los Angeles	2002/2003	ALL	C,I	666/11	738/11	839/13	\$102.8K-\$143.6K/ \$40K	10%	YES	NO	NO
154	Huntington Learning Centers Tutoring and test prep Oradell, N.J.	1977/1985	MW, NE, S, SE, SW, W	NO	231/36	249/35	245/35	\$110.1K-\$225.7K/ \$25K	9.5%	YES	NO	NO
158	Tutor Doctor Tutoring Toronto	2000/2003	ALL	C,I	452/0	475/1	531/1	\$68.5K-\$101.7K/ \$44.7K-\$49.7K	8%	YES	YES	NO
220	The Tutoring Center Franchise Tutoring Long Beach, Calif.	1994/2005	ALL	C,I	71/0	78/0	90/0	\$91.5K-\$136.2K/ \$32K	\$1K/ MO.	YES	NO	NO
248	Best in Class Education Center Supplemental education Seattle	1988/2011	ALL	C,I**	29/0	34/0	48/0	\$62.8K-\$121.9K/ \$32K-\$35K	12%	YES	NO	NO
322	JEI Learning Centers Individualized supplemental education Los Angeles	1977/1992	ALL	C,I**	292/ 232	292/ 234	301/246	\$63K-\$105K/ \$22.5K	\$24-\$29/SUBJECT/ MO.	NO	NO	NO
NOT RANKED												
	Club Z! In-Home Tutoring Services In-home tutoring Tampa, Fla.	1995/1998	ALL	C,I**	387/0	388/0	384/0	\$33.8K-\$57.8K/ \$19.8K-\$39.8K	6-8%	YES	YES	NO
	Elite Tutoring Place Tutoring Naperville, Ill.	2014/2015	ALL	NO	0/1	2/1	3/1	\$62K-\$128.5K/ \$25K	\$300-\$600/MO.	YES	NO	NO
	Eye Level Learning Centers Supplemental education Ridgefield Park, N.J.	1976/1976	ALL	C,I	573/741	613/746	616/797	\$58.1K-\$140.8K/ \$20K	\$29-\$36/SUBJECT/ MO.	NO	NO	NO
	Omega Learning Center Tutoring/private schools Kennesaw, Ga.	2005/2007	ALL	NO	12/0	16/0	12/0	\$116.6K-\$205.6K/ \$49.9K	10%	YES	NO	NO
	Sylvan Learning Individualized supplemental education Hunt Valley, Md.	1979/1980	ALL	C,I	634/12	608/12	601/14	\$70.98K-\$159.9K/ \$24K	16%	YES	NO	NO
	Tutoring Club Individualized supplemental education Henderson, Nev.	1991/1999	ALL	C,I	85/8	75/13	58/4	\$56.5K-\$109.9K/ \$24.5K	10%	YES	NO	NO
MISCELLANEOUS CHILDREN'S BUSINESSES												
263	Apex Fun Run Elementary-school fund-raising programs Phoenix	2011/2012	ALL	NO	60/0	74/0	90/0	\$106K-\$138.7K/ \$75K	8%	YES	YES	NO
NOT RANKED												
	ClimbZone Franchising Climbing-wall family entertainment centers Rosedale, Md.	2014/2016	ALL	NO	0/1	0/1	0/1	\$1.9M-\$3M/\$40K	6%	YES	NO	NO

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*Data are based on each company's Franchise Disclosure Documents (FDD) for all franchise centers open in 2017, except for Kumon, which are for centers open at least three years, and Tutor Doctor, which are for centers open at least one year. We estimate Club Z! revenue from its financial statement as total franchisor revenue, less purchase of trademarked material and software fees, divided by the average royalty rate, then divided by the number of centers. We estimate Kumon revenue from its FDD and a 2015 survey of its centers as average center enrollment multiplied by an average monthly enrollment charge of \$120, plus registration fee of \$50 and materials fees of \$30 for half of its enrollments. We estimate Tutor Doctor revenue as follows: its FDD provides (a) average enrollment by quartile for centers open 12-24 months and for centers open 25+ months, and (b) average enrollment value for each group. We compute each group's total enrollment by quartile. For each group, we multiply each quartile's total enrollment by that group's average enrollment value to estimate total revenue for each group's quartile. We estimate the average center's revenue as the sum of these revenue estimates divided by the total number of centers.

See our listing on page 169

	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
the Coop Franchise Group Play and party spaces Studio City, Calif.	2008/2015	ALL	NO	1/1	2/1	4/1	\$130.5K-\$283.5K/ \$35K	6%	YES	NO	NO
GameTruck Licensing Mobile video-game theaters Tempe, Ariz.	2006/2008	ALL	C,I	69/0	72/0	69/0	\$146.6K-\$311.2K/ \$15K	7%	YES	YES	NO
Luv 2 Play Indoor playgrounds Surprise, Ariz.	2014/2016	ALL	C,I	0/0	1/0	6/1	\$288.5K-\$1.1M/ \$25K	5%	YES	NO	NO
Monkey Joe's Parties & Play Family entertainment centers Atlanta	2004/2005	ALL	NO	53/0	51/0	49/0	\$918.1K-\$1.5M/ \$40K	5%	YES	NO	NO

FINANCIAL SERVICES

BUSINESS FINANCIAL SERVICES

RANK		Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
201	Lendio Franchising Small business financing South Jordan, Utah	2011/2016	ALL	NO	0/0	0/0	21/0	\$40.2K-\$106.5K/ \$20K-\$32.4K	VARIES	YES	YES	NO
318	Expense Reduction Analysts Business financial consulting Addison, Texas	1984/1993	ALL	C,I	650/4	682/6	708/6	\$66K-\$85.9K/ \$59.9K	15%	YES	YES	NO
431	Padgett Business Services Financial, payroll, consulting, and tax services Athens, Ga.	1965/1975	ALL	C	375/0	368/0	356/0	\$20.2K-\$99.97K/ \$15K-\$56K	9%+	YES	NO	NO
466	Supporting Strategies Bookkeeping and operational support for small businesses Beverly, Mass.	2004/2013	ALL	NO	33/0	55/0	63/0	\$76.9K-\$102.2K/ \$60K	10%	YES	YES	NO
NOT RANKED												
	The Interface Financial Group - IFG 50/50 Invoice discounting Bethesda, Md.	1972/2014	ALL	C,I	64/0	73/0	66/0	\$86.8K-\$137.8K/ \$34.5K	8%	YES	YES	NO
	Payroll Vault Franchising Payroll services Greenwood Village, Colo.	2007/2012	ALL	NO	27/1	27/1	35/1	\$37.2K-\$82.6K/ \$22.8K-\$42K	6%	NO	YES	NO
	Succentrix Business Advisors Accounting, payroll, tax, and advisory services Athens, Ga.	2014/2015	ALL	NO	0/1	13/1	19/1	\$37.6K-\$49.3K/ \$21.5K	7%	YES	YES	NO

INSURANCE

194	Fiesta Auto Insurance and Tax Insurance and tax-preparation services Las Vegas	1998/2006	ALL	NO	140/0	155/0	175/0	\$49.7K-\$107.5K/ \$10K	15-25%	YES	NO	NO
199	Brightway Insurance Property and casualty insurance Jacksonville, Fla.	2003/2007	ALL	NO	118/1	121/2	141/1	\$107.7K-\$160.3K/ \$45K-\$60K	15-45%	YES	NO	NO
358	Estrella Insurance Auto, home, and business insurance Miami	1980/2008	S,SE, SW,W	NO	104/0	121/0	126/0	\$49.95K-\$84K/ \$25K	1-1.5%	YES	NO	YES
443	Pronto Insurance Insurance Brownsville, Texas	1997/2009	SW	NO	35/100	40/109	46/126	\$33.8K-\$89.1K/ \$20K-\$30K	0	NO	NO	YES

TAX SERVICES

286	H&R Block Tax preparation, electronic filing Kansas City, Mo.	1955/1956	ALL*	C,I	4,435/ 6,365	4,208/ 6,614	4,027/ 6,655	\$31.6K-\$149.4K/ \$2.5K	30%	YES	NO	YES
462	Happy Tax Franchising Tax preparation Miami Beach, Fla.	2014/2015	ALL	NO	0/0	68/1	101/0	\$30.4K-\$66.5K/ \$20K-\$25K	10-20%	YES	YES	NO
485	Liberty Tax Service Tax preparation, electronic filing Virginia Beach, Va.	1972/1973	ALL	C	3,882/ 181	3,753/ 351	3,479/ 289	\$58.7K-\$71.9K/ \$40K	14%	YES	NO	YES
NOT RANKED												
	Daniel Ahart Tax Service Tax preparation, bookkeeping, and payroll services Atlanta	2000/2005	ALL	I	26/1	23/2	24/2	\$26.3K-\$44.6K/ \$12.5K	12%	YES	NO	NO
	Jackson Hewitt Tax Service Tax preparation Jersey City, N.J.	1985/1986	ALL	NO	4,504/ 1,748	4,160/ 1,939	4,065/ 1,772	\$39.7K-\$105.4K/ \$15K-\$25K	5-15%	YES	NO	YES
	Paramount Tax Tax and accounting services West Palm Beach, Fla.	2008/2017	ALL	C,I**	0/1	0/1	0/1	\$87.9K-\$150.95K/ \$49.5K	8%	NO	YES	NO
	SiempreTax+ Tax preparation Virginia Beach, Va.	2014/2014	ALL	NO	70/0	81/26	78/39	\$43.7K-\$71.9K/ \$25K-\$40K	14%	YES	NO	YES

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
 * Selling multiple units/master licenses only,
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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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MISCELLANEOUS FINANCIAL SERVICES													
RANK	474	ACFN-The ATM Franchise Business Automated teller machines San Jose, Calif.	1996/2003	ALL	C	231/0	225/0	239/0	\$39.4K-\$64.8K/ \$25K	0	YES	YES	NO
	NOT RANKED												
		American Prosperity Group (APG) Retirement and estate planning, financial services Pompton Plains, N.J.	1991/2006	ALL	NO	18/1	18/1	14/1	\$95.8K-\$127.3K/ \$50K-\$58K	VARIES	YES	NO	NO
	Family Financial Centers Financial services Doylestown, Pa.	2004/2004	ALL	NO	38/0	40/0	44/0	\$149.7K-\$303K/ \$36.5K	0.2%	YES	NO	YES	

FOOD/FULL-SERVICE RESTAURANTS

SPORTS BARS/PUBS													
RANK	213	Brass Tap Craft-beer bars Tampa, Fla.	2008/2010	ALL	NO	18/1	35/1	46/1	\$791.96K-\$1.3M/ \$37.5K	4%	YES	NO	NO
	236	Hooters Casual restaurants Atlanta	1983/1986	ALL*	C,I**	225/191	224/193	229/197	\$956.5K-\$4.3M/ \$75K	5%	YES	NO	NO
	254	Old Chicago Pizza & Taproom Pizza, pasta, burgers, salads, craft beer Broomfield, Colo.	1976/2000	ALL	NO	40/60	40/60	34/72	\$1.4M-\$2.2M/ \$40K	4%	YES	NO	NO
	277	The Greene Turtle Sports Bar & Grille Family restaurants and sports bars Columbia, Md.	1976/2003	ALL*	NO	28/12	31/12	33/11	\$1.5M-\$2.7M/ \$45K	4%	YES	NO	YES
	285	Rock & Brews Franchising Restaurants and bars Manhattan Beach, Calif.	2010/2012	ALL*	C,I**	7/2	13/2	16/2	\$1.5M-\$2.5M/ \$50K	5%	YES	NO	NO
	293	Buffalo Wings & Rings Sports restaurants Cincinnati	1984/1988	ALL	C,I	62/3	63/5	74/3	\$1.3M-\$2.4M/ \$40K	5%	YES	NO	NO
	295	Native Grill and Wings Franchising Restaurants and sports bars Chandler, Ariz.	1979/1993	ALL	C,I**	28/3	29/0	34/2	\$998K-\$2.6M/ \$35K	6%	YES	NO	YES
	488	Arooga's Grille House & Sports Bar Sports-themed restaurants and bars Harrisburg, Pa.	2007/2010	ALL*	C,I**	1/10	2/10	4/10	\$1.3M-\$4M/ \$49.5K	5%	YES	NO	NO
	NOT RANKED												
		Bar Louie Restaurants and bars Addison, Texas	1990/2006	MW,NE, S,SE, SW,W	NO	20/82	24/94	26/98	\$763.5K-\$3.4M/ \$50K	5%	NO	NO	NO
	Beef O'Brady's Family Sports Pub Family sports restaurants Tampa, Fla.	1985/1998	ALL	C,I	192/10	186/10	159/13	\$797.7K-\$1.3M/ \$37.5K	4%	YES	NO	NO	
	Growler USA - America's Microbrew Pub Craft beer, wine, kombucha, food Centennial, Colo.	2013/2014	ALL	NO	0/1	4/1	13/1	\$556.1K-\$895.5K/ \$35K	6%	YES	NO	NO	
	Tilted Kilt Franchise Operating Restaurants and bars Tempe, Ariz.	2003/2006	ALL	C	101/2	92/2	62/1	\$887K-\$2.9M/ \$75K	6%	NO	NO	NO	

MISCELLANEOUS FULL-SERVICE RESTAURANTS													
RANK	54	Golden Corral Restaurants Family steakhouses, buffets, and bakeries Raleigh, N.C.	1973/1987	ALL	NO	387/103	395/83	402/69	\$2.1M-\$6.2M/ \$50K	4%	YES	NO	NO
	76	Denny's Family restaurants Spartanburg, S.C.	1953/1963	ALL	C,I**	1,536/ 160	1,558/ 162	1,549/ 172	\$228K-\$2.5M/ \$10K-\$40K	4.5%	YES	NO	YES
	167	la Madeleine French bakeries and cafés Dallas	1983/2011	ALL*	C,I**	7/67	11/67	15/63 ¹	\$1.5M-\$2.3M/ \$40K	5%	YES	NO	NO
	211	Black Bear Diners Family restaurants Redding, Calif.	1995/2002	ALL	NO	50/20	58/23	64/33	\$912.8K-\$1.8M/ \$24K-\$55K	4.5%	NO	NO	NO
	246	Gyu-Kaku Japanese BBQ Restaurant Japanese barbecue restaurants Gardena, Calif.	1996/1997	MW,NE, S,SE, SW,W	C,I	674/18	678/19	702/20	\$785.3K-\$2.1M/ \$50K	5%	NO	NO	NO
	289	The Melting Pot Restaurants Fondue restaurants Tampa, Fla.	1975/1984	ALL	C,I**	129/3	124/3	119/3	\$969.2K-\$1.4M/ \$45K	4.5%	YES	NO	NO
	321	Eggs Up Grill Breakfast and lunch restaurants Pawleys Island, S.C.	1986/2005	S,SE	NO	14/0	18/0	24/0	\$510.4K-\$887.9K/ \$35K	4%	YES	NO	NO
	383	Hwy 55 Burgers, Shakes & Fries '50s-style diners Mount Olive, N.C.	1991/1993	ALL	C,I**	110/8	116/9	117/17	\$196.9K-\$396.1K/ \$25K	5%	YES	NO	NO

¹la Madeleine has 5 additional nonfranchise units.

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NOT RANKED											
Boomerang Diner Franchising *50s- and -60s themed restaurants Shawnee, Okla.	2006/2006	MW,S	NO	41/0	46/0	48/0	\$109.8K-\$508.1K/ \$20K	3%	NO	NO	NO
Buffalo's Cafe Buffalo-wings restaurants Beverly Hills, Calif.	1985/1990	ALL	C,I	19/2	20/2	19/1	\$407.4K-\$1M/ \$50K	6%	YES	NO	YES
The Captain's Boil Seafood boil restaurants Markham, Ontario	2015/2016	NO	C	0/0	2/2	20/2	\$255.7K-\$995.6K/ \$30K	6%	NO	NO	NO
GiGi's Pizza All-you-can-eat pizza buffets Irving, Texas	1985/1987	ALL	C,I**	407/36	403/41	380/50	\$222.5K-\$1M/ \$7.5K-\$30K	4-6%	YES	NO	NO
DoubleDave's Pizzaworks Pizza and craft beer Austin, Texas	1984/1995	MW,S, SE,SW	NO	32/2	32/2	28/2	\$322.5K-\$499.5K/ \$25K	5%	YES	NO	NO
East Coast Wings + Grill Buffalo wings and craft beer Winston-Salem, N.C.	1995/2004	ALL	C,I**	32/2	33/1	34/2	\$660.6K-\$1.1M/ \$40K	5%	YES	NO	YES
The Flying Biscuit Café Southern food and breakfast Atlanta	1993/2006	ALL	NO	13/2	13/1	13/1	\$442.5K-\$737K/ \$45K	5%	YES	NO	NO
HuHot Mongolian Grills Mongolian grill restaurants Missoula, Mont.	1999/2002	ALL	NO	48/8	47/11	49/12	\$984K-\$1.2M/ \$40K	5%	YES	NO	NO
Johnny Rockets Burger restaurants Lake Forest, Calif.	1986/1987	ALL*	C,I**	316/28	338/22	379/23	\$605.5K-\$1.1M/ \$25K-\$49K	5%	YES	NO	NO
The Lost Cajun Cajun restaurants Frisco, Colo.	2010/2013	ALL	NO	6/2	6/2	9/3	\$207.6K-\$614K/ \$35K	6%	NO	NO	NO
Lumberjacks Restaurant Family restaurants Redding, Calif.	2004/2011	S,SE, SW,W	NO	4/5	4/5	5/5	\$427.8K-\$1.3M/ \$35K	4%	NO	NO	NO
Pepe's Mexican Restaurants Mexican restaurants Chicago	1967/1967	MW	NO	48/0	48/0	45/0	\$207K-\$652K/ \$10K-\$15K	4%	NO	NO	NO
Quaker Steak & Lube Chicken wings, burgers, salads, steaks Westlake, Ohio	1974/1997	ALL	NO	42/12	37/13	32/18	\$473.5K-\$4.1M/ \$30K-\$40K	5%	NO	NO	NO
Russo's New York Pizzeria Pizza, pasta, soups, salads, sandwiches, desserts Houston	1994/1998	ALL	C,I**	34/6	37/6	37/6	\$451.4K-\$1.4M/ \$35.5K	6%	YES	NO	YES

FOOD/QUICK-SERVICE RESTAURANTS

ASIAN FOOD

RANK	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
240	L&L Hawaiian Barbecue Asian-American food Honolulu	1976/1991	ALL	C	184/0	184/0	184/0	\$133.7K-\$527K/ \$30K	4%	YES	NO	NO
407	The Flame Broiler Chicken, beef, and tofu rice bowls Santa Ana, Calif.	1995/1999	ALL	NO	176/1	182/0	190/0	\$256.7K-\$408.5K/ \$25K	5%	NO	NO	NO
490	Teriyaki Madness Asian food Denver	2003/2005	ALL	C,I**	20/1	32/2	45/2	\$270.7K-\$651.4K/ \$45K-\$99K	6%	YES	NO	NO
NOT RANKED												
	Ginger Sushi Boutique Sushi Scottsdale, Ariz.	2000/2001	ALL*	C,I	132/0	136/0	140/0	\$270.8K-\$381.2K/ \$30K	6%	YES	NO	YES
	LemonShark Poke Poke Beverly Hills, Calif.	2016/2017	ALL	C,I**	0/0	0/2	2/2	\$232.9K-\$473.7K/ \$35K	3-6%	YES	NO	YES
	Pho Hoa Vietnamese food Sacramento, Calif.	1983/1992	ALL	C,I	48/14	50/13	65/10	\$158K-\$295.9K/ \$20K	\$2K-\$3.2K/MO.	YES	NO	YES
	Samurai Sam's Teriyaki Grill Japanese food Scottsdale, Ariz.	1994/1995	ALL	C,I	30/1	29/1	23/2	\$106.3K-\$432.1K/ \$7.5K-\$30K	6%+	YES	NO	NO
	Sriracha House Asian fusion food Miami Beach, Fla.	2013/2017	ALL	C,I	0/1	0/1	0/1	\$222.3K-\$402K/ \$30K	5%	YES	NO	NO
	Sushi Runner Sushi and Thai food Miami Lakes, Fla.	2001/2017	ALL	C,I	0/2	0/2	0/2	\$268.4K-\$362.9K/ \$24.9K	3%	YES	NO	NO
	Thai Express Thai food Scottsdale, Ariz.	2004/2004	ALL	C,I	271/0	286/0	302/0	\$330.4K-\$731.7K/ \$30K	6%	YES	NO	YES

KEY

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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BAKED GOODS - PRETZELS													
RANK	124	Auntie Anne's Hand-Rolled Soft Pretzels Soft pretzels Lancaster, Pa.	1988/1989	ALL	C,I**	1,602/15	1,676/13	1,814/14	\$199.5K-\$385.1K/ \$30K	7%	YES	YES	YES
	268	Wetzel's Pretzels Soft pretzels, lemonade, hot dogs Pasadena, Calif.	1994/1996	ALL	C,I	290/8	282/18	310/18	\$164.95K-\$405.9K/ \$35K	7%	YES	NO	YES
	379	Ben's Soft Pretzels Soft pretzels, dipping sauces, beverages Goshen, Ind.	2008/2013	ALL	C,I	31/6	57/15	70/14	\$117.3K-\$332K/ \$30K	6%	YES	YES	NO
NOT RANKED													
		Philly Pretzel Factory Soft pretzels Bensalem, Pa.	1998/2004	ALL	C,I**	154/10	161/14	173/10	\$131.99K-\$368.2K/ \$35K	6%	YES	NO	YES
		Pretzelmaker Pretzels Atlanta	1991/1992	ALL	I**	294/0	277/0	277/0	\$205.2K-\$327K/ \$15K-\$25K	7%	NO	NO	YES

BAKED GOODS - MISCELLANEOUS													
RANK	98	Cinnabon Cinnamon rolls, baked goods, coffee Atlanta	1985/1986	ALL	C,I**	1,306/1	1,349/2	1,464/2	\$182.8K-\$327.3K/ \$30K	6%	YES	NO	YES
	222	Great American Cookies Cookies Atlanta	1977/1977	ALL	C,I**	357/0	360/0	366/0	\$160.1K-\$461.1K/ \$15K-\$35K	6%	NO	NO	YES
	416	Kolache Factory Kolaches Katy, Texas	1981/2000	ALL*	NO	26/23	29/24	29/25	\$407.8K-\$712.5K/ \$35K	6%	NO	NO	NO
NOT RANKED													
		Between Rounds Bakery Sandwich Cafe Bagels, baked goods, deli items, sandwiches South Windsor, Conn.	1990/1992	NE,SE	NO	1/3	1/3	2/3	\$124.5K-\$438K/ \$22.5K-\$25K	2.5-5%	YES	NO	YES
		Big Apple Bagets/My Favorite Muffin Bagels, sandwiches, muffins, coffee, smoothies Deerfield, Ill.	1993/1993	ALL	C,I**	82/0	83/0	84/0	\$277.8K-\$394.2K/ \$25K	5%	NO	NO	NO
		Breadsmith European-style breads and sweets Whitefish Bay, Wis.	1993/1993	ALL	NO	31/2	30/2	29/2	\$354.3K-\$399.9K/ \$30K	7-5%	YES	NO	NO
		Cinnaholic Cinnamon rolls, coffee Atlanta	2010/2014	ALL	C,I	1/0	5/0	14/0	\$178K-\$309.5K/ \$35K	5%	YES	NO	YES
		The Dapper Doughnut Doughnuts and coffee Las Vegas	2015/2016	ALL	C,I**	0/0	0/0	1/0	\$58.7K-\$265K/ \$24.3K-\$27K	5-7%	YES	NO	YES
		Gigi's Cupcakes Cupcakes, baked goods, coffee Ft. Worth, Texas	2007/2008	MW,S, SE,SW	NO	92/2	95/0	77/14	\$237.2K-\$427.5K/ \$35K	5%	YES	NO	NO
		Gran Paris Bakery Baked goods, salads, sandwiches Miami	1968/2016	ALL	C,I	0/1	0/1	0/1	\$209.3K-\$315.9K/ \$29.9K	5%	YES	NO	NO
		Great Harvest Franchising Bread bakeries Dillon, Mont.	1976/1978	ALL	C,I**	198/0	191/0	180/2	\$242.6K-\$589.8K/ \$20K-\$30K	5%	YES	NO	NO
		Kurtos Cake Hungarian pastries Sarasota, Fla.	2015/2017	ALL	C,I	0/0	0/1	0/1	\$29.5K-\$46.5K/ \$19.9K-\$29.9K	6%	YES	NO	NO
		Le Macaron French Pastries Macarons, pastries, gelato, chocolates, specialty coffee and tea Sarasota, Fla.	2009/2012	ALL	C,I**	22/7	34/5	43/5	\$146K-\$373.5K/ \$45K	6%	YES	NO	YES
		Nestlé Toll House Café by Chip Bakery cafés Richardson, Texas	2000/2000	ALL	C,I**	150/5	147/2	154/1	\$150.3K-\$526.3K/ \$30K	6%	YES	NO	YES
		Shipley Do-Nuts Doughnuts, kolaches, pastries, coffee Houston	1936/1987	S,SE	NO	290/14	296/14	274/13	\$340.9K-\$556.2K/ \$35K-\$50K	4%	NO	NO	NO

BARBECUE													
RANK	170	Dickey's Barbecue Pit Barbecue Dallas	1941/1994	ALL	C,I	506/9	553/7	549/5	\$289.9K-\$421.2K/ \$20K	5%	YES	NO	NO
	326	Bar-B-Cutie SmokeHouse Barbecue Brentwood, Tenn.	1950/2003	S,SE, SW	NO	9/2	9/2	10/2	\$266.98K-\$2.1M/ \$35K	5%	YES	NO	NO
NOT RANKED													
		Urban Bar-B-Que Barbecue Annapolis, Md.	2003/2013	ALL	C,I	4/1	5/3	10/3	\$182.7K-\$365.2K/ \$30K	6%	NO	NO	NO

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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CHICKEN

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
31	Wingstop Restaurants Chicken wings Dallas	1994/1998	ALL	C,I,**	766/19	894/20	1,035/21	\$346.8K-\$733.2K/ \$20K	6%	YES	NO	NO
57	Bojangles' Famous Chicken 'n Biscuits Chicken, biscuits, iced tea Charlotte, N.C.	1977/1978	MW,S, SE*	NO	377/267	397/296	426/314	\$1.4M-\$2.2M/ \$25K	4%	YES	NO	NO
153	Chester's Chicken Birmingham, Ala.	1952/2004	ALL	C,I,**	1,117/0	1,116/0	1,156/0 ¹	\$12K-\$296.6K/ TO \$3.5K	0	YES	NO	YES
233	KFC US Chicken Louisville, Ky.	1930/1952	ALL	C,I	14,136/ 5,258	14,585/ 5,321	19,463/ 1,363	\$1.5M-\$2.6M/ \$45K	5%	YES	NO	NO
281	Champs Chicken Fried chicken, fried fish, sides Holts Summit, Mo.	1998/2013	ALL	NO	263/0	418/0	397/0	\$9K-\$349K/ \$0	0	YES	YES	YES
378	Golden Chick Chicken Richardson, Texas	1967/1972	MW,S, SE,SW	I**	125/6	149/10	156/14	\$235.5K-\$484K/ \$30K	4%	YES	NO	NO
NOT RANKED												
	Chicken Salad Chick Chicken salads, soups, sides Auburn, Ala.	2008/2012	S,SE	NO	30/8	49/8	58/12	\$439.5K-\$604.5K/ \$50K	5%	YES	NO	NO
	Hurricane Grill & Wings/Hurricane BTW Chicken wings, tenders, sandwiches, salads West Palm Beach, Fla.	1995/2006	ALL	NO	61/9	62/8	55/8	\$225.3K-\$969K/ \$35K	5%	YES	NO	NO
	Wing It On Chicken wings, sandwiches, wraps Waterbury, Conn.	2011/2014	NE,S,SE	C,I,**	1/1	2/1	4/1	\$168.5K-\$289.5K/ \$25K	4.5%	YES	NO	NO

COFFEE

3	Dunkin' Donuts Coffee, doughnuts, baked goods Canton, Mass.	1950/1955	ALL	C,I	11,460/0	11,941/0	12,350/0	\$228.6K-\$1.7M/ \$40K-\$90K	5.9%	NO	NO	YES
274	Gloria Jean's Coffees Specialty coffee Santa Fe Springs, Calif.	1979/1986	ALL	C,I	856/0	857/0	856/0	\$181.2K-\$488.8K/ \$15K-\$25K	6%	YES	NO	YES
336	The Human Bean Drive Thru Specialty coffee Medford, Ore.	1998/2002	ALL	NO	42/14	49/13	51/13	\$200.6K-\$676.2K/ \$20K	0	YES	NO	NO
406	Biggby Coffee Specialty coffee, tea, smoothies, baked goods East Lansing, Mich.	1994/1999	MW,S,SE	I	190/0	222/0	230/0	\$161.4K-\$319.1K/ \$15K	5%	YES	NO	YES
414	Scooter's Coffee Espresso drinks, smoothies, pastries Omaha, Neb.	1998/2001	ALL*	NO	105/19	118/22	149/18	\$334K-\$514K/ \$40K	6%	YES	NO	YES

*Chester's has 283 additional nonfranchise units.

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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RANK												
	442	Dunn Brothers Coffee Specialty coffee, tea, baked goods, sandwiches, soups, salads Minneapolis	1987/1994	MW, S, SE	NO	79/5	82/4	78/4	\$388.2K-\$616.4K/ \$37K	5%	NO	NO
NOT RANKED												
	AraVita Coffee, bubble tea, smoothies Miami	2013/2016	ALL	C, I	0/1	0/1	0/1	\$113.4K-\$181.2K/ \$19.9K	4.5%	YES	NO	NO
	Aroma Joe's Coffee Specialty coffee Portland, Maine	2000/2013	NE	NO	33/0	42/0	51/0	\$183.7K-\$578K/ \$15K	8%	YES	NO	NO
	The Coffee Beanery Coffee, tea, sandwiches, salads Flushing, Mich.	1976/1985	ALL	NO	71/2	72/2	67/2	\$185K-\$466.5K/ \$15K	4%	NO	NO	YES
	Drnk coffee + tea and Qwench juice bar Espresso, coffee, tea, smoothies, juices, sandwiches Los Angeles	2013/2015	ALL	C, I**	8/2	11/2	14/2	\$301.2K-\$728.9K/ \$40K	6%	YES	NO	YES
	It's A Grind Coffee House Specialty coffee Santa Fe Springs, Calif.	1995/2000	ALL	C, I	28/0	25/0	25/0	\$181.2K-\$488.8K/ \$15K-\$25K	6%	YES	NO	YES
	Sweetwaters Coffee & Tea Coffee, tea, food Ann Arbor, Mich.	1993/2004	ALL	NO	3/2	3/2	4/2	\$260.1K-\$393.2K/ \$49.5K	6%	YES	NO	NO

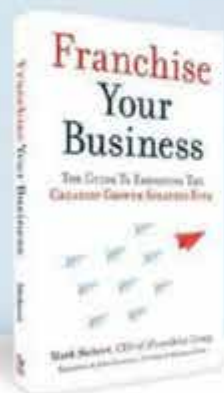
FROZEN DESSERTS - CUSTARD

13	Culver Franchising System Frozen custard, specialty burgers Prairie du Sac, Wis.	1984/1988	MW, S, SE, SW, W	NO	549/7	566/8	623/8	\$1.8M-\$4.3M/ \$55K	4%	YES	NO	NO
44	Freddy's Frozen Custard & Steakburgers Frozen custard, steakburgers, hot dogs Wichita, Kan.	2002/2004	ALL*	C, I**	146/14	192/15	249/18	\$592.8K-\$2M/ \$25K	4.5%	NO	NO	NO
NOT RANKED												
	Stricklands Frozen Custard Frozen custard, ice cream, yogurt, sorbet Cuyahoga Falls, Ohio	1936/2002	ALL	C, I**	5/0	4/0	4/0	\$188.5K-\$315K/ \$25K	6%	YES	NO	NO

FROZEN DESSERTS - ICE CREAM

41	Baskin-Robbins Ice cream, frozen yogurt, frozen beverages Canton, Mass.	1945/1948	ALL	C, I	7,627/8	7,722/6	7,892/0	\$93.6K-\$401.8K/ \$25K	5.9%	YES	NO	YES
67	Dairy Queen Ice cream, burgers, chicken Minneapolis	1940/1944	ALL	C, I**	6,529/2	6,709/2	6,753/2	\$1.1M-\$1.9M/ \$35K	4%	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
261	Ben & Jerry's Ice cream, frozen yogurt, sorbet, smoothies South Burlington, Vt.	1978/1981	MW,NE, S,SE, SW,W	C,I	571/15	564/18	557/29	\$156.4K-\$486K/ \$16K-\$37K	3%	NO	NO	YES
369	Dippin' Dots Franchising Specialty ice cream, frozen yogurt, ices, sorbet Paducah, Ky.	1988/1999	ALL	I**	221/1	204/1	212/1	\$112.2K-\$366.95K/ \$15K	VARIES	YES	YES	YES
401	Marble Slab Creamery Ice cream, frozen yogurt, baked goods Atlanta	1983/1984	ALL	I**	355/0	343/0	335/0	\$293.1K-\$376.1K/ \$15K-\$25K	6%	NO	NO	NO
NOT RANKED												
	Bruster's Real Ice Cream Ice cream, frozen yogurt, ices, sherbets Bridgewater, Pa.	1989/1993	ALL	C,I**	183/2	190/2	195/2	\$270.2K-\$1.3M/ \$30K	5%	YES	NO	NO
	Carvel Ice Cream Ice cream, ice-cream cakes Atlanta	1934/1947	NE,SE	C,I**	424/0	417/0	398/0	\$250.6K-\$415.5K/ \$30K	\$2.33/GALLON	YES	NO	YES
	Cold Stone Creamery Ice cream, sorbet Scottsdale, Ariz.	1988/1994	ALL	C,I	1,224/11	1,253/10	1,238/10	\$50.2K-\$467.5K/ \$10K-\$27K	6%	YES	NO	YES
	Creamistry Franchise Ice cream Yorba Linda, Calif.	2013/2014	ALL	NO	4/1	24/1	44/2	\$224.5K-\$576.5K/ \$40K	6%	YES	NO	YES
	Kremo Ice Cream Ice cream Duluth, Ga.	2016/2017	ALL	C,I	0/0	0/1	0/1	\$180.9K-\$273.5K/ \$24.9K	6%	YES	NO	NO
	Sub Zero Franchise Ice cream, Italian ice, frozen yogurt, custard Provo, Utah	2004/2005	ALL	C,I**	47/2	49/4	49/3	\$239.5K-\$484.5K/ \$35K	6%	YES	NO	YES

FROZEN DESSERTS - ICES

83	Kona Ice Shaved-ice trucks Florence, Ky.	2007/2008	ALL	C,I	667/10	789/9	894/14	\$120.2K-\$143K/ \$15K	\$3K-\$4K/ YR.	YES	YES	NO
232	Bahama Buck's Original Shaved Ice Shaved ice, fruit smoothies Lubbock, Texas	1989/1993	MW, S,SE, SW,W	NO	65/3	85/3	103/3	\$233.3K-\$770.5K/ \$29.5K	6%	YES	NO	YES
NOT RANKED												
	Rita's Italian Ice Italian ice, frozen custard Trevose, Pa.	1984/1989	ALL	C,I**	597/0	621/0	605/0	\$150.5K-\$440.9K/ \$30K	6.5%	YES	NO	YES

FROZEN DESSERTS - MISCELLANEOUS

469	Yogurtland Franchising Self-serve frozen yogurt Irvine, Calif.	2006/2007	ALL	C,I**	292/16	313/13	316/12	\$309.3K-\$702K/ \$35K	6%	YES	NO	YES
NOT RANKED												
	Happy Cow Frozen Yogurt Frozen yogurt Wesley Chapel, Fla.	2013/2015	ALL	C,I	0/2	0/2	0/2	\$210.4K-\$392.5K/ \$25K	4.5%	YES	NO	NO
	Morano Gelato Franchise Gelato, espresso, granita West Lebanon, N.H.	2010/2016	ALL	NO	0/1	0/1	2/1	\$301.2K-\$533.7K/ \$35K	5%	YES	NO	NO
	Paciugo Gelato Caffè Gelato, pastries, beverages Dallas	2000/2004	ALL	C,I**	30/5	30/7	32/4 ¹	\$103.5K-\$455K/ \$25K-\$30K	4.5%	YES	NO	YES
	Popbar Gelato, sorbetto, and frozen yogurt on a stick New York	2010/2010	ALL	C,I**	13/0	22/1	25/1	\$217K-\$458.4K/ \$35K	6%	NO	NO	YES
	sweetFrog Premium Frozen Yogurt Self-serve frozen yogurt Richmond, Va.	2009/2012	ALL	C,I**	196/55	216/60	200/71 ²	\$221K-\$439.5K/ \$30K	5%	YES	YES	YES

HAMBURGERS

1	McDonald's Burgers, chicken, salads, beverages Oak Brook, Ill.	1955/1955	ALL	C,I	29,712/ 6,656	30,367/ 6,137	31,936/ 5,075	\$1M-\$2.2M/ \$45K	4%	YES	NO	NO
6	Sonic Drive-In Restaurants Burgers, hot dogs, chicken sandwiches, breakfast, ice cream, beverages Oklahoma City	1953/1959	ALL	NO	3,127/ 391	3,130/ 396	3,212/ 345	\$1.1M-\$2.4M/ \$45K	5%	YES	NO	NO
9	Hardee's Burgers, chicken, biscuits Franklin, Tenn.	1961/1962	ALL	C,I**	1,894/ 192	2,030/ 116	2,111/115	\$1.4M-\$1.95M/ \$25K-\$35K	4%	YES	NO	NO
15	Carl's Jr. Restaurants Burgers Franklin, Tenn.	1945/1984	ALL*	C,I**	1,257/ 238	1,423/ 122	1,536/80	\$1.4M-\$1.95M/ \$25K-\$35K	4%	YES	NO	NO
43	Jack in the Box Burgers San Diego	1951/1982	MW,SE, SW,W*	NO	1,818/ 431	1,818/ 436	1,858/ 394	\$1.5M-\$2.9M/ \$50K	5%	YES	NO	NO

¹Paciugo Gelato Caffè has 14 additional nonfranchise units.
²sweetFrog Premium Frozen Yogurt has 60 additional nonfranchise units.

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
 * Selling multiple units/master licenses only,
 ** Selling int'l. master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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RANK	140	Checkers and Rally's Restaurants Burgers, fries Tampa, Fla.	1986/1989	ALL	NO	472/335	519/315	567/284	\$96.4K-\$1.5M/ \$30K	4%	YES	NO	NO
	206	Farmer Boys Restaurants Burgers, breakfast, sandwiches, salads, sides Riverside, Calif.	1981/1997	SW,W	NO	51/29	53/34	55/34	\$1.1M-\$1.6M/ \$45K	5%	YES	NO	NO
	463	Wayback Burgers Burgers, fries, onion rings, shakes Cheshire, Conn.	1991/2006	ALL	C,I**	97/0	118/0	122/3	\$209K-\$524.5K/ \$35K	5%	YES	NO	NO
NOT RANKED													
		BurgerFi Burgers, hot dogs, fries, onion rings, custard, craft beer North Palm Beach, Fla.	2011/2011	ALL	C,I**	59/16	78/6	84/15	\$720K-\$968.5K/ \$37.5K	5.5%	YES	NO	NO
		Fatburger North America Burgers Beverly Hills, Calif.	1952/1990	ALL	C,I**	157/3	154/3	159/0	\$525.5K-\$988K/ \$50K	6%	YES	NO	YES
		Mooyah Burgers, Fries & Shakes Burgers, fries, shakes Plano, Texas	2007/2007	ALL	C,I**	73/4	93/4	92/3	\$412.8K-\$620K/ \$35K	6%	YES	NO	NO
HOT DOGS													
	166	Wiener Schnitzel Hot dogs, ice cream Irvine, Calif.	1961/1965	S,SW,W	C,I**	322/0	322/0	320/0	\$303.6K-\$1.4M/ \$10K-\$32K	5%	YES	NO	YES
	432	Hot Dog on a Stick Corn dogs, lemonade, fries, funnel cakes Atlanta	1946/1997	ALL	C,I**	17/78	19/69	26/63	\$338.2K-\$556K/ \$15K-\$25K	6%	NO	YES	YES
NOT RANKED													
		Dog Haus International Hot dogs, sausages, burgers Pasadena, Calif.	2010/2013	ALL*	C,I**	8/2	17/2	24/1	\$423.4K-\$990.1K/ \$35K	6%	YES	NO	NO
MEXICAN FOOD													
	8	Taco Bell Mexican food Irvine, Calif.	1962/1964	ALL	C,I**	5,372/ 926	5,559/ 909	5,889/ 797	\$525.1K-\$2.6M/ \$25K-\$45K	5.5%	YES	NO	YES
	123	Fuzzy's Taco Shop Baja-style Mexican food Fort Worth, Texas	2003/2009	ALL	NO	74/7	93/6	117/7	\$597K-\$1.3M/ \$35K	3.5-5%	YES	NO	NO
	188	Del Taco Mexican/American food Lake Forest, Calif.	1964/1967	MW,S, SE,SW, W**	NO	241/306	246/298	252/303	\$859.7K-\$2M/ \$35K	5%	YES	NO	NO
	219	Moe's Southwest Grill Mexican food Atlanta	2000/2001	ALL*	C,I**	607/4	661/5	677/5	\$368.9K-\$956.4K/ \$30K	TO 5%	YES	NO	NO
	297	Qdoba Mexican Eats Mexican food San Diego	1995/1997	ALL*	C**	342/315	330/359	348/381	\$871K-\$2M/ \$30K	5%	YES	NO	NO
	354	Chronic Tacos Enterprises Mexican food Aliso Viejo, Calif.	2002/2006	ALL	C,I	26/3	32/4	42/5	\$299K-\$799K/ \$35K-\$40K	6%	YES	NO	NO
NOT RANKED													
		America's Taco Shop Mexican food Scottsdale, Ariz.	2008/2011	ALL	C,I	5/4	5/5	3/4	\$247.4K-\$710.3K/ \$30K	6%+	YES	NO	NO
		Bubbakoo's Burritos Mexican food Wall Township, N.J.	2008/2015	ALL	C,I	0/8	1/9	5/11	\$161K-\$426K/ \$30K	6%	NO	YES	YES
		Costa Vida Mexican food Lehi, Utah	2003/2004	ALL	C,I	59/14	63/16	69/17	\$659.5K-\$1M/ \$30K	6%	YES	NO	NO
		Drunken Taco Franchising Mexican food Ft. Lauderdale, Fla.	2007/2017	ALL	C,I	0/1	0/1	0/1	\$275.4K-\$334.7K/ \$24.9K	5%	YES	NO	NO
		Los Tacos by Chef Omar Mexican food Miami	2014/2017	ALL	C,I	0/4	0/5	0/5	\$224.9K-\$364.4K/ \$24.9K	3.5%	YES	NO	NO
		Quesada Burritos - Tacos Mexican food Toronto	2003/2010	NO	C	45/3	60/3	85/3	\$209K-\$290.5K/ \$25K	6%	YES	NO	YES
		Taco Bueno Mexican food Irving, Texas	1967/2004	ALL	NO	19/154	20/159	22/160	\$639K-\$1.6M/ \$35K	5%	YES	NO	YES
		Taco Casa Mexican food Fort Worth, Texas	1972/1972	SW	NO	70/2	70/2	75/2	\$615K-\$2.1M/ \$35K	7%	YES	NO	NO
		Taco Rico Tex-Mex Cafe Mexican food Doral, Fla.	1991/2014	ALL	C,I	0/5	2/5	2/5	\$129.8K-\$285.8K/ \$24.9K	5%	YES	NO	NO

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TacoTime Mexican food Scottsdale, Ariz.	1958/1961	ALL	C,I	274/4	268/0	274/0 ¹	\$144.7K-\$814.1K/ \$7.5K-\$30K	6%+	YES	NO	NO
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PIZZA

16	Papa John's International Pizza Louisville, Ky.	1985/1986	ALL	C,I**	3,993/ 740	4,208/ 734	4,410/ 645	\$130.1K-\$844.4K/ TO \$25K	5%	YES	NO	NO
25	Marco's Pizza Pizza, subs, wings, cheese bread Toledo, Ohio	1978/1979	ALL	C,I**	634/0	731/0	840/0	\$222.8K-\$663.8K/ \$25K	5.5%	YES	NO	YES
47	Pizza Hut Pizza, pasta, wings Plano, Texas	1958/1959	ALL*	C,I	11,737/ 2,357	11,952/ 2,618	14,645/ 352	\$302K-\$2.2M/ \$25K	6%	NO	NO	NO
95	Blaze Fast-Fire'd Pizza Assembly-line pizza Pasadena, Calif.	2012/2012	ALL*	C,I**	77/5	142/5	198/5	\$397.5K-\$989.5K/ \$30K	5%	NO	NO	NO
127	Jet's Pizza Pizza, subs, salads, wings, dessert Sterling Heights, Mich.	1978/1990	MW,NE, S,SE, SW,W	NO	343/30	354/34	360/38	\$470K-\$651K/ \$25K	8-10%	YES	NO	NO
187	Round Table Franchise Pizza Concord, Calif.	1959/1962	W	C,I**	379/67	375/69	371/71	\$423.5K-\$831.3K/ \$25K	4%	NO	NO	NO
195	Donatos Pizza, subs, salads Columbus, Ohio	1963/1991	MW,S, SE*	NO	100/52	100/55	104/55	\$361.4K-\$697.4K/ \$30K	5%	YES	NO	NO
214	Hungry Howie's Pizza & Subs Pizza, subs, calzones, bread, wings, salads Madison Heights, Mich.	1973/1982	ALL	NO	533/18	517/29	518/30	\$251.4K-\$495.9K/ \$25K	5.5%	YES	NO	NO
239	Rosat's Pizza Pizza, Italian food Elgin, Ill.	1964/2006	ALL	C,I	109/17	115/16	128/14	\$131.2K-\$1.2M/ \$25K	5%	NO	NO	NO
316	Villa Italian Kitchen Pizza, Italian food Morristown, N.J.	1964/1999	ALL	C,I**	113/158	98/152	97/151	\$296.95K-\$894K/ \$25K-\$35K	6%	YES	NO	NO
337	Pizza Factory Pizza, pasta, sandwiches Oakhurst, Calif.	1979/1985	SW,W	NO	108/1	110/2	107/1	\$156K-\$643.5K/ \$30K	5%	NO	NO	YES
376	Ledo Pizza Pizza, subs, pasta Annapolis, Md.	1986/1989	ALL	C,I**	99/0	100/0	102/0	\$126.3K-\$442K/ \$30K	6%	NO	NO	NO
387	Fox's Pizza Den Pizza, sandwiches, wings, salads Murrysville, Pa.	1971/1974	ALL	NO	238/0	245/0	230/0	\$111.6K-\$210.1K/ \$10K	\$300/MO.	YES	NO	NO
412	LaRosa's Pizzeria Pizza, Italian food Cincinnati	1954/1967	MW	NO	52/14	52/14	52/12	\$729.2K-\$1.9M/ \$35K	4%	NO	NO	NO
446	Papa Murphy's Take-and-bake pizza Vancouver, Wash.	1981/1982	MW,S, SE,SW,W	C,I**	1,369/ 119	1,414/ 160	1,397/ 148	\$274.6K-\$499.2K/ \$25K	5%	YES	NO	NO
468	Cottage Inn Pizza Pizza Ann Arbor, Mich.	1948/1986	ALL	C**	43/9	44/9	47/9	\$200K-\$350K/ \$15K	5%	NO	NO	NO
NOT RANKED												
	Captain Tony's Pizza & Pasta Emporium Pizza, pasta, subs, wings Deland, Fla.	1972/1985	ALL	C,I	8/1	8/1	8/1	\$197.6K-\$389.8K/ \$10K-\$20K	TO 4.5%	YES	NO	YES
	Figaro's Pizza Pizza, take-and-bake pizza Salem, Ore.	1981/1986	ALL	C,I**	55/0	53/0	49/0	\$111K-\$546K/ \$25K	5%	YES	NO	NO
	Flippin' Pizza Pizza, salads, appetizers, beer and wine Solana Beach, Calif.	2007/2010	ALL	C,I**	18/2	20/0	17/2 ²	\$220.7K-\$513.4K/ \$25K	6%	YES	NO	NO
	Gatti's Pizza Pizza, pasta, salad, and sandwich buffets Ft. Worth, Texas	1969/1974	MW,S, SE,SW	NO	49/2	41/3	39/2	\$1.3M-\$5.6M/ \$45K-\$60K	5%	YES	NO	NO
	Mama Bella's Pizza & Calzones Pizza and calzones Ft. Lauderdale, Fla.	2009/2017	ALL	C,I	0/1	0/1	0/1	\$221.7K-\$398.9K/ \$24.9K	5%	YES	NO	NO
	1000 Degrees Neapolitan Pizzeria Assembly-line pizza, salads, wings Galloway, N.J.	2014/2014	ALL*	C,I**	2/1	15/1	28/1	\$218.2K-\$764.3K/ \$29.5K	5-6%	YES	NO	NO
	Pizza 9 Pizza Albuquerque, N.M.	2008/2009	SW	C,I**	17/1	20/2	22/2	\$65.6K-\$389.98K/ \$18.5K	5.5%	YES	NO	NO
	The Pizza Press Assembly-line pizza Anaheim, Calif.	2012/2014	ALL*	C,I**	1/2	4/2	14/2	\$455.4K-\$791.5K/ \$35K	6%	YES	NO	NO
	Pizza Schmizza Pizza Salem, Ore.	1993/2002	ALL	C,I**	25/2	22/2	22/2	\$91K-\$546K/ \$25K	5%	YES	NO	NO

¹TacoTime has 75 additional nonfranchise units
²Flippin' Pizza has 2 additional nonfranchise units.

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
 * Selling multiple units/master licenses only,
 ** Selling int'l. master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Smokin' Oak Wood-Fired Pizza Wood-fired pizza St. Petersburg, Fla.	2015/2016	ALL	C,I**	0/0	0/0	1/0	\$388K-\$687.3K/ \$15K-\$30K	5%	YES	NO	NO
Toppers Pizza Pizza, breadsticks, wings Whitewater, Wis.	1991/2000	MW, NE, S, SE, SW, W*	NO	41/25	49/24	56/21	\$292.1K-\$530.7K/ \$30K	5.5%	YES	NO	NO
Urban Bricks Pizza Assembly-line pizza and salads San Antonio	2015/2015	ALL	C,I**	0/1	4/0	11/1	\$281K-\$757.8K/ \$35K	6%	YES	NO	YES
Your Pie Assembly-line pizza Athens, Ga.	2008/2008	ALL	NO	21/2	30/2	43/2	\$364.8K-\$610K/ \$35K	5%	YES	NO	NO

SANDWICHES - PHILLY CHEESESTEAK

160	Charleys Philly Steaks Philly cheesesteaks, fries, lemonade Columbus, Ohio	1986/1991	ALL	C,I**	490/47	513/47	519/56	\$225.6K-\$532.2K/ \$24.5K	6%	YES	NO	NO
177	Penn Station East Coast Subs Grilled subs Milford, Ohio	1985/1987	MW, NE, S, SE	NO	296/1	306/1	309/1	\$293.1K-\$593K/ \$25K	4-8%	YES	NO	NO
NOT RANKED												
	The Great Steak & Potato Company Philly cheesesteaks, fries, baked potatoes Scottsdale, Ariz.	1985/1986	ALL	C,I	84/0	76/0	67/0	\$133.5K-\$519.1K/ \$7.5K-\$30K	6%+	YES	NO	NO

SANDWICHES - SUBMARINE

24	Jersey Mike's Subs Subs Manasquan, N.J.	1956/1987	ALL	NO	928/38	1,135/45	1,219/58	\$193.2K-\$660.4K/ \$18.5K	6.5%	YES	NO	NO
39	Firehouse Subs Subs Jacksonville, Fla.	1994/1995	ALL	C,I	870/31	974/32	1,049/37	\$94.8K-\$1.1M/ \$20K	6%	YES	NO	NO
105	Subway Subs, salads Milford, Conn.	1965/1974	ALL	C,I	43,916/0	44,830/0	44,608/0	\$147.1K-\$320.7K/ \$15K	8%	YES	NO	YES
259	Capriotti's Sandwich Shop Subs Las Vegas	1976/1991	ALL	C,I	92/11	83/17	87/14	\$350K-\$815.3K/ \$30K-\$40K	6-7%	YES	NO	NO
312	Erbert & Gerbert's Sandwich Shop Subs, soups Eau Claire, Wis.	1987/1992	MW, S	NO	79/1	90/3	93/4	\$191K-\$381.5K/ \$30K	6%	YES	NO	YES
391	Mr. Goodcents Franchise Systems Subs, pasta De Soto, Kan.	1989/1991	MW, S, SW	C,I	76/6	77/4	78/2	\$156.97K-\$306.5K/ \$10K-\$20K	6%	YES	NO	NO



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FOR THE STATE OF NEW YORK: This advertisement is not an offering. An offering can be made only 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. IN MINNESOTA: Minnesota Registration Number F-5389. Jersey Mike's Franchise Systems, Inc., 2251 Landmark Place, Manasquan, NJ 08736

See our listing on page 179

See our listing on page 179

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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RANK	404	Cousins Subs Hot/cold subs, salads, soups, desserts Menomonee Falls, Wis.	1972/1985	MW	NO	86/22	81/23	79/22	\$182.2K-\$622K/ \$25K	6%	NO	NO	YES
	477	Tubby's Sub Shop Subs Roseville, Mich.	1968/1978	MW	NO	57/0	56/1	59/0	\$102.9K-\$283.5K/ \$17.5K-\$20K	4-6%	YES	NO	NO
	NOT RANKED												
		Blimpie Subs & Salads Subs, salads Scottsdale, Ariz.	1964/1970	ALL	C,I	474/3	360/4	312/3	\$139.8K-\$403.5K/ \$11.9K-\$19.9K	6%	YES	NO	NO
		Jon Smith Subs Grilled subs West Palm Beach, Fla.	1988/2007	ALL	C,I**	3/6	3/6	3/7	\$309K-\$625.9K/ \$29.5K	6%	YES	NO	NO
	Lenny's Grill & Subs Subs, Philly cheesesteaks, salads Memphis, Tenn.	1998/2001	ALL	NO	105/6	100/7	95/2	\$188.2K-\$396.1K/ \$25K	6%	YES	NO	YES	
	PrimoHoagies Franchising Italian subs Westville, N.J.	2002/2002	NE,S,SE	NO	89/0	88/1	89/0	\$196.2K-\$351.5K/ \$35K	6%	YES	NO	NO	

SANDWICHES - MISCELLANEOUS

11	Jimmy John's Gourmet Sandwiches Sandwiches Champaign, Ill.	1983/1993	ALL	NO	2,238/48	2,494/60	2,657/63	\$329.5K-\$557.5K/ \$35K	6%	YES	NO	NO
112	Arby's Restaurant Group Sandwiches, fries, shakes Atlanta	1964/1965	ALL*	C,I**	2,359/ 974	2,332/ 1,004	2,313/ 1,032	\$271.95K-\$1.8M/ \$12.5K-\$50K	4%	YES	NO	NO
114	McAlister's Deli Sandwiches, salads, baked potatoes Atlanta	1989/1994	ALL	NO	303/44	344/32	355/32	\$762K-\$2M/ \$35K	TO 5%	YES	NO	YES
204	Which Wich Superior Sandwiches Sandwiches Dallas	2003/2004	ALL*	C,I**	351/3	399/3	435/3	\$203K-\$495.3K/ \$30K	6%	YES	NO	NO
229	Roy Rogers Restaurants Roast beef sandwiches, chicken, burgers Frederick, Md.	1968/1980	NE	NO	27/23	29/24	30/24	\$868.3K-\$1.6M/ \$30K	5%	YES	NO	NO
231	Schlotzsky's Sandwiches, pizza, salads Atlanta	1971/1976	ALL	C,I	312/38	333/26	339/25	\$503.8K-\$787.98K/ \$30K	TO 6%	YES	NO	YES
269	Potbelly Sandwich Shop Toasted sandwiches Chicago	1977/2009	ALL	C,I**	28/349	39/384	55/424	\$564.1K-\$782.7K/ \$40K	6%	YES	NO	NO
330	Togo's Specialty sandwiches, salads, soups, wraps San Jose, Calif.	1971/1977	SW,W	NO	232/18	235/13	225/12	\$274K-\$508.7K/ \$30K	5%	YES	NO	NO

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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RANK	SANDWICHES											
	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
342	Pita Pit Pita sandwiches and salads Coeur d'Alene, Idaho	1995/1997	ALL	C,I	554/16	589/22	612/16	\$197.6K-\$410.3K/ \$25K	5-6%	YES	NO	NO
417	Deli Delicious Sandwiches, salads, sides Fresno, Calif.	1996/2008	W	NO	27/1	39/1	50/0	\$217.9K-\$462.2K/ \$25K	6%	YES	NO	YES
NOT RANKED												
	Great Wraps Hot wrapped sandwiches, cheesesteaks, rice bowls, salads, smoothies Atlanta	1974/1983	ALL	C	65/0	68/0	63/0	\$159.5K-\$485.5K/ \$22.5K	5.5%	NO	NO	NO
	Groucho's Deli Subs, salads, sauces Columbia, S.C.	1941/2001	S,SE	NO	30/1	31/1	32/1	\$82.5K-\$380.8K/ \$18K-\$28K	6%	NO	NO	YES
	The Gyro Shack Gyros and Mediterranean food Boise, Idaho	2009/2016	W*	NO	0/2	0/2	2/4	\$161.1K-\$477.5K/ \$25K	6%	NO	NO	NO

SMOOTHIES/JUICES

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?		
35	Smoothie King Smoothies, healthful snacks, health products Metairie, La.	1973/1988	ALL	C,I**	702/22	781/26	876/26	\$225.7K-\$778.2K/ \$30K	6%	YES	NO	YES
71	Tropical Smoothie Cafe Smoothies, sandwiches, wraps, salads, soups, coffee drinks Atlanta	1997/1997	ALL	NO	434/1	506/1	597/1	\$222.8K-\$525.4K/ \$25K	6%	YES	NO	NO
373	Juice It Up! Raw and cold-pressed juices, smoothies, acai and pitaya bowls, healthful snacks Irvine, Calif.	1995/1998	ALL	NO	82/0	84/1	88/2	\$216.4K-\$378.3K/ \$25K	6%	YES	NO	YES
384	Nekter Juice Bar Juices, smoothies, acai bowls, non-dairy ice cream Santa Ana, Calif.	2010/2012	ALL*	C,I**	14/35	17/41	38/46	\$201.5K-\$452.6K/ \$35K	6%	YES	NO	NO
NOT RANKED												
	Bluetree Juice Juices, smoothies, acai, healthful food Miami	2012/2016	ALL	C,I	0/1	0/2	0/2	\$152.1K-\$350K/ \$25K	6%	YES	NO	NO
	Clean Juice Organic juices, smoothies, acai bowls Concord, N.C.	2015/2016	ALL	C,I	0/1	0/3	6/4	\$246.5K-\$498.5K/ \$40K	6%	YES	NO	YES
	MixStirs Smoothies, protein shakes, wraps, salads Plainview, N.Y.	2007/2007	ALL	NO	10/0	10/0	7/0	\$59.1K-\$197.5K/ \$25K	5%	YES	NO	YES
	NrGize Lifestyle Cafe Smoothies, meal-replacement shakes, protein bars Scottsdale, Ariz.	2006/2006	ALL	C,I	101/0	90/0	87/0	\$57.9K-\$341.1K/ \$7.5K-\$30K	6%+	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Robeks Fresh Juices & Smoothies Juices, smoothies, bowls Los Angeles	1996/2001	ALL	C,I**	99/0	93/0	84/0	\$245K-\$329.5K/ \$25K	6-7%	YES	NO	YES
Surf City Squeeze Smoothies, fruit drinks, nutritional supplements Scottsdale, Ariz.	1988/1994	ALL	C,I	109/1	97/0	91/0	\$64.4K-\$309.8K/ \$7.5K-\$30K	6%+	YES	NO	YES

MISCELLANEOUS QUICK-SERVICE RESTAURANTS

212	Orion Food Systems Fast-food systems for nontraditional markets Sioux Falls, S.D.	1982/1993	MW,S, SE,SW, W	NO	880/0	900/0	996/0	\$59.5K-\$140K/ \$0	0	YES	NO	YES
327	Zoup! Systems Soups, salads, sandwiches Southfield, Mich.	1998/2003	MW, NE,W	C	79/2	92/3	98/3	\$372.7K-\$568.8K/ \$39.9K	6%	YES	NO	NO
335	Golden Krust Franchising Caribbean-style food White Plains, N.Y.	1989/1996	MW,NE, S,SE, SW,W	C,I**	109/5	110/6	108/10	\$159.2K-\$564K/ \$15K-\$25K	3%	YES	NO	YES
372	Captain D's Seafood Nashville, Tenn.	1969/1969	ALL	C,I**	242/272	234/275	221/299	\$781K-\$1.1M/ \$35K	4.5%	YES	NO	NO
NOT RANKED												
	Cousins Maine Lobster Lobster food trucks Hollywood, Calif.	2011/2014	ALL	NO	10/1	11/4	11/2	\$145.9K-\$359.9K/ \$38.5K	8%	YES	YES	NO
	D.P. Dough Calzones, wings, sides, salads, desserts Columbus, Ohio	1987/1996	MW,NE, S,SE,SW	NO	23/2	22/3	23/3	\$291.5K-\$487.8K/ \$30K	4%	NO	NO	NO
	Fazolis Franchising Systems Italian food Lexington, Ky.	1988/1991	ALL	NO	89/123	89/123	91/122	\$646.2K-\$1.7M/ \$40K	5%	YES	NO	NO
	Flame & Skewers Mediterranean food Bakersfield, Calif.	2008/2014	ALL	NO	0/2	0/3	1/4	\$295.3K-\$459.6K/ \$30K	5%	YES	NO	NO
	#getfried Fry Cafe French fries and finger foods Buffalo, N.Y.	2015/2015	ALL	C,I**	0/1	0/2	4/2	\$136.3K-\$275.5K/ \$30K	6%	YES	NO	YES
	Grabbagreen Gluten-free food, juices, smoothies Scottsdale, Ariz.	2013/2015	ALL	C,I	0/2	0/3	18/4	\$282.7K-\$412.5K/ \$30K	6%	YES	NO	NO
	Hot Fries Fries, sandwiches, chicken wings, lemonade Buena Park, Calif.	2011/2016	ALL	NO	0/1	0/1	1/0	\$166.99K-\$374.9K/ \$30K	6%	YES	NO	YES
	Jazen Tea Fruit and bubble teas, slushies, smoothies, snacks Sacramento, Calif.	2012/2013	ALL	C,I	1/8	3/9	7/11	\$118K-\$197.5K/ \$12K	\$1.2K-\$1.6K/MO.	YES	NO	YES
	Meatballs Etc. Build-your-own pasta bowls, salads, subs, and wraps Annapolis, Md.	2015/2015	ALL	NO	0/1	0/1	0/1	\$276.6K-\$498K/ \$35K	5%	YES	NO	NO
	Newk's Eatery Sandwiches, salads, soups, pizzas, desserts Jackson, Miss.	2004/2005	MW,NE, S,SE, SW*	NO	69/12	87/15	90/22	\$932K-\$1.1M/ \$40K	5%	YES	NO	NO
	Potatopia Franchise Potatoes, fries, potato chips, toppings Manalapan, N.J.	2011/2013	ALL	C,I**	1/4	2/2	4/1	\$194.6K-\$482.6K/ \$35K	6%	YES	NO	YES
	Saladworks Salads, sandwiches, wraps, panini, soups Conshohocken, Pa.	1986/1992	ALL*	C,I**	104/0	98/1	92/1	\$498.1K-\$592.2K/ \$30K-\$35K	6%	YES	NO	NO
	Smiling Moose Rocky Mountain Deli Sandwiches, wraps, soups, salads, breakfast Denver	2003/2008	ALL	C,I**	15/3	14/3	12/3	\$315.3K-\$685K/ \$35K	5%	YES	NO	NO
	SoBo Acai bowls Bohemia, N.Y.	2013/2016	ALL	C,I	0/1	0/2	6/2	\$174.8K-\$379.5K/ \$15K	5%	YES	NO	YES
	Squisito Pizza & Pasta Italian food Annapolis, Md.	1998/2008	ALL	NO	1/5	2/5	2/5	\$269.6K-\$596.9K/ \$35K	5%	YES	NO	NO
	Taste of Mediterranean Greek and Middle Eastern food Toronto	2004/2007	ALL	C,I	15/0	14/0	13/0	\$98.8K-\$287.4K/ \$20K	\$1K/ MO.	YES	NO	YES

FOOD/RETAIL SALES

CANDY

94	Kilwins Chocolates Franchise Chocolates, fudge, ice cream Petoskey, Mich.	1947/1982	MW,NE, S,SE	NO	101/4	105/2	107/2	\$392.5K-\$591.5K/ \$40K	5%	YES	NO	NO
453	Rocky Mountain Chocolate Factory Chocolates, confections Durango, Colo.	1981/1982	ALL	C,I	272/4	283/3	271/4	\$191.3K-\$363K/ \$24.5K	5%	NO	NO	YES

KEY

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MW Midwest, NE Northeast, S South, SE Southeast,
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NOT RANKED											
River Street Sweets - Savannah's Candy Kitchen Candy and confections Savannah, Ga.	1973/2015	ALL	NO	1/14	1/14	1/14	\$399.8K-\$814.9K/ \$40K	5%	NO	NO	NO
Schokolad Chocolate Factory European-style chocolates, coffee, gelato Kissimmee, Fla.	1995/1999	MW, NE, S, SE, SW	C, I**	25/0	22/0	20/1	\$121.5K-\$153.5K/ \$39.5K	\$600-\$1K/ MO.	NO	NO	NO

MISCELLANEOUS FOOD/BEVERAGE BUSINESSES

RANK	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
53	Edible Arrangements Sculpted fresh-fruit bouquets Wallingford, Conn.	1999/2000	ALL	C, I**	1,202/4	1,245/8	1,239/6	\$195.5K-\$327.7K/ \$30K	5%	YES	NO	NO
99	Beef Jerky Outlet Franchise Jerky, sausages, specialty foods Kodak, Tenn.	1995/2010	ALL	NO	29/9	64/9	94/7	\$215.8K-\$394.9K/ \$44.9K	6%	YES	NO	NO
130	HoneyBaked Ham Specialty foods, catering, cafés Alpharetta, Ga.	1957/1998	ALL	NO	193/190	202/188	206/198	\$299.2K-\$468.2K/ \$30K	5-6%	NO	NO	NO
244	Watermill Express Franchising Water and ice vending machines Brighton, Colo.	1984/1994	ALL*	NO	303/ 1,002	305/996	305/996	\$460K-\$586.8K/ \$25K	TO 7%	YES	YES	NO
279	The Spice & Tea Exchange Spices, teas, related products Palm Harbor, Fla.	2008/2008	ALL	NO	40/1	47/1	55/1	\$200.6K-\$356.2K/ \$37.8K	7%	YES	NO	NO

NOT RANKED											
Craft Beer Cellar Beer stores and tap rooms Belmont, Mass.	2010/2012	ALL	C, I	19/1	25/1	32/1	\$60.3K-\$182K/ \$25K	2%	YES	NO	NO
Doc Popcorn Kettle-cooked popcorn Paducah, Ky.	2003/2009	ALL	C, I**	97/2	110/3	112/1	\$39.5K-\$345.1K/ \$7.5K-\$15K	6%	YES	YES	YES
Dream Dinners Meal-assembly sessions Snohomish, Wash.	2002/2003	ALL	NO	78/9	76/10	74/7	\$299.2K-\$473K/ \$35K	6%	YES	NO	NO
Grapevine Franchising Wine and beer shops/bars Rock Hill, S.C.	2007/2017	ALL	NO	0/1	0/2	0/2	\$303.3K-\$496.95K/ \$25K	4-6%	NO	NO	NO
Happy & Healthy Products Frozen fruit bars Boca Raton, Fla.	1991/1993	ALL	NO	56/0	58/0	52/0	\$50.1K-\$92.6K/ \$23K	0	YES	YES	NO
IceBorn Ice and water vending machines Jacksonville, Fla.	2003/2012	ALL	I**	37/120	46/111	76/103	\$27.1K-\$213.5K/ \$1K-\$5K	TO 6%	YES	YES	YES

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- ★ Properties appeal to the lucrative family market
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- ★ Exclusive merchandise & ancillary revenue streams
- ★ Training & support



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YOGI BEAR, TM & © Hanna-Barbera, (118)

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Strong Sales
 Avg. Sales Growth Triples the Remodeling Industry.



Entrepreneur FRANCHISE 500 RANKED 2018

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 STRONG MANDOS. QUALITY OF LIFE.™

- ✓ Personalized Marketing Support
- ✓ Faith-Based Code of Values
- ✓ Dedicated Franchise Coach
- ✓ 96% Recommendation Rate from Customers

*Source: According to our 2017 FDD, DreamMaker Bath & Kitchen Average Unit Store Sales Growth has increased 92% from 2011 - 2016. According to Statista and Home Improvement Research Institute, remodeling sales growth has increased from \$284 Billion in 2011 to \$352 Billion by Q4 end of 2016. This is 20% increase in spending over the last five years.
 **Recommendation rate is representative only for the DreamMaker franchisees that are participating and the clients they chose to submit.

See our listing on page 186

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Reis & Irvy's Frozen yogurt vending machines San Diego	2016/2016	ALL*	C,I**	0/0	0/3	0/3	\$161K-\$593.9K/ \$15K-\$60K	12%	NO	YES	YES
Totally Nutz Cinnamon-glazed almonds, pecans, and cashews St. George, Utah	1990/2014	ALL	C,I**	3/11	8/11	13/11	\$57.4K-\$246K/ \$27.5K-\$59.5K	7%	NO	YES	NO
WineStyles Tasting Station Wine, craft beer, food, events, wine and beer club memberships West Des Moines, Iowa	2002/2012	ALL	NO	17/2	17/2	13/2	\$230.5K-\$475.5K/ \$25K	6%	NO	NO	NO

HEALTH

HEALTH PRODUCTS

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
72	Pearle Vision Eye care and eyewear Mason, Ohio	1961/1980	ALL	NO	389/163	421/110	421/102	\$400.3K-\$605.2K/ \$30K	7%	YES	NO	NO
134	101 Mobility Mobility and accessibility equipment sales and services Wilmington, N.C.	2008/2010	ALL	C	106/3	140/2	173/2	\$116.6K-\$215.1K/ \$35K-\$60K	5-7%	YES	NO	NO
365	Relax The Back Products for relief/prevention of back and neck pain Long Beach, Calif.	1984/1989	ALL	NO	92/0	94/0	92/2	\$205.7K-\$372.1K/ \$29.5K	2-5%	YES	NO	NO
423	Good Feet Worldwide Arch supports, related products Carlsbad, Calif.	1995/2003	ALL	C,I**	109/4	108/4	119/9	\$117.7K-\$183.2K/ \$25K	0	YES	NO	NO
479	Amramp Wheelchair ramp rentals and sales South Boston	1970/2002	MW,NE, S,SE, SW,W	C,I**	45/2	48/2	48/2	\$130.8K-\$211.3K/ \$49.3K	3-12%	YES	YES	NO
NOT RANKED												
	Foot Solutions Comfort shoes and inserts for ages 40+ Atlanta	2000/2000	ALL	C,I**	128/2	116/2	116/4	\$196.5K-\$242K/ \$32.5K	5%	YES	NO	NO
	My Eyelab Eye care and eyewear Palm Springs, Fla.	2006/2016	ALL	C,I	0/52	0/52	0/75	\$248.1K-\$495.1K/ \$24.9K	8%	YES	NO	NO

PHYSICAL THERAPY

117	Fyzical Therapy & Balance Centers Physical therapy, balance and vestibular therapy, preventative wellness services Sarasota, Fla.	2012/2013	ALL	NO	80/17	143/17	222/17	\$138.8K-\$390K/ \$70K-\$140K	6%	YES	NO	NO
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\$40 billion optical industry with sustainable demand

Scalable, turnkey business model ideal for multi-unit ownership that includes a managed supply chain

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* Source: Pearle Vision Franchise Disclosure Document, April 2017

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KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
 * Selling multiple units/master licenses only,
 ** Selling int'l, master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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456	ApexNetwork Physical Therapy Physical therapy Ballwin, Mo.	1999/2008	ALL	NO	11/30	20/31	24/31	\$165.7K-\$352K/ \$25K	8%	YES	NO	NO
	NOT RANKED											
	Physical Therapy Now Physical therapy Miami	2011/2015	ALL	C,I	0/5	9/4	11/4	\$116.7K-\$190K/ \$40K	6%	YES	NO	NO

MISCELLANEOUS HEALTH SERVICES

BANK	109	The Joint Chiropractic services Scottsdale, Ariz.	1999/2003	ALL	C,I**	240/26	285/61	337/47	\$211.4K-\$339.9K/ \$39.9K	7%	YES	NO	NO
		115	American Family Care Urgent-care centers Birmingham, Ala.	1982/2008	ALL	C,I**	85/59	93/67	119/66	\$821K-\$1.3M/ \$55K	6%	YES	NO
	494	Medi-Weightloss Franchising USA Medical weight-loss and wellness programs Tampa, Fla.	2004/2008	ALL	C,I**	67/10	80/6	86/12	\$215.3K-\$417.8K/ \$75K	\$3.8K-\$12.2K/MO.	YES	NO	NO
		NOT RANKED											
		BeBalanced Hormone Weight Loss Centers Hormone-based weight-loss and wellness services Lancaster, Pa.	2006/2013	ALL	NO	1/1	4/1	8/1	\$122.4K-\$176.7K/ \$39K	6%	YES	NO	NO
		The Biostation Medical spas Delray Beach, Fla.	2013/2017	ALL	C,I	0/1	0/1	0/1	\$302.7K-\$779.4K/ \$59.9K	9%	YES	NO	NO
		Dentalvana Dental care North Miami	2013/2017	ALL	C,I	0/1	0/1	0/1	\$222.6K-\$740.9K/ \$39.9K	7%	YES	NO	NO
		East West Family healthcare centers Nashville, Tenn.	2008/2017	ALL	NO	0/1	0/1	0/1	\$139.8K-\$206.4K/ \$29.9K	6%	YES	NO	NO
		First Care Franchises Family medical care and urgent care clinics Monroe, N.C.	1994/2017	ALL	C,I	0/7	0/7	0/7	\$567.6K-\$786.9K/ \$39.9K	6%	YES	NO	NO
		First Choice Pediatrics Pediatric primary medical care Orlando, Fla.	2000/2017	ALL	C,I	0/6	0/6	0/6	\$479.9K-\$653.1K/ \$39.9K	5%	YES	NO	NO
		HealthSource America's Chiropractor Chiropractic, rehabilitation, nutrition, and wellness services Avon, Ohio	1998/2006	ALL	C,I**	354/0	327/0	264/0	\$60.6K-\$250.7K/ \$36K-\$39.99K	7%	YES	NO	NO

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Entrepreneur
FRANCHISE
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2018

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
OrthoNow Orthopedic and sports-medicine urgent-care centers Doral, Fla.	2010/2012	ALL	C,I	1/1	5/1	5/1	\$491.3K-\$990K/ \$65K	7%	YES	NO	NO
Profile by Sanford Weight-loss and wellness services Sioux Falls, S.D.	2012/2014	ALL	C	1/23	2/24	6/24	\$363.5K-\$607K/ \$30K	5%	YES	NO	YES
Soul Focus Wellness centers Eatontown, N.J.	2011/2017	ALL	NO	0/1	0/1	0/1	\$1.4M-\$2.2M/ \$50K	7.5%	YES	NO	NO

HOME IMPROVEMENT

FLOORING

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
156	Floor Coverings International Flooring Norcross, Ga.	1988/1989	ALL	C	137/0	132/0	166/0	\$153.4K-\$214.4K/ \$54.9K	5%	YES	NO	NO
175	ProSource Wholesale Wholesale kitchen, bath, and flooring products Earth City, Mo.	1990/1991	ALL	C	132/8	135/8	137/8	\$565.3K-\$592.6K/ \$46.5K	3%	YES	NO	NO
NOT RANKED												
	Big Bob's Flooring Outlet Flooring and interior-design supply Shawnee Mission, Kan.	1984/1992	ALL	C,I	25/3	25/3	24/0	\$187.3K-\$383.8K/ \$30K	3%	YES	NO	NO

KITCHEN & BATH REMODELING

173	Miracle Method Surface Refinishing Kitchen and bathroom surface refinishing Colorado Springs, Colo.	1977/1980	ALL	C	138/1	136/1	144/1	\$83.4K-\$127.99K/ \$40K-\$50.3K	5.5%	YES	NO	NO
271	Kitchen Tune-Up Residential and commercial kitchen and bath remodeling Aberdeen, S.D.	1986/1988	ALL	NO	188/0	188/0	190/0	\$71.9K-\$105.2K/ \$49K	7%	YES	YES	NO
332	DreamMaker Bath & Kitchen Kitchen, bath, and interior remodeling Waco, Texas	1971/1972	ALL	NO	34/0	36/0	38/0	\$99.7K-\$288.95K/ \$37K-\$44K	7-3%	YES	NO	NO
NOT RANKED												
	Five Star Bath Solutions Bathroom remodeling Spanish Fork, Utah	1996/2008	ALL	C,I	22/1	27/1	27/1	\$75.5K-\$141.1K/ \$40K	6-5%	YES	YES	NO
	Get A Grip Franchising Countertop, cabinet, tub, tile, and shower resurfacing; fiberglass repair Albuquerque, N.M.	1999/2007	MW,NE, S,SE,SW	NO	16/1	18/1	20/1 ¹	\$43.6K-\$92.7K/ \$25K-\$70K	0	YES	YES	YES

¹Get A Grip Franchising has 9 additional nonfranchise units.

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KEY

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
Re-Bath Bathroom remodeling Phoenix	1978/1991	ALL	NO	156/0	117/0	114/0	\$123.9K-\$330.7K/ \$60K	4-5%	YES	NO	NO
Surface Specialists Bathroom repair and refinishing, tub liners, bath remodeling Matthews, N.C.	1981/1982	ALL	C	43/0	44/0	45/0	\$43.2K-\$56K/ \$36K	5%	YES	YES	NO
Trend Transformations Residential and commercial remodeling Miami	1995/1997	ALL	C,I	158/3	157/3	156/0	\$123.9K-\$470.3K/ \$35K-\$75K	2%	YES	NO	NO

LIGHTING SERVICES

RANK 433	Christmas Decor Holiday and event lighting Irving, Texas	1984/1996	ALL	C	249/0	259/0	257/0	\$19.6K-\$62.3K/ \$11.4K-\$31.9K	5%	YES	YES	NO
439	Outdoor Lighting Perspectives Residential, holiday, and hospitality lighting Richmond, Va.	1995/1998	ALL	C,I	49/0	53/0	56/2	\$61.7K-\$133.1K/ \$17.5K-\$39.5K	7%	YES	YES	NO

ORGANIZATION/STORAGE SYSTEMS

RANK 131	Tailored Living Home organization products and services Orange, Calif.	2006/2006	ALL	C	184/0	182/0	203/0	\$156.9K-\$297.3K/ \$29.95K	\$300-\$2K/ MO.	YES	YES	NO
180	Closet Factory Custom closet and storage systems Los Angeles	1983/1985	ALL	C,I	58/13	60/13	63/13	\$208.5K-\$356K/ \$46.5K	6.75%	YES	NO	NO
437	Closets By Design Franchising Custom closet and home/ office organization systems Cypress, Calif.	1982/1998	ALL	C	41/3	43/6	43/6	\$152K-\$378K/ \$20K	6.75%	YES	NO	NO
495	GarageExperts Garage cabinets, floor coatings, organization products Anaheim, Calif.	2008/2008	ALL	C,I	34/0	34/0	47/0	\$48.5K-\$86.4K/ \$15K	\$300-\$1.5K/ MO.	YES	YES	NO
NOT RANKED												
	Closet & Storage Concepts/ More Space Place Residential/commercial closet and storage systems; Murphy beds West Berlin, N.J.	1987/2000	ALL	C,I	35/3	39/3	39/3	\$69.5K-\$486K/ \$19.5K-\$38.5K	5%	YES	NO	NO
	ShelfGenie Franchise Systems Custom pull-out shelving for cabinets and pantries Atlanta	2000/2008	ALL	C	132/41	132/46	112/50	\$70.1K-\$107.8K/ \$45K	5%	YES	YES	NO

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PAINTING



RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
287	360 Painting Residential and commercial painting Charlottesville, Va.	2005/2006	ALL	C,I	44/0	64/0	82/0	\$76.7K-\$123.7K/ \$50K	6%	YES	YES	NO
306	CertaPro Painters Residential and commercial painting Oaks, Pa.	1992/1992	ALL	C	361/0	362/0	365/0	\$134.8K-\$169.5K/ \$57.5K	5%	YES	YES	NO
457	Five Star Painting Residential and commercial painting Waco, Texas	2002/2005	ALL	C	168/0	156/0	161/0	\$69.7K-\$179.3K/ \$40K	6%	YES	NO	NO
NOT RANKED												
	Fresh Coat Residential and commercial painting Cincinnati	2005/2005	ALL	C,I,**	101/0	118/0	123/0	\$53.9K-\$76.8K/ \$44.9K	6%	YES	YES	NO
	Spray-Net Exterior spray painting Boucherville, Quebec	2010/2014	ALL	C	11/5	33/3	42/3	\$235K-\$305.8K/ \$50K	7%	YES	YES	NO
	Wow 1 Day Painting One-day residential and commercial painting Vancouver, British Columbia	2008/2010	ALL	C	27/0	37/0	37/0	\$108.5K-\$147.1K/ \$50K	6%	YES	YES	NO

WOOD REFINISHING


159	N-Hance Wood Refinishing Wood floor and cabinet refinishing Logan, Utah	2001/2003	ALL	C,I	373/0	425/0	479/0	\$26.7K-\$154.7K/ \$17.4K-\$42.8K	\$346-\$692/MO.	YES	YES	NO
499	Mr. Sandless/Dr. DecknFence Interior and exterior sandless wood refinishing Aston, Pa.	2004/2005	ALL	C,I	252/11	250/11	247/0	\$26.8K-\$87.4K/ \$5K-\$30K	3%+	YES	YES	NO
NOT RANKED												
	SandFree Wood floor refinishing Ardmore, Pa.	2001/2002	ALL	C,I	10/1	13/1	15/1	\$40.6K-\$64.7K/ \$35K	5%	YES	YES	NO

MISCELLANEOUS HOME-IMPROVEMENT BUSINESSES

23	Budget Blinds Window coverings, window film, rugs, accessories Orange, Calif.	1992/1994	ALL	C,I	1,009/0	1,046/0	1,104/0	\$105.1K-\$225.9K/ \$19.95K	\$300-\$1.5K/ MO.	YES	YES	NO
296	Border Magic/Boulder Designs Concrete landscape edging, custom rocks and boulder signage Waco, Texas	1987/2003	MW,NE, S,SE, SW,W	NO	93/1	113/0	163/0	\$78K-\$138K/ \$28.5K-\$62K	\$395-\$495/MO.	YES	YES	YES
328	USA Insulation Home insulation and weatherization Cleveland	1985/2007	MW,NE, S,SE, SW,W	NO	25/0	24/0	32/0	\$203.3K-\$268.5K/ \$50K	5%	YES	NO	NO

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**Proven, Scalable Franchise Model
Work-Life Balance
Minimal Overhead**

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Rich & Peggy Groark, GA

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Robust Lead Generation
Exclusive Territory**

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KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
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 ** Selling int'l. master licenses only

REGIONS

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484	Archadeck Outdoor Living Outdoor living space design and construction Richmond, Va.	1980/1984	ALL	C	57/0	48/0	54/2	\$75.95K-\$103.6K/ \$49.5K	3-6%	YES	YES	NO
NOT RANKED												
	America's Color Consultants Paint color consulting Warrenton, Va.	2007/2014	NE, SE	NO	0/2	1/3	1/3	\$13.1K-\$43.1K/ \$8.5K	6%	YES	YES	NO
	Apex Energy Solutions Replacement windows Zionsville, Ind.	1998/2015	ALL	C	0/3	11/2	12/3	\$98.9K-\$197.5K/ \$25K	7%	YES	NO	NO
	Bloomin' Blinds Window covering sales, installation, and repairs Lewisville, Texas	2001/2014	ALL	NO	6/1	14/1	39/1	\$49.1K-\$105.2K/ \$35K	3-6%	YES	YES	NO
	Concrete Craft Decorative concrete coatings Orange, Calif.	2006/2008	ALL	C	6/1	12/1	19/0	\$112.9K-\$190.6K/ \$22.5K	\$300-\$2K/ MO.	YES	NO	NO
	IntelliTurf Franchise Synthetic turf Bluffton, S.C.	1998/2007	ALL	NO	6/1	7/1	11/1	\$65.5K-\$139.8K/ \$45K	\$0.60/SQ. FT.	YES	YES	NO
	Premier Pools & Spas Residential pool construction Granite Bay, Calif.	1988/2014	ALL	C, I	25/0	28/0	33/0	\$38K-\$97.5K/ \$30K	2.25%	YES	YES	NO
	Repower by Solar Universe Residential solar sales and installation Oakland, Calif.	2008/2008	ALL	NO	39/1	42/1	54/1	\$96.8K-\$188K/ \$35K	4%	NO	NO	NO
	Stronghold Floors Floor coatings Mechanicsburg, Pa.	2004/2016	ALL	NO	0/1	0/1	0/1	\$74.5K-\$178.2K/ \$30K-\$60K	4.5-3.5%	YES	NO	NO
	UBuildIt Construction consulting Edmond, Okla.	1988/1998	ALL	NO	66/0	70/0	81/0	\$93K-\$193K/ \$29.5K	\$1K+/MO.	YES	NO	NO
	Window World Replacement windows, doors, siding North Wilkesboro, N.C.	1995/2011	ALL	NO	191/2	192/2	192/2	\$185K-\$453.2K/ \$35K	VARIES	YES	NO	NO

LODGING

CAMPGROUNDS

265	Yogi Bear's Jellystone Park Camp-Resorts Family camping resorts Milford, Ohio	1969/1969	ALL	C, I	80/0	84/0	79/0	\$52K-\$3M/\$0	3.5-6%	YES	NO	NO
366	Kampgrounds of America Campgrounds and RV parks Billings, Mont.	1962/1963	ALL	C	449/27	459/28	465/30	\$210.95K-\$4.5M/ \$7.5K-\$30K	8%	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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HOTELS & MOTELS

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
29	Hampton by Hilton Midprice hotels McLean, Va.	1983/1984	ALL	C,I	2,053/1	2,148/1	2,277/0	\$6.9M-\$17.1M/ \$75K	6%	YES	NO	NO
33	Hilton Hotels and Resorts Upscale hotels and resorts McLean, Va.	1919/1965	ALL	C,I	447/113	462/109	503/69	\$29.1M-\$111.95M/ \$75K	5%	YES	NO	NO
61	Embassy Suites by Hilton Upscale all-suite hotels McLean, Va.	1983/1984	ALL	C,I	213/10	218/10	235/0	\$17.4M-\$75M/ \$75K	3.5-5.5%	YES	NO	NO
62	Holiday Inn and Holiday Inn Express Hotels Atlanta	1952/1954	ALL	C,I	3,581/3	3,651/3	3,730/3	\$7.5M-\$24.8M/ \$50K	5-6%	YES	NO	NO
66	Homewood Suites by Hilton Upscale extended-stay hotels McLean, Va.	1988/1988	ALL	C,I	367/0	399/0	435/0	\$11M-\$22.1M/ \$75K	3.5-5.5%	YES	NO	NO
92	Red Roof Inn Economy hotels Columbus, Ohio	1972/1996	ALL	C,I	290/117	347/127	386/126	\$3.5M-\$5M/ \$30K	4.5%	YES	NO	NO
100	Hilton Garden Inn Upscale midprice hotels McLean, Va.	1990/1990	ALL	C,I	637/2	691/2	741/0	\$12.1M-\$23.2M/ \$75K	5.5%	YES	NO	NO
116	Motel 6 Economy hotels Carrollton, Texas	1962/1996	ALL	C,I	686/490	785/473	824/454	\$2.6M-\$3.8M/ \$25K	5%	NO	NO	NO
144	Doubletree by Hilton Upscale hotels and resorts McLean, Va.	1969/1989	ALL	C,I	416/11	455/11	397/0	\$21.99M-\$69.3M/ \$75K	5%	YES	NO	NO
299	Baymont Inn & Suites Hotels Parsippany, N.J.	1974/1987	ALL	C,I	383/0	424/0	449/0	\$213.6K-\$6.8M/ \$26K	5%	YES	NO	NO
375	Red Lion Hotels Hotels Denver	1959/1999	ALL	C,I	43/19	48/19	56/14	\$641.3K-\$38.7M/ \$40K-\$75K	5%	YES	NO	NO
405	InterContinental Hotels & Resorts Hotels Atlanta	1946/1946	ALL	C,I	177/3	181/2	186/2	\$67.2M-\$98.5M/ \$75K	5%	YES	NO	NO
435	Super 8 Hotels Parsippany, N.J.	1974/1976	ALL	C,I	2,549/0	2,707/0	2,873/0	\$209.6K-\$4.4M/ \$25K	5.5%	YES	NO	NO
459	Travelodge Hotels Parsippany, N.J.	1939/1966	ALL	NO	415/0	404/0	415/0	\$198.9K-\$7.8M/ \$35K	4.5%	YES	NO	NO
460	Studio 6 Extended-stay lodging Carrollton, Texas	1998/1999	ALL	C,I	49/38	65/38	78/36	\$3.6M-\$4.8M/ \$25K	5%	NO	NO	NO
476	Crowne Plaza Hotels & Resorts Hotels Atlanta	1983/1983	ALL	C,I	401/0	405/0	410/0	\$28.4M-\$61.3M/ \$75K	5%	YES	NO	NO

NOT RANKED

	Affordable Suites of America Extended-stay hotels Myrtle Beach, S.C.	1998/1998	ALL	NO	11/8	10/9	11/9	\$2.9M-\$3.4M/ \$30K	5%	YES	NO	NO
	Americas Best Value Inn Hotels Denver	1999/1999	ALL	C,I	971/0	944/0	865/0	\$109.3K-\$5.8M/ \$15K	\$17.50-\$22.50/ ROOM/ MO.	NO	NO	NO
	Candlewood Suites Suite hotels Atlanta	1995/1996	ALL	C,I	330/0	347/0	374/0	\$7.8M-\$10.7M/ \$50K	5%	YES	NO	NO
	Centerstone Inns, Hotels & Plaza Hotels Hotels Birmingham, Ala.	2011/2011	ALL	C,I**	8/0	8/0	7/0	\$3.1M-\$19.5M/ \$17K	2%	YES	NO	NO
	Country Inns & Suites By Carlson Hotels Minnetonka, Minn.	1986/1987	ALL	C,I	468/7	475/7	486/6	\$6.4M-\$7.6M/ \$50K	5%	NO	NO	NO
	Curio Collection by Hilton Hotels McLean, Va.	2014/2014	ALL	C,I	7/1	22/1	39/0	\$3.5M-\$97.4M/ \$75K	5%	YES	NO	NO
	Days Inn Hotels Parsippany, N.J.	1970/1972	ALL	C,I	1,782/0	1,791/0	1,777/0	\$194.4K-\$7.8M/ \$35K	5.5%	YES	NO	NO
	Even Hotels Hotels Atlanta	2012/2014	ALL	C,I	0/2	1/2	3/3	\$12M-\$19.2M/ \$60K	5%	YES	NO	NO
	GrandStay Hospitality Hotels Brooklyn Park, Minn.	2000/2000	ALL	NO	29/0	29/0	30/0	\$306.4K-\$8.8M/ \$35K	5%	NO	NO	NO
	Hawthorn Suites by Wyndham Hotels Parsippany, N.J.	1986/1986	ALL	C,I	101/0	107/0	108/0	\$231.7K-\$12.2M/ \$40K	5.5%	YES	NO	NO

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars,
* Selling multiple units/master licenses only,
** Selling int'l. master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
SW Southwest, W West, C Canada, I Other International

	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
Hospitality International Hotels/motels Tucker, Ga.	1971/1977	ALL	C	251/0	239/0	231/0	\$133.6K-\$2.6M/ \$5K-\$15K	3-4%	NO	NO	NO
Hotel Indigo Hotels Atlanta	2004/2004	ALL	C,I	62/0	70/0	79/0	\$15.96M-\$35.7M/ \$60K	5%	YES	NO	NO
Howard Johnson Hotels Parsippany, N.J.	1925/1954	ALL	C,I	413/0	377/0	364/0	\$311.9K-\$9.4M/ \$35K	4.5%	YES	NO	NO
Key West Inns, Hotels & Resorts Hotels Birmingham, Ala.	1989/1993	ALL	C,I**	22/0	22/0	22/0	\$3.1M-\$19.7M/ \$14K	2%	YES	NO	NO
Knights Inn Hotels Parsippany, N.J.	1972/1991	ALL	NO	388/0	381/0	364/0	\$128.98K-\$7.6M/ \$6K	VARIES	YES	NO	NO
Microtel Inn & Suites by Wyndham Hotels Parsippany, N.J.	1987/1988	ALL	C,I	327/0	334/0	337/0	\$3.9M-\$5.98M/ \$40K	6%	YES	NO	NO
Park Inn by Radisson Hotels Minnetonka, Minn.	1986/1993	ALL	C,I	134/0	143/0	152/0	\$1.6M-\$4.8M/ \$35K	4.5%	NO	NO	NO
Radisson Hotels Minnetonka, Minn.	1962/1983	ALL	C,I	131/16	140/16	146/15	\$3.2M-\$9.9M/ \$75K	5%	NO	NO	NO
Radisson Blu Hotels Minnetonka, Minn.	2009/2009	ALL	C,I	82/206	96/204	93/216	\$11M-\$15.99M/ \$100K	5%	NO	NO	NO
Ramada Worldwide Hotels Parsippany, N.J.	1954/1990	ALL	C,I	836/0	842/0	873/0	\$218.9K-\$13.8M/ \$35K	4.5%	YES	NO	NO
Staybridge Suites Suite hotels Atlanta	1997/1997	ALL	C,I	216/0	226/0	245/0	\$9.2M-\$12.7M/ \$50K	5%	YES	NO	NO
TRYP by Wyndham Hotels Parsippany, N.J.	1975/2011	ALL	C,I	123/0	113/0	115/0	\$807.3K-\$23.7M/ \$35K	5%	YES	NO	NO
Wingate by Wyndham Hotels Parsippany, N.J.	1995/1995	ALL	C,I	150/0	148/0	155/0	\$315.1K-\$10.4M/ \$36K	4.5%	YES	NO	NO
Wyndham Garden Hotels Parsippany, N.J.	1996/1996	ALL	C,I	93/0	100/0	109/0	\$270.9K-\$19.9M/ \$35K	5%	YES	NO	NO
Wyndham Grand Hotels Parsippany, N.J.	1996/1996	ALL	NO	29/2	29/2	39/2	\$981.6K-\$64.6M/ \$50K	5%	YES	NO	NO
Wyndham Hotels and Resorts Hotels Parsippany, N.J.	1981/1996	ALL	NO	83/0	94/0	104/0	\$966K-\$64.6M/ \$50K	5%	YES	NO	NO

MAINTENANCE

CARPET & UPHOLSTERY SERVICES

RANK	Company	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
137	Chem-Dry Carpet & Upholstery Cleaning Carpet and upholstery cleaning, tile and stone care, granite countertop renewal Nashville, Tenn.	1977/1978	ALL	C,I**	3,501/0	3,498/0	3,536/0	\$56.5K-\$161.95K/ \$23.5K	\$401/MO.	YES	YES	NO
215	milliCare Flooring, carpet, and textile maintenance Spartanburg, S.C.	1967/1996	ALL	C,I	71/0	78/0	77/0	\$106.2K-\$149.9K/ \$18K-\$35K	6%	YES	NO	NO
275	Oxi Fresh Franchising Carpet, upholstery, hardwood floor, tile, and grout cleaning Lakewood, Colo.	2006/2006	ALL	C**	283/6	298/6	337/3	\$41K-\$69.2K/ \$35.9K	\$295/MO.	YES	YES	NO
349	Zerorez Franchising Systems Carpet and surface cleaning Draper, Utah	2001/2003	ALL	NO	39/1	44/0	45/0	\$76.3K-\$182.1K/ \$39.5K	6%	YES	NO	NO

NOT RANKED

	Stanley Steamer Carpet Cleaner Carpet and upholstery cleaning Dublin, Ohio	1947/1972	ALL	NO	209/65	209/64	206/63	\$108.9K-\$255.6K/ \$20K-\$100K	7%	YES	NO	NO
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COMMERCIAL CLEANING

51	Jan-Pro Franchising International Commercial cleaning Alpharetta, Ga.	1991/1992	ALL	C,I	7,849/0	8,224/0	8,486/0	\$3.98K-\$51.1K/ \$2.5K-\$44K	10%	YES	YES	NO
68	Anago Cleaning Systems Commercial cleaning Fort Lauderdale, Fla.	1989/1991	ALL	C,I	1,326/0	1,411/0	1,503/0	\$10.4K-\$68.5K/ \$4.6K-\$32.3K	10%	YES	YES	NO
84	Vanguard Cleaning Systems Commercial cleaning San Mateo, Calif.	1984/1984	ALL	C	3,109/0	3,167/0	3,237/0	\$10.9K-\$39.4K/ \$9.6K-\$35.7K	10%	YES	YES	NO

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103	Stratus Building Solutions Environmentally-friendly commercial cleaning North Hollywood, Calif.	2004/2006	ALL	C**	1,155/0	1,234/0	1,325/0	\$3.5K-\$48.4K/ \$2.7K-\$37.6K	5%	YES	YES	NO
150	City Wide Maintenance Commercial cleaning, building maintenance Lenexa, Kan.	1961/2001	ALL	NO	41/1	44/1	51/1	\$122.1K-\$200.1K/ \$60K	5%	YES	NO	NO
184	Jantize America Commercial cleaning Concord, N.C.	1988/1988	ALL	C**	107/0	124/0	157/0	\$8.2K-\$49K/ \$5.9K-\$29.6K	9%	YES	YES	NO
224	Buildingstars International Commercial cleaning Maryland Heights, Mo.	1994/2000	MW,NE, S,SE, SW,W	NO	641/0	682/0	735/0	\$2.2K-\$53.2K/ \$995-\$46.99K	10%	YES	YES	NO
243	ServiceMaster Clean/ ServiceMaster Restore Commercial/residential cleaning, disaster restoration Memphis, Tenn.	1947/1952	ALL	C,I**	5,021/10	5,007/10	5,023/10	\$93.2K-\$299K/ \$31.5K-\$63.5K	7%/10%	YES	NO	NO
294	System4 Facility Services Facility services management Independence, Ohio	2003/2003	ALL*	C**	23/5	23/5	35/0	\$155.9K-\$373K/ \$125K-\$300K	1-6%	YES	NO	NO
410	Office Pride Commercial Cleaning Services Commercial cleaning Palm Harbor, Fla.	1992/1996	ALL	NO	123/0	124/0	131/0	\$59.5K-\$107.2K/ \$35K	9%	YES	YES	NO
NOT RANKED												
	CleanNet USA Commercial cleaning McLean, Va.	1988/1988	ALL	C,I	2,617/14	2,549/10	2,364/11	\$20.9K-\$85.4K/ \$16K-\$69.5K	10%	YES	YES	NO
	Coverall Commercial cleaning Deerfield Beach, Fla.	1985/1985	ALL	NO	8,619/0	8,871/0	8,575/0	\$16.5K-\$51.4K/ \$13.5K-\$40.3K	5%	YES	YES	NO
	Hoodz International Commercial cleaning, maintenance, and repairs Ann Arbor, Mich.	2008/2009	ALL	C,I	130/4	125/10	128/10	\$106.5K-\$181.8K/ \$59.9K	10%	YES	YES	NO
	Image One Facility Solutions Commercial cleaning Wood Dale, Ill.	2010/2011	ALL	NO	79/0	96/0	104/0	\$37.4K-\$103.2K/ \$29.8K	10%	YES	YES	NO
	Izsum Franchising Construction cleanup and commercial cleaning Omaha, Neb.	1998/2016	ALL	NO	0/1	0/1	7/0	\$67.8K-\$90.9K/ \$25K	6%	YES	YES	NO
	Mint Condition Franchising Commercial cleaning, building maintenance Fort Mill, S.C.	1996/1996	NE,SE	NO	312/0	330/0	340/0	\$4.7K-\$32.4K/ \$3K-\$22K	9%	YES	YES	NO
	NexClean Commercial cleaning for the healthcare industry West Chester, Pa.	2013/2017	ALL	NO	0/1	0/1	0/1	\$84.8K-\$101.9K/ \$35K	6.5%	YES	NO	NO

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 SW Southwest, W West, C Canada, I Other International

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OpenWorks Commercial cleaning, facility services Phoenix	1983/1983	MW,NE, S,SE, SW,W	NO	343/7	385/12	439/17	\$17K-\$124.5K/ \$15.2K-\$72K	15%	YES	YES	NO
Pro Clean USA Commercial cleaning and maintenance Cape Coral, Fla.	2016/2016	ALL	NO	0/0	0/0	0/0	\$3.5K-\$50.4K/ \$2.7K-\$49.5K	5%	YES	NO	NO
360clean Commercial cleaning Daniel Island, S.C.	2005/2008	ALL	NO	58/0	69/0	81/0	\$7.1K-\$45.3K/ \$5.4K-\$34K	13%	YES	YES	NO

GLASS REPAIR/REPLACEMENT

179	Glass Doctor Auto/residential/commercial glass installation, repair, and replacement Waco, Texas	1962/1977	ALL	C	167/0	175/0	180/0	\$128.8K-\$265.5K/ \$35K	5-7%	YES	NO	NO
445	The Glass Guru Window and glass restoration, repair, and replacement Roseville, Calif.	2004/2007	ALL	C	88/0	89/0	90/0	\$64.2K-\$183K/ \$17.6K-\$65K	5%	YES	NO	NO

HANDYMAN SERVICES

253	Handyman Connection Home repairs, remodeling Cincinnati	1990/1991	ALL	C	76/0	71/0	82/0	\$101.8K-\$159K/ \$60K	5%	YES	NO	NO
371	Mr. Handyman International Residential and commercial repair, maintenance, and improvement services Ann Arbor, Mich.	2000/2000	ALL	C,I	203/0	191/0	209/0	\$105.1K-\$136.7K/ \$49.9K	7%	YES	NO	NO
393	Handyman Matters Franchise Residential and commercial repairs, restoration, and maintenance Lakewood, Colo.	1998/2001	ALL	NO	127/0	126/0	129/0	\$66.8K-\$116.9K/ \$20K	6%	YES	YES	NO
NOT RANKED												
	Andy OnCall Handyman services Chattanooga, Tenn.	1993/1999	ALL	NO	36/0	33/0	34/0	\$48.2K-\$62.1K/ \$25K-\$30K	5%	YES	NO	NO
	HandyPro International Handyman and home-modification services Farmington, Mich.	1996/2000	MW,NE,S, SE,SW,W	NO	39/0	31/0	26/0	\$70.6K-\$128.6K/ \$9.5K	6%	NO	YES	NO
	The Honey Do Service Handyman/home-improvement services Bristol, Va.	2002/2008	SE	NO	15/4	17/4	14/4	\$64.2K-\$98.1K/ \$29K	6%	YES	NO	NO
	Sometimes Spouse Handyman and household services Hewitt, Texas	2013/2015	ALL	C,I	0/1	4/2	32/10	\$31.2K-\$66.6K/ \$24.99K	7%	YES	YES	NO
	Yellow Van Handyman Handyman services Seattle	2002/2004	ALL	C	20/0	15/0	13/0	\$8.99K-\$13.99K/ \$7.99K	VARIES	YES	YES	NO

HOME REPAIRS - MISCELLANEOUS

226	Precision Door Service Garage-door repairs and installation Titusville, Fla.	1997/1999	ALL	NO	79/0	81/1	86/1	\$67.8K-\$515.4K/ \$10K-\$100K	\$500+/WK.	NO	NO	NO
303	Furniture Medic Furniture and wood restoration, repair, and refinishing Memphis, Tenn.	1992/1992	ALL	C,I,**	342/0	351/0	348/0	\$80.4K-\$90.7K/ \$33K	7%	YES	YES	NO
331	The Screenmobile Mobile window and door screening Thousand Palms, Calif.	1982/1984	MW,NE,S, SE,SW,W	NO	90/1	97/1	102/1	\$83.8K-\$121.5K/ \$39.5K	7%	YES	YES	NO
438	Mr. Appliance Residential and commercial appliance installation and repairs Waco, Texas	1996/1996	ALL	C	175/0	222/0	210/0	\$60.8K-\$139.5K/ \$35K	7%	YES	YES	NO
NOT RANKED												
	The Patch Boys Drywall repair East Brunswick, N.J.	2006/2015	ALL	NO	0/1	28/1	35/1	\$45.5K-\$66K/ \$25K	7%	NO	YES	NO
	Pro Lift Garage Doors Garage-door installation and repairs Charlottesville, Va.	2015/2016	ALL	C,I	0/2	3/2	6/3	\$45.6K-\$93.5K/ \$20K	6%	YES	YES	NO

HVAC SERVICES

104	One Hour Heating & Air Conditioning Residential HVAC maintenance, repair, and replacement Houston	1999/2003	ALL	NO	268/38	314/37	318/34	\$81.8K-\$535.9K/ \$43K	5%	YES	NO	NO
500	Aire Serv HVAC services Waco, Texas	1993/1993	ALL	C,I	188/0	203/0	187/0	\$82.6K-\$206.4K/ \$35K	5-7%	YES	YES	NO

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LAWN CARE/LANDSCAPING													
RANK	59	Weed Man Lawn care Oshawa, Ontario	1970/1976	ALL	I	304/0	315/0	335/0	\$68.5K-\$85.5K/ \$20K-\$33.8K	6%	YES	YES	NO
	91	Lawn Doctor Lawn, tree, and shrub care; mosquito and tick control Holmdel, N.J.	1967/1967	ALL	NO	509/0	530/0	537/0	\$101.9K-\$115.9K/ \$35K	10%	YES	YES	NO
	169	Spring-Green Lawn Care Lawn and tree care Plainfield, Ill.	1977/1977	MW,NE, S,SE	NO	104/26	109/26	109/26	\$109.1K/\$25K-\$40K	8-10%	YES	YES	NO
	172	NaturaLawn of America Organic-based lawn care Frederick, Md.	1987/1989	ALL	NO	64/7	72/8	78/7	\$47.5K-\$112.7K/ \$9.5K-\$29.5K	7-9%	YES	NO	NO
	454	U.S. Lawns Commercial grounds care Orlando, Fla.	1986/1987	ALL	NO	267/0	250/0	252/0	\$39.8K-\$81.3K/ \$29K-\$34K	3-6%	YES	YES	NO
	478	The Grounds Guys Lawn and landscape maintenance Waco, Texas	2010/2010	ALL	C	196/0	213/0	209/0	\$73.5K-\$200.1K/ \$35K	7%	YES	YES	NO
	NOT RANKED												
		Lawn Army Lawn care Seattle	2010/2010	ALL	NO	1/0	1/0	1/0	\$8.99K-\$13.99K/ \$7.99K	12%	YES	YES	NO
		Rent-A-Ruminant Franchise Vegetation management using goat herds Vashon, Wash.	2004/2016	ALL	C,I	0/1	1/1	2/1	\$80K-\$128K/ \$30K	8%	YES	YES	NO

LEATHER & VINYL REPAIR													
RANK	185	Fibrenew Leather, plastic, and vinyl restoration and repair Black Diamond, Alberta	1985/1987	ALL	C,I	224/0	237/0	238/0	\$89.5K-\$101.3K/ \$46K	\$575+/MO.	YES	YES	NO
	217	Color Glo International Leather, vinyl, fabric, carpet, and surface repair and restoration Minneapolis	1975/1983	ALL	C,I**	139/0	137/0	142/0	\$56.3K-\$61.4K/ \$33K	4%+	YES	YES	NO
	341	Creative Colors International Leather, vinyl, fabric, and plastic repair, cleaning, and dyeing Mokena, Ill.	1980/1991	ALL	NO	55/3	61/3	72/4	\$94.97K-\$122.3K/ \$49.5K	7.5%	YES	YES	NO
	NOT RANKED												
		Leather Medic Leather and upholstery repair and refinishing Lehigh Acres, Fla.	1989/2003	ALL	NO	18/3	18/3	14/3	\$73.9K-\$90.2K/ \$49.5K	\$450/TRUCK/ MO.	YES	YES	NO

PEST CONTROL													
RANK	42	Mosquito Joe Outdoor pest control Virginia Beach, Va.	2010/2012	ALL	NO	113/1	167/2	232/2	\$66.6K-\$127.5K/ \$25K	10%	YES	YES	NO
	283	Mosquito Squad Outdoor pest control Richmond, Va.	2004/2005	ALL	C,I	176/0	201/0	220/0	\$29.6K-\$69.6K/ \$15K-\$27.5K	\$400-\$1.9K/ MO.	YES	YES	NO
	NOT RANKED												
		Superior Mosquito Defense Outdoor pest control Decatur, Ala.	1996/2013	ALL	NO	7/1	8/1	13/1	\$16.3K-\$27.7K/ \$5K	5%	NO	YES	NO

PLUMBING													
RANK	107	Rooter-Man Plumbing, drain, and sewer cleaning North Billerica, Mass.	1970/1981	ALL	C,I	533/17	609/3	613/22	\$46.8K-\$137.6K/ \$3.97K-\$39.8K	VARIES	YES	YES	NO
	276	Mr. Rooter Plumbing, drain, and sewer cleaning Waco, Texas	1968/1972	ALL	C,I	304/0	279/0	276/0	\$74.3K-\$180.2K/ \$35K	5-7%	YES	YES	NO
	NOT RANKED												
			Benjamin Franklin Plumbing Residential plumbing service, repair, maintenance Houston	2000/2001	ALL	NO	255/11	269/11	260/11	\$89.8K-\$412.1K/ \$43K	5%	YES	NO
		bluefrog Plumbing + Drain Plumbing and drain services Phoenix	2013/2014	ALL	NO	22/0	24/0	13/0	\$100.4K-\$351K/ \$45K	4-6%	YES	NO	NO

POOL MAINTENANCE													
RANK	101	ASP-America's Swimming Pool Company Swimming pool maintenance, repairs, and renovations Macon, Ga.	2001/2005	ALL	NO	176/0	213/0	254/0	\$96.2K-\$143.3K/ \$32K-\$65K	8-4%	YES	YES	NO
	183	Poolwerx Pool and spa maintenance, service, remodeling, and supplies Farmers Branch, Texas	1992/1992	S,SE, SW,W	NO	106/8	123/2	131/2	\$78.5K-\$288.5K/ \$25K	7%	YES	YES	NO

KEY

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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RESIDENTIAL CLEANING													
RANK	38	Merry Maids Residential cleaning Memphis, Tenn.	1979/1980	ALL	C,I,**	1,534/ 172	1,672/14	1,667/3	\$86.8K-\$123.8K/ \$37.5K-\$51.5K	5-7%	YES	NO	NO
	46	The Maids Residential cleaning Omaha, Neb.	1979/1981	ALL*	C**	1,137/60	1,189/63	1,236/ 111	\$76.1K-\$164.4K/ \$12.5K	6.9-3.9%	YES	NO	NO
	80	MaidPro Residential cleaning Boston	1991/1997	ALL	C	196/1	221/1	242/1	\$57.6K-\$207.5K/ \$17K-\$68K	3.5-6.5%	YES	YES	NO
	174	Molly Maid Residential cleaning Ann Arbor, Mich.	1979/1979	ALL	NO	472/0	474/0	466/0	\$89.2K-\$137.2K/ \$14.9K	3-6.5%	YES	NO	NO
	235	Two Maids & A Mop Residential cleaning Birmingham, Ala.	2003/2013	ALL	NO	14/5	28/1	47/1	\$56K-\$137K/\$25K	6%	YES	NO	NO
	347	Maid Brigade Residential cleaning Atlanta	1979/1980	ALL	C,I	482/0	474/0	455/0	\$85K-\$124K/ \$25K-\$40K	3.5-6.9%	NO	YES	NO
	374	The Cleaning Authority Residential cleaning Columbia, Md.	1978/1996	ALL	C	191/1	201/1	214/1	\$71.2K-\$153.2K/ \$15K-\$20K	4-6%	YES	NO	NO
	473	Maid Right Franchising Residential cleaning Alpharetta, Ga.	2013/2013	ALL	C	111/0	153/1	244/10	\$4.7K-\$48.8K/ \$3.6K-\$43.8K	15%	YES	YES	NO
NOT RANKED													
		eMaids Residential and commercial cleaning Dover, Del.	2010/2014	ALL	NO	1/1	9/2	7/3	\$33.5K-\$67.7K/ \$10K-\$21.5K	4%	YES	YES	NO
		Enovana Green Cleaning Environmentally friendly residential cleaning Raleigh, N.C.	2007/2017	ALL	NO	0/1	0/1	0/1	\$66.9K-\$103.6K/ \$21.5K-\$25.3K	6%	YES	NO	NO
		freedommaid Residential cleaning Meridian, Idaho	2008/2016	W	NO	0/1	0/1	0/1	\$55.6K-\$110.5K/ \$15K-\$17.5K	4.5-6.5%	NO	YES	NO
		Home Cleaning Centers of America Residential and commercial cleaning Leawood, Kan.	1981/1984	ALL	NO	30/0	30/0	32/0	\$32.8K-\$34.8K/ \$12.5K	5-3%	NO	NO	NO
		Maid Green Made Clean Since 2006 Residential and commercial cleaning Miami	2006/2014	MW,S, SW,W	I**	0/2	2/1	2/2	\$53.1K-\$103.9K/ \$15.8K	6%	YES	YES	NO
		Maids by Trade Residential cleaning Portland, Ore.	2011/2016	ALL	NO	0/1	1/1	1/2	\$8.99K-\$109.99K/ \$2.99K-\$9.99K	6-12%	NO	YES	NO

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10BucksARoom.com Residential and commercial cleaning East Brunswick, N.J.	2012/2016	ALL	NO	0/3	0/3	1/3	\$31.4K-\$73.8K/ \$10K	\$750-\$1.25K/ MO.	YES	YES	NO
You've Got Maids Environmentally friendly residential cleaning Mount Pleasant, S.C.	2005/2010	ALL	NO	48/0	63/0	78/0	\$36.4K-\$107K/ \$6.99K	2.99-5.9%	YES	NO	NO

RANK

RESTORATION SERVICES

12	Servpro Disaster restoration and cleaning Gallatin, Tenn.	1967/1969	ALL	C	1,694/0	1,715/0	1,749/0	\$158.1K-\$211.95K/ \$48K	3-10%	YES	NO	NO
132	Restoration 1 Water, fire, smoke, and mold restoration Waco, Texas	2008/2009	ALL	C,I**	38/1	81/0	109/0	\$77.95K-\$182.1K/ \$49.5K	7%	YES	YES	NO
133	Paul Davis Restoration Insurance restoration Jacksonville, Fla.	1966/1970	ALL	C	260/0	250/0	250/0	\$196.4K-\$422.6K/ \$75K	4%	YES	NO	NO
161	1-800 Water Damage Restoration Ann Arbor, Mich.	1988/2002	ALL	C,I	31/2	37/1	55/2	\$79K-\$262.4K/ \$79K	7-11%	YES	NO	NO
162	911 Restoration Residential and commercial property restoration Van Nuys, Calif.	2003/2007	ALL	C,I	50/0	67/0	138/0	\$70.1K-\$226.9K/ \$29K-\$49K	3-10%	YES	NO	NO
258	PuroClean Property damage restoration and remediation Tamarac, Fla.	1990/1991	ALL	C,I**	228/0	228/0	237/2	\$161.1K-\$185.9K/ \$50K	3-10%	YES	YES	NO
356	Storm Guard Restoration Exterior restoration Ft. Worth, Texas	2003/2011	ALL	NO	30/3	41/4	40/1	\$169.4K-\$295.1K/ \$49K-\$100K	6.25%	YES	NO	NO
362	Paul Davis Emergency Services Emergency restoration Jacksonville, Fla.	1966/2009	ALL	C	101/0	94/2	97/0	\$49.1K-\$213.9K/ \$39K	8-4%	YES	YES	NO
380	Duraclean Carpet and upholstery cleaning, disaster restoration, mold remediation Arlington Heights, Ill.	1930/1945	ALL	C,I	280/9	274/9	274/9	\$38.7K-\$117.9K/ \$19.5K	8-2%	YES	YES	NO
389	Steamatic Insurance/disaster restoration, cleaning, mold remediation Fort Worth, Texas	1948/1967	ALL	C,I	173/0	176/0	170/0	\$74.4K-\$173.5K/ \$15K-\$42K	8-2%	YES	YES	NO
409	Rainbow International Restoration & Cleaning Indoor cleaning and restoration Waco, Texas	1981/1981	ALL	C,I**	353/0	358/0	371/0	\$171.7K-\$278.1K/ \$35K	4-8%	YES	NO	NO

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NOT RANKED

Certified Restoration DryCleaning Network Restoration of textiles and electronics Berkley, Mich.	1992/2001	NE, S, SW, W	C, I	157/0	156/0	153/0	\$45.6K-\$235.5K/ \$4K-\$8K	6%/9%	YES	NO	NO
Delta Disaster Services Insurance/disaster restoration Arvada, Colo.	2006/2010	ALL	NO	7/1	7/1	7/1	\$175.4K-\$355.4K/ \$45K	4-8%	YES	NO	NO
DKI Property restoration Elk Grove Village, Ill.	1974/1994	ALL	C, I	334/0	346/0	376/0	\$22.1K-\$94.8K/ \$20K-\$50K	\$625-\$2.1K/ MO.	NO	NO	NO
FRSTeam Restoration dry cleaning Hayward, Calif.	1988/2006	ALL	C	41/8	38/8	39/8	\$33.4K-\$380.5K/ \$25K-\$35K	6%	NO	NO	NO
1-800-Packouts Building contents packing, cleaning, storage, and restoration Jasper, Ga.	2013/2015	ALL	NO	0/1	19/1	42/1	\$70.5K-\$248.5K/ \$25K-\$55K	7%	NO	NO	NO
Service Team of Professionals (STOP) Water/fire restoration, mold remediation Bloomington, Ind.	1971/1996	ALL	NO	38/0	32/0	34/0	\$78.6K-\$138.5K/ \$48K	9-7%	YES	YES	NO

RESTROOM MAINTENANCE

RANK	82	Enviro-Master International Franchise Restroom hygiene products and services Charlotte, N.C.	2009/2011	ALL	C, I	35/0	48/0	70/2	\$166.3K-\$292.7K/ \$45K-\$85K	6%	YES	NO	NO
	367	Aire-Master of America Restroom odor-control and maintenance Nixa, Mo.	1958/1976	ALL	C	101/7	105/7	109/7	\$39.6K-\$142.4K/ \$24.9K-\$83K	5%	YES	YES	NO

WINDOW CLEANING

193	Fish Window Cleaning Services Window cleaning Manchester, Mo.	1978/1998	ALL	NO	258/1	264/1	271/1	\$83.2K-\$146.2K/ \$34.9K-\$59.9K	8-6%	YES	NO	NO
302	Window Genie Residential window cleaning, window tinting, pressure washing Cincinnati	1994/1998	ALL	NO	93/0	109/0	121/0	\$90.8K-\$145K/ \$32K-\$57K	7%	YES	YES	NO
338	Window Gang Window, gutter, and dryer-vent cleaning, pressure washing, chimney sweeping Beaufort, N.C.	1986/1996	ALL	NO	89/101	90/96	90/102	\$34.4K-\$81.2K/ \$25K	7%	YES	YES	NO
NOT RANKED												
	Men In Kilts Window Cleaning Window and exterior cleaning Surrey, British Columbia	2002/2010	ALL	C	12/0	18/0	26/0	\$47.5K-\$108K/ \$20K-\$67.5K	7%	YES	YES	NO



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Shack Shine Interior and exterior window washing, gutter cleaning, power washing, house washing Vancouver, British Columbia	2013/2014	ALL	C	2/0	12/0	15/0	\$70.4K-\$104.1K/ \$16K-\$26.5K	8%	YES	YES	NO
Shine Window Care and Holiday Lighting Window cleaning, pressure washing, holiday lighting installation Austin, Texas	2000/2012	ALL	NO	11/0	15/0	19/0	\$23K-\$98.8K/ \$10K-\$29.9K	7%	NO	YES	NO
Squeegee Squad Residential and high-rise window cleaning, building maintenance Maple Grove, Minn.	1999/2005	ALL	C,I	45/4	50/3	54/3	\$42.97K-\$143.5K/ \$29K-\$58K	7-5%	YES	YES	NO

MISCELLANEOUS MAINTENANCE BUSINESSES

148	AdvantaClean Environmental services, disaster restoration Huntersville, N.C.	1994/2006	ALL	NO	216/0	223/0	236/1	\$105.2K-\$240.5K/ \$49K	10%	YES	NO	NO
241	Jet-Black Asphalt maintenance Savage, Minn.	1988/1993	ALL	C	87/10	88/10	104/8	\$43K-\$100.97K/ \$7.5K	1-8%	YES	YES	NO
256	Chemstation Industrial cleanser manufacturing and distribution Dayton, Ohio	1965/1983	MW,NE,S, SE,SW,W	C,I	51/7	47/10	48/10	\$309.6K-\$427.1K/ \$50K	4%	YES	NO	NO
344	Bio-One Crime-scene and trauma-scene cleaning Greenwood Village, Colo.	2008/2011	ALL	C,I	25/0	23/0	42/0	\$80.8K-\$124.5K/ \$35K	7%	YES	YES	NO
361	Foliage Design Systems Interior plant sales, leasing, and maintenance Orlando, Fla.	1971/1980	ALL	NO	28/3	28/3	27/3	\$44.4K-\$64.4K/ \$20K	6%	YES	YES	NO
363	American Leak Detection Concealed water, gas, and sewer leak-detection Palm Springs, Calif.	1974/1984	MW,NE, S,SE,W	C,I	167/40	166/50	163/53	\$76.8K-\$259.6K/ \$29.5K-\$120K	6-10%	YES	YES	NO
398	Concrete Raising of America Concrete raising, leveling, stabilizing, and repairs; cement grout injection New Berlin, Wis.	1947/1993	ALL	C,I**	11/0	11/0	11/0	\$34.9K-\$249.4K/ \$34.9K-\$42.5K	4-8%	YES	YES	NO
452	Sparkle Wash International Pressure washing, restoration, and preservation services Oakwood Village, Ohio	1965/1967	ALL	C,I**	84/1	83/1	82/2	\$47.1K-\$96.5K/ \$20K-\$50K	6%	YES	YES	NO
467	Sir Grout Franchising Grout, tile, stone, and wood restoration Cumming, Ga.	2004/2007	ALL	C,I	36/2	36/2	36/2	\$77K-\$129.8K/ \$39K	6%	YES	YES	NO
NOT RANKED												
	A Caring Home Services Residential cleaning, handyman services, lawn care, senior care, interior decorating, chef services Houston	2007/2012	NO*	NO	2/1	2/1	2/2	\$56.5K-\$152.6K/ \$30K	5%	YES	NO	NO
	Bar-B-Clean Barbecue cleaning Yorba Linda, Calif.	2011/2013	ALL	NO	17/1	22/1	28/1	\$36.95K-\$50.1K/ \$30K	8%	YES	YES	NO
	Bare Metal Standard Commercial-kitchen exhaust cleaning and service Boise, Idaho	2009/2009	ALL	NO	7/2	8/2	12/0	\$159.1K-\$245.1K/ \$38K	10%	NO	NO	NO
	Dryer Vent Wizard International Dryer-vent cleaning, replacement Farmington Hills, Mich.	2004/2006	ALL	C	76/0	83/0	85/0	\$64.7K-\$84.5K/ \$44K	10%	YES	YES	NO
	Duct Doctor USA Residential and commercial air-duct cleaning Norcross, Ga.	1985/2000	ALL	C,I	27/0	27/0	26/0	\$41K-\$136.5K/ \$25K	5-8%	YES	YES	NO
	Ductz International Air-duct cleaning, HVAC restoration, dryer-vent cleaning Ann Arbor, Mich.	2002/2003	ALL	NO	95/9	91/9	90/9	\$92.8K-\$204.2K/ \$49.9K	10%	YES	NO	NO
	Green Home Solutions Mold remediation and indoor air-quality services Tyrone, Pa.	2010/2010	ALL	NO	109/1	126/1	135/2	\$45.7K-\$76.3K/ \$20K	10-7%	YES	YES	NO
	Grout Doctor Global Franchise Grout, tile, and stone restoration and maintenance Salt Lake City	1992/2001	ALL	C,I	70/0	69/4	69/3	\$20.4K-\$33.4K/ \$12K-\$16K	9-6%	YES	YES	NO
	Midtown Chimney Sweeps Franchising Chimney sweeping, dryer-vent cleaning Littleton, Colo.	1979/2014	ALL	C	12/0	32/0	30/0	\$38.7K-\$105.2K/ \$20.9K	7%	YES	YES	NO
	Mister Sparky Residential electrical maintenance, repair, and replacement services Houston	1996/2006	ALL	NO	100/6	105/6	102/7	\$68.6K-\$401.6K/ \$33K	5%	YES	NO	NO
	Mr. Electric Electrical services Waco, Texas	1994/1994	ALL	C,I**	149/0	150/0	151/0	\$86.1K-\$184.8K/ \$35K	4-7%	YES	YES	NO
	Precision Concrete Cutting Uneven-sidewalk repairs Provo, Utah	1991/2002	MW,NE, S,SE,SW	C,I**	49/5	53/5	56/6	\$150K-\$176.5K/ \$130K	9%	YES	YES	NO

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Renew Crew Environmentally friendly exterior surface cleaning and protection Richmond, Va.	1993/2001	ALL	C,I	33/0	29/0	22/4	\$45.3K-\$71.1K/ \$10K-\$20K	6%	YES	YES	NO
Spaulding Decon Crime-scene, meth-lab, and hoarding cleanup; mold remediation Tampa, Fla.	2005/2015	ALL	NO	0/1	1/1	5/1	\$95.7K-\$149.4K/ \$45K	8%	YES	NO	NO
TruBlue Total House Care Handyman services, residential cleaning, lawn care Cincinnati	2011/2011	ALL	C**	22/0	24/0	25/0	\$61.9K-\$81K/ \$39.5K	6%	YES	YES	NO

PERSONAL CARE

FITNESS BUSINESSES

RANK		Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
17	Anytime Fitness Fitness centers Woodbury, Minn.	2001/2002	ALL	C,I	2,833/36	3,226/38	3,617/38	\$89.4K-\$677.8K/ \$20K-\$39.5K	\$449-\$549/MO.	YES	NO	NO
21	Planet Fitness Fitness clubs Hampton, N.H.	1992/2003	ALL	C**	956/58	1,066/58	1,353/58	\$857.1K-\$4.2M/ \$20K	7%	YES	NO	NO
48	Orangetheory Fitness Group personal training Boca Raton, Fla.	2010/2010	ALL	C,I**	251/9	452/12	714/17	\$488.4K-\$994.4K/ \$49.5K	8%	YES	NO	NO
63	Jazzercise Group fitness classes, conventions, apparel, and accessories Carlsbad, Calif.	1969/1982	ALL	C,I	8,697/2	8,826/2	9,077/2	\$3.7K-\$32.8K/ \$1.3K	20%	NO	NO	NO
147	Pure Barre Barre fitness classes and apparel Denver	2001/2009	ALL	C,I	307/14	392/14	454/13	\$168.1K-\$300.7K/ \$46.5K	7%	YES	NO	NO
197	9Round Kickboxing circuit-training programs Simpsonville, S.C.	2007/2009	ALL	C,I	240/3	376/4	533/6	\$75.2K-\$116.8K/ \$24K	\$449/MO.	YES	NO	NO
216	Crunch Franchise Fitness centers Portsmouth, N.H.	2010/2010	ALL	C,I**	83/9	115/10	167/17	\$304.5K-\$2.1M/ \$25K	5%	YES	NO	NO
237	Club Pilates Franchise Reformer Pilates classes Costa Mesa, Calif.	2007/2012	ALL	C,I**	40/5	56/4	204/0	\$180.6K-\$249.3K/ \$49.5K	6%	YES	NO	NO
290	Retro Fitness Health clubs Colts Neck, N.J.	2002/2006	ALL	C,I**	134/1	148/0	148/0	\$941.4K-\$1.9M/ \$69K	5%	YES	NO	NO
348	Snap Fitness 24-hour fitness centers Chanhassen, Minn.	2003/2004	ALL	C,I	1,316/ 125	1,358/78	1,376/42	\$148.2K-\$458.5K/ \$29.5K	\$529/MO.	YES	NO	NO
350	Fit Body Boot Camp Indoor fitness boot camps Chino Hills, Calif.	2009/2011	ALL	C,I	156/0	267/0	405/0	\$37.7K-\$87.5K/ \$25K	\$697/MO.	NO	NO	NO
394	Workout Anytime 24/7 24-hour health clubs Alpharetta, Ga.	1999/2005	ALL	C,I	64/0	108/0	129/1	\$449.8K-\$865.5K/ \$29.5K	4%+	YES	NO	NO
397	UFC Gym Fitness, boxing, kickboxing, and MMA classes Santa Ana, Calif.	1992/2004	ALL	C,I**	116/10	118/12	123/11	\$295.1K-\$4.9M/ \$30K-\$50K	4-6%	YES	NO	NO
413	CKO Kickboxing Kickboxing fitness classes Hoboken, N.J.	1997/2007	ALL	C,I	54/2	64/2	74/1	\$112.99K-\$378.4K/ \$30K	7%	YES	NO	NO
425	iLoveKickboxing Kickboxing fitness classes Merrick, N.Y.	2009/2012	ALL	C	88/6	139/8	208/6	\$157.9K-\$398.5K/ \$49.99K-\$100K	6%	YES	NO	NO
470	GymGuyz Mobile personal training Plainview, N.Y.	2008/2013	ALL	C,I	28/4	62/4	106/4	\$56.7K-\$119.8K/ \$35K	6%	YES	YES	NO
NOT RANKED												
	Alkalign Studios Group fitness classes, streaming fitness classes, nutrition coaching Menlo Park, Calif.	2015/2015	ALL	NO	0/2	1/2	2/2	\$173.3K-\$521K/ \$40K	5%	NO	NO	NO
	Baby Boot Camp Prenatal and postpartum fitness and nutrition Sarasota, Fla.	2001/2005	ALL	NO	121/1	105/1	90/1	\$5.1K-\$12.7K/ \$4K-\$7K	\$240-\$385/MO.	NO	YES	NO
	Bodytek Fitness Gyms Davie, Fla.	2010/2016	ALL	C,I	0/3	0/3	0/3	\$222.6K-\$373K/ \$19.9K	6%	YES	NO	NO
	Burn Boot Camp Women's fitness centers Huntersville, N.C.	2012/2015	ALL	NO	2/5	28/5	71/4	\$105.6K-\$168.9K/ \$30K	5%	YES	NO	NO
	The Camp Transformation Center Fitness/weight-loss services Chino Hills, Calif.	2010/2016	ALL	C,I	0/9	0/14	46/19 ¹	\$181K-\$326.5K/ \$40K	5%	YES	NO	NO
	Epic Hybrid Training Fitness centers Miami	2012/2015	ALL	C,I	0/2	2/2	2/2	\$64.7K-\$142.3K/ \$19.9K	6%	YES	NO	NO

¹The Camp Transformation Center has 20 additional nonfranchise units.

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Fit4Mom Prenatal and postpartum fitness and wellness programs San Marcos, Calif.	2001/2005	ALL	NO	244/1	256/1	259/1	\$6.2K-\$23.7K/ \$5.5K-\$10.5K	\$286-\$454/MO.	NO	YES	NO
Fitness Together Personal training Englewood, Colo.	1984/1996	ALL	NO	167/0	153/0	147/0	\$125K-\$190.8K/ \$34.9K	6%	YES	NO	NO
Fit36 Group fitness training Highlands Ranch, Colo.	2013/2014	ALL	NO	5/0	7/0	12/0	\$161.9K-\$278.95K/ \$34.9K	6%	YES	NO	NO
Gold's Gym Health and fitness centers Dallas	1965/1980	ALL	C,I,**	558/150	573/150	571/148	\$2.2M-\$5M/ \$40K	5%	YES	NO	NO
Hard Exercise Works Fitness programs Jupiter, Fla.	2008/2011	ALL	NO	14/1	16/1	17/1	\$126.7K-\$457.6K/ \$49.5K	5%	YES	NO	NO
Honor Yoga Yoga and meditation classes Lawrence Township, N.J.	2013/2016	ALL	NO	0/7	0/5	5/4	\$116.7K-\$205.6K/ \$38.1K	7%	YES	NO	NO
Iron Tribe Fitness Group personal-training gyms Birmingham, Ala.	2010/2012	ALL	NO	34/5	33/8	30/8	\$300K-\$433.5K/ \$42K	6%	NO	NO	NO
Just You Fitness Personal training Charleston, S.C.	2011/2016	ALL	NO	0/1	0/1	3/1	\$26K-\$39.4K/ \$13K	\$349/MO.	YES	YES	NO
Koko FitClub Fitness clubs Rockland, Mass.	2004/2008	ALL	C	106/3	89/3	83/0	\$185.3K-\$396.3K/ \$39K	3-5%	YES	NO	NO
Legacy Fit Group interval training classes Miami	2008/2014	ALL	C,I	0/1	0/1	2/2	\$207.7K-\$381.5K/ \$19.9K	5%	YES	NO	NO
The Max Challenge 10-week fitness and nutrition programs Morganville, N.J.	2011/2013	MW,NE,S, SE,SW,W	NO	30/1	43/1	51/1	\$112.7K-\$212.8K/ \$40K	6%	YES	NO	NO
PickUp USA Fitness Basketball-focused fitness clubs Pasadena, Calif.	2011/2016	ALL	NO	0/1	0/1	2/0	\$337.3K-\$539.1K/ \$30K	6%	YES	NO	NO
Polestar Pilates Studio Franchise Pilates studios Miami	1998/2015	ALL	C,I	0/1	1/1	1/1	\$121.8K-\$196.95K/ \$24.9K	6%	YES	NO	NO
Tapout Fitness Fitness and martial arts Marietta, Ga.	2014/2015	ALL	C,I,**	1/0	3/0	6/2	\$83.6K-\$597.5K/ \$15K-\$30K	6%	YES	NO	NO
Title Boxing Club Boxing and kickboxing fitness classes, personal training, apparel Overland Park, Kan.	2008/2009	ALL*	C,I,**	151/2	152/3	161/2	\$162.8K-\$423.1K/ \$49.5K	7.5%	YES	NO	NO

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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TruFusion Group fitness studios Henderson, Nev.	2013/2015	ALL	C,I**	0/1	0/1	1/2	\$687.4K-\$1.3M/ \$50K	7%	YES	NO	NO
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HAIR CARE

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
7	Great Clips Hair salons Minneapolis	1982/1983	ALL	C	3,694/0	3,868/0	4,091/0	\$136.9K-\$258.3K/ \$20K	6%	YES	NO	NO
10	Sport Clips Men's sports-themed hair salons Georgetown, Texas	1993/1995	ALL*	C**	1,373/32	1,528/32	1,638/54	\$189.3K-\$354.5K/ \$25K-\$59.5K	6%	YES	NO	NO
14	Supercuts Hair salons Minneapolis	1975/1979	ALL	C,I	1,393/ 1,093	1,593/ 1,191	1,721/ 944	\$144.3K-\$296.9K/ \$29.5K	6%	YES	NO	NO
317	First Choice Haircutters Family hair salons Mississauga, Ontario	1980/1980	NO	C	196/239	199/219	197/210	\$168.9K-\$282.6K/ \$29.5K-\$49.5K	5-7%	YES	NO	NO
385	Cost Cutters Family Hair Care Family hair salons Minneapolis	1982/1982	ALL	NO	394/268	391/260	382/236	\$139.4K-\$290.2K/ \$29.5K	6%	YES	NO	NO
418	Fantastic Sams Cut & Color Hair salons Beverly, Mass.	1974/1976	ALL	C	1,122/2	1,082/2	1,045/3	\$145.4K-\$317K/ \$30K	VARIES	YES	NO	NO
420	Roosters Men's Grooming Centers Men's grooming services and products Minneapolis	1999/2002	ALL	C	77/0	80/0	85/0	\$173.8K-\$303.4K/ \$29.5K	6%	YES	NO	NO
430	Snip-Its Children's hair salons, party services Eden Prairie, Minn.	1995/2003	ALL*	NO	64/3	61/3	62/2	\$129.97K-\$239.4K/ \$20K-\$35K	6%	YES	NO	YES
444	Cookie Cutters Haircuts for Kids Children's hair salons Salt Lake City	1994/1996	ALL	C	25/2	29/1	42/1	\$100K-\$260K/ \$40K	5%	YES	NO	NO
NOT RANKED												
	Camille Albane Franchising Upscale hair and beauty salons Beverly, Mass.	1954/1994	ALL	C,I	271/3	271/2	270/0	\$245.9K-\$424.8K/ \$40K	5%	YES	NO	NO
	Pigtails & Crewcuts Children's hair salons Atlanta	2002/2004	ALL	NO	43/0	46/1	49/1	\$93.8K-\$205.3K/ \$25K	5%	YES	NO	NO
	Sharkey's Cuts For Kids Children's hair salons Westport, Conn.	2001/2004	ALL	C,I	39/1	44/1	53/1	\$124.9K-\$151.99K/ \$96.99K	\$1K-\$1.5K/MO.	YES	NO	NO
	V's Barbershop Franchise Upscale men's barbershops Phoenix	1999/2005	ALL	NO	25/2	28/2	33/1	\$195.2K-\$363.3K/ \$30K	2.5-5%	NO	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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LASH & BROW SERVICES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
136	Amazing Lash Studio Eyelash extensions Scottsdale, Ariz.	2010/2013	ALL	C,I	24/6	82/0	147/0	\$270.4K-\$584.2K/ \$39K	6%	NO	NO	NO
262	Seva Beauty Eyebrow shaping, eyelash extensions, facials, tinting, makeup, spa services and products Highland Park, Ill.	2008/2010	ALL	C,I	90/2	137/0	180/0	\$114.7K-\$301K/ \$39K	6%+	YES	NO	YES
NOT RANKED												
	Deka Lash Eyelash extensions McMurray, Pa.	2013/2016	ALL	NO	0/3	0/4	6/4	\$199.5K-\$359.9K/ \$49K	6%	YES	NO	NO
	Face, Brow & Beauty Bar Makeup, eyebrow shaping and microblading, body waxing, facials, eyelash extensions Miami	2014/2017	ALL	C,I	0/1	0/1	0/1	\$106K-\$231.7K/ \$29.9K	6%	YES	NO	NO
	J'adore Eyebrow microblading, scalp micropigmentation, semi-permanent makeup, aesthetics Lake Mary, Fla.	2015/2017	ALL	C,I	0/0	0/1	0/1	\$81.3K-\$106.4K/ \$34.9K	6%	YES	NO	NO
	The Lash Lounge Eyelash extensions, cosmetic products, apparel, accessories Grapevine, Texas	2006/2010	ALL*	NO	10/2	12/3	11/3	\$147.6K-\$297.5K/ \$29.9K-\$49.5K	6%	YES	NO	NO

MASSAGE & SPA SERVICES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
45	Massage Envvy Massage therapy, stretch therapy, skin care, facials Scottsdale, Ariz.	2002/2003	ALL	C,I**	1,085/0	1,150/0	1,189/0	\$434.8K-\$1M/ \$45K	6%	YES	NO	NO
96	Hand and Stone Massage and Facial Spa Massage and spa services Trevose, Pa.	2004/2006	ALL	C**	221/1	282/1	325/1	\$480.5K-\$583.6K/ \$39K	5-6%	YES	NO	NO
238	Elements Massage Therapeutic massage services Englewood, Colo.	2000/2006	ALL	NO	207/0	222/0	239/0	\$206.1K-\$393.8K/ \$49.5K	6%	YES	NO	NO
370	MassageLuXe Therapeutic massage, facials, waxing Fenton, Mo.	2008/2008	ALL	C,I	31/7	37/6	42/5	\$399.2K-\$550.6K/ \$38K	5%	YES	NO	NO
483	Massage Heights Therapeutic massage services and products San Antonio	2004/2005	MW,NE,S, SE,SW,W	C,I**	125/2	150/2	144/5	\$430.1K-\$637.4K/ \$42K	6%	YES	NO	NO
492	The Woodhouse Spas Spa services and treatments; bath, body, and wellness products Victoria, Texas	2001/2003	ALL	C**	44/2	43/4	48/4	\$597.4K-\$793.7K/ \$48K	6%	YES	NO	NO
NOT RANKED												
	In-Symmetry Spa Massages, acupuncture, facials, waxing San Francisco	2000/2017	ALL	C,I	0/1	0/1	0/1	\$128.5K-\$285.7K/ \$34.5K	5%	YES	NO	NO
	LaVida Massage Massage and wellness services Brighton, Mich.	2007/2007	ALL	NO	59/0	53/2	57/0	\$284.8K-\$476.4K/ \$39K	5%	YES	NO	NO
	spa810 Laser, Skin & Massage Laser hair removal, facials, skin care, massage, body contouring Scottsdale, Ariz.	2011/2012	ALL	C,I	6/1	10/1	20/0	\$556.2K-\$920.7K/ \$45K	7%	YES	NO	NO
	Spavia Day Spa Massage, skin-care, and spa services Ann Arbor, Mich.	2005/2007	ALL	NO	4/1	14/1	21/1	\$273K-\$596.1K/ \$49.5K	6%	YES	NO	NO

SALON SUITES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
108	Salons by JC Salon suites San Antonio	1997/2011	ALL	NO	34/9	59/10	72/10	\$545.6K-\$1.1M/ \$45K	5.5%	YES	NO	NO
122	Phenix Salon Suites Franchising Salon suites Encinitas, Calif.	2007/2010	ALL*	C,I**	114/6	154/4	199/3	\$293.2K-\$965.8K/ \$45.5K	\$750-\$2K/ MO.	YES	NO	NO
NOT RANKED												
	My Salon Suite/Salon Plaza Salon suites Metairie, La.	2010/2012	ALL	C,I**	25/25	30/25	40/24	\$371.2K-\$959.3K/ \$50K	5.5%	YES	NO	NO

SENIOR CARE

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
49	Right at Home Home care, medical staffing Omaha, Neb.	1995/2000	ALL	C,I**	451/1	525/1	553/0	\$78.3K-\$137.9K/ \$49.5K	5%	YES	NO	NO
50	Nurse Next Door Home Care Services Medical/nonmedical home care Vancouver, British Columbia	2001/2007	ALL	C,I	80/1	103/1	152/1	\$99.7K-\$188.2K/ \$50K	5%	YES	YES	NO

KEY

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

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65 FirstLight Home Care Nonmedical home care Cincinnati	2009/2010	ALL	C**	109/0	134/0	154/0	\$97.7K-\$141.7K/ \$42.5K	5%	YES	NO	NO
74 Visiting Angels Nonmedical home care Bryn Mawr, Pa.	1992/1998	ALL	C,I**	519/0	554/0	585/0	\$77.98K-\$102.3K/ \$43.95K-\$67.95K	3.5-2.5%	NO	NO	NO
75 BrightStar Care Medical/nonmedical home care, medical staffing Gurnee, Ill.	2002/2005	ALL	C,I**	282/3	299/4	311/4	\$94.2K-\$176.6K/ \$50K	5.25-6.25%	YES	NO	NO
86 Ikor International Patient advocacy and guardianship for seniors and people with disabilities Omaha, Neb.	1991/2008	ALL	NO	14/0	33/0	63/0	\$86.5K-\$138.1K/ \$37.5K	8%	YES	NO	NO
102 Interim HealthCare Medical home care, medical staffing Sunrise, Fla.	1966/1966	ALL	C,I	549/0	557/0	561/0	\$125.5K-\$198.5K/ \$50K	3.25-5.5%	YES	NO	NO
157 Senior Helpers Personal, companion, and Alzheimer's home care Timonium, Md.	2001/2005	ALL	C,I**	270/0	279/0	291/1	\$83.3K-\$117.3K/ \$44.5K	5%	YES	NO	NO
164 Assisting Hands Home Care Medical/nonmedical home care, temporary staffing Nampa, Idaho	2006/2006	MW,NE,S, SE,SW,W	I**	88/3	91/3	105/3	\$70.6K-\$147.5K/ \$38.5K	5-4%	YES	NO	NO
245 Amada Senior Care Home care and assisted-living placement San Clemente, Calif.	2007/2012	ALL	NO	40/0	58/0	74/0	\$85K-\$178K/ \$42K-\$48K	5%	YES	NO	NO
264 Executive Home Care Home healthcare Hackensack, N.J.	2004/2012	ALL	NO	8/2	13/1	18/1	\$99.7K-\$169.9K/ \$44.9K	5%	YES	NO	NO
300 HomeWell Senior Care Home care Fort Worth, Texas	2002/2003	ALL	C	46/0	53/0	63/0	\$67.5K-\$133.2K/ \$22.5K-\$46.5K	5%	YES	NO	NO
305 Home Care Assistance Nonmedical home care San Francisco	2003/2004	ALL	C,I	90/19	110/24	116/32	\$77.8K-\$245.3K/ \$32.5K-\$114.95K	5%	YES	NO	NO
323 Caring Senior Service Nonmedical home care San Antonio	1991/2002	ALL	NO	44/4	49/3	56/4	\$58.6K-\$107.5K/ TO \$35K	5%	YES	NO	NO
346 ComForCare Home Care Nonmedical and skilled home care Bloomfield Hills, Mich.	1996/2001	ALL	C,I	192/0	200/0	200/0	\$76.7K-\$175K/ \$38K-\$48K	5-3%	YES	NO	NO
360 Assisted Living Locators Senior-care referrals and senior-living placement Scottsdale, Ariz.	2003/2006	ALL	NO	37/2	54/2	64/3	\$61.95K-\$74.6K/ \$49.5K	8%+	YES	YES	NO
408 Acti-Kare Nonmedical home care Tampa, Fla.	2007/2007	ALL	C,I**	96/0	108/0	118/0	\$33.9K-\$52.98K/ \$19.8K-\$34.8K	3-5%	YES	YES	NO



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RANK

440	Home Instead Senior Care Nonmedical senior care Omaha, Neb.	1994/1995	ALL	C,I	1,042/2	1,072/5	1,077/6	\$108.9K-\$124.9K/ \$55K	5%	YES	NO	NO
441	Preferred Care at Home Senior home care Delray Beach, Fla.	1984/2007	ALL*	NO	66/2	68/2	74/6	\$62.5K-\$84.5K/ \$44.5K	5-3%	YES	YES	NO
NOT RANKED												
	Always Best Care Senior Services Medical and nonmedical home care, assisted-living placement Roseville, Calif.	1996/2006	ALL	C,I	198/0	198/0	201/0	\$63.7K-\$114.4K/ \$44.9K	6%	YES	NO	NO
	AmeriCare Alliance Nonmedical home care Atlanta	2003/2004	ALL*	C,I,**	28/0	28/0	28/0	\$89K-\$130K/ \$49K	6%	YES	NO	NO
	CarePatrol Franchise Systems Assisted-living referral and placement Gilbert, Ariz.	1993/2009	ALL	NO	134/1	148/0	143/0	\$64.6K-\$85.2K/ \$49.5K	\$500-\$1.5K/ MO.	YES	YES	NO
	Caring for People Services Nonmedical home care Omaha, Neb.	2004/2016	ALL	C	2/1	2/1	3/1	\$59.5K-\$69.4K/ \$45K	5%	YES	NO	NO
	Comfort Keepers Home care Irvine, Calif.	1998/1999	ALL	C,I,**	753/17	736/31	751/23	\$86.2K-\$139.6K/ \$45K	5%	YES	NO	NO
	Golden Heart Senior Care Nonmedical home care, staffing, assisted-living placement Frisco, Texas	2009/2010	ALL	NO	38/0	37/0	29/0	\$59.3K-\$86.5K/ \$45K	6%	YES	YES	NO
	Granny Nannies Licensing Group Home care Longwood, Fla.	1990/1997	MW, S.S.E. SW,W	NO	27/3	27/3	27/3	\$59.6K-\$99.8K/ \$25K	5%	NO	NO	NO
	Happier At Home Senior-care management and nonmedical home care Rochester, N.Y.	2008/2015	ALL	NO	0/1	0/1	4/1	\$90.5K-\$122.2K/ \$49K	5%	YES	YES	NO
	HomeHealth24x7 Home healthcare Buffalo, Wyo.	2015/2015	ALL	C,I	0/0	22/10	23/10	\$85.5K-\$144.7K/ \$49K	0	YES	YES	NO
	Home Helpers Medical/nonmedical personal care; monitoring products and services Cincinnati	1997/1997	ALL	C,I,**	336/0	316/0	318/0	\$75.9K-\$127.6K/ \$44.9K	3-6%	YES	YES	NO
	Homewatch CareGivers Home care, nursing-care coordination, memory care Greenwood Village, Colo.	1976/1996	ALL	C,I	231/3	204/0	190/0	\$83K-\$131K/ \$49K-\$61.5K	5%	YES	NO	NO
	My Elder Advocate Senior advocacy Great Neck, N.Y.	2004/2014	ALL	NO	0/1	2/1	1/1	\$85.2K-\$123.2K/ \$39.5K	8%	NO	YES	NO
	Quaticare Medical/nonmedical home care, patient advocacy Toronto	2001/2011	ALL	C	29/1	26/1	19/1	\$74.6K-\$207.1K/ \$39.7K-\$44.7K	5%	YES	YES	NO
	SAFE Homecare Nonmedical home care Tulsa, Okla.	2014/2016	ALL	NO	0/1	0/1	1/1	\$86.4K-\$132.2K/ \$40K	5%	YES	NO	NO
	Senior Care Authority Senior-care placement and consulting Petaluma, Calif.	2009/2014	ALL	C	11/1	21/1	46/1	\$66K-\$78.4K/ \$49.5K	7%	YES	YES	NO
	Seniors Helping Seniors Nonmedical home care Wyomissing Hills, Pa.	1998/2006	ALL	C,I,**	157/2	148/2	147/2	\$86.8K-\$141.4K/ \$40K	6%	NO	YES	NO
	Sunny Days In-Home Care Senior care McMurray, Pa.	2011/2015	MW, NE,SE	NO	0/1	1/1	1/2	\$74.1K-\$138K/ \$39.5K	5%	YES	NO	NO
	Touching Hearts At Home Nonmedical home care for seniors and people with disabilities Minneapolis	1996/2007	ALL	NO	45/0	50/0	56/0	\$49.4K-\$71.1K/ \$34.5K	3-5%	YES	YES	NO

MISCELLANEOUS PERSONAL-CARE BUSINESSES

52	Palm Beach Tan Tanning Coppell, Texas	1990/2001	ALL	NO	241/183	234/183	257/189	\$479K-\$789.1K/ \$30K	4-6%	YES	NO	NO
111	Waxing the City Facial and body waxing Woodbury, Minn.	2003/2010	ALL	NO	26/1	55/1	75/1	\$108.2K-\$491.4K/ \$28K-\$30K	6%	YES	NO	NO
NOT RANKED												
	Chill Cryosauna Cryotherapy Orlando, Fla.	2014/2015	ALL	C,I,**	0/1	1/1	1/1	\$75K-\$250K/\$40K	8-10%	YES	NO	YES
	Glace Cryotherapy Whole-body cryotherapy Carmel, Calif.	2014/2016	ALL	NO	0/1	0/1	1/1	\$124.7K-\$202.5K/ \$30K	7%	NO	NO	NO

KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
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 ** Selling int'l. master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Hammer & Nails - Grooming Shop for Guys Men's grooming services Woodland Hills, Calif.	2013/2015	ALL	NO	0/1	0/1	1/1	\$246.7K-\$599.9K/ \$39K	6%	YES	NO	NO
Island Society Spray tanning San Francisco	2015/2017	ALL	C,I	0/1	0/2	0/2	\$39.7K-\$191.4K/ \$24.99K	6%	YES	NO	NO
LunchboxWax Body waxing Boise, Idaho	2010/2013	ALL	NO	12/2	24/2	30/3	\$172.1K-\$395.9K/ \$45K	6%	YES	NO	NO
The Palms Tanning Resort Tanning Greenwood Village, Colo.	2003/2003	ALL	NO	1/4	1/4	0/4	\$489.8K-\$517K/ \$35K	6%	YES	NO	NO
The Salt Suite Salt therapy Delray Beach, Fla.	2011/2015	ALL	C,I	1/2	2/2	3/2	\$176.2K-\$295.6K/ \$25K	6%	NO	NO	NO
Tan Republic Tanning, sunless tanning, skin-care products Salem, Ore.	2005/2008	ALL	C	54/9	59/11	63/1	\$96K-\$388.5K/ \$7.5K-\$27.5K	5%	YES	NO	NO

PETS

PET CARE

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
146	Camp Bow Wow Dog daycare, boarding, training, grooming; in-home pet care Westminster, Colo.	2000/2003	ALL	C	124/3	127/8	134/9	\$859.6K-\$1.1M/ \$50K	7%	YES	NO	NO
205	Dogtopia Dog daycare, boarding, and spa services Phoenix	2002/2005	ALL	C,I,**	35/4	40/4	45/5	\$416K-\$1.1M/ \$49.5K	7%	YES	NO	NO
NOT RANKED												
	Camp Run-A-Mutt Dog daycare and boarding San Diego	2008/2010	ALL	NO	7/1	8/1	8/1	\$187.7K-\$466.9K/ \$35K	6%	YES	NO	NO
	D.O.G. Dog daycare, boarding, grooming Miami	2012/2014	ALL*	C,I,**	0/2	1/2	2/2	\$429K-\$548.5K/ \$40K	7%	YES	NO	NO
	Doggies Gone Wild Dog daycare and grooming Miami	2008/2015	ALL	C,I	0/2	0/2	0/2	\$145.6K-\$618.8K/ \$29.9K	6%	YES	NO	NO
	Fetch! Pet Care Pet-sitting, dog-walking Dayton, Ohio	2002/2004	ALL	NO	106/5	96/6	79/8	\$37K-\$44.3K/ \$19K	6%	YES	YES	NO
	Hounds Town USA Dog daycare, pet boarding, pet grooming Ronkonkoma, N.Y.	2001/2008	ALL	NO	2/1	2/1	3/1	\$127.3K-\$193K/ \$35K	6%	NO	NO	NO



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In Home Pet Services Pet-sitting, dog-walking Bellerose, N.Y.	2001/2005	NE, SE	NO	12/1	12/1	12/1	\$9.2K-\$35.1K/ \$8K	5%	NO	YES	NO
Jordan's Pet Care Dog-walking, pet-sitting, dog training Brooklyn, N.Y.	2010/2017	ALL	NO	0/1	0/1	0/1	\$36.3K-\$46K/ \$25K	5%	NO	YES	NO
K-9 Resorts Luxury dog daycare and boarding Fanwood, N.J.	2005/2011	ALL	NO	4/1	5/1	6/1	\$915.7K-\$1.3M/ \$49.5K	6%	YES	NO	NO
Pets Are Inn Pet care in private homes Edina, Minn.	1982/1986	MW, NE, S, SE, SW, W	NO	15/0	15/0	15/0	\$59.95K-\$85.2K/ \$45K	10-5%	YES	YES	NO
Preppy Pet Pet daycare, boarding, grooming Orlando, Fla.	2003/2006	ALL	NO	13/1	13/1	15/1	\$100.95K-\$248.2K/ \$19.9K-\$34.5K	6.5%	YES	NO	NO
Sitter4Paws Pet-sitting, dog-walking Ft. Lauderdale, Fla.	2009/2014	ALL	NO	3/1	5/1	7/1	\$21.3K-\$46.8K/ \$6.8K	6%	NO	YES	NO

PET STORES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
32	Pet Supplies Plus Retail pet supplies and services Livonia, Mich.	1987/1990	ALL	NO	147/173	170/183	198/210	\$555.4K-\$1.3M/ \$49.9K	2-3%	YES	NO	NO
209	Petland Pets, pet supplies, boarding, daycare, grooming Chillicothe, Ohio	1967/1971	ALL	C, I**	136/8	142/13	159/13	\$280K-\$1M/\$40K	4.5%	YES	NO	NO
218	Wild Birds Unlimited Bird-feeding supplies and nature gift items Carmel, Ind.	1981/1983	ALL	C	288/0	303/0	316/0	\$146.7K-\$228.4K/ \$30K	4%	YES	NO	NO
377	EarthWise Pet Pet food and supplies, grooming and self-wash services Wenatchee, Wash.	2005/2008	ALL	NO	34/0	38/0	45/0	\$233K-\$568K/ \$39.5K	6%	YES	NO	NO
465	Wag N' Wash Natural Food & Bakery Pet food and supplies, grooming Littleton, Colo.	1999/2006	ALL	NO	4/5	6/5	9/5	\$525.3K-\$751.5K/ \$40K	5%	YES	NO	NO
NOT RANKED												
	Ben's Marketplace Pet health-food stores Roseville, Calif.	2005/2015	ALL	NO	0/1	0/1	0/1	\$188.6K-\$360.6K/ \$45K	3%	YES	NO	NO
	Dee-O-Gee Pet supplies and services Bozeman, Mont.	2008/2015	ALL	NO	0/2	0/2	0/2	\$161.5K-\$387.5K/ \$25K	4%	NO	NO	NO
	Pet Wants Natural pet-food stores/delivery Cincinnati	2010/2015	ALL	NO	0/2	42/0	70/0	\$56.8K-\$191K/ \$38.5K-\$48.5K	10%+	YES	YES	YES



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Splash and Dash Groomerie & Boutique Pet products and grooming St. Petersburg, Fla.	2009/2014	ALL	NO	6/0	11/0	16/0	\$118.3K-\$218.5K/ \$48.5K	6.5%	YES	NO	NO
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MISCELLANEOUS PET SERVICES

RANK	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
340	Sit Means Sit Dog Training Dog training Las Vegas	2006/2009	ALL	C	88/1	102/1	119/1	\$49.8K-\$145.9K/ \$45K	\$500-\$600/MO.	NO	YES	NO
359	Aussie Pet Mobile Mobile pet grooming Aliso Viejo, Calif.	1996/1996	ALL*	NO	214/0	230/0	245/0	\$139.9K-\$148.9K/ \$60K	8-4%	YES	YES	NO
NOT RANKED												
	The Dog Wizard Dog training Charlotte, N.C.	2005/2013	ALL	NO	17/0	17/0	19/0	\$47.8K-\$64.3K/ \$34.9K	10%	YES	YES	NO
	Husse Pet-product delivery Clifton, N.J.	1987/2002	ALL	C,I	376/0	515/0	506/0	\$34K-\$90.5K/ \$18K	5%	YES	YES	YES
	Mobile Pet Imaging Mobile CT-scan services for animals Miami	2014/2017	ALL	C,I	0/1	0/1	0/1	\$554.9K-\$624.6K/ \$34.9K	7%	YES	NO	NO
	Pet Passages Pet funeral and cremation services and products Rochester, N.Y.	2009/2016	ALL	NO	0/1	0/1	2/1 ¹	\$40.5K-\$375K/ \$25K-\$45K	6%	YES	NO	NO
	Zoom Room Indoor dog training and socialization, pet products Culver City, Calif.	2007/2009	ALL	NO	14/4	11/2	8/2	\$146.6K-\$300.1K/ \$39.5K	8%	YES	NO	NO

RECREATION

PAINT-&-SIP STUDIOS

RANK	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
168	Painting with a Twist Paint-and-sip studios Mandeville, La.	2007/2009	ALL	C,I**	160/4	230/4	285/4	\$89.3K-\$188.3K/ \$25K	6%	YES	NO	NO
178	Pinot's Palette Paint-and-sip studios Houston	2009/2010	ALL	C,I**	67/4	102/4	135/4	\$63.4K-\$204.2K/ \$22.5K-\$27.5K	6%	YES	NO	NO
NOT RANKED												
	Bottle & Bottega Paint-and-sip studios Chicago	2009/2011	ALL	NO	16/2	18/2	24/2	\$97.8K-\$162.3K/ \$29K	6%	YES	NO	NO
	Wine & Design Paint-and-sip studios Raleigh, N.C.	2010/2010	ALL	C,I**	59/1	64/1	71/1	\$52.8K-\$105K/ \$25K	6%	YES	YES	NO

¹Pet Passages has 23 additional nonfranchise units.



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SPORTS EQUIPMENT & APPAREL												
90	Fleet Feet Sports Athletic footwear, apparel, accessories Carrboro, N.C.	1976/1978	ALL	NO	123/29	129/36	137/34	\$180K-\$338K/\$38K	4%	NO	NO	NO
247	Play It Again Sports New and used sporting goods/equipment Minneapolis	1983/1988	ALL	C	296/0	285/0	290/0	\$240.9K-\$397.9K/ \$25K	5%	YES	NO	NO
304	Destination Athlete Youth sports apparel, equipment, and services Lebanon, N.J.	2008/2008	ALL	NO	18/0	30/0	41/0	\$31.3K-\$144.1K/ \$20K-\$50K	5-8%	YES	YES	NO

TRAMPOLINE PARKS												
81	Sky Zone Trampoline playing courts Los Angeles	2004/2009	ALL	C,I	106/2	149/0	180/1	\$1.3M-\$2.7M/\$60K	6%	NO	NO	NO
165	Rockin' Jump Indoor trampoline arenas and party spaces Pleasanton, Calif.	2010/2013	ALL	C,I**	12/3	23/3	38/4	\$1.4M-\$2.9M/\$50K	6%	YES	NO	NO
339	Launch Trampoline Park Trampoline parks/entertainment centers Warwick, R.I.	2012/2013	ALL	C,I**	4/2	8/2	11/2	\$1.1M-\$2.2M/\$50K	6%	YES	NO	NO
NOT RANKED												
	Urban Air Adventure Park Trampoline parks/entertainment centers Grapevine, Texas	2011/2014	ALL	C,I	4/3	8/5	23/5	\$1.5M-\$2.2M/\$30K	7%	YES	NO	NO

TRAVEL AGENCIES												
60	Cruise Planners Travel agencies Coral Springs, Fla.	1994/1999	ALL	NO	2,071/1	2,364/1	2,564/1	\$2.1K-\$22.9K/ \$495-\$10.5K	3%	YES	YES	YES
138	Dream Vacations Travel agencies Fort Lauderdale, Fla.	1991/1992	ALL	NO	1,010/0	1,075/0	1,119/0	\$3.2K-\$21.9K/ \$495-\$9.8K	TO 3%	YES	YES	YES
464	Expedia CruiseShipCenters Retail travel agencies Vancouver, British Columbia	1987/1987	MW,NE,S, SE,SW,W	C	191/1	202/1	221/1	\$167.4K-\$264.4K/ \$39K	9%	YES	NO	NO

MISCELLANEOUS RECREATION BUSINESSES												
309	Freedom Boat Club Membership boat clubs Venice, Fla.	1989/2000	ALL	C,I	74/16	95/17	123/19	\$144.2K-\$193.7K/ \$38K	6%	YES	NO	NO

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NOT RANKED											
centertec Virtual-reality entertainment centers Langhorne, Pa.	2016/2017	ALL	C,I	0/0	0/0	0/1	\$597.8K-\$1.8M/ \$40K	5%	NO	NO	YES
Color Me Mine Enterprises Paint-your-own-ceramics studios Glendale, Calif.	1992/1995	ALL	C,I**	129/7	132/8	131/10	\$146.1K-\$193.8K/ \$30K	5%	YES	NO	NO
Paniq Room Escape rooms Los Angeles	2011/2017	ALL	C,I	0/4	0/5	1/8	\$164.9K-\$264.9K/ \$15K-\$24.9K	6%	YES	NO	NO
SailTime Group Membership boat clubs Annapolis, Md.	2001/2009	ALL	C,I	27/1	27/1	26/1	\$70.7K-\$151.95K/ \$25K	7%	YES	YES	NO
X-Golf Franchise Indoor golf simulators Torrance, Calif.	2005/2015	ALL	C,I	0/0	2/0	4/0	\$400K-\$900K/\$30K	6%	YES	NO	NO

RETAIL

APPAREL & ACCESSORIES

RANK	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
NOT RANKED												
97	Plato's Closet Teen- and young-adult-clothing resale stores Minneapolis	1998/1999	ALL	C	439/0	464/0	472/0	\$253.1K-\$399.5K/ \$25K	5%	YES	NO	NO
110	Pro Image Sports Licensed sports apparel and accessories Centerville, Utah	1985/1986	ALL	C,I	119/0	121/0	132/0	\$155.5K-\$536.7K/ \$30K	4%	YES	NO	YES
155	Mainstream Boutique Women's clothing, accessories, gifts Minneapolis	1991/1998	ALL	NO	50/2	66/2	75/2	\$115K-\$241.5K/ \$35K	7.5%	YES	NO	NO
196	Style Encore Women's clothing and accessories resale stores Minneapolis	2013/2013	ALL	C	32/0	48/0	58/0	\$257.1K-\$392K/ \$25K	5%	YES	NO	NO
288	Uptown Cheapskate Young-adult-clothing resale stores North Salt Lake, Utah	2008/2008	ALL	C,I**	43/2	48/3	56/2	\$259.7K-\$443.2K/ \$25K	5%	YES	NO	NO
447	Copper Penny Women's clothing and footwear Mount Pleasant, S.C.	1987/2013	ALL	NO	3/6	5/6	7/6	\$189.9K-\$414.9K/ \$25K	3-5%	NO	NO	NO
491	Clothes Mentor Women's clothing and accessories resale stores Minnetonka, Minn.	2001/2007	ALL	NO	129/1	137/1	146/1	\$219K-\$344K/\$20K	4%	YES	NO	NO
NOT RANKED												
	Apricot Lane Boutique Women's clothing, accessories, gifts Vacaville, Calif.	1991/2004	ALL	NO	73/1	73/0	73/0	\$135.9K-\$341.8K/ \$34.5K	5.5%	YES	NO	NO



**TRAVEL
THE WORLD**



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fab'rik Women's clothing Atlanta	2002/2006	ALL	NO	28/5	35/5	37/5	\$113.7K-\$190.8K/ \$35K	5%	NO	NO	NO
Monkee's Franchising Women's clothing, shoes, and accessories Winston-Salem, N.C.	1995/2011	ALL	NO	12/0	15/0	15/0 ¹	\$273.8K-\$540.1K/ \$50K	4%	NO	NO	NO
NTY Clothing Exchange Teen- and young-adult-clothing resale stores Minnetonka, Minn.	2014/2014	ALL	NO	0/1	1/1	3/1	\$159K-\$321K/\$20K	4%	YES	NO	NO
Scout and Molly's Boutique Women's clothing and accessories King of Prussia, Pa.	2002/2014	ALL	NO	5/0	19/0	33/1	\$252.3K-\$301K/ \$50K	5.5-6%	YES	NO	NO
Silver Pet Prints Personalized paw-print jewelry Oakland, Calif.	2013/2013	ALL	C,I	11/0	11/0	11/0	\$18.5K-\$22.3K/\$11K	10%	YES	YES	NO
Smallprint Personalized jewelry Oakland, Calif.	2004/2005	ALL	C,I	124/0	131/0	136/0	\$16.9K-\$30.8K/ \$8K-\$18.5K	10%	YES	YES	NO

CONVENIENCE STORES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
2	7-Eleven Convenience stores Dallas	1927/1964	MW,NE, S,SE, SW,W	I	54,225/ 1,413	57,390/ 1,134	61,086/ 1,019	\$37.6K-\$1.1M/ \$10K-\$1M	VARIES	YES	NO	NO
208	Circle K Convenience stores Tempe, Ariz.	1951/1995	ALL	C,I**	5,201/ 3,255	1,967/ 4,722	2,286/ 5,765	\$185.5K-\$1.6M/ \$25K	3-7.5%	YES	NO	NO
334	ampm Convenience stores and gas stations La Palma, Calif.	1975/1979	W	NO	970/3	966/17	956/36	\$430.7K-\$7.9M/ \$40K-\$70K	2-14%	NO	NO	NO

TOOLS DISTRIBUTION

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
30	Snap-on Tools Professional tools and equipment Kenosha, Wis.	1920/1991	ALL	C,I	4,579/ 225	4,666/ 174	4,696/ 162 ²	\$169.5K-\$350.2K/ \$7.5K-\$15K	\$120/MO.	YES	YES	NO
36	Matco Tools Mechanics' tools and equipment Stow, Ohio	1979/1993	ALL	C	1,598/1	1,670/1	1,755/2 ³	\$91.4K-\$269.6K/\$7K	0	YES	YES	NO
40	Mac Tools Automotive tools and equipment Westerville, Ohio	1938/2011	ALL	C,I	851/5	883/37	1,146/ 20 ⁴	\$103.2K-\$256K/\$3K	0	YES	YES	NO
145	Cornwell Quality Tools Automotive tools and equipment Wadsworth, Ohio	1919/1997	ALL	NO	552/0	620/0	643/0	\$52.5K-\$223.8K/\$0	0	YES	YES	NO

¹Monkee's Franchising has 10 additional nonfranchise units.
²Snap-on Tools has 72 additional nonfranchise units.
³Matco Tools has 31 additional nonfranchise units.
⁴Mac Tools has 505 additional nonfranchise units.



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KEY

K Thousands (\$), M Millions (\$), \$ U.S. dollars.
 * Selling multiple units/master licenses only,
 ** Selling int'l. master licenses only

REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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VITAMINS													
RANK	85	GNC Franchising Vitamins and nutrition products Pittsburgh	1935/1988	ALL	C,I,**	3,210/ 3,524	3,238/ 3,506	3,084/ 3,506	\$180.5K-\$347.3K/ \$40K	6%	YES	NO	NO
	NOT RANKED												
		Max Muscle Sports Nutrition Sports nutrition products, weight-loss consulting, athletic apparel Orange, Calif.	1991/2001	ALL	NO	136/0	136/0	127/0	\$114.6K-\$281.3K/ \$18.5K-\$35K	6%	YES	NO	NO

MISCELLANEOUS RETAIL BUSINESSES													
RANK	19	Ace Hardware Hardware and home-improvement stores Oak Brook, Ill.	1924/1976	ALL	C,I,**	4,749/91	4,835/96	4,932/ 101	\$272.5K-\$1.6M/\$5K	0	YES	NO	NO
	118	Batteries Plus Bulbs Batteries, light bulbs, related products Hartland, Wis.	1988/1992	ALL	NO	614/46	638/48	660/52	\$152.2K-\$369.5K/ \$37.5K	5%	YES	NO	NO
190	Buddy's Home Furnishings Home-furnishing, electronics, and appliance leasing Tampa, Fla.	1965/2007	ALL*	NO	139/54	178/33	257/31	\$385.2K-\$912.6K/ \$25K	6%	YES	NO	NO	
200	Slumberland Franchising Home furnishings Little Canada, Minn.	1967/1974	MW	NO	80/43	75/50	74/53	\$545.5K-\$1.99M/ \$30K-\$50K	3%	YES	NO	NO	
266	Rent-A-Center Rent-to-own furniture, electronics, computers, appliances Plano, Texas	1980/2013	ALL*	NO	150/ 2,928	154/ 2,755	150/ 2,564	\$355.4K-\$582.4K/ \$35K	4-6%	YES	NO	NO	
307	Metal Supermarkets Metal stores Mississauga, Ontario	1985/1987	ALL	C,I,**	69/5	80/5	83/5	\$216.5K-\$378K/ \$39.5K	6%	YES	NO	NO	
324	Crown Trophy Award and recognition items Hawthorne, N.Y.	1978/1987	ALL	NO	142/0	141/0	142/0	\$168.2K-\$227.7K/ \$35K	5%	YES	NO	NO	
388	Wireless Zone Wireless devices, services, and accessories Rocky Hill, Conn.	1988/1989	ALL	NO	353/29	323/0	340/0	\$142.5K-\$328.5K/ \$1K-\$25K	22-9%	YES	NO	NO	
419	HobbyTown General hobbies and supplies, toys Lincoln, Neb.	1969/1986	ALL	NO	160/0	158/0	150/0	\$153.3K-\$326.1K/ \$20K	3%	NO	NO	NO	
421	Merle Norman Cosmetics Cosmetics and skin-care products Los Angeles	1931/1973	ALL	C,I	1,289/2	1,236/2	1,182/2	\$34.8K-\$186.5K/\$0	0	YES	NO	YES	
451	Gateway Newstands Newstand and sundry stores Woodbridge, Ontario	1983/1983	ALL	C	382/0	377/0	365/0	\$55.9K-\$501.8K/ \$15K-\$150K	3.5%	YES	NO	YES	

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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NOT RANKED

Cellairis Wireless-device accessories and repairs Alpharetta, Ga.	2000/2006	ALL	C,I	594/31	567/3	562/0	\$58.1K-\$389.9K/ \$7.5K-\$30K	5%+	NO	NO	YES
Color It In Art supply stores; children's art workshops and parties Whittier, Calif.	2010/2017	ALL	C,I	0/1	0/1	0/1	\$83.4K-\$141.5K/ \$24.9K	6%	YES	NO	NO
Deck The Walls Custom framing and wall decor St. Peters, Mo.	1979/1979	ALL	NO	14/0	10/0	8/0	\$111.97K-\$182.6K/ \$30K	6%	YES	NO	YES
Drone Nerds Drone sales, repairs, and flying lessons Hallandale, Fla.	2014/2016	ALL	C,I	0/1	1/1	1/1	\$138K-\$242K/ \$24.9K	3%	YES	NO	NO
Fancy Art, N.F.P. Art and custom framing Barrington, Ill.	1992/2008	ALL	NO	0/2	0/2	0/2	\$104.7K-\$206.1K/ \$24.5K	7%	YES	NO	NO
Flower Tent Flower stores Kingston, Pa.	1992/2009	ALL*	NO	64/16	61/9	55/12	\$60.4K-\$99.1K/ \$49.5K	6%	YES	NO	YES
The Great Frame Up Custom framing and wall decor St. Peters, Mo.	1971/1975	ALL	NO	89/0	84/0	78/0	\$111.97K-\$182.6K/ \$30K	6%	YES	NO	YES
Holy Smokes Tobacco shops Miami	2011/2015	ALL	C,I	0/1	5/2	5/2	\$84.4K-\$139.4K/ \$19.9K	5%	YES	NO	NO
LED Source LED lighting solutions Wellington, Fla.	2005/2010	ALL	C,I	17/1	18/1	18/2	\$80.1K-\$421.4K/ \$10K-\$49.5K	5%	NO	YES	NO
Music Go Round New and used musical instruments and sound equipment Minneapolis	1986/1994	ALL	C	33/0	33/0	33/0	\$262.1K-\$335.5K/ \$25K	3%	YES	NO	NO
OfficeZilla Office supplies Kennesaw, Ga.	2012/2014	ALL	NO	18/1	29/1	30/1	\$9.6K-\$19.3K/\$5K	8%	YES	YES	NO
TAT Franchises Watch repairs and sales Richboro, Pa.	1992/2017	NE	NO	0/14	0/16	0/17	\$299.5K-\$444.2K/ \$35K	7%	NO	NO	YES
VaporFi Electronic cigarettes and related products Miami Lakes, Fla.	2013/2014	ALL	C,I	18/11	18/13	23/11	\$137.2K-\$287.7K/ \$29.9K	3%	YES	NO	YES
Vapor Shark Electronic cigarettes and related products Miami	2012/2014	ALL	C,I	21/9	21/9	21/9	\$118.8K-\$200K/ \$25K	0	YES	NO	NO
Voltaire Cycles Electric and non-electric bicycles, accessories, and repairs Verona, N.J.	2014/2017	ALL	C,I	0/0	0/1	0/1	\$247.9K-\$388.6K/ \$29.9K	3%	YES	NO	NO
Walls of Books Used and new books Byron, Ga.	2007/2012	ALL	NO	3/6	8/4	12/4	\$77.9K-\$170.7K/ \$16K	2-4%	NO	NO	NO
Whizzy Ride Electric scooters and accessories Miami Beach, Fla.	2016/2017	ALL	C,I	0/0	0/0	0/1	\$32.5K-\$145.7K/ \$14.9K-\$45K	4-8%	YES	NO	NO

SERVICES

DRY CLEANING

135	Zips Dry Cleaners Dry cleaning Greenbelt, Md.	1996/2006	ALL*	C**	39/1	44/1	50/2	\$855.4K-\$1.1M/ \$50K	6%	YES	NO	NO
251	Tide Dry Cleaners Dry cleaning Cincinnati	2008/2009	MW,NE, S,SE, SW,W	NO	22/8	33/9	45/11	\$640.4K-\$1.5M/ \$20K-\$50K	6.5%	YES	NO	NO
382	Lapels Dry cleaning and laundry services Hanover, Mass.	2000/2001	ALL	C,I**	69/0	76/0	76/0	\$86.5K-\$609.9K/ \$20K-\$25K	5%	YES	NO	NO
411	Oxxo Care Cleaners Dry cleaning and laundry services Hollywood, Fla.	2001/2002	ALL	C,I**	34/7	42/4	47/3	\$475.5K-\$667K/ \$36K	4%	YES	NO	YES
450	Martinizing Dry cleaning and laundry services Berkley, Mich.	1949/1949	ALL	C,I	414/0	397/0	379/0	\$125.8K-\$693.5K/ \$69.5K-\$99.5K	5%	NO	NO	NO
NOT RANKED												
	Comet Cleaners Dry cleaning and laundry services Arlington, Texas	1947/1967	MW,S, SE,SW,W	I	184/0	183/0	175/0	\$94K-\$825K/ \$15K-\$30K	5%	YES	NO	NO

KEY

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REGIONS

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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EMBROIDERY & SCREEN PRINTING

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
225	Big Frog Custom T-Shirts Custom garment printing Dunedin, Fla.	2007/2008	ALL	NO	63/0	66/0	80/0	\$180.2K-\$239.2K/ \$39.5K	6%	YES	NO	NO
329	Fully Promoted Branded products and marketing services West Palm Beach, Fla.	2000/2001	ALL	C,I,**	265/0	270/0	283/0	\$92.8K-\$248.4K/ \$49.5K	2-6%	YES	NO	NO
NOT RANKED												
	Instant Imprints Embroidery, signs, banners, promotional products San Diego	1992/2001	ALL	C,I,**	48/2	50/2	53/1	\$139.8K-\$304.3K/ \$39.95K	6%	YES	NO	NO

HOME INSPECTIONS

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
64	Pillar To Post Home Inspectors Home inspections Tampa, Fla.	1994/1994	ALL	C	470/0	522/0	560/0	\$34.4K-\$42.6K/ \$18.9K	7%	YES	YES	NO
126	HomeTeam Inspection Service Home inspections Milford, Ohio	1992/1992	ALL	C	134/0	148/0	167/0	\$48.8K-\$75.5K/ \$35K-\$55K	6-4%	YES	NO	NO
191	National Property Inspections Home and commercial property inspections Omaha, Neb.	1987/1987	ALL	C	217/0	219/0	224/0	\$43.2K-\$47K/ \$34.9K	8%	YES	YES	NO
280	HouseMaster Home inspections Somerville, N.J.	1971/1979	ALL	C	313/0	316/0	312/0	\$61.1K-\$106.2K/ \$42.5K	6-7.5%	YES	YES	NO
395	WIN Home Inspection Home inspections Franklin, Tenn.	1993/1994	ALL	NO	187/0	192/0	191/0	\$44.3K-\$67.5K/ \$22K	7%	YES	YES	NO
NOT RANKED												
	AmeriSpec Home Inspection Services Home inspections Memphis, Tenn.	1987/1988	ALL	C	270/0	271/0	252/0	\$46.4K-\$59.7K/ \$18.9K	7%	YES	YES	NO
	B-Home Inspections Home inspections Chapin, S.C.	2014/2015	ALL	NO	2/0	2/0	1/0	\$10.2K-\$18.7K/ \$3.7K	\$27/INSPECTION	NO	YES	NO
	1st Inspection Services Commercial and residential inspections Mason, Ohio	2003/2005	ALL	C,I	7/0	7/0	7/0	\$31.4K-\$115K/ \$25K	8%	YES	YES	NO

LABORATORY SERVICES

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
272	ARCpoint Labs Laboratory testing, HR services Greenville, S.C.	1998/2005	ALL	NO	82/2	96/2	105/2	\$145.3K-\$249.3K/ \$49.5K	7%	YES	NO	NO

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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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RANK

352	Any Lab Test Now Health, drug, alcohol, and DNA testing Woodstock, Ga.	1992/2007	ALL	NO	156/0	157/0	166/0	\$103.1K-\$179.6K/ \$40K	8%	YES	NO	NO
497	Fastest Labs Drug, alcohol, and DNA testing, background screening San Antonio	2000/2010	ALL	NO	14/1	20/1	21/1	\$74.7K-\$88.9K/ \$45K	7%	YES	NO	NO

LOCKSMITH SERVICES

93	Pop-A-Lock Franchise System Mobile locksmith and security services Lafayette, La.	1991/1994	ALL*	C,I**	511/3	531/3	558/3	\$99.7K-\$134.3K/ \$15.5K	7%	YES	YES	NO
125	The Flying Locksmiths Locksmith and security services and products Braintree, Mass.	1984/2015	ALL	NO	0/1	19/1	67/1	\$121.6K-\$366.4K/ \$15K-\$240K	8%	YES	NO	NO

MOVING/JUNK-REMOVAL SERVICES

87	Two Men and a Truck International Moving services Lansing, Mich.	1985/1989	ALL	C,I	274/2	289/2	300/2	\$95K-\$666K/ \$15K-\$85K	6%	YES	NO	NO
260	College Hunks Hauling Junk/ College Hunks Moving Junk removal, moving, and labor services Tampa, Fla.	2003/2007	ALL	C	45/3	66/3	82/3	\$89.3K-\$208.2K/ \$40K-\$50K	7%	YES	NO	NO
313	Bin There Dump That Residential-friendly dumpster rentals Mississauga, Ontario	2001/2003	ALL	C	83/0	103/0	121/0	\$72.2K-\$127.6K/ \$29K-\$45.2K	\$6K-\$12K/YR.	YES	YES	NO
415	Go Mini's Franchising Portable storage containers Simi Valley, Calif.	2002/2012	ALL	C,I	74/0	78/0	83/0 ¹	\$198.7K-\$406.9K/ \$45K	8%	YES	YES	NO
422	Zippy Shell Moving and Storage Mobile self-storage and moving services Washington, DC	2009/2009	ALL	C,I**	34/7	32/8	36/6	\$657.5K-\$1.2M/ \$75K-\$150K	\$16/ CONTAINER/MO.	YES	NO	NO
448	Junk King Junk removal South San Francisco	2005/2010	ALL	C,I	59/1	66/1	87/1	\$79.7K-\$197.9K/ \$30K-\$100K	12%	YES	NO	NO
482	1-800-Got-Junk? Junk removal Vancouver, British Columbia	1989/1998	ALL	C,I	160/0	160/0	156/0	\$209.8K-\$242.9K/ \$128K	8%	YES	YES	NO

NOT RANKED

	Metropolitan Movers Residential/commercial moving services Concord, Ontario	2010/2013	NO	C	6/0	15/0	20/0	\$55.5K-\$250K/ \$29.5K	7.5%	YES	YES	NO
	NorthStar Moving Moving services Chatsworth, Calif.	1994/2015	ALL	NO	0/2	0/2	1/2	\$110.1K-\$188.5K/ \$50K	8%	YES	NO	NO
	redbox+ Construction dumpsters with attached portable restrooms Winona, Minn.	2007/2014	ALL	NO	3/1	4/0	5/0	\$236.1K-\$354.1K/ \$30K	\$35-\$50/BOX	NO	YES	NO
	Units Franchise Group Mobile self-storage units Johns Island, S.C.	2004/2005	ALL*	C,I**	22/4	28/4	27/2	\$155.7K-\$555.6K/ \$55.5K	8%	YES	NO	NO
	You Move Me Moving services Vancouver, British Columbia	2012/2012	ALL	C	38/0	33/0	37/0	\$104K-\$192.9K/ \$20K-\$50K	8%	YES	YES	NO

PHOTOGRAPHY & VIDEO SERVICES

252	Multivista Visual documentation services for the construction industry Phoenix	2003/2007	ALL	C,I	46/7	52/8	62/5	\$128.5K-\$541.5K/ \$20K-\$157.5K	18%	YES	NO	NO
270	TSS Photography Youth sports, school, and event photography Oklahoma City	1983/1984	ALL	NO	209/0	183/0	187/0	\$20.4K-\$74.3K/ \$7.5K	0	YES	YES	NO
429	Complete Weddings + Events Photography, DJ, video, and photo-booth services Omaha, Neb.	1974/1983	ALL	C,I	189/2	191/2	194/2	\$26.4K-\$48.7K/ \$18K-\$42.5K	8%	YES	YES	NO

NOT RANKED

	BirdsiVideo Aerial photography and videography using drones Indianapolis	2014/2016	ALL	NO	0/1	1/1	8/1	\$50.3K-\$89K/ \$35K	8%	YES	YES	NO
	Lil' Angels Photography School, childcare, and family photography Cleveland, Tenn.	1996/1998	ALL	C	57/0	59/0	57/1	\$36.3K-\$40.8K/ \$24.5K	VARIES	YES	YES	NO
	PortraitFX Photography Franchise Photography Charlotte, N.C.	2006/2006	ALL	C	46/3	43/3	46/7	\$22.5K-\$43.6K/ \$9.99K	0	YES	YES	NO
	Spoiled Rotten Photography On-site preschool photography Huntsville, Ala.	2003/2012	NE,S, SE,SW	NO	4/1	8/1	11/1	\$26.5K-\$46.3K/ \$25K	8%	YES	YES	NO
	TapSnap Digital photo booths North Vancouver, British Columbia	2012/2012	ALL	C,I	150/0	158/0	136/0	\$48.4K-\$123.5K/ \$17.5K	10%	YES	YES	NO

¹Go Mini's Franchising has 55 additional nonfranchise units.

KEY


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POSTAL & BUSINESS CENTERS													
RANK	4	The UPS Store Postal, business, printing, and communications services San Diego	1980/1980	ALL	C	4,862/0	4,910/0	4,979/0	\$177.95K-\$402.4K/ \$29.95K	5%	YES	NO	YES
	176	Postal Annex+ Packing, shipping, postal, and business services San Diego	1985/1986	ALL	C,I	268/0	270/0	273/0	\$151.5K-\$227.5K/ \$29.95K	5%	YES	NO	YES
	221	PostNet Neighborhood Business Centers Packing, shipping, printing, signs, marketing solutions Lakewood, Colo.	1985/1993	ALL	C,I**	677/0	661/0	666/0	\$169.8K-\$212.3K/ \$35K	5%	YES	NO	NO
	282	Pak Mail Packing, shipping, crating, freight, mailboxes, business services San Diego	1983/1984	ALL	C,I	379/1	384/1	382/1	\$151.5K-\$227.5K/ \$29.95K	5%	YES	NO	YES
	426	AIM Mail Centers Packing, shipping, postal, and business services San Diego	1985/1989	ALL	C,I	49/0	49/0	48/0	\$151.5K-\$227.5K/ \$29.95K	5%	YES	NO	YES
	427	Parcel Plus Packing, shipping, postal, and business services San Diego	1986/1988	ALL	C,I	24/0	24/0	24/0	\$151.5K-\$227.5K/ \$29.95K	5%	YES	NO	YES
NOT RANKED													
		Goin' Postal Retail shipping and business services Zephyrhills, Fla.	2002/2004	ALL	C,I**	167/3	167/3	169/1	\$46.8K-\$109.5K/ \$15K	\$460/MO.	YES	NO	YES
		Handle With Care Packaging Store Packing, crating, and shipping of fragile, large, awkward, and valuable items San Diego	1980/1984	ALL	C,I	41/0	38/0	35/0	\$96.95K-\$227.5K/ \$29.95K	5-6%	YES	NO	NO
		Navis Pack & Ship Packing, crating, and shipping of fragile, large, awkward, and valuable items San Diego	2000/2000	ALL	C,I	49/1	49/1	48/0	\$96.95K-\$172.7K/ \$29.95K	6%	YES	NO	NO
		Postal Connections/iSold It Postal, business, and internet services Frisco, Texas	1985/1995	ALL	NO	48/0	48/0	49/0	\$55.9K-\$233.3K/ \$29.9K	4%+	YES	YES	YES
		Safe Ship Packing, shipping, freight, office supplies, notary services Ormond Beach, Fla.	1988/2008	ALL	NO	31/3	34/5	35/5	\$54.9K-\$153.9K/ \$19.9K	0	YES	NO	NO



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REAL ESTATE												
5	RE/MAX Real estate Denver	1973/1975	ALL	C,I	6,824/15	7,217/0	7,560/0	\$37.5K-\$225K/ \$15K-\$32K	VARIABLES	YES	NO	NO
22	Keller Williams Real estate Austin, Texas	1983/1987	ALL	C,I,**	757/0	820/0	885/0	\$183.9K-\$336.99K/ \$35K	6%	NO	NO	NO
37	HomeVestors of America Home buying, repair, and selling Dallas	1996/1996	ALL	NO	605/0	724/0	851/0	\$44K-\$347.3K/ \$18K-\$55K	VARIABLES	YES	YES	NO
139	Weichert Real Estate Affiliates Real estate Morris Plains, N.J.	1969/2000	ALL	NO	277/139	309/138	323/129	\$50K-\$364.7K/ \$25K	6%	NO	NO	NO
230	Realty One Group Real estate Irvine, Calif.	2005/2012	ALL	C,I	37/24	42/24	60/23	\$53.3K-\$220K/\$25K	0	YES	NO	NO
424	Realty Executives Intl. Svcs. Real estate Scottsdale, Ariz.	1965/1973	ALL	C,I	516/0	499/0	481/0	\$23.5K-\$171K/ \$1K-\$50K	VARIABLES	YES	YES	YES
471	United Real Estate Real estate Kansas City, Mo.	2010/2013	ALL	C,I	28/5	50/5	67/5	\$54.5K-\$285.5K/ \$35K	VARIABLES	YES	YES	NO
NOT RANKED												
	Assist-2-Sell Discount real estate Reno, Nev.	1987/1993	ALL	C,I	173/1	158/1	162/1	\$24K-\$45.5K/ \$14.5K	5%	NO	NO	NO
	Help-U-Sell Real Estate Real estate Sarasota, Fla.	1976/1978	ALL	NO	99/0	90/0	102/0	\$23.3K-\$39.8K/ \$17.8K	6%	YES	YES	NO
	HomeSmart International Real estate Scottsdale, Ariz.	2000/2005	ALL	C,I,**	61/14	68/18	84/40	\$65.5K-\$205K/ \$20K	VARIABLES	NO	NO	NO
	PropertyGuys.com Private-sale real estate Moncton, New Brunswick	1998/2001	ALL	C,I	109/0	97/0	105/0	\$53.9K-\$136.9K/ \$25K-\$75K	5%	YES	YES	NO
	Realean Real estate St. Petersburg, Fla.	2012/2017	ALL	C,I	0/1	0/1	0/1	\$24.2K-\$34.2K/ \$19.9K	2.5%	YES	NO	NO
	United Country Real Estate Real estate Kansas City, Mo.	1925/1997	ALL*	C,I,**	405/0	403/0	417/0	\$16.7K-\$45.4K/ \$15K	6-12%	NO	YES	NO

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REGIONS

MW Midwest, NE Northeast, S South, SE Southeast,
 SW Southwest, W West, C Canada, I Other International

Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
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SECURITY SERVICES

RANK	Franchise Name	Description	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
89	Signal 88 Security	Private security guard and patrol services Omaha, Neb.	2003/2008	ALL	C,I	340/6	376/6	416/7	\$73K-\$268.4K/ \$45K-\$150K	4%	YES	YES	NO
273	Security 101	Commercial security systems West Palm Beach, Fla.	2003/2007	ALL	C,I	31/2	32/2	36/2	\$103.3K-\$206K/ \$35K	6-4%	YES	NO	NO

MISCELLANEOUS SERVICES

78	Pirtek	Hose service and supply centers/mobile services Rockledge, Fla.	1980/1987	ALL	NO	455/3	461/3	484/4	\$113.6K-\$633K/ \$20K-\$50K	4%	YES	YES	NO
106	velofix Group of Companies	Mobile bike shops Newark, Del.	2012/2013	ALL	C	21/0	54/0	110/0	\$163.2K-\$198.95K/ \$25K	8%	YES	YES	NO
210	GoliathTech	Foundation systems for the construction industry Magog, Quebec	2004/2013	ALL	C,I	63/0	93/0	160/0	\$72.9K-\$176K/\$38K	0	YES	YES	NO
449	Caring Transitions	Senior relocation, online auctions, and estate management Cincinnati	2006/2006	ALL	C,I	164/0	177/0	192/0	\$58.1K-\$80.8K/ \$44.9K	5%+	YES	YES	NO
487	Dental Fix RX	Dental-equipment sales, service, and repairs Davie, Fla.	2009/2009	ALL	C,I,**	114/0	123/0	113/0	\$60.1K-\$158K/ \$25K	0	YES	YES	NO

NOT RANKED

	Aether Estate Sales	Estate and consignment sales, online auctions, downsizing services, appraisals Fishers, Ind.	2013/2016	ALL	NO	0/4	0/5	2/5	\$64K-\$114K/\$42K	5%	NO	YES	NO
	Auto Appraisal Network	Auto appraisals Laguna Niguel, Calif.	1989/2007	ALL	NO	19/5	19/10	19/7	\$16.7K-\$44.3K/ \$12K-\$20K	\$110/APPRaisal	YES	YES	NO
	Blue Moon Estate Sales USA	Estate sales Fuquay-Varina, N.C.	2009/2013	ALL	NO	10/2	15/2	20/2	\$42.5K-\$83.9K/ \$30K	5%	YES	YES	NO
	Chefs For Seniors	In-home meal preparation for seniors Sun Prairie, Wis.	2013/2017	ALL	NO	0/1	0/1	0/3	\$9.3K-\$26.6K/ \$5.8K-\$11.8K	8%	NO	YES	NO
	Class 101	College planning and educational services Lexington, Ky.	1998/2007	ALL	NO	8/1	11/1	23/1	\$40.5K-\$57.9K/ \$27.5K	7%	NO	NO	NO
	The Dentist's Choice	Dental-handpiece repairs Incline Village, Nev.	1992/1994	ALL	C	143/0	135/0	143/0	\$55.4K-\$59.5K/ \$45K	5-3%	NO	YES	NO



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Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?	
Elite Bartending Bartender training and event staffing Cape Coral, Fla.	2008/2016	ALL	C,I	0/3	0/3	0/3	\$39.6K-\$56.4K/ \$24.9K	8%	YES	NO	NO
Generator Supercenter Franchising Generator sales, installation, and service Tomball, Texas	2005/2017	ALL	NO	0/1	0/3	0/3	\$178.5K-\$579K/ \$50K	3-6%	YES	NO	NO
Grasons Co Estate Sale Services Estate sales, online auctions, staging Huntington Beach, Calif.	2011/2014	ALL	NO	11/0	15/0	19/1	\$68.6K-\$131K/ \$40K	VARIES	YES	YES	NO
Hotel Makeover Hotel renovation Spring, Texas	1999/2014	ALL	NO	0/1	1/1	4/0	\$57K-\$158.4K/ \$37.5K	VARIES	NO	YES	NO
Lice Squad.com Head-lice-removal services and products Cookstown, Ontario	2001/2002	NO	C	8/27	9/26	16/19	\$25.8K-\$95.5K/ \$15K-\$30K	7%	YES	NO	YES
Lifesquire Personal assistant services Oklahoma City	2009/2015	ALL	NO	1/2	3/2	3/2	\$39.6K-\$52.4K/ \$25K	7%	YES	YES	NO
Pax Transportation services to and from airports and hotels Ft. Lauderdale, Fla.	2008/2017	ALL	C,I	0/2	0/3	0/3	\$171.4K-\$239.9K/ \$150K	8%	YES	NO	NO
Showhomes Home management and staging Nashville, Tenn.	1986/1994	ALL	NO	56/0	58/0	60/0	\$50.7K-\$84.9K/ \$39.9K	10%	YES	NO	NO
SuperGreen Solutions Energy-efficiency products and services West Palm Beach, Fla.	2011/2012	ALL	C,I**	25/0	24/0	42/0	\$76.4K-\$90.7K/ \$49.5K	5%	NO	YES	NO
Vootu World Franchise Energy-efficiency products and services Clearwater, Fla.	2010/2017	ALL	NO	0/1	0/1	0/1	\$42.4K-\$142.4K/ \$20K	TO 5%	NO	NO	NO

TECH

ELECTRONICS REPAIRS

RANK	Franchise Name	Year Began/ Franchising Since	Available U.S. Regions	Seeking Int'l?*	2015 Number of Franchises/ Company- Owned	2016 Number of Franchises/ Company- Owned	2017 Number of Franchises/ Company- Owned	Startup Costs/ Franchise Fee	Royalty Fee	Financing Available?	Home- Based/ Mobile Opportunity	Kiosk/ Express Unit Available?
18	uBreakiFix Electronics repairs Orlando, Fla.	2009/2013	ALL	C	107/19	205/21	307/18	\$60.4K-\$220.9K/ \$40K	8%	YES	NO	NO
26	CPR-Cell Phone Repair Electronics repairs and sales Independence, Ohio	2004/2007	ALL	C,I**	216/2	254/4	365/4	\$58.2K-\$176K/ TO \$37.5K	5.8-8%	YES	YES	YES
223	Experimac Electronics resales and repairs West Palm Beach, Fla.	2009/2014	ALL	C,I**	10/2	51/2	97/3	\$144.4K-\$316.1K/ \$49.5K	6%	YES	NO	NO
343	Digital Doc Electronics repairs, sales, and accessories Glenview, Ill.	2010/2012	ALL*	C,I**	19/1	28/13	30/3	\$128.2K-\$195.5K/ \$44.9K	7%	YES	NO	NO
NOT RANKED												
	Device Pitstop Electronics resales and repairs Minnetonka, Minn.	2013/2013	ALL	NO	10/1	11/1	14/1	\$98.7K-\$206K/\$20K	5%	YES	NO	NO
	iDropped Electronics repairs Throop, Pa.	2012/2014	ALL	NO	2/5	4/5	3/7	\$60.1K-\$119.1K/ \$30K	6%	YES	NO	YES
	Kix Mobile Phone sales, exchanges, and repairs Winter Springs, Fla.	2016/2016	ALL	C,I**	0/0	0/0	0/1	\$88.7K-\$234K/ \$30K-\$70K	7-5%	YES	NO	YES
	Staymobile Electronics repairs and accessories Marietta, Ga.	2009/2012	ALL	C,I	8/19	14/21	24/25	\$72.5K-\$176.5K/ \$35K	7%	YES	NO	NO

MISCELLANEOUS TECH SERVICES

186	CMIT Solutions IT and business services for SMBs Austin, Texas	1994/1998	ALL	C	150/0	159/0	175/0	\$127.2K-\$173.2K/ \$49.95K-\$54.95K	TO 6%	YES	YES	NO
242	TeamLogic IT IT managed services for businesses Mission Viejo, Calif.	2004/2005	ALL	C,I	74/0	94/0	115/0	\$94.6K-\$137.3K/ \$40K	7%	YES	NO	NO
498	Computer Troubleshooters Technology consulting and services for small businesses Independence, Ohio	1997/1997	ALL	C,I**	361/1	304/1	315/3	\$12.2K-\$27.9K/ \$9.9K	7.76-5.82%	NO	YES	NO
NOT RANKED												
	TechVoo Computer sales and service Elmhurst, Ill.	2005/2014	ALL	NO	0/2	0/3	0/2	\$92.8K-\$156.2K/ \$49.5K	7%	YES	NO	NO
	WSI Digital marketing agencies Etobicoke, Ontario	1995/1996	ALL	C,I	868/2	848/2	830/2	\$64.5K-\$94.6K/ \$49.7K-\$69.7K	10%	YES	YES	NO

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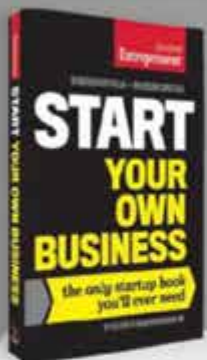
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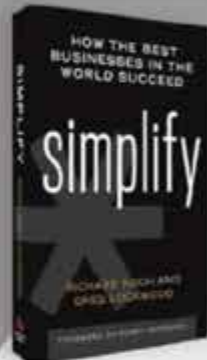
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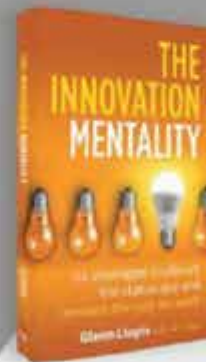
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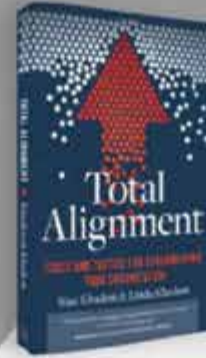
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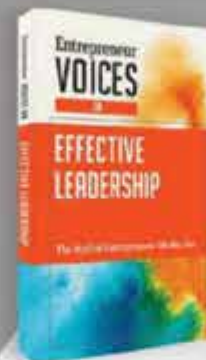
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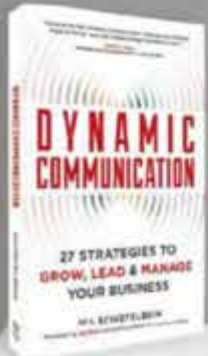
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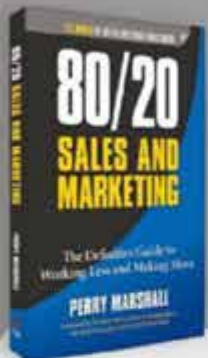
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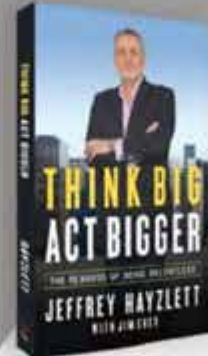
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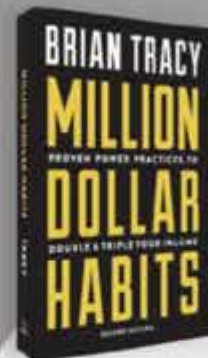
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The Gift of a Lifetime

by Ben Clymer, founder and CEO, Hodinkee

My grandfather was an entrepreneur. He was born and raised in Brooklyn, and he made his own money—starting, believe it or not, a cigarette lighter company in the '60s. He was a cool guy—someone who lived a glamorous lifestyle (or at least what the Rochester, N.Y.-raised, 13-year-old version of me thought was glamorous). He was my hero.

He had this watch, an Omega Speedmaster, that I loved. It had a chronograph and what's known as a triple date complication: the day of the week, the month, and the date. And it didn't look like the usual watch. It was blue and white and gray. Anytime I went down to visit him, I'd ask him about it. He'd even let me wear it from time to time.

When my grandparents sold their house, we were all helping them carry out boxes. He pulled me aside when no one else was around and handed me his watch. He said, "I want you to have this." That was it. I was 16 years old. I was awestruck.

Skip ahead to 2008. I had a good job working for a major bank, and I absolutely hated it. When the economy imploded, my boss said, "Look, we prefer not to let you go in case things pick back up, so you have to come in every day, but just bide your time. Come in and do whatever you want to do." I said, "Great."

Sitting in my cubicle one day, I did some research on my grandfather's watch. I recounted what I

learned in a post on Tumblr, simply to pass the time. Then I started researching other watches, like the Rolex worn by Steve McQueen, and the Patek Philippe worn by John Lennon, and writing about those, too. From there it just got bigger. I suddenly saw there may be a future in this. I quit my job and applied to Columbia Journalism School. I got in somehow.

Meanwhile, the site—which I named Hodinkee, a play on *hodinky*, the Czech word for "wristwatch," for reasons I can't fully explain—was making money. I graduated and hired my first full-time staffers. Then I met Kevin Rose, Tony Fadell, and Jason Fried. All three were great entrepreneurs and fans of Hodinkee. They became great friends. Together we raised some money and built out a "dream team" of writers, designers, and developers. We were off to the races.

Hodinkee now has a booming e-commerce wing, pop-up stores, and a staff of 25. And I have a career I love—one that allows me to travel, be creative, meet people, and try things. None of this would have happened had my grandfather not given me through all of this, and will be with me until the day I die. If we have children, I hope to pass it along to them and say, "The house we live in, the cars we drive, and everything else we have come from this watch." It changed everything. It gave me a career. It gave me my life.



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