

Small business is no small task.

So Progressive offers commercial auto and business insurance that makes protecting yours no big deal.

Local Agent | ProgressiveCommercial.com

Progressive Casualty Ins. Co. & Affiliates. Business and Workers' Compensation coverage provided and serviced by affiliated and third party insurers.



PROGRESSIVE
COMMERCIAL

Entrepreneur

December 2020 / Entrepreneur.com

Zoom Meeting

THE YEAR 2030 /

How to Prepare
for the Next Decade

P.72

OPTIMISM /

Feel Good in Hard Times,
with Michael J. Fox

P.13

GROWTH /

What Fuels Peloton,
Apple, and Tesla

P.28

EDUCATION /

The Top 100 Schools
for Entrepreneurs

P.37

Chat

How ZOOM Won 2020!

P.56

10

Big Ideas That Will Shape the Future

P.54



Yes, We
Photographed
Zoom CEO
ERIC YUAN
Over Zoom!

Join Audio

Stop Video

Chat

Share Screen

End

You promised your customers. We'll help deliver.

As a leading national LTL carrier, Old Dominion works to make your job easier. We take your success seriously and it shows in our #1 rankings for value, satisfaction, responsiveness and overall performance.* With over 21,000 employees working in more than 236 service centers, we take pride in helping you ship confidently from coast to coast and everywhere in between.

For more information, visit odfl.com or call 1-800-235-5569.

HELPING THE WORLD KEEP PROMISES.®



©2020 Old Dominion Freight Line, Inc. All rights reserved.
*Source: 2019 Mastio & Co. National LTL Carrier Report.

OD·DOMESTIC

OD·EXPEDITED

OD·PEOPLE

OD·GLOBAL

OD·TECHNOLOGY

FEATURES

What's in Our Future?

P.54

The year 2020 brought many changes—and many opportunities. So what's ahead? We surveyed the brightest minds of today (and tomorrow) to get a sense of what business might be like next... and how to start preparing for it now.

56

Zoom CEO Eric Yuan on how tech will bridge new gaps.

62

AI company **Hypergiant** is building for tomorrow, today.

68

Seven big ideas that will dominate the next decade.

72

The year 2030 will be defined by women...and older buyers.

Top Schools for Entrepreneurs

P.37

Our annual list of the 100 best programs for grads and undergrads.

ON THE COVER AND THIS PAGE

Photograph by GRACE RIVERA

→ **FORWARD LOOKING**

Zoom founder and CEO Eric Yuan sees bright things ahead.

P.56



PHOTOGRAPH COURTESY OF LITERATI

→ **ALL TOGETHER NOW**
Best lesson Jessica Ewing (*hand raised*) learned from investors? “The idea was less important than the quality of my team.”
P.26

EDITOR'S NOTE

8 We're the Lucky Ones
The pandemic created new opportunities for many people. Why? Because it forced us to reconsider the impossible.
by JASON FEIFER

BUSINESS UNUSUAL

13 Michael J. Fox's Guide to Seeing the Bright Side
After a tough year like this, take a lesson from the eternal optimist.
by LIZ BRODY

18 Get More from Less
Six entrepreneurs reveal how cutbacks led to gains.

20 Don't Know What Your Customer Wants? Ask!
A biomedical engineer made a tool to keep restaurants safer—by spending a lot of time with restaurant owners.
by STEPHANIE SCHOMER

22 She Built the Tinder for Clothing. Then a \$30 Million Competitor Arrived
How this first-time founder keeps innovating under pressure.
by JASON FEIFER

24 Replicating the Office Culture at Home
What Vital Proteins does to keep its remote team connected.
by LIZ BRODY

26 When They Said No, I Said Thank You
Investors rejected my idea many times... and it helped me shape it into something much better.
by JESSICA EWING

28 How Peloton, Apple, and Tesla Keep Winning
It's not just great products. It's their willingness to push back on an old idea about business—and build everything themselves.
by LEONARD SHERMAN

30 Want a Foldable Phone?
The new generation of devices is here! We unfold them for a test.
by CHYELLE DVORAK

35 We're Not Going Digital. We're Staying Digital
How to rethink your business for a world that's never going back.
by ADAM BORNSTEIN

Smart Ways to Reduce Transportation Costs



Utilize the most efficient, cost-effective, and innovative ways possible.

PAGE 10





Change doesn't scare you.

It motivates you.

You plan. You pivot. You adapt.

And then you do it all over again.

You've shifted priorities.

And set new goals.

A hundred times this month.

You need connectivity solutions
that are flexible—like you.

Fast, reliable, secure solutions.

You need a team in your corner
that's available for support 24/7.

So you can take on what's next.

And not just bounce back

but **Bounce Forward™**.

©2020 Comcast. All rights reserved.

COMCAST **BUSINESS**

FRANCHISE

75 Franchisor

How focusing on a narrow audience led to big payoffs.

by STEPHANIE SCHOMER

78 Franchisee

How to build trust in an extremely competitive industry.

by STEPHANIE SCHOMER

80 Need a Good Marketing Agency?

How to find a partner that can tell your story well.

by FRANCES DODDS

82 15 Ways Franchises Became Stronger in 2020

They adapted. They adjusted. They developed new concepts and new ways to serve—and they're ready for 2021.

95 The Hottest Franchise Categories Next Year

Our predictions, based on data.

by TRACY STAPP HEROLD

CLOSER

116 What Inspires Me

When I was lost, this book gave me the courage to change.

by CATHARINE DOCKERY

→ PITCH OUR INVESTORS TO BE ON ENTREPRENEUR ELEVATOR PITCH

We welcome founders who have scalable products or services that are ready for investment, and who have a specific plan for how that investment can help them grow.

APPLY TO BE ON THE NEXT SEASON: [ENTM.AG/EEPAPPLY](https://entm.ag/EEPAPPLY)



→ **WINGS WON'T STOP**
Chicken franchises like Wingstop had a strong year.
P.95

PHOTOGRAPH COURTESY OF WINGSTOP



Where some businesses
see a challenge,
you see potential.
An opportunity to adapt. To pivot.
To do things better.
But change requires partners.
Like a support team
that's available 24/7.
To bring scalable solutions.
And powerful connectivity.
Speeds to match your pace.
Security you can count on.
And tools that put you in control.
Of your network. And your future.
You need a team that asks,
"Why bounce back
when you can
Bounce Forward™?"

© 2020 Comcast. All rights reserved.

COMCAST **BUSINESS**

Entrepreneur

EDITOR IN CHIEF Jason Feifer

CREATIVE DIRECTOR Paul Scirecalabrisotto
DEPUTY EDITOR Stephanie Schomer
PHOTO DIRECTOR Judith Puckett-Rinella

EDITORIAL

MANAGING EDITOR Monica Im
SPECIAL PROJECTS EDITOR Tracy Stapp Herold
COPY CHIEF Stephanie Makrias
RESEARCH Laura Bullard, Eric White
INTERN Renna Hidalgo

CONTRIBUTING EDITOR Liz Brody
CONTRIBUTING WRITERS Adam Bornstein,
Chyelle Dvorak, Leonard Sherman

ENTREPRENEUR.COM

EDITORIAL DIRECTOR Dan Bova
SOCIAL MEDIA AND CONTENT MANAGER Andrea Hardalo
DIGITAL FEATURES DIRECTOR Frances Dodds
DIGITAL CONTENT DIRECTORS
Kenny Herzog, Jessica Thomas
ASSOCIATE EDITOR Matthew McCreary
DIGITAL MEDIA DESIGNER Monica Dipres
DIGITAL PHOTO EDITOR Karis Doerner
RESEARCH INTERN Stella Shin

GREEN ENTREPRENEUR

EDITOR IN CHIEF Jonathan Small

PRODUCT TEAM

AD OPERATIONS DIRECTOR Michael Frazier
AD OPERATIONS COORDINATOR Bree Grenier
CHIEF TECHNOLOGY OFFICER Jake Hudson
VP, PRODUCT Shannon Humphries
ENGINEERS Angel Cool Gongora, Michael Flach
FRONTEND ENGINEERS
Lorena Brito, John Himmelman
QUALITY ASSURANCE TECHNICIAN Jesse Lopez
SENIOR DESIGNER Christian Zamorano
GRAPHIC DESIGNER Andrew Chang

BUSINESS

CEO Ryan Shea
PRESIDENT Bill Shaw
CHIEF OPERATING OFFICER Michael Le Du
ASSOCIATE PUBLISHER/MARKETING
Lucy Gekchyan
NATIVE CONTENT DIRECTOR
Jason Fell
SENIOR INTEGRATED MARKETING MANAGER
Wendy Narez

MARKETING

SVP, INNOVATION
Deepa Shah
PRODUCT MARKETING MANAGER
Arnab Mitra
SENIOR MARKETING MANAGER
Hilary Kelley
MARKETING COPYWRITER & DESIGNER
Paige Solomon
SENIOR DIGITAL ACCOUNT MANAGER
Kristen Cirello
DIGITAL SALES MANAGER
Jenna Watson
MARKETING ASSOCIATE
Desiree Shah

ENTREPRENEUR PRESS

EDITORIAL DIRECTOR
Jennifer Dorsey

CUSTOMER SERVICE
entrepreneur.com/customerservice

SUBSCRIPTIONS
subscribe@entrepreneur.com

REPRINTS

PARS International Corp.
(212) 221-9595, EntrepreneurReprints.com

ADVERTISING AND EDITORIAL

Entrepreneur Media Inc.
18061 Fitch, Irvine, CA 92614
(949) 261-2325, fax: (949) 752-1180

ENTREPRENEUR.COM

Printed in the USA GST File #r129677027

ENTREPRENEUR MEDIA NATIONAL ADVERTISING SALES OFFICES

SENIOR VICE PRESIDENT OF NATIONAL SALES
(646) 278-8483 Brian Speranzini

DIRECTOR OF NATIONAL PRINT SALES
(646) 278-8484 James Clauss

NORTHEAST ACCOUNT DIRECTOR
(516) 508-8837 Stephen Trumpy

CHICAGO (312) 897-1002
MIDWEST DIRECTOR, STRATEGIC PARTNERSHIPS
Steven Newman

DETROIT (248) 703-3870
MIDWEST DIRECTOR OF SALES
Dave Woodruff

ATLANTA (770) 209-9858
SOUTHERN ADVERTISING DIRECTOR
Kelly Hediger

LOS ANGELES (310) 493-4708
WEST COAST ADVERTISING DIRECTOR
Mike Lindsay

**GREEN ENTREPRENEUR & ENTREPRENEUR,
NATIONAL ACCOUNT DIRECTOR**
Hilary Kelley

FRANCHISE AND BUSINESS OPPORTUNITIES

ADVERTISING SALES
VP, FRANCHISE Paul Fishback

SENIOR DIRECTOR FRANCHISE SALES Brent Davis

DIRECTOR FRANCHISE SALES Simran Toor
(949) 261-2325, fax: (949) 752-1180

PRODUCTS AND SERVICES ADVERTISING
Direct Action Media,
Tom Emerson (800) 938-4660

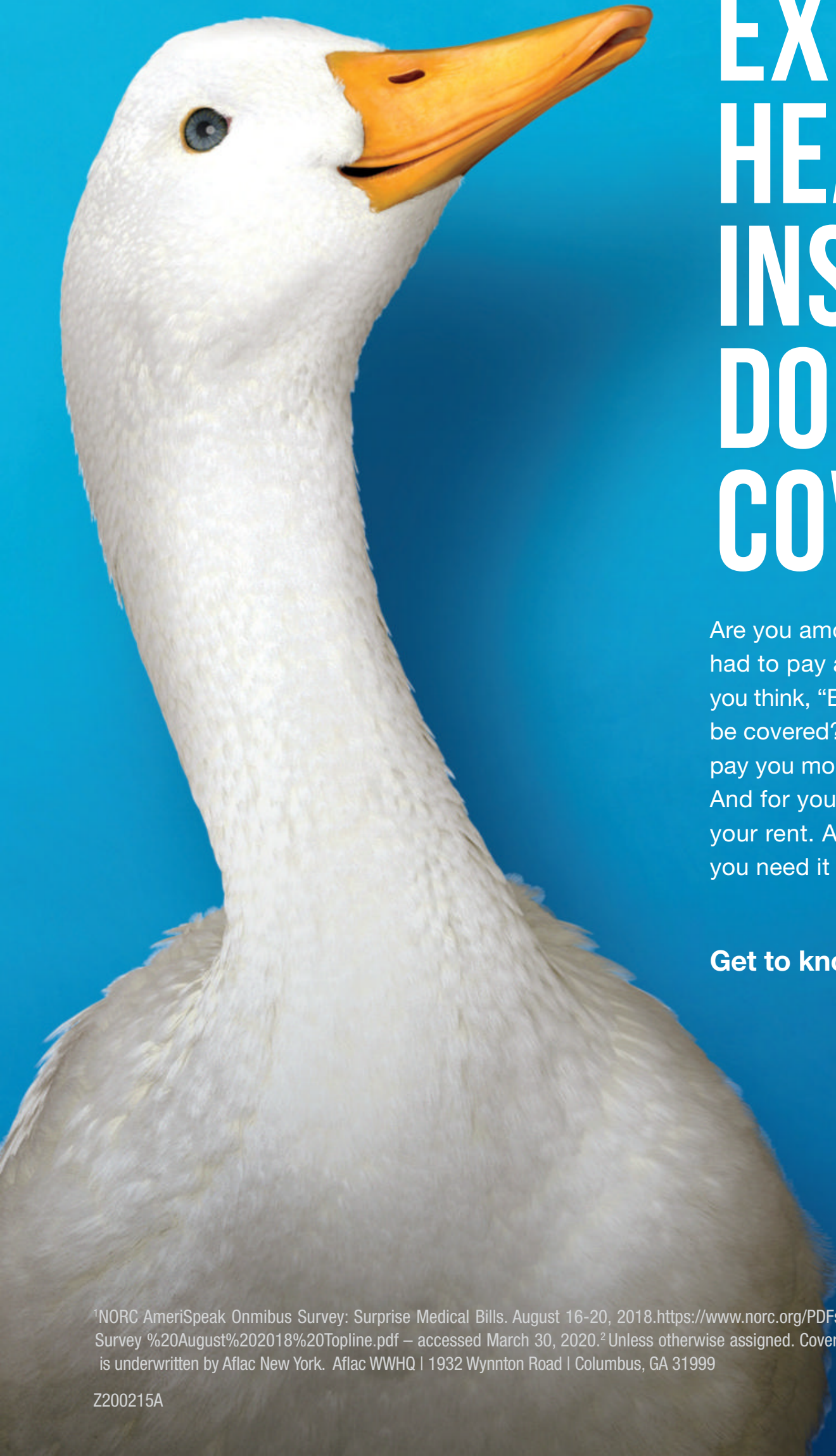
ADVERTISING PRODUCTION MANAGER
Mona Rifkin

EXECUTIVE STAFF

CHAIRMAN Peter J. Shea
DIRECTOR OF FINANCE Chris Damore
ACCOUNTS RECEIVABLE MANAGER Tim Miller
FINANCE SUPPORT
Jennifer Herbert, Dianna Mendoza
CORPORATE COUNSEL Ronald L. Young
LEGAL ASSISTANT Cheyenne Young
VP, BUSINESS DEVELOPMENT Charles Muselli
BUSINESS DEVELOPMENT ASSOCIATE Sean Strain
FACILITY ADMINISTRATOR Rudy Gusyen



Vol. 48, No. 7. *Entrepreneur* (ISSN 0163-3341) is published monthly (except for combined issues in Jan/Feb, Apr/May, Jul/Aug, and Oct/Nov) by **Entrepreneur Media Inc.**, 18061 Fitch, Irvine, CA 92614. Periodical postage paid at Irvine, CA, and at additional mailing offices. POSTMASTER: Send address changes to *Entrepreneur*, P.O. Box 6136, Harlan, IA, 51593-1636. One-year subscription rates in U.S.: \$19.97; in Canada: \$39.97; all other countries: \$49.97; payable in U.S. funds only. For customer service go to entrepreneur.com/customerservice or mail subscription orders and changes to *Entrepreneur*, Subscription Department, P.O. Box 6136, Harlan, IA, 51593-1636. For change of address, please give both old and new addresses and include most recent mailing label. *Entrepreneur* considers its sources reliable and verifies as much data as possible, although reporting inaccuracies can occur; consequently, readers using this information do so at their own risk. Each business opportunity and/or investment inherently contains certain risks, and it is suggested that the prospective investors consult their attorneys and/or financial professionals. *Entrepreneur* is sold with the understanding that the publisher is not rendering legal services or financial advice. Although persons and companies mentioned herein are believed to be reputable, neither **Entrepreneur Media Inc.** nor any of its employees accept any responsibility whatsoever for their activities. Advertising Sales (949) 261-2325. *Entrepreneur* is printed in the USA and all rights are reserved. ©2020 by **Entrepreneur Media Inc.** No part of this magazine may be reproduced or transmitted in any form or by any means without written permission of the publisher. Unsolicited manuscripts and photographs will be returned only if accompanied by a stamped, self-addressed envelope. All letters sent to *Entrepreneur* will be treated as unconditionally assigned for publication, copyright purposes and use in any publication or brochure, and are subject to *Entrepreneur's* unrestricted right to edit and comment.



HELP WITH EXPENSES HEALTH INSURANCE DOESN'T COVER

Are you among the 57% of Americans who've had to pay an unexpected medical bill?¹ Did you think, "But I have health insurance. I should be covered?" That's why there's Aflac. We can pay you money directly² to help cover that bill. And for your prescriptions. And to help with your rent. And help with peace of mind when you need it most.

Get to know us at [Aflac.com](https://www.aflac.com).

Aflac®

¹NORC AmeriSpeak Omnibus Survey: Surprise Medical Bills. August 16-20, 2018. <https://www.norc.org/PDFs/Health%20Care%20Surveys/Surprise%20Bills%20Survey%20August%202018%20Topline.pdf> – accessed March 30, 2020. ²Unless otherwise assigned. Coverage is underwritten by Aflac. In New York, coverage is underwritten by Aflac New York. Aflac WWHQ | 1932 Wynnton Road | Columbus, GA 31999

We're the Lucky Ones

This has been a hard year. But also a good year. Why? Because we were forced to make change.

AS THE PANDEMIC altered our lives this year, I think we collectively went through four phases. The first was panic, as we feared for the future. The second was adaptation, as we tried to make sense of our world. The third was a “new normal,” as we cautiously lifted ourselves back up. And the fourth—and most important—was this: *I wouldn't go back.*

Not everyone is at that last phase yet. For many people, it'll take more time to get there. And to be clear, when I say, “I wouldn't go back,” I'm not blind to the immeasurable loss that so many people felt this year. But I will tell you this: Over and over, entrepreneurs tell me about the same experience. They were forced to change this year, and it was hard and difficult, but it ultimately improved their businesses and expanded their lives.

For example, I talked to artist Meg O'Hara. She once made her living painting landscapes for ski resorts. When the resorts closed, she started contacting skiers directly—and earned significantly more money, from significantly more clients, than she ever had before. “My business fundamentally changed,” she tells me. “I don't think it can go back.”

I talked to Marisa Sergi of L'uva Bella Winery. Her company once made a wide range of wines—but COVID forced

them to look deeply at their SKUs, ditch the majority of them, and concentrate only on the best performers. The result: “I foresee that this decision will build a company that has longevity,” she says, “because we're really focused on executing on the highest level.”

Then there's Leigh Ann Cannady, whom I first connected with at the beginning of the pandemic. She runs Forsyth Academy of Performing Arts, a school for kids in Georgia. At first she felt lost, given the in-person nature of her business. Now she's running smaller classes...and discovering that the kids get more attention, her staff is more relaxed, she no longer needs to spend on marketing (because small classes fill up fast), and she's making the same margins as before—but everyone is happier! “We never would have guessed that COVID would bring something so great for our business,” she says.

What's happening here? I asked Brian Berkey, an assistant professor in the legal studies and business ethics department at the Wharton School at the University of Pennsylvania. He told me this: “A crisis like this can shift the window on the options we are willing to collectively take seriously.” Ideas that seemed crazy before are now worth trying. These solutions were always available to us—but



we just wouldn't have looked for them until we were forced to.

This is what it means to reach that final phase—the *I wouldn't go back* phase. Even when we can return to what we used to think of as “normal,” we will keep elements from these unusual times. We know things now that we didn't before. We can be better because of it.

There will also be more of us—more people who take control of their futures, who hoist the weight of their world upon their own shoulders. In the third quarter of 2020, as we all moved into that “new normal” phase, the number of new business applications in the U.S. skyrocketed. There were nearly 1.6 million of them, a 77.4 percent increase over the previous quarter, and the highest this country has seen in a decade.

That's what human spirit

looks like. When we hit a wall, we don't just stand there staring at it. We adapt. We transform. We accept that the past is gone and the future is unwritten, and we can carry the lessons from both. We can strive to be great while also realizing that there's plenty of greatness to come—so long as we're open to it. So long as we recognize the vast potential of change. So long as we're able to arrive somewhere new, and look around, and say: “I can make the most of this.”

That's why we'll never go back.

Jason Feifer

jfeifer@entrepreneur.com

[@heyfeifer](https://twitter.com/heyfeifer)

SUBSCRIBE: entm.ag/subscribe

CYBER SECURITY HAS FAILED,

IT'S TIME FOR
A REAL DEFENSE.

INTRUSION.COM/SHIELD



INTRUSION

Smart Ways to Reduce Transportation Costs, Starting Now



Your company has spent a ton of time and money developing products and hiring the best team to grow the business. The last thing any business needs is to overpay or lose money on fleet management. On the other hand, you also don't want your supply chain to be anything but stellar.

"Companies need to be smart in shaping their supply chains to meet customers' demands in the most efficient and cost-effective—yet innovative—ways possible," says Steve W. Martin, senior vice president of dedicated transportation solutions at Ryder System, Inc.

Communication is key.

Better communication is critical to improving supply-chain efficiency, reducing costs, and delighting customers. That's where RyderShare™ comes in. It's a digital logistics platform that provides real-time visibility and collaboration by integrating multiple transportation and warehouse management systems, eliminating long-standing industry silos that tend to create delays and frustration.

"Through RyderShare™, you can easily spot potential problems as goods move through the supply chain and collaborate in real-time to address them," Martin explains.

According to one report, companies using RyderShare™ that rely heavily on service call centers have increased productivity up to 50 percent, while substantially reducing emails and phone calls and improving on-time performance to 99 percent. The streamlined communication results in improved labor planning and scheduling, which provides up to 35 percent savings in labor efficiency.

Data centers on wheels.

Today, moving goods effectively relies just as much on information as it does on vehicles. Modern trucks essentially are sophisticated data centers on four wheels. They continuously produce information that, properly used, can optimize your supply chain in every respect from on-time performance to fuel efficiency.

Predictive analytics, for example, can alert you that a vehicle is moving 30 m.p.h. in the morning, but 45 m.p.h. in the afternoon.

This raises the possibility that if the route were reversed, the driver and vehicle could be used more efficiently and goods delivered in a timelier manner.

"Analytics has increasingly become the way to unlock supply chain efficiencies," Martin notes. "Better data, used smartly, brings better results."

Analytics are not just about efficiency and optimization; they can be used in ways you may not be considering such as helping to address enduring supply-chain problems like driver shortage. These analytics can identify a mix of issues that signal a driver is at risk of leaving and the company can address the problems or correct issues before they reach the point of no return. "The answer might be something as simple as changing the driver's route so he can spend more time at home," Martin suggests.

Fleet management as a differentiator.

Logistics have undergone profound changes because of the boom in ecommerce and heightened customer demands. The COVID-19 pandemic has only intensified demands.

From that perspective, Martin adds, supply chain and fleet management optimization offer a true competitive edge. The opportunities offered by optimization are potentially enormous: from consolidating shipments, to maximized capacity and utilization of a fleet, as well as using better techniques at loading docks, to securing the resilience of your supply chain with a nearshoring strategy.

"Disruptors, like the driver shortage and globalization, are putting immense pressure on shippers," Martin says. "Because of these market forces, many companies are looking to outsource their supply chain and logistics functions."

That way, Martin says, companies can focus on their core business while supply chain professionals handle logistics issues with the right amount of focus and investments on new technology and innovation that provides the competitive advantage they need.

TO LEARN MORE ABOUT HOW RYDER CAN OPTIMIZE YOUR SUPPLY CHAIN MANAGEMENT, VISIT [RYDER.COM](https://www.ryder.com).



EVER MOVING

Transportation services that put your supply chain in motion

Whether it's a single pallet, several truckloads a day, or managing a private fleet and drivers, you need transportation services that keep your freight and business moving forward. With an entire portfolio of transportation services that includes freight management & brokerage, truckload capacity, transportation management, and dedicated transportation, Ryder helps you reduce freight costs, improve service levels, and drive efficiencies while getting your goods to consumers on-time and in-full. Discover how Ryder Transportation Services can make you *Ever better*[™] at [ryder.com/everbetter](https://www.ryder.com/everbetter).

 **Ryder**[®]
Ever better.[™]



GRIT FACTOR

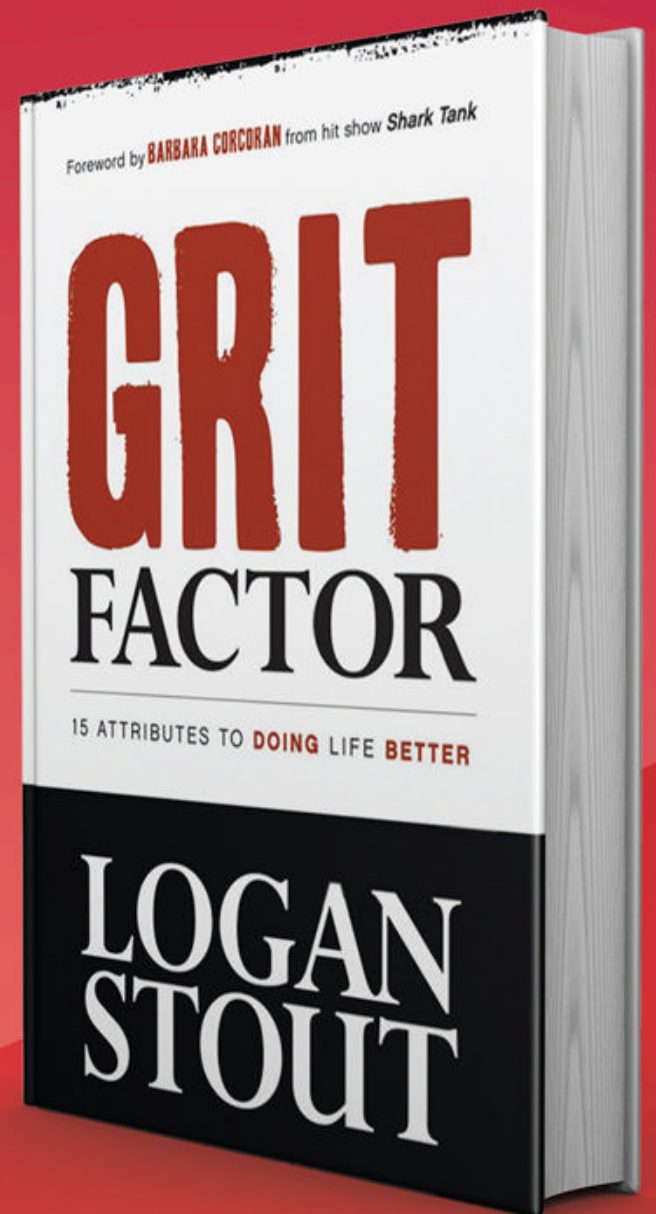
15 ATTRIBUTES TO DOING LIFE BETTER.

The latest book from best-selling author, Logan Stout, is here!

Logan Stout's entire professional career has been focused on helping people do life better. Now, for the first time, Logan reveals the attributes you **HAVE TO** obtain to reach your lifelong dreams in his **NEW** book, **GRIT Factor**.

His extensive success in business, sports, mentoring, and leadership will surely inspire and equip the audience to reach and obtain successes they only once dreamed of.

Logan is famously regarded as one of the most impactful, authentic, and inspirational keynote speakers in the world. His first book, *Stout Advice*, was an immediate bestseller, and once you read this book, you will see why the world all agrees this is his best book yet.



“

“Logan Stout’s success speaks for itself. His leadership and thoughts are clear indicators this book will add value to your life. Read, absorb and implement these principles!”

- John C Maxwell

”

**ORDER YOUR ADVANCED COPY TODAY
AT LOGANSTOUT.COM**



“With Gratitude, Optimism Is Sustainable”

After a hard year for everyone, beloved actor **Michael J. Fox** has some advice: No matter the circumstances, optimism is possible. And he should know. **by LIZ BRODY**



Michael J. Fox is flat on the floor in his Manhattan kitchen. It's 6:30 A.M. on August 13, 2018. He is supposed to go shoot a scene for the movie *See You Yesterday*, but he has fallen and broken his arm. For the first time in his life, despite writing three books about optimism, he can't see a bright side. On that floor now, there's not even a glimmer.

This is how Fox opens his latest book, *No Time Like the Future*. He knows how it feels to be set back—something everyone has felt, in some way, this year. He was diagnosed with Parkinson's disease at age 29, in the white heat of his fame. Two decades later, doctors discovered an unrelated tumor that could paralyze him; it took months to recover from the surgery. But even now, he is finding ways to feel positive. In this conversation, he shares how to strive for an enduring optimism.

Take me to that moment on your kitchen floor, with your shattered arm. What were you questioning about optimism?

Optimism was always ready for me. I could just pick it up. But when I had that moment, I thought, *I'm reaching for it, and it's not there. I don't know that I'll get it back. Was it just bullshit in the first place? Did I sell optimism as a panacea? Did I commodify it to people? What does it mean, if I can't get up off the floor?*

How did you start to find your way to it again?

I went down all kinds of pathways, like useless, mind-wasting television bingeing. Then I stopped to look at my relationships—what I got from people and how they fed my optimism. Then I got into gratitude and acceptance. That was a huge thing. As a nation, we're struggling with accepting facts and realities. If you can accept something, it doesn't mean you can't hate it, and it doesn't mean you can't change it. It means you can say, "OK, I know what it is. It's this big. And that's where it fits in. And it gives me room to do this." Then it's about being grateful to be able to do that. So after spending time with my family, traveling, thinking, and even the bad TV, I realized that with gratitude, optimism is sustainable.

You say in the book, "I don't talk about things being for a reason." Is that part of accepting reality?

It's like, it doesn't have to be for a reason. It just has to be—and now I can respond to it. You can take some responsibility and credit for what you do. Sully Sullenberger landed a plane on the Hudson River,

and everyone says it's a miracle. And I'm like, "No, he's a goddamn good pilot." I mean, it's a miracle, too.

People talk about "seeing the big picture." How important is that?

I think that's worthwhile. But it's also important to see the little pictures that make up the big picture. You may have lost the big picture because you lost the little pictures. There are all these moments, and when they happen, you have to go, *Oh, I don't want to let that go by. I want to look at that and stay there for a while.*

That can be hard! People today are dealing with all kinds of difficulty and fear.



YOU MAY HAVE LOST THE BIG PICTURE BECAUSE YOU LOST THE LITTLE PICTURES. THERE ARE ALL THESE MOMENTS, AND WHEN THEY HAPPEN, YOU HAVE TO GO, *OH, I DON'T WANT TO LET THAT GO BY. I WANT TO LOOK AT THAT AND STAY THERE FOR A WHILE.*"

There's the fear of what you see. There's the fear of what you don't see but you *think* is there. And then there's the fear of the completely unknown. A lot of us feel that on a daily basis. Back when I was first diagnosed, people would look at me in the eye—and they'd see their own fear reflected back at them. Because I was fine with it. But they were like, *Shit, this could happen to me.*

How do you manage that kind of fear?

Again, acceptance and gratitude. I'm unbelievably lucky. I've got a wife [Tracy Pollan] I love very much and [four] kids that are spectacular. I won that lottery. On a practical

level, I've done Jungian analysis and I meditate. I look at these things as tools for the chemistry of your brain. Just sitting there and letting stuff come through—look at it, don't judge it, don't hang onto it—is really helpful. As things go through and go by, you'll retain a little bit of those things that mean something, and they will feed your thoughts. I encourage everyone to avail themselves of resources like this because new understandings can make huge changes in the way you appreciate life and the way things affect you.

Conversations with my children help, too. My 18-year-old daughter and her boyfriend had no graduation, no prom. No big ceremony. It was all virtual. I said to her, "I feel so bad." And

identifying the people who are doing the best research and getting them money for what they need. Today we have about 150 employees. It's big.

Has it been hard raising money this year?

It's been a little challenging. We're down about 20 percent. But all our backup systems kicked in, and we'll get through this strong. We've identified so many things. [Right now we're working on finding] a common marker so we can treat the disease before it progresses. That would be as good as a cure.

You're going to turn 60 next year. Your dad died at 61. Does that freak you out?

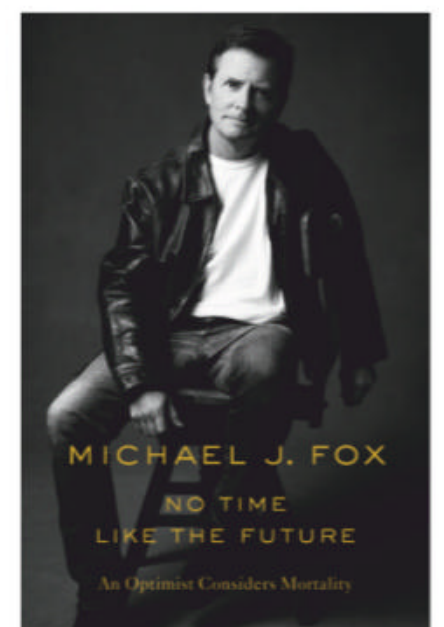
Well, my dad was really over-

she said, "Well, 2020 is going to be a memorable class. The bottom line is people are dying and we're not; we're just going through this, and it sucks, but we'll get over it and we'll turn it into something."

Speaking of the celebrations, the Michael J. Fox Foundation turned 20 this year, and you've raised more than a billion dollars directed toward research.

When I started it, I didn't know much about business. I was just a TV actor. But I knew we had to treat it as a startup. I didn't want to have an endowment. I wanted the money to come in and go out. Science was ahead of the money; we wanted to catch up with the science. So it meant

weight, had diabetes and heart disease. He was playing the short game, and he knew it. I'm playing the long game. I'm here for a long time.



isaia.it





ISAIA^{60th}
NAPOLI



9527 Brighton Way - Beverly Hills
819 Madison Avenue - New York City



Getting More from Less

Everyone has been forced to cut back in some way—but limitations can lead us to even greater growth. We asked six entrepreneurs: What unexpected benefits have you gotten from change?

1/ Excited fans.

“We used to spend thousands of dollars on social media advertising, but we’ve recently developed a brand ambassador program. We enlisted our loyal and enthusiastic customers to help spread the word about our company in exchange for discounts and swag. This helped cut marketing costs tremendously while allowing our customers to feel a part of the team.”

—**KRYSTAL DUHANEY, CEO, Milky Mama**

2/ Supplier savings.

“We’ve saved money by providing our suppliers with some certainty. Many suppliers have trouble forecasting demand these days, which created an opportunity for us to play the long game with them. We used our sales projections to order at a higher volume and with longer-term commitments. That helped our suppliers minimize their own volatility, and in turn, they’re lowering our costs—which boosts our margins and ensures that our products are always in stock.”

—**MARK MCTAVISH, cofounder and CEO, Pulp Culture**

3/ Client connections.

“I’m used to wining and dining clients to keep up the connection and positive energy, so not having those touch points makes me nervous. I started sending care packages that have gone over really well—and are cheaper than a fancy steakhouse or bar! I curate for their tastes. For example, I sent California dairy items to my Jewish clients for a holiday that calls for dairy products, and I sent face masks to one client who had to travel.”

—**GREGG DELMAN, founder, G Three Media**

4/ Focused sales.

“Before COVID, I never offered appointments at my wig salon. Now I see clients by appointment only; it has increased my conversion rate and lowered my costs. Why? Before, I needed an assistant to handle multiple walk-ins, not all of whom were serious buyers. Now that cost is gone. Women who make appointments are much more likely to buy. Wig shopping is highly personal and often sensitive. It’s much more pleasant to do it in private.”

—**LENA FLEMING, owner, Lena’s Wigs**

5/ Flexible working.

“I no longer assume every meeting is best done, by default, in person. Sure, I miss seeing colleagues in person, but we’re all realizing that virtual work unlocks efficiencies and flexibility. In the future, my team will be much more intentional about face-to-face meetings—requiring it only when it makes a significant difference; for instance, to kick off a new initiative or build chemistry in a team.”

—**SCOTT BELSKY, cofounder, Behance, and chief product officer, Adobe**

6/ Maximized downtime.

“When the pandemic hit, we shut down all our properties and furloughed nearly our entire hotel-level team, and the corporate team took salary reductions. We used the downtime to integrate more technology solutions for our guests and team—and once we reopened, those solutions boosted guest satisfaction scores, increased efficiency, and improved our bottom line. Our B2B business also jumped: We offer management solutions for independent hotels, and because we kept our team intact, nine new clients came to us.”

—**ROB BLOOD, founder and president, Lark Hotels**



SAVINGS IS JUST THE START

It starts with getting a quote to see if you could save 15% or more on car insurance. From there, you'll discover the comfort of **24/7 service** with a licensed agent, the fast, fair, professional claim handling and why, for **over 75 years**, GEICO has been the choice of millions of drivers for all their insurance needs.

GEICO.COM

1-800-947-AUTO

LOCAL AGENT

GEICO[®]

Some discounts, coverages, payment plans and features are not available in all states, in all GEICO companies, or in all situations. GEICO is a registered service mark of Government Employees Insurance Company, Washington, DC 20076; a Berkshire Hathaway Inc. subsidiary. © 2020 GEICO

“How Can I Help You?”

Don't know exactly what your customers want? Ask them. That's how **Christine Schindler** turned a raw technology into a popular tool to make restaurants safer. **by STEPHANIE SCHOMER**



Christine Schindler was obsessed with handwashing way before COVID-19 came along. In 2017, as foodborne illness outbreaks were plaguing businesses like Chipotle and wreaking havoc on public health across the country, she understood how to solve the problem. “No one walks into a restaurant with a vial of *E. coli*,” says Schindler, a biomedical engineer. “Eighty-nine percent of foodborne illness outbreaks caused by restaurants are directly linked to poor handwashing practices.” She got to work on a solution,

called PathSpot, that would utilize spectral imaging to detect illness-causing contaminants on a restaurant worker's hands, all in a matter of seconds.

But there was a problem: Although Schindler knew how to build the technology, she had no idea what kind of product a restaurant would actually use.

“I truly had hundreds of different versions I thought could work,” she says. She'd gone through a process like this before, having spent time in the Kilimanjaro region of Tanzania creating cancer-detection tools for resource-restricted communities. But

American restaurants were something else. “I considered attaching the technology to a cellphone, mounting it to a countertop, incorporating it into a tablet,” she says.

Eventually, she realized there was only one way to find the answer: Ask restaurant owners.

She sold her car, used the money to buy a 3D printer, and set out on a cycle of intense rapid prototyping. She'd walk around her New York neighborhood, showing up at random restaurants as early as 6 A.M. to steal a few moments from the owners and explain her proposed solution. She'd take their feedback home to her apartment, 3D-print various hardware options, superglue the parts together, and return to cooperating restaurants to test the crude devices.

“I'd put it on the wall [of a restaurant] and watch how people interacted with it,” Schindler says. “The prototypes only lasted for two hours before they fell apart.”

But those two hours of observation created invaluable feedback. Schindler learned what restaurateurs wanted, as well as what they'd pay for. “Sometimes they'd ask for six different available form factors, or the detection of additional bacterium, but when I told them that would triple the cost, they walked back from those requests,” she says. “We knew we had to

make it accessible.”

After six months, one design rose to the top—a kiosk-style, wall-mounted device. Employees place hands under it and receive either a green light (good to go) or a red light (please rewash). Feedback on that version led to an even more robust product.

“Over and over again, teams would ask me for data around overall handwashing frequency in addition to efficacy,” she says. “So now we have a 24-7 dashboard with automatic insight and alerts that we give to restaurants. It's so critical, and I never would have thought of it on my own.”

That data shows that PathSpot helps create a three-fold increase in handwashing, reducing instances of contamination by 75 percent in just 30 days. Brands including Chopt and Dairy Queen became some of Schindler's earliest supporters, and in 2020, as demand skyrocketed, the CEO raised a \$6.5 million Series A and tripled the size of her staff.

The experience provided her with a lasting lesson. “If I'd spent the time building a robust unit from the beginning, it wouldn't have been right,” she says. Her success came from getting feedback early—and building exactly the thing her customers need.

That's how Schindler was able to trade in her superglue for an actual manufacturing process. “I do not build them myself anymore,” she says.



STIHL

ONE THING WE CAN ALL AGREE ON

STIHL IS COMMITTED TO AMERICA

At STIHL, we believe the spirit of independence is part of what makes America great. Maybe that's why more Americans pick STIHL over every other brand of gasoline-powered handheld outdoor power equipment in America*. Our success is built on our commitment to American manufacturing in Virginia Beach, Virginia† and our support of more than 9,000 servicing STIHL Dealers across our nation.

REAL STIHL. FIND YOURS.
STIHLUSA.COM

*"Number one selling brand" is based on syndicated Irwin Broh Research as well as independent consumer research of 2009-2019 U.S. sales and market share data for the gasoline-powered handheld outdoor power equipment category combined sales to consumers and commercial landscapers. †A majority of STIHL gasoline-powered units sold in the United States are built in the United States from domestic and foreign parts and components. ©2020 STIHL

Can There Be Two Tinders for Clothes?

She was a first-time founder with a fresh idea. Then a \$30 million competitor arrived. **by JASON FEIFER**

When Madison Semarjian was a college freshman, she had an idea for an app: It would be like Tinder,

but for clothing—using AI to learn her personal style, and then pulling together outfits from a wide range of retailers that she could swipe left or right on (and of course, buy).

Semarjian couldn't shake the idea, so she spent all of college creating it—developing the tech, raising money, and signing partnerships with major brands like Nordstrom, Bloomingdale's, and Prada. She called the app Mada, and it launched in January 2020. It was a hit with the media and style lovers because nothing like it existed.

But that quickly changed. A startup called The Yes soon launched with similar functionality and major backing; it's run by the former COO of Stitch Fix and had raised \$30 million. "Here I am, fresh out of school. And here is this industry veteran who has more experience than I have life on this Earth," says Semarjian, 23 (who interned at *Entrepreneur* in 2018). She was understandably freaked out, so an adviser gave her some advice:

"Blinders on, Madison."

To stay ahead of her well-funded competition, the adviser was saying, Semarjian needed to focus on her strengths. Here's what she did:

1/ Built strong bonds.

Mada launched with a bug that messed up some customers' orders. "In that moment, I would reach out to them myself and be like, 'I'm so sorry; here are 10 more options we think you'll love,'" Semarjian says. She was stunned by the results: Those customers became some of Mada's biggest fans. It made her realize the power of personal connections and gave her an idea for a kind of "style concierge"—someone to help customers with any style-related question.

She figured she'd develop it sometime later. But when her competition arrived, Semarjian moved swiftly. She wanted another way to differentiate herself and to lock in those customer relationships. So instead of offering a style concierge as a premium service, she made it available to every user. All someone has to do is send an email. When the program launched this summer, time spent on the app spiked. "Because as soon as we showed that we were engaged with them, they



started showing so much more engagement back," she says.

2/ Marketed smarter, not louder.

Many startups spend heavily and quickly on marketing, but Semarjian has a modest budget. So even though she was feeling the pressure, she spent slowly and strategically. She interviewed influencers, looking to run a test campaign with one that perfectly aligned with Mada. She figured that Instagram would drive the most attention, but she was surprised at the test's results. Instagram did fine...but the influencer casually mentioned Mada on her YouTube channel, too, and *that* triggered a huge response.

"People loved that, versus seeing this very put-together picture on Instagram," Semarjian says. "I'm glad we tried that, because it completely changed my approach to how we're going to do influencer marketing."

3/ Listened to customers, and rethought assumptions.

After flipping through Mada's AI-generated outfits, some customers wrote in to say: "I love this new brand I discovered in an outfit, but can I see all the products you carry by them?"

At first, the answer was no. Semarjian wanted to keep the focus on outfits, which was her original idea. But then she realized her error. "I'm also such a control freak," she says. "That's why I've built a team that has some people who are the exact opposite of me. I love when they challenge me."

She listened to them and created a new feature for people to search by brand. "So it's a little bit more of a typical e-commerce experience," she says. But users are happy—and that's what matters.

Hear Semarjian on our podcast Problem Solvers, available on Spotify or wherever you find podcasts.



KRYPTTEK

BATTLEFIELD TO BACKCOUNTRY



THE ONLY CAMOUFLAGE COMPANY TO BRING
BATTLEFIELD ASSETS TO **BACKCOUNTRY** APPAREL
USE CODE **ENT20** AT CHECKOUT FOR 20% OFF: WWW.KRYPTTEK.COM

The Office Culture, Now at Home

Vital Proteins had a hyper-collaborative office, immersed in the smells and sounds of the brand. Seven of its team members explain how they've replicated that at home. **Interviews by LIZ BRODY**

Vital Proteins is no ordinary supplement company, so founder Kurt Seidensticker didn't want it to feel ordinary, either. He is a former NASA engineer who started his collagen protein business in 2013. It went on to define its category and get acquired by Nestlé, and it projects \$250 million in revenues this year. Back in pre-COVID-19 days, Seidensticker designed the Chicago headquarters to feel like a buzzy wellness club, dotted with lockers for running shoes, meditation rooms, and plants, and infused it with the brand—literally, thanks to an on-site café making collagen-spiked coffee. Now that most of his 400 employees are working remotely, he is focusing hard on “maintaining that connection.” That means plenty of online meetings, Zoom workouts and a virtual running group, and healthy snacks sent to staffers' homes. As for reopening? Seidensticker laughs and says, “We're kind of rolling with it.” In the meantime, here's how his team is bringing the brand home.



MORGAN LOPEZ / Senior retail marketing manager

“My fiancé and I used the app Havenly to work with an interior designer virtually and turn our third bedroom into a work-from-home office. It has a full desk, a couch, and a lounge chair so I can change out where I sit based on the types of calls I am on. The room is cute, comfortable, and quiet, so it makes going to work feel more permanent and less temporary.”

MARIAH MUHLBRADT / National sales manager

“I'm working from home with my husband and twin toddlers, so the key to our productivity, honestly, is our nanny! But our home gym has also been crucial because I can sweat out stress and create endorphins in the morning before sitting at a desk in a room alone all day.”





SOPHIA SESTO / Social media and influencer manager

“It’s truly the little things: letting in the natural light and fresh air, setting up a dreamy collagen coffee station, finally getting a laptop stand—my neck has never been happier! I practice gratitude for being able to continue doing what I love. It’s my role to inform and spark joy within our Vital community beyond what we were doing within HQ’s walls. The team is constantly brainstorming, strategizing, shooting over ideas via Slack, email, Zoom, even Instagram DMs. We’re in touch now more than ever.”

FRANK VINCENT AURIEMMA III / Order pro

“I’ve always got to have music playing to keep me focused and tuned in—classical, rock, EDM, everyone from Mozart to Deadmau5. When I was in the office, I had to wear headphones, so being at home is even better for me. As far as feeling connected? Consuming the product and devoting myself to the lifestyle is the best way to keep up with the culture.”



KOREN HAIRSTON / Regional marketing manager

“Podcasts, audio books, and music are my go-tos for work inspiration, like listening to a good murder mystery while working on spreadsheets or jamming to Jhené Aiko while prepping for presentations. My home is showered with Vital things—from the products to my mouse pad—which motivates me to live the culture. I think I might be the queen of swag!”

ANTHONY TSAI / EVP, international

“We are in Zooms all day, and I actually feel connected to more parts of the organization, including Nestlé, than before the pandemic. I’ve made VP collagen peptides and vitamins a daily routine now, along with walking each night with neighbors I never knew before. After 30 years in an office? I love this. My wife, Susan, calls it our second honeymoon!”



MELVIN WILLIAMS / Desktop support engineer

“Sitting for prolonged hours can lead to poor circulation throughout the body, so I created a productive workspace by wearing a 12-pound weighted vest and jumping in place for a couple of minutes every hour. Staying connected to the Vital Proteins culture is a way of life. I consume the products, work out regularly, and have been going the distance to make my meals as nutritious as possible.”



The Beauty of Being Rejected

I thought my idea to shake up the book industry was brilliant. Investors didn't. That ended up being my greatest asset. **by JESSICA EWING**

In 2009, after five years as a product manager at Google, I quit my job to become a novelist. I loved my time at Google, but I just felt like I wasn't on my own path. So I went off in pursuit of finding it.

I spent six years writing fiction. It was hard, vulnerable work—work that I then had to beg publishers to read. I never became a best-selling author, but I gained deep insight into the book industry, and empathy for the writers who are being squeezed between two giant forces: disruptive technology and the traditional publishing industry. I started dreaming up ways to improve the space, including an idea for a startup that would let authors share their works in progress and get early feedback from readers. I started shopping it around to investors.

Because of my history at Google, I was able to get a lot of investor meetings, which gave me a false sense of confidence. My first was with Sequoia Capital, one of Silicon Valley's most prestigious firms, which was an indicator that I had no idea what I was doing. Sequoia is not *anyone's* warmup conversation. The meeting was lovely and encouraging, which only fed my naivete.

Founders are optimistic people. We bend reality into what we want it to look like, and that's how we build industry-shaking companies. But that works against us when a VC shows interest—politeness doesn't translate to a term sheet. It took several more calls with Sequoia before I realized they were passing, and it would take a dozen other rejections before I realized that my idea was missing the mark.

I started to explore every idea I thought *might* work in the book space, and no matter what, it was met with harsh feedback: My target market was too small; the books category was dead; I needed to fundamentally change what a book *is*, whatever that means.

I felt demoralized. I'd spent months depleting my life savings on hotels in the Bay Area, and I had nothing to show for it.

Brian Singerman, a partner at Founders Fund, gave me an invaluable piece of advice. He told me that at this stage, the idea was less important than the quality of my team, and that we should just focus on an idea we could get in the water fast—because once you launch a ship, the market will guide you. We needed to show real traction if we had any hope of securing investment.



→ NO, THANK YOU
Each time an investor told Ewing “no,” it pushed her toward her best idea yet.

I spent a lot of time alone, drank a lot of tea (and other, less healthy substances), and thought about what I could build. Entrepreneurship requires bushwhacking and pathfinding in your mind until you see a little clearing and jump on it. Finally, I did.

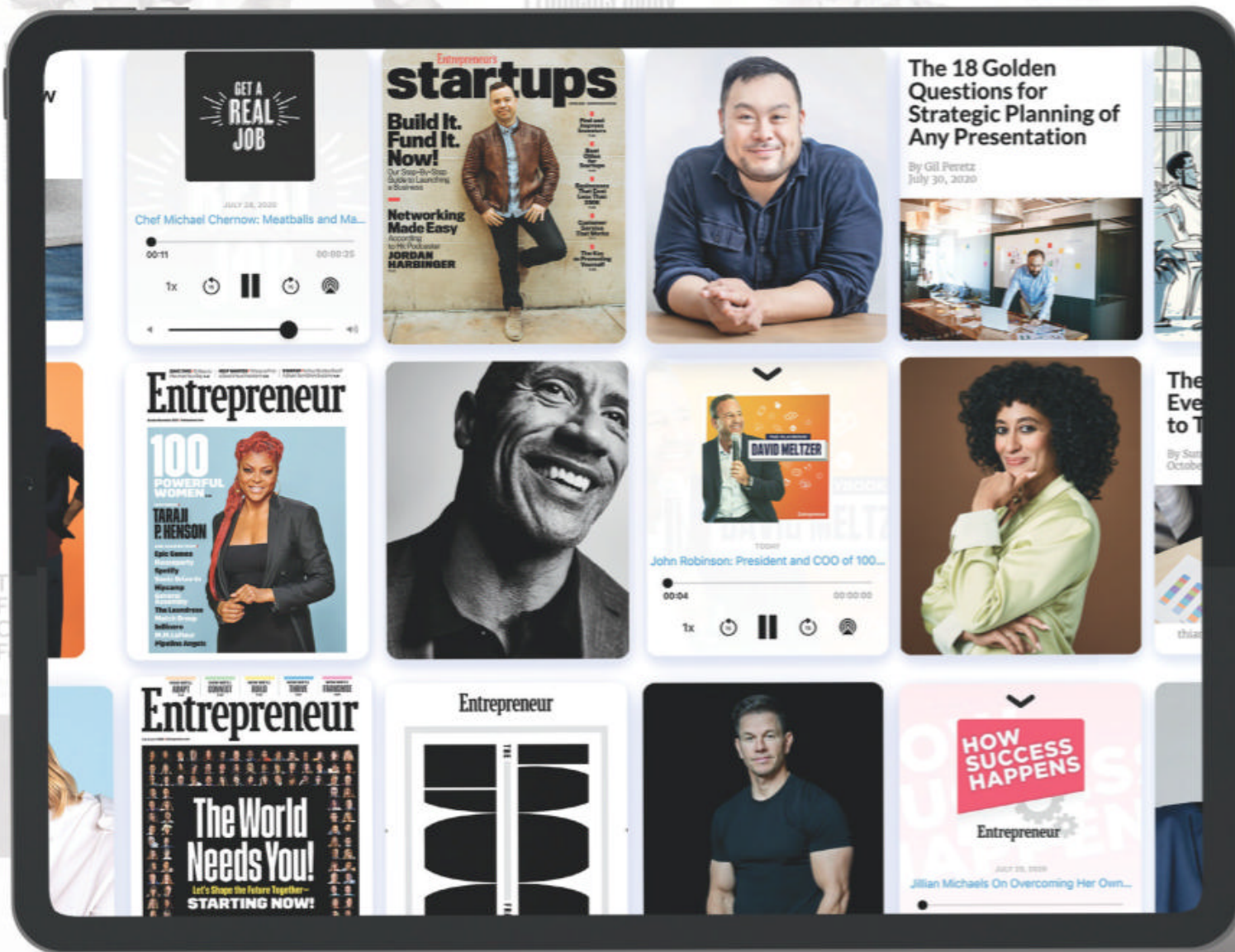
I imagined a monthly book club for kids. But a standard book-in-a-box subscription wasn't enough. We had to innovate. We took inspiration from clothing subscription brand Stitch Fix, which lets users return any items they don't want. We borrowed a page from BarkBox, the subscription for dog toys and treats that creates monthly themes for its boxes. And we eventually created Literati, a service that sends monthly, personalized selections of books to kids.

That, along with my track record building products, was enough to get Brian Singerman to agree to back me

for \$250,000—if I could get other people to buy in. I spent another three months and finally crossed that finish line \$10,000 at a time.

Literati launched in 2017. Since then, we've raised \$12 million. Our kids' service was a hit, and in 2020, we expanded to offer book clubs for adults, working with curators such as Stephen Curry, Richard Branson, and Malala Yousafzai.

When I look back on that summer of rejection, as uncomfortable as it was, I wouldn't change anything. Even in a “no” environment, most people made intros to someone I could learn from or shared a tip that helped me shape my company. My definition of a good VC isn't someone who writes you a check. It's someone who provides insights that you just can't see—and pushes you toward your own best vision.



Inspiration At Your Fingertips

Stay connected with the latest in entrepreneurial news and trends. Get instant access to marketing strategies, career development tools, advice from industry experts, and more with the Entrepreneur app.



Magazine

Get tips and advice for expanding your brand with access to current editions and our back catalog.



Daily Articles

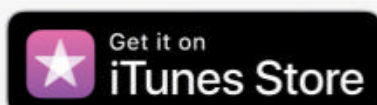
Discover an array of articles that provide invaluable insight into creating a successful business.



Podcasts

Real entrepreneurs share their secrets to success in our library of podcasts.

Discover the app today



Entrepreneur.



What Makes Peloton, Apple, Netflix, and Tesla Successful?

They're not just smart companies. They're vertically integrated companies—and it's a strategy even small startups can consider. **by LEONARD SHERMAN**

Peloton announced blowout earnings in September, which helped it join an elite club that includes Apple, Netflix, and Tesla. These companies not only delight their customers and create enormous shareholder value; they're also rewriting some specific, outdated rules on what drives effective business strategy.

If you want to thrive in today's market, it's worth under-

standing exactly what's behind these companies' growth...and how different it is from the way companies used to think.

A quarter-century ago, in their widely acclaimed book *Competing for the Future*, C.K. Prahalad and Gary Hamel tried to explain why the biggest companies thrive. Their answer: These market leaders identified the part of business they're best at—be it engineering, product design, manufacturing, supply-chain

management, or something else—and they continually reinvest in it. Most everything else is outsourced to third parties.

For example, Walmart exploited its expertise in global sourcing and supply-chain management, but it didn't bother manufacturing its own products. Toyota, meanwhile, achieved market leadership by excelling in product engineering and manufacturing, but it left its retailing operations to independent car dealers.

This approach gained traction and was echoed by influential business thinkers for decades. It's why when Apple first announced plans to open company-owned stores and Amazon began designing its own consumer electronics, critical pundits piled on. In 2001, for example, Bloomberg ran a commentary titled "Sorry, Steve [Jobs]: Here's Why Apple Stores Won't Work." And Amazon was often pilloried after launching its

first-generation Kindle.

Both the Apple Store and Kindle were huge successes, of course. So what did the critics miss? They were attached to the old “capability-driven strategy”—the idea that companies should focus on what they’re best at. But the idea was flawed and getting old.

For starters, the pundits failed to recognize how a capability-driven strategy can slow companies down. When mature companies cling to outdated skills and assets, they resist disruptive ideas and miss opportunities to serve consumers’ evolving needs. For example, Walmart and Ikea were the market leaders in big-box retailing...but both were dangerously late in e-commerce.

Meanwhile, a new generation of companies were embracing an idea called vertical integration—building and mastering every part of the market themselves. Native e-commerce startups like Warby Parker, for example, recognized early on the potential to expand their market reach through physical retailing. Then they built the requisite omnichannel retailing skills internally.

Vertical integration won’t be right for everyone, but startups should be open to the idea when appropriate. There are three reasons why.

First, at inception, startups often don’t have a deep reservoir of expertise in *anything*. There are no assets or manager egos to protect and no sales to cannibalize. This creates a freedom to explore the right strategy for growth.

Second, for highly innovative ventures, they may not find the perfect design, manufacturing, or distribution skills from third-party providers. To live up to its vision, a startup

will have to do these things itself. That was the case with both Tesla and Allbirds, which out of necessity were deeply involved in product design, global supply-chain management, manufacturing, and new retailing formats to launch their game-changing products.

Finally, and perhaps most important, vertical integration can give companies more control over delivering superior products and better experiences at every customer touch point. For example, it is now generally recognized that Apple’s tight control over hardware and software design, as well as operating its own company stores, has contributed to superior product performance, customer satisfaction, and price realization.

Peloton, with its rising fortunes, now provides the latest case in point.

Then they tackled nearly every part of the business themselves. Peloton designed its own bike, with proprietary hardware and software; recruited and trained its own instructors; developed its own production studios; created its own network of retail outlets; built its own “white glove” delivery and installation service; and more. This was immensely expensive and stressed the company in its early years. But as evidence mounted that it had a superior product and customer experience, the company was able to raise nearly \$1 billion in capital.

Peloton went public in September 2019. By mid-2020, it served more than one million subscribers in four countries and generated more than \$1.8 billion in annual revenue with strong positive operating cash flow. As a testament to the

are three questions to ask yourself before going forward.

1/ Does owning or controlling assets and capabilities across the value chain significantly improve product performance and customer experiences?

For companies like Apple, Netflix, Tesla, Ikea, Allbirds, and Peloton, vertical integration has proven to be a key driver of superior company performance, while also building barriers to competition.

2/ Can the requirements for capability-building capital be scaled to reflect a company’s stage of development?

Peloton tiptoed into retailing, streaming video classes, and white-glove bicycle delivery with small, affordable pilot operations. That’s because it started so early.



STARTUPS OFTEN DON’T HAVE A DEEP RESERVOIR OF EXPERTISE IN *ANYTHING*. THERE ARE NO ASSETS OR MANAGER EGOS TO PROTECT AND NO SALES TO CANNIBALIZE. THIS CREATES A FREEDOM TO EXPLORE THE RIGHT STRATEGY FOR GROWTH.

In 2011, John Foley conjured up an idea for a “connected fitness” company. The initial plan was to rush a minimum viable product to market by fitting Peloton’s software and electronics to existing bicycle and tablet computers, enabling its products to monitor real-time rider performance and stream online indoor-cycling classes. But at this and several other pivotal milestones along the way, Foley and his cofounders decided that the company would be better off developing its own products and internal capabilities, rather than relying on third-party providers.

success of its vertical integration strategy, Peloton currently achieves higher hardware gross profit margins (45 percent), higher customer satisfaction scores (94 NPS), and higher customer retention rates (92 percent) than Apple or Tesla.

This isn’t to say that vertical integration works for everyone. The benefits must be weighed against added investment and operating expenses, management complexity, and the loss of flexibility often found in companies with large legacy asset bases.

So for any founder considering vertical integration, here

3/ Are your products and services able to generate premium returns?

Vertical integration is expensive and can only be justified if your customers are willing to pay for superior performance. That won’t happen in all product categories.

Peloton could say yes to each of these questions. The results speak for themselves—and may serve as a path for many others to follow.

Leonard Sherman is an executive in residence and adjunct professor at Columbia Business School.

Do You Need a Foldable Phone?

Smash a phone, a tablet, and a laptop together, and you've got this new breed of pocket-size devices. We unfold one for a test. **by CHYELLE DVORAK**



→ HALF TIME
The steady hinge on Samsung's Fold2 works exactly like a laptop's.

Don Crawley once worked for celebrities; he was one of Kanye West's managers. Now he makes clothing that's worn by celebrities—LeBron James, Big Sean, and The Weeknd all don his apparel, which is called Just Don. Ask Crawley how he's done it and he says a big part is efficiency: He is constantly multitasking and runs every aspect of his business from his phone.

That's why he was excited to try the new crop of foldable phones and embraced the Samsung Galaxy Z Fold2 5G. (Crawley appeared in a Samsung promotional video but is not affiliated with the company.) The way he sees it, more screen space means he can work faster. "I can open a separate window to access presentations or PDFs, or answer an email, at the same time," he says.

As foldable phones begin entering the market in force, with Samsung and many competitors debuting devices this

fall, entrepreneurs may wonder: *Do we need a new type of smartphone?* And they'd be reasonably put off by the technology's recent past. When Samsung debuted the concept last year, some of its phones cracked and the product had to be rereleased.

But now, industry experts say, there's a greater case to be made. Foldable phones are a midway point between a phone and a laptop or a tablet—still small enough to carry but with the ability to handle complex tasks. You can answer a quick text on the front screen, then open the phone to view charts or create presentations. "There's more screen real estate, and there's the convenience of running two apps side by side," says technology analyst Ross Rubin at Reticle Research.

As with most new tech, early adopters will pay a hefty entrance fee. The Fold2 costs \$2,000, which could buy you a new tablet *and* a laptop. And by the time the cost comes down, it could be undercut by an even more convenient mobile tech-

nology. "I believe smart glasses are on the horizon," says J.P. Gownder, Forrester Research VP and principal analyst. "They could really add to the amount of screen space available."

Still, smart glasses could be five or more years out—which is plenty of time for the foldables market to be refined. In the meantime, my test run with the Fold2 showed promise. I was skeptical at first; I wondered if two screens would be too distracting. But soon I started to think of it as a mini laptop in my pocket, doing everything I'm familiar with...but on the go. The hardware is also impressive; unlike Samsung's first foldable phone, this one has a firm hinge that holds it in place at any angle.

What will come next? Here's a safe bet: "Brands want to highlight their capability to innovate technology," says Nabila Popal, research director with IDC's Worldwide Tracker team. "It helps establish their image." Which means more foldables are likely on the way.

Other Phones That Fold



Surface Duo

Cost / \$1,400

Best feature / You can "split" apps such as Outlook and Microsoft Teams; your message is on one screen while the text of the email is on the other.



Motorola Razr

Cost / \$1,400

Best feature / It's small enough to fit in one hand. The Quick View Display helps users respond to a message or check notifications without opening the phone.



LG Velvet 5G

Cost / \$600

Best feature / The second screen comes as an accessory. This phone transforms between one screen and two. It's more affordable compared with other dual-screen phones.

STIHL

**THE GREAT
AMERICAN
OUTDOORS
—**



**WITH
BATTERY POWER.
MADE BY STIHL.**



The BGA 57 is built in the United States with domestic and foreign components. Batteries and chargers are sourced internationally.



The STIHL logo is displayed in white, bold, italicized capital letters on an orange rectangular background.

MANUFACTURING AMERICA'S WORKFORCE



The National Association of Manufacturers estimates that by 2025, manufacturers in America will need to fill more than 4.6 million high-skilled jobs. Two million of these jobs are expected to go unfilled due to the skilled trade gap. Creating workforce development initiatives to reskill employees is part of the solution.

STIHL Inc., located in Virginia Beach, VA, uses a multi-faceted approach to close the skilled trades gap. While automation is key to remaining competitive in the global market, at STIHL Inc. no full-time employee has ever been replaced due to automation but is instead retrained. In addition to reskilling employees, STIHL supports manufacturing career training and workforce development through several initiatives including: a Manufacturing Technology Summer Camp, held annually at the STIHL manufacturing facility to introduce high school students to careers in manufacturing, a Dual Enrollment Program through a partnership with the local public high schools and community college, sponsorships of local STEM education programs and the STIHL manufacturing apprenticeship program that's been in place for more than 35 years.

The STIHL Inc. commitment to these initiatives creates opportunities for people like Bradley Holmes, a manufacturing technology summer camp participant, who went on to complete his associate's degree in Mechatronics and graduate from the four-year STIHL apprentice program. Bradley now works as a full-time mechatronics technician at STIHL Inc. ensuring the assembly line keeps running to produce more than 80 models of products that are built in America.*

Bradley's story is a great example of how a company can invest in America's workforce to bridge the skilled trade gap in U.S. manufacturing.

TO LEARN MORE ABOUT HOW TO ADDRESS
AMERICA'S SKILLED TRADE SHORTAGE, VISIT
STIHLUSA.COM/STIHL-BUILT-IN-AMERICA.

A majority of STIHL gasoline-powered units sold in the United States are built in the United States from domestic and foreign parts and components.
The BGA 57 featured in this ad is built in the United States with foreign and domestic parts.
Batteries and chargers are sourced internationally.



BRADLEY HOLMES - STIHL INC. MECHATRONICS TECHNICIAN

Are We Going Digital Forever?

The pandemic swiftly moved our world online. Once you discover the power of engaging your customers digitally, you won't want to go back. **by ADAM BORNSTEIN**



folks who already love you. You can use technology to remind your customers what you're about and why your business is different—and then reward them for their loyalty.

Start by focusing on three different aspects of retention:

- 1/ Satisfaction.** Make sure they're thrilled with your offers.
- 2/ Loyalty.** Make them feel that they matter.
- 3/ Advocacy.** Make them feel a part of the business and that your existence is essential to their happiness.

Then ask yourself, *How can I create a digital touch point that will deliver each emotion?*

If you have your customers' email addresses, send out updates, behind-the-scenes access, new offers, or, at the most basic level, discounts. Don't have emails? Use social media to build a simple digital bridge to your customers. (Once you have those emails, you can use referral technology and codes, most of it costing less than \$100 per month. This is a smart, affordable way to reach new customers through your existing community.)

Promotion and reward, even if just on social media, is a great way to build engagement. If you have the infrastructure, consider setting up a digital Shopify store so that people can buy directly from you online, even if it's just a few select items. But above all, you want to engage people with stories about your products, the people in your

business, and even your customers. This can be through email, blogs, or social media, written or audio. People and stories are the heartbeat of every business; don't let yours flatline.

Admittedly, you'll end up with a lot of questions and opportunities. You might not know where to begin, and that's OK. For clarity, ask yourself one question we learned from a longtime client, author and podcaster Tim Ferriss: *If this were easy, what would it look like?*

Sometimes the coolest ideas might also be the most complex for your customer. And right now, your customers don't want complexity. They want simplicity, convenience, and comfort. You don't need to have the most high-tech option. You just need a way to meet your customers or audience where they are. If you do that, your customers will be willing to stick with you, support you, and help build you back up.

I don't know what the future looks like, but whether it exists online or in-person, your success will still depend on customer advocacy. Make that your goal, and the rest will work itself out.

Adam Bornstein is the founder of Pen Name Consulting, a marketing and branding agency, and the creator of two12, a mentorship experience for entrepreneurs.

Q My business has always depended on in-person interactions. Do I need to create a robust digital offering to survive?
—JERRY, ROCHESTER, N.Y.

COVID-19 ROCKED every aspect of work, life, and the work-life balance. The big question now is how well entrepreneurs can adjust and set up their businesses—not just for survival but also success.

Here's one big part of that answer: The digital evolution we've experienced this year is here to stay. According to a McKinsey survey, 77 percent of consumers will continue using digital channels moving forward. That doesn't mean your business needs to go fully

virtual, or that you need to create online-only offerings, but it *does* mean you should embrace the opportunity to add digital solutions to your existing offering.

Embracing digital—now and forever—is a simple way to limit your future vulnerabilities and manage new competitors in the space.

This isn't about going up against tech-savvy competitors or spending big bucks chasing new customers. It's about doubling down on the

INNOVATION

IN ENTREPRENEURSHIP EDUCATION

- Ranked by The Princeton Review as the #17 undergraduate and #20 graduate entrepreneurship program for 2021
- Ranked #36 among the nation's best undergraduate entrepreneurship programs by *U.S. News & World Report* for 2021
- Named one of the best schools in the country for entrepreneurship studies by *Entrepreneur* magazine and The Princeton Review in 2019
- Ranked the #59 entrepreneurship program by *Bloomberg Businessweek* in 2019-2020
- Recipient of the 2017 NASDAQ Center of Entrepreneurial Excellence award by GCEC
- Named the 2016 Model Undergraduate Entrepreneurship Program by USASBE
- Recipient of the 2015 Award for Excellence in Entrepreneurship Teaching and Pedagogical



Located in vibrant downtown Tampa — rated a top-10 metro area for startups — UT's nationally renowned Lowth Entrepreneurship Center cultivates entrepreneurs and business leaders with the skills to make their visions a reality. In an award-winning facility designed for inspiration and collaboration, students and startups are connected with mentors, resources and investors. **Visit ut.edu/entrepreneur.**

- ▶ Check out the **EnFactor podcast**, hosted by Rebecca White, Ph.D., director of UT's Lowth Entrepreneurship Center. Find it on most podcast platforms or at enfactorpodcast.com.

UT entrepreneurship programs include:

M.S. in Entrepreneurship

MBA with Concentration in Entrepreneurship

B.S. in Entrepreneurship

B.S. in International Business/Entrepreneurship

THE UNIVERSITY
OF TAMPA
SYKES COLLEGE OF BUSINESS



THE TOP 100

Undergraduate and Graduate Schools for Entrepreneurs

These colleges and universities do the best job preparing students for an entrepreneurial career, as ranked by *Entrepreneur* and The Princeton Review.

In normal times, top-tier entrepreneurship programs are focused on the fundamentals—teaching their students everything from budgeting to leadership. But in these unpredictable times, the schools are also serving as a touch point for their budding entrepreneurial communities: They're providing information on things like lending programs and workplace safety, hosting virtual town halls, setting up emergency funds for students, and helping their students support the communities they live in. In other words, these schools are living their message—shifting and adapting the way any entrepreneur must.

Entrepreneurship doesn't require a degree, of course, but programs like these can arm students with the skills they need to

succeed. It's why for the past 15 years we have partnered with The Princeton Review to rank the top undergraduate and graduate programs for entrepreneurs. This year's survey considered more than 250 colleges and universities in the U.S., Canada, Mexico, and Europe, and evaluated a multitude of factors. We took into account not just the school's programming but also its graduates' success rates in the business world, the number of mentors available for students, and more. (See our methodology below.) And for the first time ever, we've expanded our rankings to showcase 50 undergraduate *and* 50 graduate programs—a sign of just how competitive this space has become. To see which schools made the grade, just turn the page.

METHODOLOGY

LAST SUMMER, The Princeton Review surveyed more than 250 colleges and universities to determine which of them best serve future entrepreneurs. Below are a few of the key metrics collected from those schools. For more information on the methodology and details on each ranking, go to PrincetonReview.com/entrepreneur.

Academics and Requirements

Schools were asked whether they offer a major, a minor, a concentration, or a degree program in entrepreneurship; how many courses in entrepreneurship they offer in topics such as new technology, social entrepreneurship, business analytics, idea development, and venture capital; and whether they provide cross-discipline opportunities to interact with students in other majors (e.g., working with computer engineering students to develop a product).

Outside the Classroom

Schools were asked for the number and size of scholarships available and the number of outside mentors who worked with students. Annual business-plan or new-venture competitions, hackathons, and pitch-deck or startup weekends (along with prize money amounts), among other activities, were also considered. Schools were also asked to report the total dollar amount of prize money won from outside competitions by students enrolled in entrepreneurship offerings at their school.

Students and Faculty

This by-the-numbers survey asked for the total number of full- and part-time students enrolled in entrepreneurship courses in the 2019–2020 academic year and how many of them had developed an actionable business plan to launch a startup. They then asked how many companies were started by graduates both over the past five and the past 10 years, and how much money they'd raised from investors.

The Princeton Review also tallied the number of faculty teaching courses on entrepreneurship during the year, and how many faculty members had started, bought, or run a business.



UNDERGRADUATE PROGRAMS *for* Entrepreneurs



2021 RANK

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
1	University of Houston Cyvia and Melvyn Wolff Center for Entrepreneurship Houston	38	3,059	79	637	\$33,412,057	\$11,276 (in-state) \$26,936 (out-of-state)
2	Babson College Arthur M. Blank Center for Entrepreneurship Babson Park, MA	39	2,690	100	295	\$119,108,629	\$52,608
3	Brigham Young University Rollins Center for Entrepreneurship & Technology Provo, UT	57	3,878	71	501	\$11,827,726,196	\$5,790; \$11,580 (NON-LDS)
4	University of Michigan Center for Entrepreneurship, Zell Lurie Institute-Ross School of Business Ann Arbor, MI	125	4,086	49	373	\$43,881,385	\$16,540 (in-state) \$52,997 (out-of-state)
5	Tecnológico de Monterrey Institute for Entrepreneurship Eugenio Garza Lagüera Monterrey, Nuevo León, Mexico	80	20,000	91	1,419	\$57,613,803	varies by program
6	University of Maryland Academy for Innovation and Entrepreneurship College Park, MD	71	6,029	62	307	\$148,238,621	\$10,779 (in-state) \$36,891 (out-of-state)

PHOTOGRAPH COURTESY OF UNIVERSITY OF HOUSTON

2021 RANK

		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
7	Baylor University John F. Baugh Center for Entrepreneurship Waco, TX	17	645	80	1,000	\$500,000,000	\$49,436
8	Northeastern University Northeastern University Center for Entrepreneurship Education Boston	43	1,410	74	393	\$8,623,546	\$53,506
9	Washington University in St. Louis Skandalaris Center for Interdisciplinary Innovation & Entrepreneurship St. Louis	47	816	50	76	\$20,999,496	\$57,386
10	University of Utah Lassonde Entrepreneur Institute Salt Lake City	28	1,800	71	281	\$65,279,816	\$9,498 (in-state) \$30,132 (out-of-state)
11	Iowa State University Iowa State Pappajohn Center for Entrepreneurship Ames, IA	89	4,276	65	390	\$18,617,080	\$9,320 (in-state) \$24,508 (out-of-state)
12	Drexel University Baiaada Institute Philadelphia	43	1,313	100	109	\$870,300,000	\$54,516
13	University of Miami The Launch Pad Coral Gables, FL	32	1,662	90	546	\$144,310,470	\$50,226
14	Michigan State University Burgess Institute for Entrepreneurship & Innovation East Lansing, MI	47	5,060	42	691	\$36,698,946	\$16,650 (in-state) \$41,002 (out-of-state)
15	Miami University John W. Altman Institute for Entrepreneurship Oxford, OH	37	3,121	81	208	\$26,162,722	\$15,378 (in-state) \$34,895 (out-of-state)
16	North Carolina State University NC State Entrepreneurship Raleigh, NC	48	3,924	81	101	\$53,323,000	\$9,101 (in-state) \$29,220 (out-of-state)
17	The University of Tampa John P. Lowth Entrepreneurship Center Tampa	10	314	63	300	\$800,063,515	\$29,792

MOST

Fundable COMPANIES[®]

Congratulations to the **2020 Pepperdine Most Fundable Companies**. In our third year, more than 4,500 early-stage US startups from across all 50 states vied for a space on the list, making it the most competitive year yet. All 20 winners are worthy of serious investor consideration based on several company variables including financial projections, market opportunity, intellectual property, competitive advantage, and management-team expertise. As a free resource to assist startups in securing capital to accelerate meaningful innovation across industries and communities, our program educates founders on investor diligence and provides critical assessments—ultimately providing more than just a competition.

At Pepperdine Graziadio, we believe that developing Best for the World Leaders involves connecting early-stage companies with the resources needed to be one step closer to positively impacting the business marketplace. Supporting aspiring entrepreneurs is part of Graziadio's core focus, and our Most Fundable Companies qualifier survey provides valuable insights on how businesses will appear to top investors, driving beneficial outcomes for all stakeholders.

OUR METHODOLOGY

All qualifier survey submissions generate objective and customized feedback and scoring to improve readiness for funding. Approximately 100 companies proceed to the semifinals, completing a more in-depth fundability assessment to further refine and verify scores. During the final stages, a review panel interviews and selects list winners. See all semifinalists on our website.

FEATURED SPONSORS



Disclaimers: The Pepperdine Most Fundable Companies List does not represent an offer to sell securities. It does not constitute investment advice, nor is it an endorsement of any particular product or service. Pepperdine University is not a broker-dealer and does not perform services provided by a broker-dealer, including but not limited to any financial or investment advising.

PEPPERDINE | GRAZIADIO
BUSINESS SCHOOL

bschool.pepperdine.edu/mfc

	Company	Location
PLATINUM	BNNano	Burlington, North Carolina
	CALVIRI	Tempe, Arizona
	TERCIRCUITS	Mountain View, California
GOLD	Athena <small>Don't Get Mad Get Paid</small>	New Orleans, Louisiana
	capacity	St. Louis, Missouri
	Flower Turbines	Lawrence, New York
	RRTC	Belle Mead, New Jersey
SILVER	agtools	Irvine, California
	Baby Barista <small>Formula made simple, finally.</small>	Simi Valley, California
	ECFX	Venice, California
	ExpressCells	Philadelphia, Pennsylvania
	Global Thermostat <small>The Carbon Negative Solution</small>	New York, New York
	TARGET:AM	Ridgefield, Connecticut
	WINSANTOR	San Diego, California
BRONZE	ADRANOS	West Lafayette, Indiana
	CAST21	Chicago, Illinois
	HOPE TRUST	Holmdel, New Jersey
	perfitly	New York, New York
	PERYTOR THERAPEUTICS	San Antonio, Texas
	WIND TALKER INNOVATIONS	Anchorage, Alaska



Founder(s)

About

Steven Wilcenski, Jason Taylor

BNNano leverages cutting-edge materials innovations to transform and return value to industrial commodities, facilitating applications such as aerospace, hypersonics, thermal management, and additive manufacturing.

Stephen Albert Johnston, Kathryn Sykes

Calviri will end cancer deaths worldwide via development of new diagnostic and therapeutic products, such as a chip for early detection of antibodies in blood and preventive vaccines.

Jayna Sheats

Terecircuits has developed a new class of polymer and novel circuit assembly techniques to support microassembly and mass transfer for advanced displays and electronics.

Simone Spence

Athena enables users to collect back child support in less time and for less money.

David Karandish

Capacity is a new kind of helpdesk, powered by artificial intelligence, which automates support for your customers and employees.

Daniel Farb

Flower Turbines makes small wind turbines with aerodynamic innovations that allow them to change the world market for uses near people and buildings.

Rik Riman

RRTC is a platform-manufacturing technology company. Patented, low-cost, sustainable solidification technology creates novel composites with a performance edge for a wide range of applications.

Martha Montoya

Agtools is a SaaS Food and Ag worldwide supply-chain platform offering real-time actionable intelligence data to increase profitability and avoid food waste. 2019 Microsoft ML/AI award winner.

Cara Armstrong

Baby Barista's connected machine revolutionizes infant formula feeding by making the perfect bottle in under 30 seconds and delivering organic formula right to your doorstep.

Dan O'Day, Nelson Quintero, Bill Burch

ECFX provides a cloud-based enterprise notice management system using intelligent automation to streamline the entire electronic court notice workflow with firmwide administration and analytics.

Matthew Handel, Oscar Perez-Leal

ExpressCells is a revenue-generating genetic engineering company that creates knock-in cell lines for biological research more quickly than competing technologies and enabling better experiments.

Graciela Chichilnisky, Peter Eisenberger

Global Thermostat commercializes its advanced, multi-patented technology to transform carbon dioxide from a global liability into an opportunity for global prosperity.

Jeffrey McChesney, Ryan Bigham

Target Arm's device, Tular, enables launch and recovery of both rotary wing and fixed wing drones from any moving vehicle, autonomously, and even during windy conditions.

Stanley Kim, Nigel Calcutt, Lakshmi Kotra, Paul Fernyhough

WinSanTor is developing what may be the only disease-modifying treatment for peripheral neuropathy, a debilitating neurodegenerative condition that affects the lives of hundreds of millions of people.

Brandon Terry, Chris Stoker

Adranos has developed a high-performance solid rocket fuel, ALITEC, that can increase the range or payload capacity of launch systems by up to 40 percent.

Ashley S. Moy

Cast21 is changing the way the world heals with QUIN™ technology, a waterproof alternative to a cast or brace for broken bones.

Daria Placitella, Joshua Fishkind, Russell Fishkind

Hope Trust automates the special-needs planning process, allowing families to ensure that the complex, interdisciplinary needs of their loved one will be fulfilled.

Dave Sharma, Kash Vyas, Raghav Sharma

Perfitly's AR/VR-AI platform enables online apparel shoppers to try on and visualize garments in 3D before buying, reducing returns and increasing sales.

Ramon Coronado, Joshua Shaver

Perytor Therapeutics discovered a new category of drugs extracted from placental tissue that can be used to promote regeneration, while reducing pain and inflammation.

Matthew Perdew, Ryan Luther

Wind Talker Innovations develops solutions to transcend the limitations of existing networks, allowing instantaneous and high-speed communications between users on- or off-grid.



UNDERGRADUATE PROGRAMS *for* Entrepreneurs

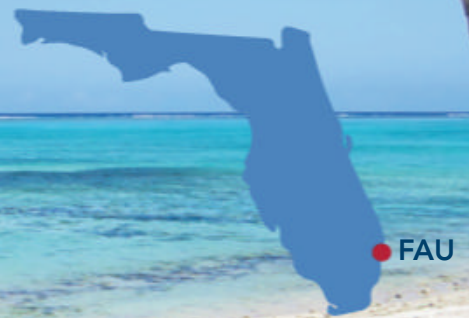
2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
18	The University of Texas at Dallas UTD Institute for Innovation & Entrepreneurship Richardson, TX	20	2,135	71	334	\$5,800,000	\$13,442 (in-state) \$38,168 (out-of-state)
19	The University of Illinois at Urbana-Champaign Technology Entrepreneurship Center Champaign, IL	111	1,934	65	251	\$16,953,000	\$15,868 (in-state) \$31,988 (out-of-state)
20	Belmont University Belmont University Thomas F. Cone Sr. Center for Entrepreneurship Nashville	29	714	86	162	\$113,143,345	\$32,820
21	University of Washington Arthur W. Buerk Center for Entrepreneurship Seattle	42	2,087	46	280	\$40,206,667	\$11,465 (in-state) \$38,166 (out-of-state)
22	Loyola Marymount University Fred Kiesner Center for Entrepreneurship Los Angeles	22	450	100	75	\$235,264,296	\$50,283
23	The University of Oklahoma Tom Love Center for Entrepreneurship Norman, OK	36	801	62	50	\$411,642,000	\$11,763 (in-state) \$27,144 (out-of-state)
24	The University of Texas at Austin Institute for Undergraduate Entrepreneurial Studies Austin	51	1,869	41	NR	NR	\$10,824 (in-state) \$38,326 (out-of-state)
25	Virginia Tech Apex Center for Entrepreneurs Blacksburg, VA	30	2,910	90	225	\$7,300,000	\$13,691 (in-state) \$32,231 (out-of-state)
26	The University of Iowa John Pappajohn Entrepreneurial Center (Iowa JPEC) Iowa City, IA	26	2,542	90	372	NR	\$9,606 (in-state) \$31,569 (out-of-state)
27	Texas Christian University TCU Neeley Institute for Entrepreneurship and Innovation Fort Worth, TX	39	676	67	48	\$22,628,980	\$49,250
28	Ball State University The Entrepreneurship Center, Miller College of Business Muncie, IN	19	980	72	93	\$160,264	\$9,594 (in-state) \$25,368 (out-of-state)

ENTREPRENEURSHIP IN PARADISE

EDUCATE, ENCOURAGE, EMPOWER

The entire South Florida region—from the Palm Beaches through Boca Raton and Ft. Lauderdale down to Miami—is an incredible place for new businesses. Budding entrepreneurs find an entire entrepreneurial ecosystem at **FAU**. Our students experience a supportive entrepreneurial environment with a variety of educational opportunities including business plan competitions with seed funding prizes. **The Adams Center for Entrepreneurship** and **the Phil Smith Center for Free Enterprise**—funded at **FAU** by successful alumni—sponsor speakers, mentors, and provide customized training programs for Veterans and other entrepreneurs. **FAU's Tech Runway®** is a proven incubator and accelerator in South Florida that provides mentoring and assists with launching and scaling start-ups—serving **FAU** students as well as members of the surrounding community.

1.8
MILES
to the
beach



PROVEN ECOSYSTEM FOR YOUNG ENTREPRENEURS

FORBES >
30 UNDER 30

2019 SOCIAL ENTREPRENEURS
4OCEAN | REMOVING PLASTICS FROM OCEANS AND COASTLINES

2018 ENERGY
BEACON | BRINGING ELECTRICITY ACCESS TO COUNTRIES THROUGH OCEAN ENERGY

2018 RETAIL & ECOMMERCE
SHIPMONK | PROVIDING ECOMMERCE SHIPPING SOLUTIONS





UNDERGRADUATE PROGRAMS *for* Entrepreneurs

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
29	Florida Gulf Coast University Institute for Entrepreneurship Fort Myers, FL	43	2,793	74	194	\$3,124,720	\$6,170 (in-state) \$21,032 (out-of-state)
30	University of Kansas KU Center for Entrepreneurship Lawrence, KS	24	850	100	90	\$4,600,000	\$11,166 (in-state) \$28,034 (out-of-state)
31	Syracuse University Blackstone Launchpad powered by TechStars; Couri Hatchery Syracuse, NY	28	2,130	100	158	NR	\$55,926
32	DePaul University Coleman Entrepreneurship Center Chicago	38	1,409	64	104	\$17,059,200	\$41,202
33	University of St. Thomas Schulze School of Entrepreneurship St. Paul	37	1,191	83	58	\$6,809,077	\$46,956
34	Saint Louis University Chaifetz Center for Entrepreneurship St. Louis	84	2,543	50	69	\$19,115,000	\$47,124
35	Texas A&M University, College Station McFerrin Center for Entrepreneurship College Station, TX	31	2,637	86	37	\$8,800,000	\$11,231 (in-state) \$37,725 (out-of-state)
36	Penn State University Invent Penn State University Park, PA	33	1,000	20	224	\$2,250,000	\$18,450 (in-state) \$35,514 (out-of-state)
37	Florida Atlantic University Adams Center for Entrepreneurship Boca Raton, FL	12	776	75	117	\$101,640,000	\$5,986 (in-state) \$21,543 (out-of-state)
38	University of Dayton L. William Crotty Center for Entrepreneurial Leadership Dayton	35	1,395	62	133	\$11,578,500	\$44,100
39	Temple University Innovation and Entrepreneurship Institute Philadelphia	35	1,851	86	47	\$8,403,302	\$16,970 (in-state) \$29,882 (out-of-state)

**2021
RANK**

		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
40	Florida State University Jim Moran College of Entrepreneurship Tallahassee, FL	50	4,945	59	26	\$10,500,000	\$6,517 (in-state) \$21,683 (out-of-state)
41	University of Delaware Horn Entrepreneurship Venture Development Center Newark, DE	32	1,597	53	44	\$5,285,600	\$14,280 (in-state) \$35,710 (out-of-state)
42	Purdue University Burton D. Morgan Center for Entrepreneurship West Lafayette, IN	52	2,013	100	60	\$5,850,450	\$9,992 (in-state) \$28,794 (out-of-state)
43	New Jersey Institute of Technology Martin Tuchman School of Management Newark, NJ	21	557	73	8	\$1,123,500	\$17,674 (in-state) \$33,386 (out-of-state)
44	Boston University Innovate@BU Boston	24	1,896	38	16	\$23,340,000	\$55,892
45	Kettering University School of Management Flint, MI	5	140	33	75	\$7,500,000	\$44,380
46	University of Connecticut Peter J. Werth Institute for Entrepreneurship and Innovation Storrs, CT	20	552	47	41	\$6,228,400	\$17,226 (in-state) \$39,894 (out-of-state)
47	East Carolina University Crisp Small Business Resource Center Greenville, NC	19	649	69	63	\$3,333,900	\$7,188 (in-state) \$23,465 (out-of-state)
48	Oklahoma State University Riata Center for Entrepreneurship Stillwater, OK	21	2,287	81	47	\$1,795,599	\$9,019 (in-state) \$24,539 (out-of-state)
49	Clarkson University Shipley Center for Innovation/ Ignite Potsdam, NY	9	937	66	92	\$3,854,000	\$52,724
50	University of Rochester Ain Center for Entrepreneurship Rochester, NY	51	816	50	53	\$872,674	\$56,030



GRADUATE PROGRAMS *for* Entrepreneurs



2021 RANK

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
1	Rice University Liu Idea Lab for Innovation & Entrepreneurship, Rice Alliance for Technology and Entrepreneurship Houston	29	945	89	297	\$1,046,780,500	\$63,162
2	The University of Chicago Polsky Center for Entrepreneurship and Innovation Chicago	38	2,765	49	416	\$1,017,327,382	\$59,753
3	Northwestern University The Larry and Carol Levy Institute for Entrepreneurial Practice Evanston, IL	50	1,499	73	109	\$252,950,385	\$75,134
4	Babson College Arthur M. Blank Center for Entrepreneurship Babson Park, MA	39	1,093	100	465	\$142,975,931	\$71,564
5	University of Michigan Ross School of Business, Zell Lurie Institute; College of Engineering, Center for Entrepreneurship Ann Arbor, MI	75	1,274	48	426	\$64,798,250	\$66,376 (in-state) \$71,376 (out-of-state)
6	The University of Texas at Austin Texas Master of Science in Technology Commercialization; Texas MBA Programs Austin, TX	48	472	92	81	NR	\$49,534 (in-state) \$54,924 (out-of-state)

PHOTOGRAPH COURTESY OF RICE UNIVERSITY



purple

Entrepreneurship major John Ciocca created Purple, a debit card inspired by his brother Christian to answer the specialized needs of people with disabilities.

Young. Successful. And bursting with innovation.

In the four years **FGCU's Daveler/Kauanui School of Entrepreneurship** has been in business, we have launched 400 new companies that have generated nearly \$40M in sales. And we've risen sharply up the rankings, earning the #1 spot in Florida and #29 on *The Princeton Review's* national ranking. Not bad for a school that's only four years old. Starting in Fall 2021, students will occupy a new building in the heart of campus.



DAVELER & KAUANUI
SCHOOL OF ENTREPRENEURSHIP

fgcu.edu/soe



GRADUATE PROGRAMS *for* Entrepreneurs

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
7	University of Washington Arthur W. Buerk Center for Entrepreneurship Seattle	80	859	53	327	\$53,514,602	\$35,334 (in-state) \$51,531 (out-of-state)
8	The University of Oklahoma Tom Love Center for Entrepreneurship Oklahoma City	23	370	71	54	\$1,375,015,800	\$16,229 (in-state) \$33,804 (out-of-state)
9	University of California, Los Angeles Harold and Pauline Price Center for Entrepreneurship & Innovation Los Angeles	45	1,203	83	107	\$92,235,055	\$70,013
10	The University of Texas at Dallas UTD Institute for Innovation and Entrepreneurship Richardson, TX	29	672	70	319	\$33,515,900	\$17,229 (in-state) \$32,262 (out-of-state)
11	Northeastern University NU Center for Entrepreneurship Education Boston	75	2,200	74	203	\$20,683,012	\$44,605
12	Brigham Young University Rollins Center for Entrepreneurship & Technology Provo, UT	29	403	80	190	\$129,948,493	\$13,450 (LDS) \$26,120 (non-LDS)
13	Syracuse University Blackstone Launchpad powered by TechStars; Couri Hatchery Syracuse, NY	30	1,804	100	158	NR	\$49,868
14	University of Rochester University of Rochester Ain Center for Entrepreneurship Rochester, NY	45	910	63	59	\$71,425,000	\$47,212
15	Washington University in St. Louis Skandalaris Center for Interdisciplinary Innovation & Entrepreneurship St. Louis	47	1,139	53	89	\$22,162,450	\$63,765
16	University of Utah Lassonde Entrepreneur Institute Salt Lake City	29	332	73	130	\$27,942,069	\$30,500
17	North Carolina State University Poole College of Management Raleigh, NC	26	583	48	73	\$84,761,000	\$25,797 (in-state) \$43,608 (out-of-state)

2021 RANK

	No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
18	University of South Florida Center for Entrepreneurship Tampa	86	1,884	63	48	\$12,000,000 \$8,537 (in-state) \$16,472 (out-of-state)
19	DePaul University Coleman Entrepreneurship Center Chicago	49	970	64	84	\$653,500 \$45,468
20	The University of Tampa John P. Lowth Entrepreneurship Center Tampa	10	67	63	27	\$800,063,515 \$14,075
21	University of California, San Diego California Institute for Innovation and Development La Jolla, CA	29	265	65	90	\$212,000,000 \$51,453 (in-state) \$54,968 (out-of-state)
22	Saint Louis University Chaifetz Center for Entrepreneurship St. Louis	78	700	71	67	\$65,309,000 \$52,475
23	University of Maryland Academy for Innovation and Entrepreneurship College Park, MD	32	413	61	79	\$45,863,250 \$45,499 (in-state) \$54,409 (out-of-state)
24	Temple University Innovation and Entrepreneurship Institute Philadelphia	41	1,153	85	28	\$28,226,500 \$20,600 (in-state) \$37,600 (out-of-state)
25	University of Louisville Forcht Center for Entrepreneurship Louisville, KY	12	2,864	67	6	NR \$32,000
26	Texas A&M University, College Station McFerrin Center for Entrepreneurship College Station, TX	20	646	82	29	\$26,800,000 \$42,462 (in-state) \$61,498 (out-of-state)
27	The George Washington University Center for Entrepreneurial Excellence Washington, DC	8	1,574	50	39	\$593,575 \$52,826
28	University of Connecticut Peter J. Werth Institute for Entrepreneurship and Innovation Storrs, CT	17	171	25	38	\$13,689,000 \$17,186 (in-state) \$39,098 (out-of-state)



GRADUATE PROGRAMS *for* Entrepreneurs

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
29	Boston University Innovate@BU Boston	20	730	67	4	\$4,850,000	\$56,412
30	Clemson University MBA in Entrepreneurship and Innovation Greenville, SC	22	115	56	32	\$3,100,000	\$19,166 (in-state) \$35,672 (out-of-state)
31	Loyola Marymount University Fred Kiesner Center for Entrepreneurship Los Angeles	15	49	80	24	\$1,385,000	\$42,500
32	Oklahoma State University Riata Center for Entrepreneurship Stillwater, OK	18	175	81	29	\$10,755,400	\$6,492 (in-state) \$18,118 (out-of-state)
33	University of Oregon Lundquist Center for Entrepreneurship Eugene, OR	12	126	80	11	\$26,100,000	\$31,515 (in-state) \$42,741 (out-of-state)
34	University of San Francisco Master of Science in Entrepreneurship and Innovation San Francisco	24	202	20	11	\$2,225,000	\$40,150
35	American University American University Center for Innovation Washington, DC	15	28	75	22	\$1,418,500	\$44,797
36	University of Wisconsin-Madison Weinert Center for Entrepreneurship Madison, WI	18	367	67	9	\$14,661,000	\$20,444 (in-state) \$40,059 (out-of-state)
37	The University of Vermont Sustainable Innovation MBA Burlington, VT	5	30	67	17	NR	\$34,104 (in-state) \$55,050 (out-of-state)
38	Erasmus University Rotterdam Rotterdam Erasmus Centre for Entrepreneurship Rotterdam, Netherlands	20	51	NR	103	NR	\$58,276
39	University of Florida Entrepreneurship & Innovation Center Gainesville, FL	23	60	40	NR	NR	\$13,750 (in-state) \$31,150 (out-of-state)



THIS IS HOME *FOR STARTUPS*



PAMPLIN COLLEGE OF BUSINESS
APEX CENTER FOR ENTREPRENEURS
VIRGINIA TECH.

apex.vt.edu/startups



GRADUATE PROGRAMS *for* Entrepreneurs

2021 RANK		No. of Entrepreneur-Related Courses Offered	No. of Students Enrolled in Entrepreneurship Classes	% of Faculty with Entrepreneurial Experience	Startups Launched by Grads in Past 5 Years	Funding Raised by Grads in Past 5 Years	Tuition per Year
40	University of Massachusetts Amherst Berthiaume Center for Entrepreneurship Amherst, MA	6	122	83	NR	NR	\$16,916 (in-state) \$36,725 (out-of-state)
41	Florida Atlantic University Adams Center for Entrepreneurship Boca Raton, FL	12	169	75	29	NR	\$6,657 (in-state) \$17,885 (out-of-state)
42	Tulane University Albert LePage Center for Entrepreneurship and Innovation New Orleans	12	355	27	6	NR	\$57,708
43	State University of New York at Stony Brook Innovation Center and Center of Entrepreneurial Finance Stony Brook, NY	6	250	0	5	\$250,000	\$28,000 (in-state) \$30,200 (out-of-state)
44	Eastern Michigan University Center for Entrepreneurship Ypsilanti, MI	6	100	33	10	NR	\$15,260 (in-state) \$26,850 (out-of-state)
45	University of San Diego Entrepreneurship & Innovation Catalyzer (The Catalyzer) San Diego	13	312	50	NR	NR	\$15,260 (in-state) \$26,850 (out-of-state)
46	Wright State University New Venture Creation Dayton	3	38	60	NR	NR	\$43,000
47	Concordia University John Molson School of Business Montreal, Quebec	7	93	40	NR	NR	\$14,840 (in-state) \$24,828 (out-of-state)
48	University of Alabama at Birmingham Bill L. Harbert Institute for Innovation and Entrepreneurship Birmingham, AL	6	45	67	6	\$1,163,000	\$8,000 (in-state) \$19,000 (out-of-state)
49	Xavier University Xavier Center for Innovation Cincinnati	20	44	50	1	NR	\$15,500
50	Oregon State University InnovationX, the OSU Center of Excellence for Innovation and Entrepreneurship Corvallis, OR	4	78	50	NR	NR	\$20,221 (in-state) \$34,882 (out-of-state)



Tecnológico de Monterrey

WELCOME TO A NEW LEARNING EXPERIENCE

Redesigning the education model for a changing world



Founded by entrepreneurs, **Tecnológico de Monterrey** thrives on revolutionizing education. **We believe** that entrepreneurship and entrepreneurs can flourish anytime, anywhere in the world. Our educational model **TEC21** demands that 100% of undergraduate students **develop Entrepreneurship Competencies**, aptitudes and attitudes, whether focused upon to the creation of **business, technology, environmental solutions, social development** or to any other human endeavor.

41%

of Tec de Monterrey alumni have started for-profit businesses that have created 2.8 million jobs all over the world.*

38%

of all for-profit founders are serial entrepreneurs who created more than one firm.*

23%

of alumni become entrepreneurs after 3 months of graduation.*

*"Impact of Tecnológico de Monterrey Alumni". QS Intelligence Unit independent study, 2018

66%

of all Tec de Monterrey students take at least one Entrepreneurship related class during the academic year or are completing majors and minors in Entrepreneurship.

1,419

Firms were created by Entrepreneurship programs' alumni in the last 5 years, 72% are operational.

90%

of Entrepreneurship faculty have entrepreneurial and business experience.

"For its 2030 strategy, Tec will be the first institution that is focusing on entrepreneurship for human flourishing, which we define as the continuous development of people—the intellectual, emotional, spiritual, and wellness elements—to have a positive impact on the environment and society."

"Breaking Paradigms to Develop Leaders for the 21st Century Tec de Monterrey: How a Top University in Mexico Radically Overhauled its Educational Model"
International Finance Corporation – World Bank Group

#5

Undergraduate Programs
The Princeton Review's Top
Schools for Entrepreneurship.

**OUR VISION
LEADERSHIP
INNOVATION AND
ENTREPRENEURSHIP
FOR HUMAN
FLOURISHING**

18

International liaison offices
in America, Europe, Asia
and Oceania.

26

Campuses all over Mexico.

21

Startup Incubators.
4,500 firms graduated from
our incubators since 2002.

11

Technology Parks.
One of the largest networks
of university-based
technology parks.



**Institute for
Entrepreneurship
Eugenio Garza Lagüera**

The

The events of 2020 have changed the way we think about... *everything*. What does that mean for 2021 and beyond? On the following pages, business leaders and experts share their insights and predictions to help us all prepare for a new world of opportunity.

of

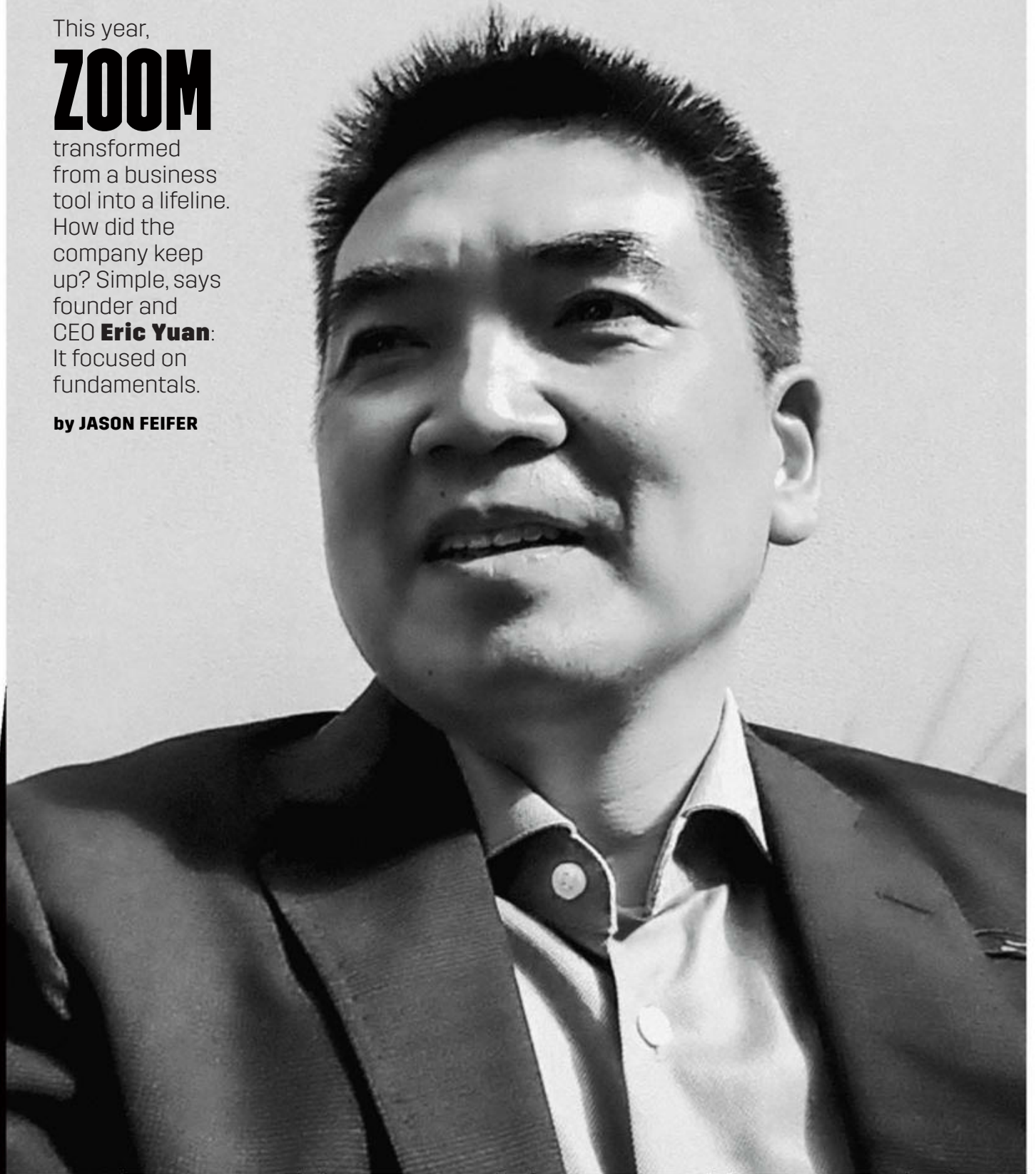
Entrepreneurship

This year,

ZOOM

transformed from a business tool into a lifeline. How did the company keep up? Simple, says founder and CEO **Eric Yuan**: It focused on fundamentals.

by **JASON FEIFER**



into

the Future



It was a Monday morning in mid-March. Schools in California had just gone remote, and Eric Yuan's daughter was settling in for the first day of her new routine. Then she turned to him and, like kids were doing with their parents everywhere, asked him for help using Zoom.

"She'd never asked me a question about Zoom!" says Yuan. Nor had he ever expected her to, even though he is the company's founder and CEO. "When we created Zoom, the goal was to serve enterprise and business customers. I never thought about my kid having to use Zoom."

That's when Yuan knew his world was about to change. This tool he built, which was once reserved for corporate communications, was becoming a defining part of everyday life. His task was no longer to just build a great company; it was now to make sure his company rose to this unusual but defining moment. And it wouldn't be easy.

Few could have predicted Zoom's star turn—because for much of his career, Yuan was the underdog. He immigrated from China to Silicon Valley in 1997, after being denied a visa eight times. He got a job at Webex, taught himself English, and eventually developed an idea for a simpler, more user-friendly videoconference system. Nobody seemed excited; investors told him the market was full. So he created a screensaver on his computer that said **YOU ARE WRONG**, to inspire himself to keep going. "It's very small, but it gives you a strong reason," he says now of that message. "You have to do all you can, and work as hard as you can, to prove other people wrong."

Eventually he did just that: Zoom went public in 2019, catapulting Yuan to billionaire status. But still, before the pandemic, Zoom peaked at just 10 million daily participants. By April, that number spiked to more than 300 million.

"Every employee at Zoom, myself included, felt very excited," he says. "Because after many years of hard work, we're seeing, wow, we really can help people out." But he knew it would be tough going. The company's resources would be strained. It would need to hire rapidly, ensure it could keep up with demand, and react to problems it hadn't considered or faced before.

Yuan says he felt confident—not just because of decisions he

was making today, but because of the groundwork he'd laid many years earlier. When he founded the company, he says, "I asked myself what kind of company I want to work at for the next 10, 15, or 20 years." His answer was simple; he wanted a company that made him happy. Then he hired accordingly. "One thing we always tell our employees is 'Every morning, when you wake up, the first question you should ask yourself is *Do I feel happy or not?*'" he says. "If you feel happy, please come to the office quickly. If you do not feel happy, you can stay at home."

Happiness became the company culture's guiding principle, he says. More than 100 employees serve as volunteers in the "happiness crew," which hosts events for team members. The company also looks for ways Zoom can spread happiness, like offering free service to more than 100,000 grade schools across the world. "I don't need to push my team," he says. "They know what to do. So we



→ **THE ZOOM ROOM**

Yuan in his Bay Area home, photographed via Zoom.

leveraged this opportunity to transform our business.”

When the pandemic hit and user growth soared, Yuan took a moment to consider what he had. Here were the pros: He trusted his team, and his product architecture was strong and scalable. But problems loomed. The increased growth of participants rapidly outpaced Zoom’s servers, so he set up daily meetings to focus on capacity and kept adding new data centers. (Zoom now utilizes 19.) New participants, who were coming in by the hundreds of millions, weren’t always sure how to use the product—so Zoom rapidly grew its customer service team to respond to everyone.

By April, security issues threatened to define the company. Zoom had many bugs, including one that enabled hackers to eavesdrop on conversations—or even appear in other people’s chats, in what became known as “Zoom-bombing.” This caused many large companies and government agencies to stop using Zoom, and a wave of

negative news stories followed. But inside the company, Yuan says, he had a simple action plan: React fast and hide nothing. Security flaws could be overcome, but a secretive company response could be deadly.

“Users are pretty smart,” he says. “If you keep everything open and transparent, they soon realize, *Oh, Zoom is a company I can trust.*”

From April 1 to July 1, Yuan told his team to focus exclusively on security and privacy features. They addressed the bugs and hired rapidly—bringing on a new chief information security officer in June, as well as many new security engineers, and third-party experts to test for flaws. Zoom also launched weekly webinars for users to ask questions—not just about security but about anything Zoom-related. And it posted regular updates on its blog. By May, New York City’s school department and many others had returned to Zoom, and user growth continued. Yuan’s strategy had worked.

From there, the Zoom team moved on to improving its product



more generally. Every company can learn from its users, but Zoom had an unusual feedback channel: In addition to hearing directly from consumers, it was also hearing from mainstream culture—where jokes on *Saturday Night Live*, for example, centered around people being unaware that they’re muted on Zoom. “When Tom Hanks showed up on Zoom—he’s my hero! I thought, *Wow, that’s pretty cool*,” Yuan says. But he also took it seriously. “Any feedback, we aren’t taking that for granted.”

Even as Zoom’s number of daily participants swelled, Yuan says that the company didn’t have to change how it collected feedback. It already had a system in place to log and review what users asked for, and a team that was trained to look deeper at their complaints. “People tend to tell us what to do—they tell us the solution,” he says. “We want to take a step back and understand the pain point.” Sometimes a consumer’s suggestion may not be right—but that doesn’t mean their problem isn’t addressable.

This process led to many tweaks throughout the year. In August, for example, Zoom rolled out new filters, lighting, and enhanced noise suppression. In September, it announced that users could pin multiple videos, and educators got new tools like a virtual seating chart. And in October, at Zoom’s annual (and now virtual) Zoomtopia event, it announced enhanced integration with apps like Asana and Slack, a marketplace to sell online events through Zoom, end-to-end encryption for free and paid users, and more.

“With technology, we can remove the physical barrier—but also the cultural, language, and emotional barriers as well.”

As Yuan looks to the future of both his business and virtual communication, he sees vast improvements coming. He expects that AI will eventually translate voice in real time, so people speaking different languages can have live conversations on Zoom. And he says Zoom could eventually generate a perfect, succinct summary of each meeting after it happens. “With technology, we can remove the physical barrier—but also the cultural, language, and emotional barriers as well,” he says. “Two people, no matter where they live, in one click can build trust and understand each other.”

And how will Zoom get there? The same way it got through 2020, he says. When a company has a strong culture, product architecture, and ability to respond to consumers’ needs, it can scale to any challenge. **E**

BOUNDLESS ASSETS

**AS THE NATION'S 3RD LARGEST STATE,
THERE'S NO DOUBT FLORIDA IS A MONEY MARKET.**

As one of the top three largest finance and insurance clusters in the U.S., Florida offers everything that companies need to thrive, including global connectivity, an experienced workforce of over 83,000 FINRA professionals, and a very favorable business climate. So it's no wonder that more than 35,000 financial service companies enjoy the freedom of operating in Florida. Because when you do the math, it all equals success. **Discover what a future in Florida means for your business at floridathefutureishere.com/assets, or call 877-YES-FLORIDA.**

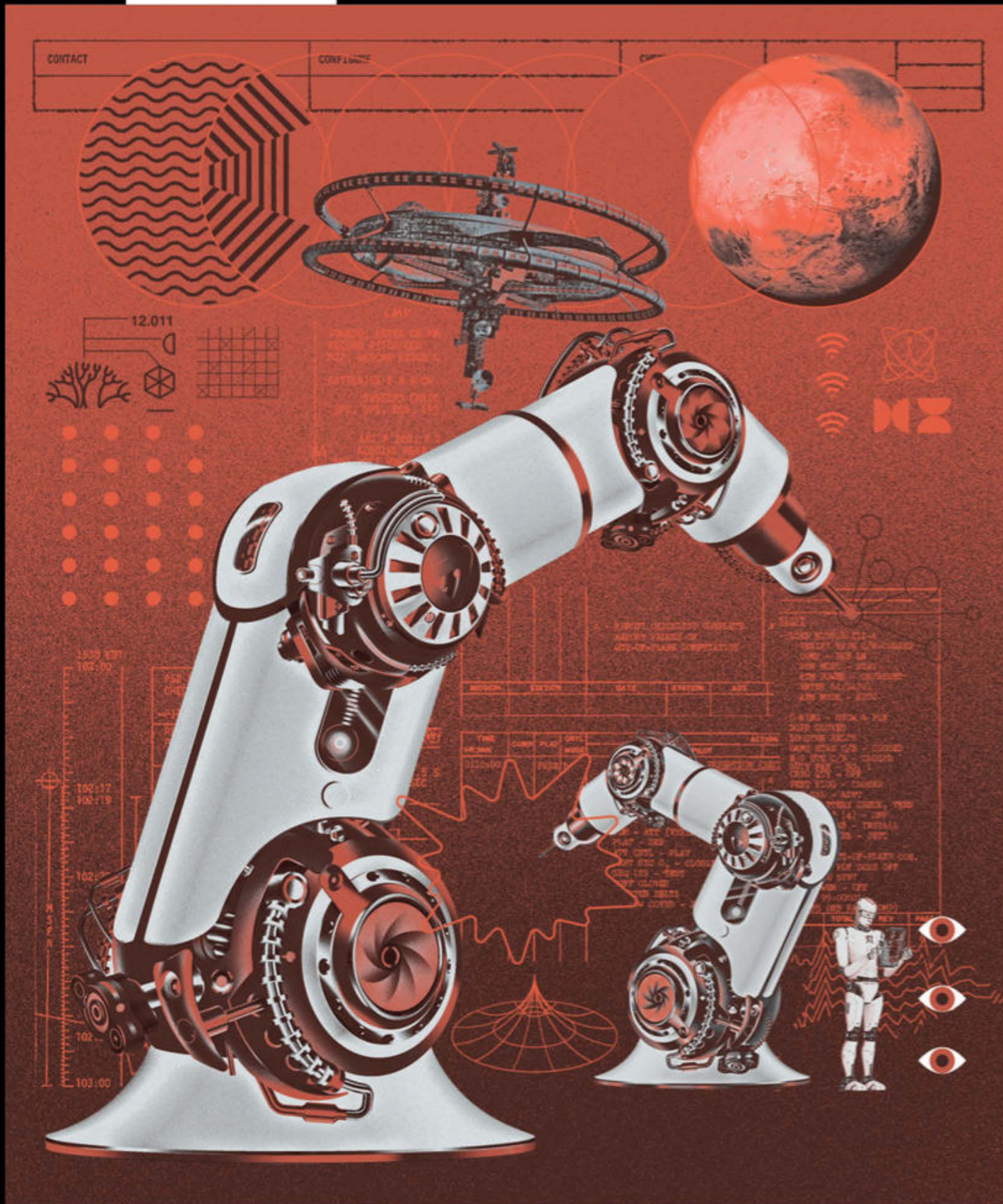
FLORIDA | THE FUTURE IS HERE.

 ENTERPRISE
FLORIDA®

*The Depository Trust and Clearing Corporation
Tampa, Florida*

How the Future

Gets



Intelligent algae that eat carbon. Underwater drones. An internet for Mars. It's not easy building the stuff for tomorrow when you also have to run a sustainable business today. But that's what **Hypergiant** is trying to figure out.

by **LIZ BRODY**

→ **WINGING IT**

Lamm in the skull scarf he wore to his first Pentagon meeting, which led to scoring a satellite project.



How do you dress for the Pentagon? Most people hoping to secure a contract to send satellites into space would put on a suit. But Ben Lamm is not a fan of the expected. So on a visit to Washington, D.C., the night before his big meeting with Air Force generals, he was at a restaurant deliberating two important style questions: Which jean jacket would he wear? And which swanky scarf?

His dinner date that night knew the Pentagon well. It was Susan Penfield, a longtime executive VP at consulting giant Booz Allen Hamilton, which does a lot of work with the federal government (as well as with Lamm). “I don’t know if it will fly at the Pentagon,” she told him—but if he insisted on a scarf, she suggested one with all-American red, white, and blue colors. The next morning, Lamm thought, *Maybe not* and threw on his Alexander McQueen—black with white skulls. “For good luck,” he explains now, with a shrug.

This is how Lamm rolls; he goes with his gut, and so far it has

PHOTOGRAPH COURTESY OF HYPERGIANT

“I don’t think people buy multimillion-dollar satellite constellations with the Buy It Now button. I just don’t.”

worked out. A Texas millennial who looks like he walked off a rock ‘n’ roll album cover, at age 38, he has already founded four successful companies and is on his fifth. It’s called Hypergiant, and it’s hard to describe. To be boring about it, it’s an “AI startup.” But it is hardly boring. Its goal is to take audacious bets on products that have no ready market for years, or maybe even decades. Imagine a network of intelligent algae bioreactors that gobble up carbon footprints. Or augmented reality helmets that show an intelligence operative which documents to grab in a second. Or a galactic internet that will hook you up to Mars. Hypergiant, in short, is a company that’s trying to operate in the future.

Lamm is not the only person to do this, of course—but unlike famous shoot-the-moon entrepreneurs like Elon Musk or Richard Branson, Lamm is not a household name, nor is he currently sitting on bottomless cash reserves. Instead, he’s just a guy with a vision and a knack for making it happen. And so he has had to figure out how to build the future from scratch. Funding projects like this is astronomically difficult, but Lamm believes it can be done. The key is to split the business between *now* and *later*—the services people are willing to pay for today, and the ideas Hypergiant thinks are worth investing in for tomorrow.

So far, at two and a half years old, Hypergiant is doing pretty well at *now*: Its AI-based services and software pull in tens of millions of dollars in revenue from clients like GE Power, Shell, and TGI Fridays. But juggling the short-term and long-term goals is a constant tightrope walk. “I had a recent meeting with one of my investors whom I’m a big fan of,” says Lamm, “but they were like, ‘You’re focusing on technology that’s three years out. We’d rather you focus on today.’ And I’m like, ‘We are, but one day, we will all wake up and it will be three years from now. Unless the Earth ends, that will happen. If we only focus on today, we’re not making tomorrow better. We have to do both.’”

Increasingly, people believe him. It’s how Lamm walked into the Pentagon wearing that skull scarf and walked out on his way to a \$3 million-plus contract to start developing a next-gen satellite constellation. And that’s just the start.

Lamm is not a guy who likes to sit still. Trapped by COVID-19 at his home office in Dallas, he works these days in front of his computer, toggling between desktops, one eye on Twitter, Zooming every 15 minutes, managing clients, investors, and his 200-plus team all remotely. Dragons, wolves, and other collectible sculptures stalk the shelves above him, and a South African painting from 1913 hangs on the wall. It shows a crowd running from an alien spaceship. *What did that artist know?* Lamm wonders.

Hypergiant may be a company built for the future, but it’s easy to see it as the collective product of Lamm’s past—both personally and from the lessons he took from the companies he has built.

The only child of divorced parents, Lamm was always wired a

little differently. He grew up in Texas with his schoolteacher mom, spending the summers with his father, who was in international trade, traveling to 52 countries by the age of 9. He remembers sitting in a lecture as a college student at Baylor University, where he was studying finance and accounting. “The professor showed a Toyota screener where the text slid on the page, and everyone was oohing and aahing,” he says, “and I thought, *I can destroy this. Because if they think that’s good, mine will be like a Kiss concert.*”

He created a startup called Simply Interactive, which turned flat content and tarry data into partying animations and rapid-fire graphics for companies like Dell and Rand. That ability to bring things to life digitally would become part of the Lamm touch.

He sold that company in 2010 and then cofounded a mobile app studio called Chaotic Moon. This is where he discovered the power of interesting side projects. Chaotic Moon had a dedicated team to pursue weird, fun projects without concern for how (or if) they’d be monetized. The “lab” boosted the brand’s reputation for wacky creativity, attracting clients from Disney to Marvel to ConocoPhillips. Lamm sold the company to Accenture in 2015 and came along to run his team—but quickly clashed with corporate. He was fired six months later. “It really humbled him to be fired from his own company,” says Sarah Grant, his assistant at the time and now chief of staff at Hypergiant. “But it was good it happened. It really pushed him to do something bigger.”

Lamm agrees that was a pivotal point. It made him think deeper about what it means to be an entrepreneur. He decided it was someone “who defines what you stand for and what your values are, and shows from a leadership perspective that you’re not willing to compromise those values,” he says. “And that should manifest itself in everything you say and do.” He’d aspire to that going forward.

The final piece of the puzzle came together when Lamm discovered the market potential of AI. That happened after he cofounded Conversable, a chatbot company, and clients kept asking for services his platform didn’t provide. He researched the broader marketplace and saw a chance to build something ambitious. “All these [Big Tech] companies that were supposed to be the good guys, right? I watched them just steal everyone’s data and sell it to the highest bidder,” he says. “So I saw an opportunity to build a tech-for-good company that really wanted to invent the future—and wanted to do it today.”

In 2018, he sold Conversable to LivePerson and then launched Hypergiant. He’d aim straight at an enormous, emerging marketplace—artificial intelligence. He’d bring back the idea of that “lab” of side projects—except unlike at Chaotic Moon, where they were never meant to be monetized, Hypergiant’s projects would be potential industry changers. And to avoid what happened at Accenture, he’d remain laser-focused on the core values of his brand. He’d need to communicate those values with clarity and passion; he could never waver on who he was, or what he was building.

Call it the difference between having a vision and becoming a visionary.

The tech industry loves the term *moon shot*. You’ve heard it—as applied to massive, risky, borderline impossible projects. And when you look at the players who take moon shots, a theme emerges. Elon Musk says he’ll fund a Mars colony with his Tesla stock. Richard Branson is developing space tourism, fueled by decades of cash from records and airlines. Alphabet is fixated on goals like finding the secrets to extending life

and drone delivery, all thanks to the money it earns off Google. For each, a standard moneymaker (cars, planes, search engines) spits out revenues that helps pole-vault their wild and crazy ideas.

Lamm is using the same model, but all in one company, and all at one time. Hypergiant's immediate cash play is enterprise AI software and services—which means, for example, a platform to help GE Power manage its 1,000 bots across the globe and an AI “bar-tender” that mixes personal cocktails for TGI Fridays. Of course, even with potential clients lined up, gaining traction in that market is tough. “We’re often seen as comparable to IBM or Palantir,” he says, “companies that have billions in funding and have been around much longer than us.” But unlike Musk or Alphabet, whose side projects seem separate from their core business, Lamm is finding that the model can work in reverse: His futuristic projects make Hypergiant stand out (and get media attention like we’re giving him now), and that brings clients to his AI software business. “Just that startup mentality, that fearlessness, you know?” says Booz Allen’s Penfield. “You want that, right? And you want that to be part of what you’re doing. It’s really infectious.”

That’s why, early on, Lamm obsessed over Hypergiant’s brand messaging. Rather than listing the products and prices, much to the dismay of his own salespeople, he insisted on a website that evokes a retro-futuristic secret government lab working on the world’s next urgent problems. What the company does is complicated, and Lamm is convinced that the way to make sales is to draw people into the intrigue and get them excited about coming along for the ride before having conversations about specific products. “Also, I don’t think people buy multimillion-dollar satellite constellations with the Buy It Now button,” Lamm says. “I just don’t.”

To create the products of the future, however, Hypergiant couldn’t structure itself only like a company for today. Lamm and his cofounder, John Fremont, knew that wouldn’t end well: Funding would inevitably flow to the projects that make money now, rather than tomorrow. So they set up the business like a holding company with four divisions underneath, each separately capitalized with its own leadership team. There’s the AI enterprise services subsidiary, Space Age Solutions; a ventures arm; a division called Sensory Sciences that develops platform products to boost human perception through AI; and Galactic Systems, which is all about space.

The parent company maintains at least 51 percent ownership of the divisions; it also contains the R&D group and top executives who drive the overall strategy.

This way, Hypergiant could build in flexibility for investors while allowing itself to add more subsidiaries as it expands. It would also be a way to attract top talent, which Lamm is very focused on. To be a modern explorer, you need a team with the imagination and ingenuity to fly in the dark.

Lamm, as a rule, hires for intellectual hunger over degrees. “One of the questions I always ask candidates is ‘What are the things in the world you’re interested in that have nothing to do with this job?’” he says. Once they’re hired, he likes putting people in counterintuitive roles, often seeing strengths they’re only about to realize. Old-school industry types will end up working on teams with self-taught game developers, while zero-waste fanatics are paired with wrestling enthusiasts. “You mash them all together and you come up with pretty cool stuff,” says Lamm.

To keep the internal culture inspired, Lamm is launching a program to send select employees to live in another country for

three months to observe what it’s doing better—say, how Iceland approaches sustainability. And he encourages his teams to react quickly, thinking outside the box as the world changes. When the pandemic hit, for example, Hypergiant invented a robot named Jenna. She uses UVC light to disinfect rooms in minutes, and she’ll do it for Hypergiant when its Dallas, Houston, and Austin offices reopen.

Because some of Hypergiant’s projects won’t be monetized anytime soon (or ever), Lamm treats communications like he’s running a defense firm. He uses a system of “siloes transparency,” where one division may not know what another is working on, and some R&D projects are kept secret until the right time. What he keeps everyone focused on is the overall vision. Putting to the test what he learned after Chaotic Moon, he spends a lot of energy in meetings, group chats, or one-on-ones reinforcing Hypergiant’s mission. Although he doesn’t read business management books, he has studied cults to see how they operate. “They can be predatory and controlling,” he says, “but they’re also very good at convincing people of a vision and a mission.”

Lamm also spends a lot of time rustling up financial support to actually pull it off. “I wish I could go raise a hundred million dollars for just the R&D lab to invent something that in 10 years will be worth \$20 billion,” he laments. “I have not ever found those investors.” Still, he has raised a “significant amount” (all he’ll reveal at this point) for Hypergiant. He is also making partnerships with heavy hitters like Booz Allen, AWS, and Dynetics to push forward.

If the future is unpredictable, how does Lamm decide what projects to bet on? He says it starts by asking a different question: *Is this part of our core values?* He has hired a chief ethics officer to help guide the answer. First, everything they do has to fit into Hypergiant’s scope, which is space, defense, and critical infrastructure—and be beneficial for society at large. Sometimes these parameters guide them in unexpected ways. For example, although Hypergiant won’t work on weapons, it *will* work on defense projects with the military—because he says those efforts protect our freedom, democracy, and human rights, and he’d rather have a seat at that table than leave it open for someone else with different values. Also, his definition of “defending and protecting the Earth” is why Hypergiant’s algae bioreactor was a fit, with science suggesting climate change is one of the biggest threats to the world. “It’s core to what we’re working on,” Lamm explains.

From there, he likes to do a lot of what he calls planting pumpkins—knocking around ideas with a small circle of people, like Kristina Libby, his chief science officer. “He’s just constantly thinking, *What if we made biometric tattoos? What if the solution to medicine was an implantable pill?*” she says. “Like, I’m talking about satellites and he’s seeing a robotic arm to clean trash out of rivers.” He’ll also kick around ideas with Bill Nye—known best as Bill Nye the Science Guy, from his 1990s TV show—who is a Hypergiant adviser. They had regular dinners in pre-pandemic times, but now they connect virtually—where, from the comfort of home, Nye has stopped wearing his ever-present bow tie. (“It’s not the same, but you can still get things done even without a bow tie on,” Nye reports. “It’s weird. Surprising result.”)

If an idea seems promising, Lamm will have his R&D team scope it out. “Take autonomous underwater drones,” he says. “Are we going to launch an underwater division? Are we going to buy a company? In 2021, based on opportunities for impact for both business and the world, we may think that’s something that could fit into our strat-

“He’s just constantly thinking, What if we made biometric tattoos? What if the solution to medicine was an implantable pill?”

egy. So if you don’t research those things, well, then you won’t know.”

Lamm also looks for ways to realistically enter a market. His space division, for example. He loves thinking about how Hypergiant can make contact with aliens (it’s a favorite subject of his and Nye’s), but that’s an unreasonable place to start doing business. So instead, he built a team to explore commercial opportunities in space. They quickly realized that “the supply chain to put stuff into space was just a mess,” Lamm says. “And so we said, ‘Maybe part of our business is that we build a better supply chain.’” That led to the idea of “constellation as a service,” in which Hypergiant would build a one-stop shop for clients to get satellites designed, launched, deployed, monitored, and have their data analyzed. To make it happen, Hypergiant bought a satellite deployment company, hired ex-NASA employees, and designed the missing software and AI systems.

Lamm’s plan is a smart play, says Bill Wiseman, a partner at McKinsey & Co., who coauthored an article on the satellite constellation business. “The most important thing is getting to scale first,” he says. “You’ve got to be the leader. You’ve got to grow as fast as you possibly can.”

So, satellites come first. Space aliens come later.

This is why Lamm was at the Pentagon for that meeting. He wanted to offer the Air Force a constellation project it hadn’t seen before. The fleet, called the Chameleon Constellation, contains reconfigurable satellites—meaning they can switch tasks, literally, on the fly, and a single person can operate 75 to 100 of them from an iPhone. “That,” says Lauren Knausenberger, deputy CIO for the Air Force, who met Lamm at a dinner and set up the meeting at the Pentagon, “is a game changer.”

Big ideas can be exhilarating, but they also require pulling together different factions with often very different views. When he won the Air Force contract, for example, Lamm then had to deal with other Hypergiant clients who might have competed for it. Young followers on Twitter have chastised him because he’s working with the military. His work on climate change earns vocal scorn from climate science deniers. Investors need constant reassurance.

In challenging times, Lamm often thinks back to a moment at his old company Chaotic Moon. His team had been hired to create the first iPad-only newspaper—an idea that seems silly now but was high-profile and much buzzed about at the time. It was called *The Daily* and was being funded by Rupert Murdoch’s News Corp, and Lamm worked intensely with then-News Corp CTO John McKinley on it for four months. Right before launch, Lamm and McKinley walked into a meeting where a couple of guys wanted to add a feature to the app. An advertiser had been promised. McKinley told them no.

One of the guys started throwing a fit and threatened to call Murdoch. Suddenly the room exploded into a den of jackals.



Everyone was yelling. McKinley replied by calmly saying, “I totally hear you. I understand. Sorry. The decision has been made.” But the yelling got louder.

Finally, McKinley went to the whiteboard and wrote “RHIP.” He underlined it, then put the cap on the marker.

“Rank has its privileges,” he told the upset employees. “CTO of News Corp. We’re not putting it in.”

Then he walked out the door.

Ten years later, Lamm still remembers that moment vividly. “John kept his cool and made his point in a very aggressive way,” he says. “But the big takeaway is that sometimes you have to make the hard calls. And there’s a lot of weight that comes with that. Rank has privileges, but it also has consequences. And you can’t be fixated on pleasing everyone, because people are gonna hate you.” He points to Musk and Branson, both controversial figures, who he believes are advancing humanity. When you’re pushing daring ideas and carving a space in markets that aren’t yet formed, you often have to step on old ways of doing things to get there.

“Building a company in enterprise AI is hard,” says Lamm. “Building a company in a global pandemic where you can’t travel, where your employees are sick, while you have civil unrest and entire industries are shutting down—all that, with a global oil crisis, which affects one third of my focus? It’s an insane thing to execute in this scenario.

“But the flip side of the coin—and this is the eternal optimist in me—is that the world needs us more than ever.” **E**

Liz Brody is a contributing editor for Entrepreneur.

In the Future, Social Mission Is Just the Start

Community engagement has to become more than just social media interactions.

Cara Sabin, CEO of Sundial Brands, offers advice on being relevant today—and tomorrow.



IN A YEAR when life often felt out of control, consumers increasingly wanted to support brands that made them feel like a part of something bigger. It's why in a global study conducted in June by communications agency Zeno Group, consumers were four times more likely to purchase from a brand with a strong

purpose. What does that look like in an uncertain future? It may look a lot like Sundial Brands, parent company to top beauty names including SheaMoisture and Madam C.J. Walker, which is deeply embedded in the community of color it serves. CEO Cara Sabin explains how they do it, and how other businesses can uplift their own base.

You joined Sundial in 2019. What was appealing to you about the opportunity?

Quite frankly, this position allowed me to bring my full self to the role. In previous positions, I wasn't really leveraging my full, authentic self—my culture, my background, my experiences. But I am our consumer, full-stop, and there's a certain freedom in that.

SheaMoisture operates what it calls community commerce. Can you explain that?

We've invested more than \$6 million in community programs that support Black and female entrepreneurship. And those investments stretch from our supply chain—we purchase raw shea butter from women-run cooperatives in Ghana—to programs we implement in the United States to promote Black entrepreneurship with grants and education. It's the way we can walk the walk, or as my team says, it's our "receipts" of what we do here.

So it's not just about growing a community but supporting the one that helped your business find success in the first place?

Mainstream beauty brands had really excluded Black women, so our customer feels very invested in our company, and we feel very invested in her. The path to true equality is through economic equity and by creating generational wealth for our community. The events of this year, it's been a re-centering. From COVID to social unrest—we're emboldened in our mission. It's important for us to center Black women not just as our customer or our model but also behind the scenes, in the way we work with our creative partners and agencies, and in the way we provide opportunities and resources.

How do you think about continuing to drive that mission forward?

We recently did a partnership with Brown Girl Jane, which, comparatively to SheaMoisture, is smaller in size, but they had a similar mission: They created the Brown Girl Swap, a call to action to consumers to pledge to replace five mainstream beauty products from their routine with products created by Black entrepreneurs. It's important that every business we work with is like-minded in terms of investing in the community.

What's your advice for founders who want to support their community but might not yet have the resources of a company like Sundial?

I appreciate that question because I think a lot of smaller businesses feel a pressure to make an impact, but at the same time they're trying to build and cultivate their business. But one of the things that's most powerful is sharing knowledge and sharing experience. No matter the size of your business, we all have something to learn from each other, and sharing information and resources is such a good way to make an impact.

Tough Times Ahead? No Layoffs!

Before making a tough decision that impacts your team's future, Gravity Payments CEO **Dan Price** has a simple suggestion: Ask them for advice.



THE YEAR 2020 was rocky. Millions of people were laid off or furloughed. The pain may continue into the near-term future—but even once our lives stabilize, this won't be

the only time an economy stumbles. Companies will again face this choice: Eliminate a great team that'll be difficult to rebuild, or somehow absorb massive financial losses.

Dan Price says there's a third way, and he proved it out this year. The solution, he says, is to act as a team. "Your team is so much smarter than you," Price says. "Mine is. Give power to your people, be honest and democratic. They will find solutions that you can't see."

Price made waves in 2015 when he took a million-dollar pay cut to institute a \$70,000 minimum wage for his employees, so he isn't the kind of boss who is quick to do layoffs. But he was feeling pressure this year. His company, Gravity Payments, processes credit card payments for more than 20,000 small businesses—and as their revenue disappeared at the onset of the pandemic, so did Price's. "We were losing \$1.5 million a month," he says. "We had three months before we'd be out of business."

He explained this to his team of 200, and they offered a solution: Instead of layoffs, let them anonymously volunteer for pay cuts. "I thought it was crazy," Price says. "I figured we'd waste a week's worth of time to learn it wouldn't work."

He was wrong. His team volunteered nearly half a million dollars a month off their salaries. Some offered their total pay; others offered 50 percent; others offered 5. (Price capped all contributions at 50 percent.) "It extended our runway to somewhere between six and 12 months," he says. By late summer, he was confident enough in Gravity's future that he paid back all employees.

"Businesses love to talk about caring for people, but the conventional wisdom is, what really matters in these situations is your balance sheet," he says. "Leaders will do layoffs deeper and quicker than needed so they can start rehiring sooner and manufacture a comeback story."

But now, Price says, he knows of another way. Don't cut your team. Work with them instead. "We're here because of our people."

Oversharing Will Be the New Sharing

During the pandemic, entrepreneurs shared information like never before. That's not going away.



IN TIMES OF CRISIS, experts often have the same advice: Be transparent. There's good reason for that. "People see the news; they can read the writing on the wall," says Ana Mendy, a partner with consulting firm McKinsey & Company. "Transparency is how leaders build trust. We call it 'candor over charisma.'"

At the onset of the COVID-19 crisis, most businesses took that advice. They started by sharing the literal life-saving measures they'd taken to keep communities safe, but then something shifted, Mendy says. Businesses began sharing in ways they'd never done before—opening up about their day-to-day struggles, and starting very public dialogues with worried or confused customers. "Before, our clients would have never thought to do something broad-based on Zoom or in a two-way format," Mendy says. And now, she doesn't think it'll ever go away. "I expect the mode of communication may also shift moving forward in a way that flattens organizations and puts leaders at the center."

In the past, a little bit of honesty went a long way. In the future, people may expect a *lot* of honesty—and it could create lifelong loyalty among customers and employees.

Jamie Erickson (*pictured*) is a perfect case study. She owns Poppy's, a Brooklyn catering company. Pre-pandemic, the bulk of her business came from events, but she also sold pastries and seasonal fare out of a small café storefront three days a week. "The café was like a marketing arm for us; it was not paying our salaries," she says. But once COVID-19 hit and her events business evaporated, the café was all she had.

In normal times, Erickson had a newsletter that she used to tell people about the café's offerings. Now she started sending emails that were unusually frank—updating people on the state of her business, sharing that PPP funds were delayed, admitting that her plan to have customers order ahead wasn't working, and encouraging people to buy gift cards to help with cash flow. "If I feel something," she says, "I share it."

Experts say it's a smart strategy—now, and for later. "It's brilliant because she's getting you to understand her world," says Paul A. Argenti, professor of corporate communications at the Tuck School of Business. "She's not asking you to feel bad for her, but she's creating empathy while still making the customer a priority."

This kind of communication may naturally come easier to small-business owners, most of whom have already cultivated a more intimate relationship with their community, says Mendy. But for anyone still feeling squeamish about putting it all out there, she has a simple solution.

"Just try it in a small way," Mendy says. "Have a Zoom, talk directly to folks, take questions. Build up that muscle. When you do it once, it dispels the myth."

As for Erickson, she's starting to feel confident that her business will survive. "But I know that our situation could change any day of the week," she says. And if it does, she'll keep her community posted.

The New Mom- and-Pop Shop Will Be a Tech Company

The No Code movement is making it easy for anyone to build and use digital tools, no engineering background required.



ENTREPRENEURS of the future may seem a lot more tech savvy...while also being a lot less technically savvy. It's thanks to a movement called No Code, and it could change how business is built.

With a spate of new tools that don't require writing code, anyone can build a website, launch a mobile app, customize an e-commerce shopping experience, or even create a logo. "You don't need to have a computer science degree to start a tech company. You just need an idea," says **Brianne Kimmel** (pictured), whose VC fund, Worklife, has invested in these platforms. "The first No Code conference was just a year ago, so it's very new. But it's been fascinating to see, during COVID, the number of family members sitting down at the dinner table and starting a mini tech company."

The tools also saved many existing local businesses this year by making it easy to shift online, a trend Kimmel predicts will continue, considering the web's expanded market. In fact, Zapier, a platform that lets users connect their apps, found that among the fastest growing tools this year were Netlify, Webflow, Leadpages, and Squarespace—all of which, Zapier cofounder Wade Foster says, "speaks to the acceleration of apps that help small businesses sell more."

Bianca Padilla and Jonathan Magolnick know this from experience. They founded Carewell, a site that sells adult care products, based on an idea they had on their first-ever date in 2015. (They're now married.) Initially, they kept their personal story hidden, figuring it made the site seem less professional. Then they realized customers responded well to their personal touch, so they overhauled how they interact with them—and the entire back end of that is now run by Kustomer, a no-code customer engagement tool. "In one month, we launched the new site, bought a home, and got married," Padilla says. "It was crazy!"

What's next in No Code? Founders may not have to wait for someone else to build the tools. This year OpenAI released GPT-3, which can write code all by itself. "GPT-3's mind-boggling performance has convinced many that superintelligence is closer than we think," reports *Towards Data Science*. Maybe super-entrepreneurship is, too.

Your Brand Must Be a Movement

How can entrepreneurs gain customers in an ever-noisier world? By getting them to *care* about a brand—and all it stands for.



LISA BARNETT sees a crowded future: more brands, more noise. "It's going to be expensive for you to get customers, so how do you get people to care?" she says. She is cofounder and president of Little Spoon, a DTC startup that makes meals for kids and babies, and that word *care* is big to her. For a brand to stand out, Barnett says, it needs to inspire passion—and that means it should treat itself like a movement. "It's rooted in a mission, and in solving

and changing a reality you're not happy with," she says. Here's how to make consumers feel that there's something at stake:

1/ Identify an enemy.

Every movement has one. Brands should, too—whether it's a competitor, an industry, or a paradigm. When Little Spoon launched, for example, it did so with the tagline "No more old baby food." "You don't want people to have to guess what you stand for," Barnett says, "so an enemy is a great way to help people visualize this problem." By tackling someone's enemy, you're their champion.

2/ Release a manifesto.

Promote your ideas as much as your products. You can do it with an essay on your own site or an op-ed somewhere else. Lululemon is a classic example. It launched with a manifesto that included phrases such as "Friends are more important than money," then printed them on tote bags. "It was a way for people to start to indoctrinate into the philosophy of that brand," Barnett says.

3/ Build an on-ramp.

Superfans aren't created; they're *cultivated*. "Give people little, easy ways to participate, and then you gradually get them further and further up the curve," Barnett says. Little Spoon, for example, launched an online platform called "Is This Normal?," where parents can get their burning questions answered. The more opportunities you create for engagement, the more people feel attached... and start telling others. "Over time, that's your marketing channel," she says. "These people are out there advocating for you. And that's the goal."

The Waiting Is Over

Communities that have been shut out of funding and support are taking a new approach: Create their own networks.



ABOUT TWO years ago, **Max Skolnik and Jessica Lynch** (from left) were at SXSW in a room packed with entrepreneurs of color discussing how to improve access to capital. A woman stood up and said, “You’re talking about adding seats to the table. We don’t want seats. We want a new table.”

Based on what’s happening today, the future of entrepreneurship may be full of many new tables.

To start, there’s Reunion—a company that launched in July and was inspired by the SXSW moment. (It’s cofounded by Lynch and Skolnik, as well as Raymar Hampshire.) The crowdfunding platform is for Black, Latinx, and Indigenous founders, and it works with partners to share webinars and resources to help these entrepreneurs navigate the specific barriers they’re facing. “Race is at the forefront of so many conversations now,” says Lynch, who is Black, as is Hampshire. “What we’re trying to do is say, ‘How do we use the power of community? How do we democratize the space where there’s not been a lot of access?’”

Reunion is just one of many new, alternative solutions powered by underrepresented founders, who want to support the entrepreneurs in their own communities. Among them is Latinx Incubator in Chicago and BLCK VC, a nonprofit that aims to increase the number of Black venture investors. There’s also a movement known as #BankBlack. Advocates believe that more Black-owned banks, with larger assets, can circumvent the high rates of rejection founders of color face from traditional financial institutions. Costco and Netflix both announced shifting \$25 million of deposits into Black-owned banks this year, and vocal champion Michael Render (a.k.a. rapper Killer Mike) started one called Greenwood with former mayor of Atlanta Andrew Young and TV exec Ryan Glover. A digital bank, Greenwood will give a \$10,000 grant each month to a Black or Latinx business.

Women, another notoriously underfunded group, are doing the same kinds of things. Pam Kostka, CEO of the nonprofit All Raise, which works to boost both female funders and founders, sees more women breaking the old patterns in the VC system—like Mallun Yen, whose Operator Collective brings in female operators as LPs, turning them into investors who can then offer founders deep expertise in building their companies. “We started in the Silicon Valley Me Too moment,” says Kostka of All Raise. “And here’s a new injection this year, which is long overdue for social justice. I think it’s the same thing—a moment that’s turning into a movement. So I do think you see this disruption that is coming in, gathering steam and momentum, and there’s no turning back from it.”

Hire for Talent, Not Geography

Remote work means greater access to better talent, no matter where that talent might live. But you’ll have to shift the way you build your team.

WILL COMPANIES’ work-from-home policies remain in place, even when COVID-19 ends? Back in March, only 38 percent of corporate decision-makers said yes. A few months later, that number rose to 67 percent. (Both surveys were done by 451 Research, a division of S&P Global Market Intelligence, which polled more than 500 people.) As companies increasingly adopt distributed services like cloud tools and SaaS platforms, it’s easier to work anywhere—forever.

If the predictions hold true, many things about the way we work will change, starting with the way we build a team. We asked four business leaders how entrepreneurs can best approach hiring for talent, not geography.



1/ Be truthful.

Just because our culture has accepted remote work doesn’t mean it’s the perfect setup for every job candidate—and that’s OK.

“Whenever I interview someone, I explain that we’re a small but close team and they’ll never feel alone on an island,” says

Kerry Benjamin, founder and CEO of StackedSkincare, whose team of 10 is partly in Los Angeles, partly scattered throughout the country. “But if you’re not comfortable with work-from-home, this won’t be the company for you.”



2/ Update your processes.

The core skills you hire for may stay the same, but secondary skills may change. **Alyssa Rivasio**, founder and CEO of the campsite-booking platform Hipcamp, was happy to see introverted staffers comfortably contributing in a digital-first world. But that depends upon top-notch written communication skills, so now, she gives candidates “homework” to test that ability. “It’s always important, but now it’s *really* important.”



3/ Prioritize company culture.

“You might see employees on Zoom, but there are no more happy hours or company softball teams,” says **Tom Gimbel**, founder and CEO of LaSalle Network, a staffing and recruiting firm. “You have to work harder to create connection.” So Gimbel encourages his staff to schedule video chats with random colleagues a few times a week, “to talk to the folks you might not work with but would have seen at the watercooler.”



4/ Throw out the office hours.

“We don’t have work-life separation anymore—it’s about *integration*,” says **Ben Stewart**, interim executive director of Tulsa Remote, a program that provides \$10,000 grants to get remote workers to relocate to Tulsa. “Motivations are all different: Some people want to be by aging parents, some people want a yard for their kids, others want to gain back those two hours of city commute time so they can work on their side hustle. Time is money for everyone. The companies that give people freedom are increasing happiness—and drive.”

Where Will We Be

in

We checked in with **Mauro Guillén**, a leading sociologist and economist, to find out.

by **STEPHANIE SCHOMER**



WHAT WILL OUR world look like 10 years from now? It's impossible to know for sure, but Mauro Guillén has at least *some* of the answers. He's an expert on global market trends, a professor at the Wharton School, and the best-selling author of the recent book *2030: How Today's Biggest Trends Will*

Collide and Reshape the Future of Everything. His prediction, in short: The business world of 2030 will look very different from today—but that can be a good thing for entrepreneurs. It just takes some practice in observation, a reassessment of who the customer is, and a change in the way we find connections.

Companies have long been focused on serving the millennial audience. You've argued that that's a mistake. Why?

Speaking more broadly about generational dynamics, companies have spent the past few decades targeting younger generations. The thinking, of course, is about lifetime value. That was predicated on the assumption that the younger age groups made up the largest consumer segment. But by the year 2030, both in terms of headcount and purchasing power, the largest consumer segment will be the population of over 60. And 60-year-olds in the United States may have another 25 years ahead of them. So that's going to create a new set of incentives for companies and entrepreneurs.

That sounds like an opportunity that might be hard for some folks to grasp, especially if that tipping point is in 2030.

Well, obviously, healthcare and anything that improves the quality of life as you age, people are keenly aware of those opportunities. But in terms of consumer goods, this will require a change in thinking. Consider clothing: There's a lot of entrepreneurial activity in that category, but most brands don't consider a consumer above a certain age. They don't even want to touch that demographic because they think it will tarnish their brand image. But that mindset is going to change.

What does the surge in this population segment mean for our workforce?

Entrepreneurs would be wise to abandon this 19th-century idea that in our first few years, we learn, and then we work, and then we retire. People are starting to go back to learning mode several times in their lives, so someone who retires may take on a whole new career. There's a huge opportunity to serve those people, in terms of products and education and flexible work. We've got to help reinvent the last 25 years of life.

There's another demographic that gets a lot of attention in your book, and that's women.

If I had to choose one thing that's going to laterally affect everything else in the next 10 years, it's women.

How, exactly?

Right now, in 41 percent of American households with a man and a woman, the woman makes more than the man. By 2030, it's going to be more than half. And by my own calculations, more than half of the net worth in the world is going to be in the hands of women by then. That's going to change consumption, investing, and financial markets because women spend their money differently, invest differently, and tend to be more risk-averse, generally.

When should we expect to see businesses, broadly speaking, spend more time considering women's wants and needs?

I do a lot of seminars with bankers and wealth managers, and they're struggling. Because already, women knock on their doors and say, "I have money; can you help me invest it?" And those banks and investment firms don't have the products to help them. They don't have their staff trained in a way to handle the nuances of women's needs. They don't have enough women on staff as advisers. And that's just one example—it's going to impact all industries. Even in real estate right now, so many developers are really starting to think about how they design apartments to better suit women, and to better suit professional working women.

On the flip side, what does this mean for women entrepreneurs?

Entrepreneurs tend to launch a business in an area in which they have experience, right? So 20 years ago, maybe women would launch a venture in education or healthcare. But now, we're seeing more women launch businesses in financial services, or manufacturing, or biotech. And those women will shape those fields that have previously been monopolized by men.

Is it too optimistic to hope that these shifts might fix the funding gap?

I hope that some of these obstacles go away, but we are very far from anything approaching parity. And the problem isn't launching, it's that the lack of funding constrains them from growing their business. It's just incredible that there are these biases when it comes to funding women and minorities.

How can entrepreneurs spot the new opportunities in an economy and a culture going through such change?

It's about the idea of lateral thinking. People will notice change, but it's important to connect the dots within to find real opportunity. Let's use Airbnb as an example. Most of the people who own certain types of assets, including living space, are over the age of 50. But most of the people who want to use those assets on a sharing basis—and who don't want to stay in hotels when traveling because they'd rather experience the town in which they're staying—are under the age of 35. Airbnb connected those dots and has succeeded because it serves two generations with very different priorities.

And it's providing very different solutions for each.

For the over-50 group, Airbnb is now in a position where it's not competing against hotels but is actually competing against banks. Empty nesters who might be worried about having sufficient retirement savings may turn to a bank to monetize their home without selling it; Airbnb gives them another way to monetize it with more flexibility. That's lateral thinking: Connecting the dots.

How can entrepreneurs learn to think that way?

Well, that's the most important question. I always tell my students who want to be founders that you need to go deep into the field where you want to be an entrepreneur, but you also must force yourself to learn about areas that *may* be connected to that field. How? Read. Read widely. Read multiple sources. I spend 15 minutes every night reading one or two articles about a topic I know nothing about. And expand your own network, connect with new people, reach outside your comfort zone. Even if you explore a topic that might seem unrelated to what you want to do, it's only going to benefit you. You will start to see the connections.



“ I LEFT THE CORPORATE GRIND TO FIND MORE FULFILLMENT ”

After 22 years in the corporate world, I knew I needed more fulfillment in my life. I dreamed of owning a business one day and always had a passion for travel. Cruise Planners was the perfect fit! The franchise model made it so easy to get off the ground, even without any industry experience. I am truly passionate about my business and helping clients plan unforgettable vacations.

Dave

Dave Rodrigues,
Cruise Planners Travel Advisor

WORK FROM ANYWHERE BE YOUR OWN BOSS SELL THE WORLD

Named #1 Travel Franchise for 17 Years

Find out how Cruise Planners is right for you as a second career, a way to travel in retirement, or a flexible work-from-home opportunity.



CRUISE PLANNERS®



TRAVEL

cpfranchise.com

888.582.2150





Narrow Audience, Big Payoff

Rafael Alvarez spent three decades building a tax-preparation franchise trusted by the Latino community. Now he's preparing for rapid growth and national expansion. **by STEPHANIE SCHOMER**



→ **POISED FOR GROWTH**

The growing ATAX team attends a company convention in 2019.



How did you start recruiting franchisees?

I hired one of the best attorneys in New York to help me, and he said, “I know you’ll want to bring as many people into this system as possible, but don’t do that. Go find 10 people willing to follow you and your system, and we’ll make sure they make money—and when they do, they’ll attract the next 100 franchisees.” But at first, since I was going after Latinos and franchising is not a part of the Latino culture, it took me a while to figure out how to really educate people on the system.

Fast-forward and you’ve got more than 60 locations, and last year you merged with the franchise company Loyalty Brands. What does that mean for growth?

They’re really going to be able to help us scale beyond the East Coast. When Loyalty’s CEO, John Hewitt, approached me, he said the only segment growing within the tax market is the Latino market. He wants to open thousands of ATAX locations. So far we’ve sold more than 730 territories, including some in Los Angeles, and we have locations now in Vegas, Houston, Denver—it’s really happening.

Rafael Alvarez knows how to serve his community. In 1986, Alvarez, who was born in the Dominican Republic, was living in New York with his parents and set out to start a tax-preparation business to serve the Latino market—folks like his own mom and dad. It was a smart instinct. Today, there are more than four million Hispanic-owned businesses in operation in the United States, and Alvarez’s franchise, ATAX, has become a leading service provider for the demographic, providing help with tax preparation, accounting, bookkeeping, notary services, and immigration referrals from more than 60 locations across the country. But that scale and growth—and the trust of a discerning community—didn’t come easy. As Alvarez is now working to expand his brand’s geographic reach and grow to 400 locations by the end of 2021, the CEO is making sure he’s able to maintain trust and quality, and he’s forming smart partnerships to support his mission.

Tell me about how you first got started in 1986.

I only had \$200. So I asked my dad for \$20,000 to open the business, and he said, “Are you out of your mind?” But my mom gave me \$20 and said, “I think you can do this.” That support meant more than the actual money—but I still needed it! I asked 35 friends to each lend me \$1,000, and 18 did. I opened my first location in the Washington

Heights neighborhood, did about 350 tax returns, and paid everybody back.

How did you recruit customers in those days?

I told my earliest clients, “If you refer 50 new clients to me, I’ll give you a brand-new Dell computer.” People thought I was crazy, but it was the early ’90s, and almost no one had a computer. So that promotion actually

brought a lot of people in.

You started franchising in 2007. Why?

I was looking at the industry, and H&R Block and Jackson Hewitt had so much business and so many locations, and I knew I could do it. I also knew I had a niche: None of those guys are Latinos or serving and focusing on the Hispanic or Latino market. I needed to capture that potential.

What kind of support do you provide to your franchisees?

We help them with any training and certification they need, of course, and in the beginning we do a lot of hand-holding. We like to review and double-check their work at first before they send it off to the IRS, so we’ve built those systems to give us access and oversight, even while they’re sitting with a client. Everything they do has our name on it, so we all work to make sure we’re protecting our brand.

THERE'S A REASON KUMON IS GROWING SO FAST.



EDUCATION IS IN HIGH DEMAND, AND WE HAVE 60+ YEARS OF EXPERIENCE HELPING PEOPLE LIKE YOU FIND SUCCESS

Our unique method of learning creates long customer life cycles, increasing the viability of your franchise even during times of uncertainty. People from all industries have taken their passion for education and joined the Kumon family. Become a Kumon Franchise owner today and embark on a journey that will help kids develop outstanding math and reading skills plus essential traits for success like focus and grit!



Financial Snapshot

- Investment starts at less than \$75,000
- Franchise fee just \$1,000
- Receive up to \$36,000 back in incentives
- Veterans may qualify for an additional \$10,000 incentive

Talk with us today about opening your own business!



CALL 844.256.1324

TEXT KumonBiz to 63975

EMAIL Franchise@Kumon.com

VISIT KumonFranchise.com

For information on enrolling your child in Kumon, please visit Kumon.com

© 2020 Kumon North America, Inc. All rights reserved. This information is not intended as an offer to sell or a solicitation of an offer to buy a franchise. We offer franchises solely by means of our Franchise Disclosure Document. The United States Federal Trade Commission and certain states have laws governing the offer and sale of franchises. We will not offer you a franchise unless and until we have complied with all applicable legal requirements in your jurisdiction.

Building (and Maintaining) a Strong Reputation

As a Green Home Solutions franchisee, **Jason Toliver** works to make customers' homes safer and healthier. He's focused on earning their trust—because his business depends on it. **by STEPHANIE SCHOMER**

When Jason Toliver signed on to be a Green Home Solutions franchisee, he knew he was entering a crowded market. The mold-remediation franchise, which operates 208 locations nationwide, has plenty of competition in his local Baltimore area. But those competitors, Toliver says, are often keen on tearing down walls to remove mold in homes. Green Home, in contrast, focuses on surface and air treatment, using proprietary products that can eliminate mold without renovations. To Toliver, that was an opportunity worth betting on, and three years later, he has three territories and has experienced his best months ever in 2020.



Prior to joining Green Home Solutions, you were a franchisee with Wireless Zone. What was the biggest challenge when you made that shift?

Wireless Zone is an authorized Verizon retailer, so when you open a location, it's pretty turnkey—everyone already knows Verizon. But with Green Home, even though it is a franchise, we didn't start with that name recognition locally. It was like starting a business and building that branding on my own.

How did you do that?

One of the things that really hit home during my initial training was the idea of grass-roots marketing—getting out there, creating those relationships with real estate agents,

real estate investors, and property managers, because that's how you get referrals. It's kind of like cold-calling. We'll go to agents' offices, make an intro, and ask to schedule a lunch-and-learn: a 20-minute presentation on what we do and who we are, and we bring lunch and refreshments. It's been a big hit—once those agents realize we're not trying to sell them something but rather help them solve problems quickly and get them to the settlement table, they want to hear more.

Is there a strong sense of community among franchisees within the system?

A lot of it is really regional—we have WhatsApp groups

where we can bounce ideas off each other and send questions, so there's a ton of support there. And with corporate—whether I'm trying to contact a franchisee or someone at headquarters—everyone is very eager to help.

This year seems like a great time to be in the air-quality business. How did the pandemic impact you?

At first, people didn't want us in their homes. But then by July, things started to pick up. August was our best month ever, and then September outpaced August. My goal is to continue to grow, and I'm thinking about making a new hire—but the uncertainty around the economy, and even the future course of the pan-

demic, is making me hesitant. Is this the best time to invest? Or do I get through the winter first? Those are my considerations now.

Once 2020 is behind us, what are your long-term goals?

I want to expand into new territories, but I'm focused on growing responsibly. I'm a consumer, too, and as a consumer, if a company makes a mistake, it's all about how they handle it. I want to make sure that as we expand, we can maintain our level of excellence and address any problems immediately. We've got great reviews right now because we work hard to do things the right way. I want to keep my hands wrapped around that while we grow.

LOOKING FOR A RECESSION-PROOF BUSINESS?

There's no better time than now to open your own lucrative independent insurance agency. By utilizing our platform, our team of experts can launch, fuel and provide strategic advising plans to reach your goals. Our property and casualty experts, systems and guide gives new agencies the foundation and ongoing support needed. Your success is our success.



READY TO LAUNCH
BUSINESS INC

WE KNOW INSURANCE AND THIS IS HOW WE WILL HELP



SCHOOL OF INSURANCE

Don't have an insurance license? No problem. We will set you up with our licensing partner.



COMPLETE AGENCY SETUP

From A to Z our program will start your agency from the ground up and includes:

- 100% Commissions to you, we do not withhold anything
- Binding authority
- Systems & processes
- Sales, marketing plans & strategies
- Much More



ONGOING SUPPORT

We provide your agency with ongoing support through consulting and training every step of the way.

What to Look for in a Marketing Agency

To create consistency (and success) across multiple locations, franchises should find a marketing agency that understands their story—and knows how to tell it across platforms. **by FRANCES DODDS**



1/ Marketing Is About Messaging...and Infrastructure

From Afif Khoury, CEO, SOCi

SOCi is a technology company first. We developed a platform that serves as the backbone for some of the largest franchises in the world to run their marketing. Brands invest a lot of money into messaging and then turn around and put it in the hands of potentially thousands of franchisees who own local locations. One local Ace Hardware store might have four social media pages for reviews and a dozen listings pages, *and* be deploying local ads. That's 20 things they have to manage. Multiply that by 5,000 locations. Now you're literally up to 100,000 pages that say "Ace Hardware"—that's a problem a human can't really handle. Our technology lets everybody log in and out, share assets, go through approval processes, and get notifications, brand templates, suggested best practices. A lot of people will shy away from ROI models, but we don't. We'll absolutely show you what the ROI is on your social campaigns, your search campaigns, your reviews, and your ability to respond to them and get that score higher. Relative to this time last year, our usage is up 300 percent. When COVID-19 hit, digital channels like social media became a critical lifeline for local businesses, and our listings management tool became really important: A lot of stores have had to change their hours of operation, or put out notifications about mask wearing, or update delivery availability. Those things were constantly changing every week. That tool has really served these small businesses.

2/ Find a Feedback Loop

From Isaac Vaisberg, founder and CEO, Sasquatch Strength

SEATTLE-BASED fitness brand Sasquatch Strength started franchising last year, and it wanted the franchisee experience to be as turnkey as possible. It hired Drive Social Media to help integrate marketing into its tech-forward OS. Since, the agency has...

1/ Learned the brand history.

"They pulled data from our CRM, distribution lists, past click-through rates," Vaisberg says. "They understand the complete picture."

2/ Created a brand voice.

"They worked with our director of marketing to really understand the ways we sell ourselves, and made copy recs based on what they've seen in their work with other fitness concepts."

3/ Built a "smart" system.

"They created APIs to tie into our systems and software," Vaisberg says. "When someone clicks on our ads, there's instant info on that lead. Eventually, the system learns who buys at Sasquatch, and we can target similar customers."

3/ Unexpected Success

From Tim Arpin, vice president of franchise sales, Scooter's Coffee

What he expected In 2017, the Nebraska-based coffee company hired 919 Marketing to help it find new franchisees. "My original hope was to have a strong working relationship with a competent marketing group that understands the franchise space," Arpin says.

What he got In four years, Scooter's Coffee has grown from 158 to 288 locations, with another 43 set to open by the end of the year. "Any agency can spend your money on Facebook ads," Arpin says. "But is that where quality prospective franchisees come from? Likely not. You have to consider domain authority, trade publications, press releases, blogs, and so on. A great marketing strategy creates a chorus of sound around your brand."



**Franchise
Payments
Network**



POLN8

*Ranked **Top Franchise Supplier** by
Entrepreneur Magazine 3 Years in a Row*

17%
Increase In
Ticket Sales

50%
Lift In
Customer
Frequency

Clients who use our **POLN8** loyalty platform, enjoy results like these.
Contact us today and discover what's possible for your business.

**PAYMENT
PROCESSING**

- Bluetooth EMV Readers & NFC
- Branded Website Payments Pages
- ACH Processing & Recurring Billing
- PCI Compliance
- System-Wide Pricing

POLN8 LOYALTY

Earn. Redeem. Enjoy. Repeat.

- Referral & Gift Card Programs
- Branded Mobile Apps with QR Payments
- Automated Email Marketing
- Geo-Fencing & iBeacon to Drive Customers In
- Text & Push Messages



CONTACT US TODAY

(866) 420-4613 • Option 3
sales@franchisepayments.net

**Touchless Payments & Loyalty
that Deliver Amazing Results**

Maximize Customer Engagement & Unit Revenue Growth

Learn more at **POLN8.com** and **FranchisePayments.net**



Scan & Visit **POLN8.com**

15 WAYS Franchises Became Stronger This Year

No matter what service or product they provide, franchisees and franchisors were rocked by 2020. But many made adjustments that improved their businesses—not just for now but for long into the future. Here's what 15 of them learned.



1/ Open new concepts with lower costs.

“As the world grappled with a sudden pandemic, at Daily Jam, a brunch and lunch concept, we swung for the fences and opened two ghost kitchen concepts. Mindful Bowls and CinnaSwirl operated out of Daily Jam’s spaces and used many of the same ingredients, saving time and money when we needed it most. While other food brands limited their hours of operation, we increased ours and saw an increase in demand and—thanks to the ghost kitchens—were able to tackle the competition on third-party-delivery apps. Without our ghost kitchens, we’d be looking at a very different state of business today. As we look forward to 2021, we’ll continue to focus on that innovation.”

—BEREKK BLACKWELL, president, Daily Jam

2/ Identify vulnerabilities and fix them.

“As we observed the innovations (or pivots) in the fitness space, it seemed to me that the vast majority were one-sided, short-term, quarter-over-quarter decisions that left business relationships to deal with potentially irreparable damage. It’s obvious now that having brick-and-mortar fitness brands with no digital component is a large vulnerability. But I don’t think it’s obvious to digital companies that not having any brick-and-mortar offerings makes them just as vulnerable to an extraordinary circumstance. The most successful fitness companies of the future will build and offer



a complete health ecosystem that transcends traditional gym/digital memberships. Companies that fall in love with their clients’ needs—not their own brand or short-term financials—will have a much easier time mapping out innovation and creating a disproportionate advantage in the new marketplace.”

—DEVAN KLINE, cofounder and CEO, Burn Boot Camp

3/ Diversify revenue streams.

“We can’t keep all our eggs in one basket or market seg-

ment. I go into 2021 with a strengthened belief that Dippin’ Dots needs to continue to grow its diversified side of business with its cryogenic intellectual property and use its patents in cryogenics. Maintaining diverse revenue streams will minimize risk exposure and the impact of unforeseen circumstances. I always valued the ice cream business because it had very known factors that made it easy to accurately forecast, but no matter how shiny we keep the crystal ball, there are always things you can’t predict—like a global

pandemic named after a non-domestic beer.”

—SCOTT FISCHER, CEO, Dippin’ Dots

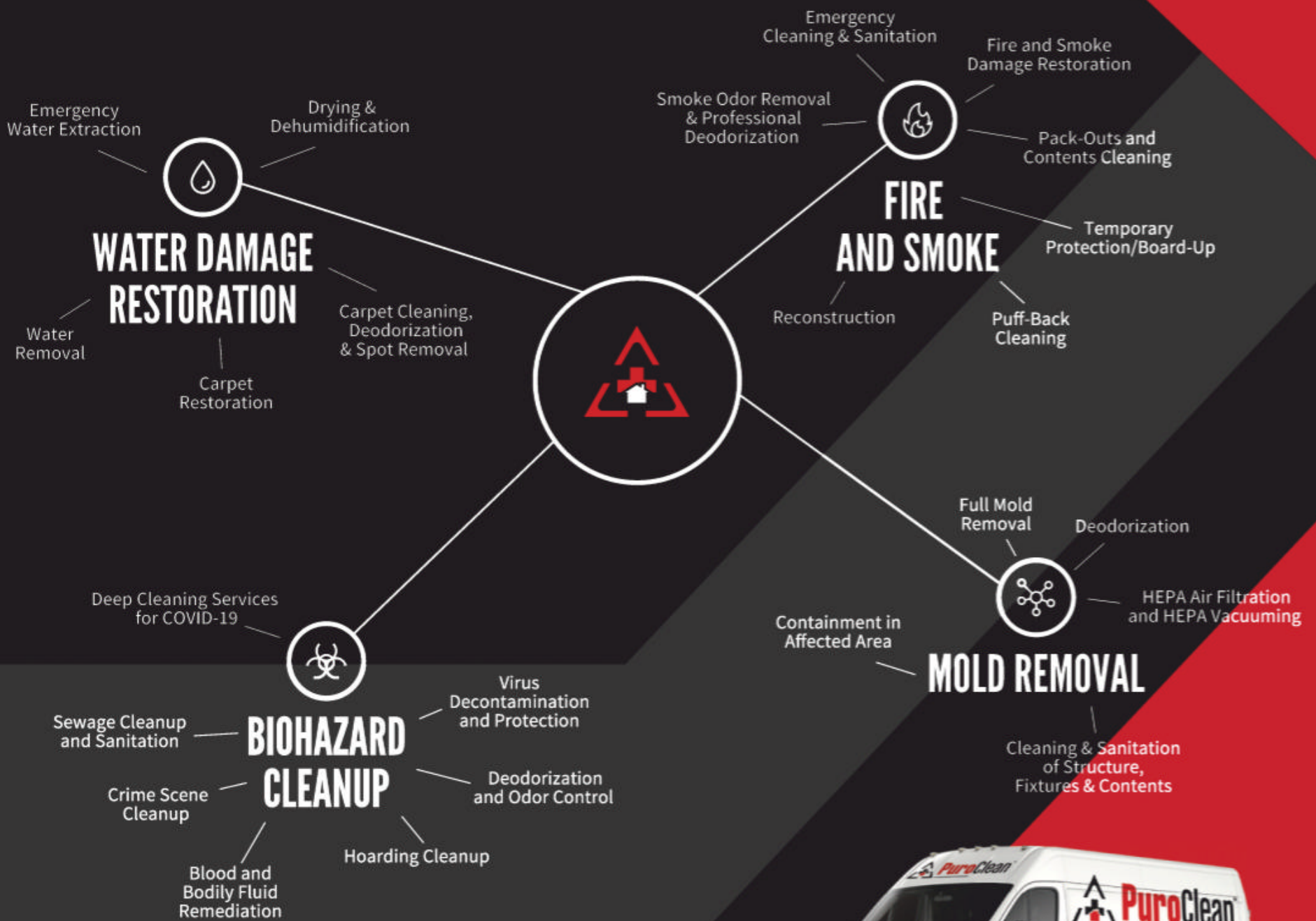
4/ Renew relationships with franchisees.

“As a company that enjoyed robust unit growth for the better part of four years, the complications of COVID-19 intermingled with fast growth strained our relationships with our most valuable partners: our own franchisees. Many were feeling marginalized and undervalued, and many were

Don't Buy a Job, Build an Empire

In the \$240B Insurance Claims Industry

- Very High Margins with Third-Party Payments
- National Account Work with Top Insurance Carriers
- Award-Winning Marketing Team



Contact us today for information:
 Call 855-928-0618 or
 Visit DiscoverPuroClean.com

not confident that our leadership team would find a path forward with new opportunities for revenue and improvements in our current offerings. After receiving tough but passionate feedback from more than 100 franchisees, we embarked on a series of initiatives: listening tours, late-night conference calls, and many, many strategic planning calls. My team and I knew that we had a franchise ownership that possessed a deep well of experience and talent, and we made it a point to leverage their unique gifts—which so many of them had been imploring us to do for months. Through these actions, we are finding our way with much needed improvements across the franchise system in communication, programming, customer retention, and short- and long-term economic viability.”

—JUSTIN NIHISER, CEO,
Code Ninjas

5/ React to customers' changing needs.

“This year confirmed the importance of empathy. As members of the communities they serve, our Edible franchisees could empathize better than anyone with their customers, and early on, they opened our eyes to the fact that our signature celebratory gifts and arrangements weren't top of mind for customers in light of the circumstances of 2020. What *was* top of mind was the need for fresh, nutritious food delivered safely to their homes. Edible had the supplier relationships, e-commerce platform, and delivery capabilities to support that need, so we quickly pivoted from our standard offerings to introduce fresh



produce boxes for delivery, which became a top-selling product in a matter of weeks. Prioritizing the customer above all else can positively impact your bottom line.”

—CHEIKH MBOUP, COO
and president, Edible Brands

6/ Find opportunity where others couldn't.

“Unfortunately, as some restaurants have closed as a result of the pandemic, it has created an opportunity for us and our franchise partners to find valid locations that can be easily flipped into our concept. There is no reason to build a brand-new restaurant when we can get into great spaces and locations at more affordable prices.”

—ROBERT MAYNARD, CEO,
Famous Toastery

7/ Accept what you can't change.

“At this moment, two of my three Amazing Lash studios remain closed for the sixth month. The biggest lesson I've learned is to focus only on things that are within my control. This mindset shift has allowed me to solve problems that come my way, has helped me reduce stress, and has helped me focus on growth. Not being able to operate indoors because of a pandemic is out of my control—so instead I focus on ways to make outdoor services work to my benefit. Some guests are afraid to receive services, but I know there are ways to alleviate those fears. If I focus on the things I can control and change, my business will flourish moving forward.”

—RAQUEL HERNANDEZ,
franchisee, Amazing Lash Studio

8/ Embrace new ways of working.

“Historically, support for both Checkers and Rally's has come out of our Restaurant Support Center (RSC) in Tampa. But when the pandemic hit, we closed it and put in place a working-from-home structure. Our intention had been to reopen the RSC as quickly as possible, but we found that our employees at home were productive, efficient, and responsive. So we opened our minds to the idea of working remotely for the longer term, and it was very well-received by our employees—who, six months in, remain incredibly dedicated to their work.”

—FRANCES ALLEN, CEO,
Checkers & Rally's

READY TO CHART A *New Course?*

The Future in Travel is Bright



The pent-up **demand for vacations is at an all-time high** and now more than ever, **consumers are turning to travel agents** to help plan their next getaway. Turn your passion for travel into your own home-based business. **Dive in immediately with our virtual training** and discover how you can start planning Dream Vacations today!

Get started for **\$3,500* down!**



HOME-BASED TRAVEL FRANCHISE | LOW COST, HIGH VALUE

Chart Your New Course Today!

www.DiscoverDreamVacations.com

800.822.6506

*Financing available for those who qualify.

9/ Go after a new pool of talent.

“The pandemic left many talented people unemployed. In times of uncertainty, people tend to rethink their career paths and are willing to let outside forces determine their destiny. It’s likely some of these people will seek out franchising as a viable path to entrepreneurship. For us at Pinch A Penny, it’s vital—in 2021 and the years that follow—to target and identify the most qualified franchisee candidates and showcase how resilient and profitable our opportunity is.”

—MICHAEL ARROWSMITH,
chief development officer,
Pinch A Penny Pool Patio Spa

10/ Open new lines of communication.

“It sounds simple, but we’ve learned the importance of more robust and frequent communications with our local business owners. As a 43-year-old carpet cleaning brand, Chem-Dry has moved gradually over the years toward increased digital messaging to our franchisees. But 2020 taught us that we really needed to ramp up the frequency to demonstrate that we were all working through these struggles together. This started as a daily update, evolved to every other day, then twice a week, and now, it continues weekly. While it sometimes felt like overkill, our franchisees told us it was one of the few things they could count on that pro-

vided them with connection and hope. It’s helped us build stronger trust and introduce initiatives in a fraction of the time it would have taken us in normal conditions.”

—ED QUINLAN, president, Chem-Dry

11/ Bring your community together.

“We learned that people crave connection and camaraderie. In the midst of the pandemic, Office Evolution launched a social media campaign with the goal of virtually wrapping our arms around our customers. We consider each franchisee and member of our coworking spaces to be a part of our *ohana*, which is Hawaiian for ‘family.’ Every member and franchisee

received a T-shirt and was encouraged to join in our social media movement as we acknowledged, ‘We’re all in this together.’ As we head into an uncertain 2021, we need to continue to anticipate what our customers and franchisees need in terms of new locations, services, and support.”

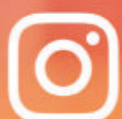
—ANDREA PIRROTTI-DRANCHAK,
chief marketing and development
officer, Office Evolution

12/ Restart your entrepreneurial thinking.

“At any given time, our ATC Healthcare location was staffing up to 50 school systems. When the nation made the switch to remote learning, there was no longer a need for healthcare

Follow us on Instagram

Inspiring, informing and celebrating entrepreneurs
just like you.



@entrepreneur

Entrepreneur

professionals in schools, and we experienced a revenue loss overnight. We realized that our viewpoint had to change. Even though we were an established business, it was now best to see ourselves as a startup. We are in a new world; by seeing ourselves as 'new' entrepreneurs, we could start again in this new normal. This shift in perspective allowed us to retool, reinvent, and get creative. We elevated everything—new website, marketing partners, revamped staffing and recruiting systems—and started reengaging clients. We're motivated and hopeful, and we're moving into 2021 with flexibility on our tool belt."

—KAYLA BRIGGS, franchisee,
ATC Healthcare Services

13/ Trust your experience.

"As an entrepreneur, I've navigated through some major crises the world has faced over the past couple of decades: Y2K, 9/11, the 2008 recession, and now COVID. Time has proven again and again that we learn to overcome, to adapt, and to move on. For example, after 9/11, we thought no one would fly again. That didn't happen. Yes, the social paradigm shifts—removing shoes at airport security is now standard—but life continues. We rebuild. We gain resiliency. This won't be the last crisis we face. It's not always easy to find that silver lining, but it is critical."

—ABID ABEDI, founder
and CEO, iCode

14/ Prioritize your team's well-being.

"The first rule in maintaining a growth mindset is to put your people first in order to have a strong team that can help you actualize your growth goals. Amid the chaos, it was as simple as prioritizing the physical and financial health of our team, which resulted in collaboration, ownership, empowerment, and innovative thinking. In our stores, general managers are not just GMs; they are operational partners who can earn 10 percent ownership in the business—making 'We're all in this together' take on a whole new meaning."

—TRAVIS DAVIS, franchisee,
Marco's Pizza

15/ Stop reacting, and start proactively building.

"Three years ago, I pitched a virtual platform for Bodybar Pilates classes. The team was all for it, but we weren't in a place to tackle such a big initiative. Fast-forward to March 2020, and we had no choice but to launch a virtual platform—but without an existing foundation, the process was reactionary. Now we have to step back and think about what purpose we want Bodybar Live! to serve in 2021. It's easy to get wrapped up in the daily to-dos that feel more important than brainstorming and planning, but we've learned that they're vital to survival."

—BRITNEY WATSON, director of
marketing, Bodybar Pilates

**CAMP
BOW WOW**
DOGGY DAY CARE & BOARDING

loyal
CUSTOMERS



People Owned,
DOG DRIVEN!



SEE WHAT YOU'RE
MISSING!

TO LEARN MORE, CALL 870-600-2713

THIS ADVERTISEMENT IS NOT AN OFFERING OF A FRANCHISE.

AN OFFER OF A FRANCHISE CAN ONLY BE MADE BY A FRANCHISE DISCLOSURE DOCUMENT.

Need a Business Idea?

If you've envisioned yourself as a business owner, the opportunities showcased in this section can help make your dreams a reality.

Pillar To Post
Home Inspection

SealMaster
Pavement Maintenance

Your CBD Store
Retail - Health & Wellness





About Pillar To Post Home Inspectors®

North America's leading homeinspection company with nearly 600 franchisees in 49 states and 9 Canadian provinces.

Pillar To Post Home Inspectors® Facts

- ✓ Franchise Fee: \$24,500.
- ✓ Provides flexibility and financial security
- ✓ Helps your work/life balance
- ✓ Allows you to take control of your financial future

Oil and Gas Industry Engineer Brings America's Top-Rated Home Inspection Company to Houston

Jennifer Bell has taken the road more travelled. Her previous career took place on a global scale taking her to assignments in Angola, Canada, South America, Thailand, China, Argentina, Singapore, and Europe. After receiving a bachelor's degree in mechanical engineering, Bell spent 20 years in the oil and gas industry, involved in numerous facets of offshore and plant engineering.

When ready to strike out on her own, Bell chose to return to her native Houston bringing the No. 1 home inspection company in North America with her. Applying all her expertise and years of experience in her field lends itself well to her new career as a franchise owner with Pillar To Post Home Inspectors®. Having launched operations in the fall, Bell serves homebuyers and sellers throughout the

Greater Houston area.

"From a career point of view, I have been involved with the inspection of equipment for more than 20 years and this was a seamless way to bridge my experiences into building science and the construction industry," said Bell, who also holds an MBA with concentrations in finance, environment and sustainability.

Pillar To Post Home Inspectors® is the brand to which more than three million families have turned to for more than 25 years to be their trusted advisor when buying or selling a home. Consistently chosen No. 1 in their industry in myriad rankings and franchise lists, the company also enjoys 5-Star status with the VetFran program offered by the International Franchise Association for veterans.

Bell, who has been involved in a variety

of industries in the Houston community and has been recognized with numerous awards from professional organizations, is excited about the new year and its possibilities for her new venture. "I chose Pillar To Post Home Inspectors® because of its brand recognition, support, innovations and the 'family-feeling vibe' the company gives to its franchisees," she said.



For Pillar To Post Home Inspectors® Information:

☎ (877) 963-3129

✉ franchise@pillartopost.com

🌐 www.pillartopostfranchise.com



About Your CBD Store®

Enjoy the perks of owning your own successful business while also making a difference through partnerships, community, education, experience, and only the highest quality products. Our franchise model is the easiest entry into the hemp extract industry. We have a proven track record of success with an established network of owners and marketing professionals who support your growth.

Your CBD Store® Fast Facts

- ✓ Franchise Fee - \$5k
- ✓ Typical Investment - \$65,200 - \$80,450
- ✓ Marketing, Education and Dedicated Support
- ✓ 500+ Locations USA and 5+UK

Join the Largest Network of Hemp Extract Retail Owners Worldwide

Your CBD Store began with one woman, one story, and one store. Today, we have countless success stories and over 500 stores nationwide. We believe in providing the most transparent and dependable CBD products that utilize natural plant synergies. That is why we have rigorous standards for quality and consistency and harvest only the highest-quality hemp products, grown in the U.S. We are dedicated to our community; earnestly providing contributions to our local and national partnerships. Our deeply committed focus on customer needs helps us provide an environment where our customers can feel safe enough to show or discuss their concerns in order to obtain relief and ultimately share their personal stories. To that end, our mission remains at the core of everything we do: to empower and help our customers regain a quality of life so that they too, can illuminate.

At every Your CBD Store®, customers enter a comfortable, safe, and inviting environment to learn about hemp-derived products and try samples. With a collection of award-winning products, customers can feel confident making an informed decision on the best cannabinoid formulation for them. Even with 500+ locations, franchisees can expect a protected territory for their store. Backed by SunMed™'s extensive research, third-party laboratory reports, and customer-driven product development, Your CBD Store® continues to offer the most sophisticated hemp-derived products on the market.

Your CBD Store® franchisees have access to a staff of expert leaders in all areas of business, science, and marketing support. To take our support an additional step further, you can participate in our internal social media platform to engage with and learn from other store owners and their successful strategies

and practices.

Owners First is our team motto here at Headquarters. We invest all our time, energy, and resources in supporting you as you launch and keep up with your store. Every decision we make first considers the impact on your store.



For Your CBD Store® Information:

✉ franchising@cbdrx4u.com 🌐 www.cbdrx4u.com

☎ (727) 235-0720



About SealMaster

SealMaster franchisees are industry suppliers, manufacturing and / or distributing a full line of pavement maintenance and sport surfacing products and equipment. Customers include asphalt contractors, property managers, public and private institutions, and others requiring maintenance of paved assets and sport surfaces.

SealMaster Fast Facts

- ✓ \$7.3 M – Avg. gross revenue among 22 mfg. plants & territories served*
- ✓ \$579,800 - \$924,500 initial investment to begin franchise operation
- ✓ Leading industry supplier / most recognized brand
- ✓ Manufacturing and distribution-only opportunities available

Keep Your Radar on Recession-Resistant SealMaster

As essential businesses supplying the pavement maintenance industry, it's been business as usual for SealMaster franchisees throughout the COVID 19 pandemic, just as it was during recessions that have taken place since the early 1990s. "SealMaster has proven itself recession-resistant, given consistent, year-over-year growth the franchise system has enjoyed throughout the past 25 years," says Franchise Development Director Jason Hedlesky.

SealMaster franchisees manufacture pavement sealer and distribute a full line of pavement maintenance and sport surfacing products and equipment. No industry experience is required and new owners receive training and support, but for those who may not feel ready for the manufacturing component, distribution-only franchises are also available.

"Large, protected territories—some are entire states—afford single-unit franchisees

incredible revenue potential," says Hedlesky. "Franchisees can also open as many store-fronts as their territories can profitably bear." For instance, SealMaster's Atlanta-based franchise, which serves all of Georgia, has a sealer manufacturing plant and seven store-fronts in the state.

"Sales-minded people looking for serious revenue potential should definitely have their eyes on SealMaster," says Hedlesky. SealMaster's customer base is primarily composed of contractors; local, state, and federal public works departments; and property managers. "The pavement maintenance market is huge," says Hedlesky. "Asphalt is a substantial investment and asset that requires routine maintenance to maximize its service life. You can double the life asphalt by scheduling crack sealing and sealcoating as part of a sound pavement preservation plan."

SealMaster franchise opportunities are available coast to coast, along with interna-

tional distribution and licensed manufacturing opportunities. Its products are distributed worldwide and the company has licensed manufacturers in China and Mexico. "Most people don't think of supplying a big industry when they're considering franchise opportunities, but it's a great one for the right type of franchise owner," says Hedlesky.



For SealMaster Information:

👤 Jason Hedlesky ✉️ Jhedlesky@SealMaster.net

🌐 <https://sealmaster.net> 📞 (800) 341-7325



getgreenlumber.com



What Will Thrive in 2021?

Our prediction of next year's 10 hottest franchise categories.

compiled by TRACY STAPP HEROLD

Every December, we try to predict which franchise types will be the most successful in the year ahead. In normal times, this involves looking back at the year that's coming to an end and learning from the trends we find. But of course, this wasn't a normal year. The events of 2020 have largely shifted the question of "What's popular?" to the question of "What's essential?"

That question has led to some big changes on this annual list. We've included several categories that haven't appeared here for years, including automotive services, cleaning and restoration, home improvement, tech services, and tutoring—all of which were largely deemed essential during shutdowns in 2020, or were able to quickly pivot their models to keep doing business. But you'll also find categories from

last year's list whose strength has only been cemented this year, such as health and pets. And although this was a challenging year for restaurants, we still predict a positive 2021 for three food categories: chicken, pizza, and fruit drinks and snacks.

All in all, there are 369 franchises listed in these trending categories on the following pages. Please keep in mind that this list is not a recommendation of any particular franchise. A strong category does not guarantee a strong franchise, and there are many other factors to consider when you do your own research to find the opportunity that's right for you. Always read the company's legal documents, consult with an attorney and an accountant, and talk to current and former franchisees before you make a decision.

CONTENTS

Automotive Services	P.96
Chicken	P.97
Cleaning/Restoration	P.97
Fruit	P.100
Health	P.102
Home Improvement	P.104
Pets	P.107
Pizza	P.108
Tech Services	P.110
Tutoring	P.110



AUTOMOTIVE SERVICES

During COVID-19 shut-downs, most auto repair businesses were able to stay open as essential businesses. The demand for repairs, maintenance, and other automotive services—including mobile services that come to the customer—should stay strong well beyond the pandemic as more and more car owners seek to keep their vehicles on the road longer.

AAMCO Transmissions and Total Car Care

Transmission and general auto repairs, diagnostic services

STARTUP COST
\$223.6K–\$330.5K

TOTAL UNITS
(Franchises / Co.-Owned)
556/13

Advanced Maintenance

Commercial-fleet maintenance, repair, and management services

STARTUP COST
\$132.4K–\$185.1K

TOTAL UNITS
(Franchises / Co.-Owned)
19/2

Auto Appraisal Network

Auto appraisals

STARTUP COST
\$16.7K–\$44.3K

TOTAL UNITS
(Franchises / Co.-Owned)
18/11

Auto-Lab Complete Car Care Centers

Auto repair and maintenance

STARTUP COST
\$128.8K–\$317.5K

TOTAL UNITS
(Franchises / Co.-Owned)
17/0

Big O Tires

Tires, tire services, auto products

STARTUP COST
\$311K–\$1.1M

TOTAL UNITS
(Franchises / Co.-Owned)
422/41

CAP Solutions

Auto detailing department management and commercial cleaning

STARTUP COST
\$39.9K–\$72.2K

TOTAL UNITS
(Franchises / Co.-Owned)
3/1

Carstar Franchise Systems

Auto collision repair

STARTUP COST
\$298.2K–\$804.3K

TOTAL UNITS
(Franchises / Co.-Owned)
700/2

Christian Brothers Automotive

Auto repair

STARTUP COST
\$454.3K–\$582.4K

TOTAL UNITS
(Franchises / Co.-Owned)
203/1

Cornwell Quality Tools

Automotive tools and equipment

STARTUP COST
\$59.5K–\$272.8K

TOTAL UNITS
(Franchises / Co.-Owned)
705/0

DetailXPerts

Environmentally friendly mobile vehicle wash and detailing

STARTUP COST
\$88.5K–\$195.1K

TOTAL UNITS
(Franchises / Co.-Owned)
82/24

Dipstx Mobile Oil Change

Mobile automotive services

STARTUP COST
\$54K–\$106.5K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

DPF Alternatives

Diesel particulate filter cleaning and aftertreatment system restoration

STARTUP COST
\$45K–\$141.5K

TOTAL UNITS
(Franchises / Co.-Owned)
20/2

Eagle Transmission

Transmission repair and replacement

STARTUP COST
\$229K–\$492.5K

TOTAL UNITS
(Franchises / Co.-Owned)
25/0

Fleet Clean USA

Mobile commercial-fleet washing

STARTUP COST
\$160.3K–\$715.4K

TOTAL UNITS
(Franchises / Co.-Owned)
30/3

Go Oil Canada

Mobile oil-change services

STARTUP COST
\$22.3K–\$31K

TOTAL UNITS
(Franchises / Co.-Owned)
11/2

Grease Monkey Franchising

Oil changes, preventive maintenance, brakes, light repairs

STARTUP COST
\$156.7K–\$347.9K

TOTAL UNITS
(Franchises / Co.-Owned)
249/120

Honest1 Auto Care

Auto repair and maintenance

STARTUP COST
\$223.2K–\$867.7K

TOTAL UNITS
(Franchises / Co.-Owned)
67/2

Jiffy Lube International

Oil changes, preventive maintenance

STARTUP COST
\$207K–\$422.7K

TOTAL UNITS
(Franchises / Co.-Owned)
2,104/0

Line-X

Spray-on truck-bed liners, truck accessories, protective coatings

STARTUP COST
\$130.3K–\$373.3K

TOTAL UNITS
(Franchises / Co.-Owned)
583/3

Luby Dudes

Mobile oil-change services

STARTUP COST
\$99.9K–\$124.8K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Maaco Franchising

Auto painting and collision repair

STARTUP COST
\$297.3K–\$587.9K

TOTAL UNITS
(Franchises / Co.-Owned)
455/0

Mac Tools

Automotive tools and equipment

STARTUP COST
\$131.6K–\$287.2K

TOTAL UNITS
(Franchises / Co.-Owned)
1,124/1

Matco Tools

Mechanics' tools and equipment

STARTUP COST
\$78.1K–\$274.3K

TOTAL UNITS
(Franchises / Co.-Owned)
1,808/1

Meineke Car Care Centers

Auto repair and maintenance

STARTUP COST
\$319.8K–\$610.3K

TOTAL UNITS
(Franchises / Co.-Owned)
807/0

Merlin Complete Auto Care

Auto repair and maintenance services, tires

STARTUP COST
\$236.2K–\$398K

TOTAL UNITS
(Franchises / Co.-Owned)
25/1

Midas International

Auto repair and maintenance

STARTUP COST
\$198.7K–\$539.5K

TOTAL UNITS
(Franchises / Co.-Owned)
2,017/0

Mighty Auto Parts

Wholesale distribution of auto parts, chemicals, lubricants, shop supplies, and PPE

STARTUP COST
\$227K–\$496.1K

TOTAL UNITS
(Franchises / Co.-Owned)
97/2

Milex Complete Auto Care/Mr. Transmission

Auto repair and maintenance

STARTUP COST
\$203.6K–\$296.8K

TOTAL UNITS
(Franchises / Co.-Owned)
88/1

Novus Glass

Auto glass repair and replacement

STARTUP COST
\$55K–\$264.2K

TOTAL UNITS
(Franchises / Co.-Owned)
2,024/29

Precision Tune Auto Care

Auto repair and maintenance

STARTUP COST
\$127K–\$253.6K

TOTAL UNITS
(Franchises / Co.-Owned)
241/48

RNR Tire Express

Tire and custom wheel sales and rentals

STARTUP COST
\$500K–\$1M

TOTAL UNITS
(Franchises / Co.-Owned)
119/16

Snap-on Tools

Professional tools and equipment

STARTUP COST
\$172.1K–\$375.5K

TOTAL UNITS
(Franchises / Co.-Owned)
4,531/196

Spiffy

On-demand car care

STARTUP COST
\$95.8K–\$198K

TOTAL UNITS
(Franchises / Co.-Owned)
0/18

Strickland Brothers 10 Minute Oil Change

Oil-change services

STARTUP COST
\$221.4K–\$906.4K

TOTAL UNITS
(Franchises / Co.-Owned)
0/17

SuperGlass Windshield Repair

Windshield repair, glass scratch removal, headlight lens repair

STARTUP COST
\$18.7K–\$84.2K

TOTAL UNITS
(Franchises / Co.-Owned)
336/0

Take 5 Oil Change

Oil changes

STARTUP COST
\$216.5K–\$905.5K

TOTAL UNITS
(Franchises / Co.-Owned)
76/475

Tint World

Auto accessories, mobile electronics, security, window tinting, appearance services

STARTUP COST
\$124.7K–\$299.95K

TOTAL UNITS
(Franchises / Co.-Owned)
78/0

Tommy's Express

Car washes

STARTUP COST
\$4.2M–\$5.97M

TOTAL UNITS
(Franchises / Co.-Owned)
39/4

Tread Connection

Mobile tire and wheel sales and services

STARTUP COST
\$164.2K–\$203.4K

TOTAL UNITS
(Franchises / Co.-Owned)
33/1

Tuffy Tire and Auto Service

Auto repair

STARTUP COST
\$224K–\$418.5K

TOTAL UNITS
(Franchises / Co.-Owned)
147/21

Turbo Tint

Auto, residential, and commercial window tinting, electronic auto accessories, auto imaging

STARTUP COST
\$201K–\$259.4K

TOTAL UNITS
(Franchises / Co.-Owned)
12/0

Valvoline Instant Oil Change

Oil changes and preventive maintenance

STARTUP COST
\$181K–\$3.2M

TOTAL UNITS
(Franchises / Co.-Owned)
778/549

Ziebart

Auto appearance and protection services

STARTUP COST
\$297.8K–\$469.1K

TOTAL UNITS
(Franchises / Co.-Owned)
375/12

CHICKEN

Many media outlets dubbed 2019 the Year of the Chicken Sandwich, but chicken's ascension to fast-food stardom was really only just getting started. In July, Grubhub's "State of the Plate" report named spicy chicken sandwiches the top food trend, based on a 299 percent rise in popularity in the first half of 2020 compared with the first half of 2019.

Bojangles' Famous Chicken 'n Biscuits

Chicken, biscuits, iced tea

STARTUP COST
\$1.5M–\$2.5M

TOTAL UNITS
(Franchises / Co.-Owned)
437/312

Bonchon Franchise

Korean fried chicken

STARTUP COST
\$503.9K–\$1.1M

TOTAL UNITS
(Franchises / Co.-Owned)
344/3

Buffalo Wild Wings

Wings, bar food, alcohol

STARTUP COST
\$2.7M–\$4.2M

TOTAL UNITS
(Franchises / Co.-Owned)
595/684

Buffalo Wings & Rings

Sports restaurants and bars

STARTUP COST
\$1.1M–\$1.6M

TOTAL UNITS
(Franchises / Co.-Owned)
76/5

Buffalo's Cafe

Chicken wings and tenders, steaks, burgers, salads

STARTUP COST
\$407.4K–\$1M

TOTAL UNITS
(Franchises / Co.-Owned)
18/0

Chester's

Chicken

STARTUP COST
\$12.4K–\$277.3K

TOTAL UNITS
(Franchises / Co.-Owned)
1,347/0

Chicken Salad Chick

Chicken salads, soups, sides

STARTUP COST
\$562K–\$740K

TOTAL UNITS
(Franchises / Co.-Owned)
117/44

Church's Chicken

Chicken

STARTUP COST
\$681.5K–\$1.6M

TOTAL UNITS
(Franchises / Co.-Owned)
1,402/162

East Coast Wings + Grill

Wings, burgers, craft beer

STARTUP COST
\$434.3K–\$982.3K

TOTAL UNITS
(Franchises / Co.-Owned)
33/3

Epic Wings

Chicken wings and tenders, fries, breadsticks, sauces

STARTUP COST
\$453.4K–\$1.2M

TOTAL UNITS
(Franchises / Co.-Owned)
4/20

Golden Chick

Chicken

STARTUP COST
\$440.95K–\$1.3M

TOTAL UNITS
(Franchises / Co.-Owned)
177/7

Hurricane Grill & Wings

Chicken wings, tenders, sandwiches, salads

STARTUP COST
\$491.5K–\$1.1M

TOTAL UNITS
(Franchises / Co.-Owned)
49/0

KFC

Chicken

STARTUP COST
\$1.4M–\$2.8M

TOTAL UNITS
(Franchises / Co.-Owned)
22,774/329

Native Grill & Wings Franchising

Family sports bars and grills

STARTUP COST
\$989.5K–\$2.6M

TOTAL UNITS
(Franchises / Co.-Owned)
23/0

Pollo Campero USA

Chicken

STARTUP COST
\$432.4K–\$1.97M

TOTAL UNITS
(Franchises / Co.-Owned)
73/272

Popeyes Louisiana Kitchen

Fried chicken, seafood, biscuits

STARTUP COST
\$383.5K–\$2.6M

TOTAL UNITS
(Franchises / Co.-Owned)
3,336/41

Roy Rogers Restaurants

Burgers, roast beef sandwiches, fried chicken

STARTUP COST
\$755.3K–\$1.6M

TOTAL UNITS
(Franchises / Co.-Owned)
26/23

Slim Chickens Development Co.

Chicken tenders, chicken wings, salads, sandwiches, wraps

STARTUP COST
\$841.9K–\$1.7M

TOTAL UNITS
(Franchises / Co.-Owned)
71/22

Wingstop Restaurants

Chicken wings

STARTUP COST
\$376.3K–\$724K

TOTAL UNITS
(Franchises / Co.-Owned)
1,406/30

Zaxby's Franchising

Chicken fingers, Buffalo wings, sandwiches, salads

STARTUP COST
\$343.2K–\$695.2K

TOTAL UNITS
(Franchises / Co.-Owned)
760/146

CLEANING/ RESTORATION

Cleaning, remediation, and restoration services have always been essential, but this year's various natural disasters have made their necessity even more apparent. Many franchises have responded by adding products and services to their offerings specifically aimed at combatting COVID-19 and other viruses.

AdvantaClean Restoration

STARTUP COST
\$140.1K–\$238.95K

TOTAL UNITS
(Franchises / Co.-Owned)
207/0

Aire-Master of America

Restroom odor-control, scent branding, and commercial hygiene services

STARTUP COST
\$40.5K–\$145.9K

TOTAL UNITS
(Franchises / Co.-Owned)
111/7

American Veterans Restoration

Water, fire, and mold remediation

STARTUP COST
\$80.3K–\$151.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Anago Cleaning Systems

Commercial cleaning

STARTUP COST
\$11.3K–\$68.3K

TOTAL UNITS
(Franchises / Co.-Owned)
1,711/0

Archive Contents Restoration

Insurance/disaster restoration

STARTUP COST
\$58.7K–\$200.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Art Recovery Technologies

Art recovery and restoration services

STARTUP COST
\$138.7K–\$253K

TOTAL UNITS
(Franchises / Co.-Owned)
58/1



→ WINGSTOP

PHOTOGRAPH COURTESY OF WINGSTOP



→ MAIDPRO

Bactronix

Mold, bacteria, and virus testing and treatment; air-duct and dryer-vent cleaning

STARTUP COST
\$64.6K–\$110.6K

TOTAL UNITS
(Franchises / Co.-Owned)
14/1

Best Option Restoration

Disaster restoration

STARTUP COST
\$114.9K–\$160.9K

TOTAL UNITS
(Franchises / Co.-Owned)
15/0

Bio-One

Crime-scene and trauma-scene cleaning

STARTUP COST
\$85.5K–\$133.5K

TOTAL UNITS
(Franchises / Co.-Owned)
103/0

Buildingstars International

Commercial cleaning

STARTUP COST
\$2.2K–\$53.2K

TOTAL UNITS
(Franchises / Co.-Owned)
899/7

Certified Restoration Drycleaning Network

Restoration of textiles and electronics

STARTUP COST
\$63.7K–\$508.9K

TOTAL UNITS
(Franchises / Co.-Owned)
151/1

Chem-Dry Carpet & Upholstery Cleaning

Carpet and upholstery cleaning, tile and stone care, granite countertop renewal

STARTUP COST
\$67.6K–\$191.5K

TOTAL UNITS
(Franchises / Co.-Owned)
3,577/0

ChemStation

Industrial cleanser manufacturing and distribution

STARTUP COST
\$324K–\$441.5K

TOTAL UNITS
(Franchises / Co.-Owned)
56/6

City Wide Franchise

Commercial cleaning and facility solutions

STARTUP COST
\$233.2K–\$404.1K

TOTAL UNITS
(Franchises / Co.-Owned)
64/2

The Cleaning Authority

Environmentally friendly residential cleaning

STARTUP COST
\$76K–\$169K

TOTAL UNITS
(Franchises / Co.-Owned)
218/3

Coverall

Commercial cleaning

STARTUP COST
\$16.5K–\$51.4K

TOTAL UNITS
(Franchises / Co.-Owned)
8,278/0

Dryer Vent Squad

Dryer-vent cleaning and repair

STARTUP COST
\$47K–\$68.5K

TOTAL UNITS
(Franchises / Co.-Owned)
6/0

Dryer Vent Wizard International

Dryer-vent cleaning, replacement, installation, and maintenance

STARTUP COST
\$59.7K–\$136.9K

TOTAL UNITS
(Franchises / Co.-Owned)
84/0

Duct Doctor USA

Residential and commercial air-duct cleaning

STARTUP COST
\$44.1K–\$176.5K

TOTAL UNITS
(Franchises / Co.-Owned)
26/0

Ductz International

Air-duct cleaning, HVAC restoration, dryer-vent cleaning

STARTUP COST
\$103.2K–\$187.8K

TOTAL UNITS
(Franchises / Co.-Owned)
71/5

Duraclean

Carpet and upholstery cleaning, disaster restoration, mold remediation

STARTUP COST
\$81.6K–\$131.9K

TOTAL UNITS
(Franchises / Co.-Owned)
251/10

Electronic Restoration Services

Recovery and restoration of electronic equipment and data

STARTUP COST
\$159K–\$249.3K

TOTAL UNITS
(Franchises / Co.-Owned)
73/0

EnviroLogik

Commercial hygiene, drain line, and odor products and services

STARTUP COST
\$108.7K–\$265.8K

TOTAL UNITS
(Franchises / Co.-Owned)
14/0

Enviro-Master International Franchise

Health and safety products for businesses

STARTUP COST
\$179.9K–\$325K

TOTAL UNITS
(Franchises / Co.-Owned)
86/0

Executive Image

Commercial cleaning and building maintenance services

STARTUP COST
\$24.1K–\$68K

TOTAL UNITS
(Franchises / Co.-Owned)
42/1

Fish Window Cleaning Services

Low-rise commercial and residential window cleaning

STARTUP COST
\$87.3K–\$151.6K

TOTAL UNITS
(Franchises / Co.-Owned)
279/1

FRSTeam

Restoration of textiles and electronics

STARTUP COST
\$33.4K–\$409K

TOTAL UNITS
(Franchises / Co.-Owned)
38/8

Germinator Mobile Sanitizing

Sanitizing and disinfecting services

STARTUP COST
\$32.3K–\$57K

TOTAL UNITS
(Franchises / Co.-Owned)
75/1

Glide Force Gutter Cleaning

Gutter, downspout, and drain line cleaning

STARTUP COST
\$31.8K–\$52.3K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Green Home Solutions

Mold remediation, disinfection, odor and allergen services

STARTUP COST
\$51.6K–\$154.1K

TOTAL UNITS
(Franchises / Co.-Owned)
201/2

Grout Doctor Global Franchise

Grout, tile, and stone restoration, maintenance, and products

STARTUP COST
\$20.6K–\$33.7K

TOTAL UNITS
(Franchises / Co.-Owned)
79/0

The Grout Medic

Grout and tile cleaning and restoration

STARTUP COST
\$35K–\$55K

TOTAL UNITS
(Franchises / Co.-Owned)
59/0

Heaven's Best Carpet & Upholstery Cleaning

Carpet, upholstery, tile, and wood floor cleaning

STARTUP COST
\$59.6K–\$110.1K

TOTAL UNITS
(Franchises / Co.-Owned)
849/0

Home Clean Heroes

Residential cleaning

STARTUP COST
\$117.5K–\$134.1K

TOTAL UNITS
(Franchises / Co.-Owned)
2/2

Home Cleaning Centers of America

Residential and commercial cleaning

STARTUP COST
\$43.3K–\$45.3K

TOTAL UNITS
(Franchises / Co.-Owned)
30/0

Hoodz International

Commercial cleaning, maintenance, and repairs

STARTUP COST
\$62.5K–\$179.8K

TOTAL UNITS
(Franchises / Co.-Owned)
131/6

Image One Facility Solutions

Commercial cleaning

STARTUP COST
\$72.8K–\$216.7K

TOTAL UNITS
(Franchises / Co.-Owned)
10/0

IntegriServ Cleaning Systems

Commercial cleaning

STARTUP COST
\$3.1K–\$50K

TOTAL UNITS
(Franchises / Co.-Owned)
74/0

Izsum Franchising

Construction cleanup, commercial cleaning and sanitizing

STARTUP COST
\$100.1K–\$120.4K

TOTAL UNITS
(Franchises / Co.-Owned)
10/4

Jan-Pro Franchising International

Commercial cleaning

STARTUP COST
\$4.2K–\$56K

TOTAL UNITS
(Franchises / Co.-Owned)
9,155/0

“THE SECRET OF GETTING AHEAD IS GETTING STARTED”

Veronica's
INSURANCE

Veronica's Insurance is the fastest growing Hispanic Insurance Franchise in the Country. We have more than 90 locations in 3 States.

Build your own agency in one of the most secured and recession-proof industries.

- Nationwide TV Network ads
- +120M in Premium Written
- Top Broker in California
- Cross & up-sales in auto, commercial, life and health insurance
- Access to Top Carriers
- Fastest-growing market: hispanics
- +25 years in the industry

GET YOUR FRANCHISE NOW

veronicasfranchise.com  1.800.639.0082



 SCAN ME



Jantize America

Commercial cleaning

STARTUP COST
\$8.2K–\$49K

TOTAL UNITS
(Franchises / Co.-Owned)
115/0

Maid Brigade

Residential cleaning

STARTUP COST
\$96.2K–\$129.3K

TOTAL UNITS
(Franchises / Co.-Owned)
406/18

Maid Green Made Clean Since 2006

Residential and commercial cleaning

STARTUP COST
\$45.6K–\$171.6K

TOTAL UNITS
(Franchises / Co.-Owned)
4/1

MaidPro

Residential cleaning

STARTUP COST
\$57.6K–\$222.5K

TOTAL UNITS
(Franchises / Co.-Owned)
275/0

Maid Right

Residential cleaning

STARTUP COST
\$99.4K–\$141.5K

TOTAL UNITS
(Franchises / Co.-Owned)
21/0

The Maids

Residential cleaning

STARTUP COST
\$64.1K–\$154.3K

TOTAL UNITS
(Franchises / Co.-Owned)
1,299/174

MaidThis Cleaning

Vacation-rental and residential cleaning

STARTUP COST
\$47.6K–\$66.6K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Merry Maids

Residential cleaning

STARTUP COST
\$89.6K–\$125K

TOTAL UNITS
(Franchises / Co.-Owned)
1,705/3

milliCare

Flooring, carpet, and textile maintenance and hygiene services

STARTUP COST
\$113.8K–\$163K

TOTAL UNITS
(Franchises / Co.-Owned)
61/0

Mint Condition Franchising

Commercial cleaning, building maintenance

STARTUP COST
\$4.6K–\$32.4K

TOTAL UNITS
(Franchises / Co.-Owned)
409/0

Molly Maid

Residential cleaning

STARTUP COST
\$110.2K–\$155.2K

TOTAL UNITS
(Franchises / Co.-Owned)
492/0

911 Restoration

Residential and commercial property restoration

STARTUP COST
\$70.1K–\$226.9K

TOTAL UNITS
(Franchises / Co.-Owned)
237/3

Office Pride Commercial Cleaning Services

Commercial cleaning

STARTUP COST
\$65K–\$107.2K

TOTAL UNITS
(Franchises / Co.-Owned)
141/0

1-800-Packouts

Building contents packing, cleaning, storage, and restoration

STARTUP COST
\$69.5K–\$234K

TOTAL UNITS
(Franchises / Co.-Owned)
89/0s

1-800 Water Damage

Restoration

STARTUP COST
\$105.8K–\$211.5K

TOTAL UNITS
(Franchises / Co.-Owned)
102/2

Oxi Fresh Franchising

Carpet, upholstery, hardwood floor, tile, and grout cleaning and odor control

STARTUP COST
\$45.5K–\$75.7K

TOTAL UNITS
(Franchises / Co.-Owned)
417/6

Paul Davis Restoration

Insurance restoration

STARTUP COST
\$186.4K–\$510.7K

TOTAL UNITS
(Franchises / Co.-Owned)
251/0

PureChem Carpet Care

Carpet cleaning

STARTUP COST
\$27.99K–\$57.99K

TOTAL UNITS
(Franchises / Co.-Owned)
1/1

PuroClean

Property damage restoration and remediation

STARTUP COST
\$78.8K–\$204.5K

TOTAL UNITS
(Franchises / Co.-Owned)
309/0

Rainbow International Restoration

Indoor cleaning and restoration

STARTUP COST
\$193.7K–\$287.3K

TOTAL UNITS
(Franchises / Co.-Owned)
410/0

Restoration 1

Water, fire, smoke, and mold restoration

STARTUP COST
\$84.5K–\$193.1K

TOTAL UNITS
(Franchises / Co.-Owned)
225/0

Roofing Giant

Insurance restoration

STARTUP COST
\$57.1K–\$84.5K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Service Team of Professionals (STOP)

Water/fire restoration, mold remediation

STARTUP COST
\$83.7K–\$144.5K

TOTAL UNITS
(Franchises / Co.-Owned)
31/0

ServiceMaster Clean/ServiceMaster Restore

Commercial/residential cleaning, disaster restoration

STARTUP COST
\$76.5K–\$274.5K

TOTAL UNITS
(Franchises / Co.-Owned)
4,928/9

Servpro

Fire, water, and other damage cleanup and restoration

STARTUP COST
\$167.6K–\$221.5K

TOTAL UNITS
(Franchises / Co.-Owned)
1,841/0

Shack Shine

Interior and exterior window washing, gutter cleaning, power washing, house washing

STARTUP COST
\$67.6K–\$129.1K

TOTAL UNITS
(Franchises / Co.-Owned)
42/0

Shine Window Care and Holiday Lighting

Window cleaning, pressure washing, holiday lighting installation

STARTUP COST
\$106.9K–\$181.6K

TOTAL UNITS
(Franchises / Co.-Owned)
37/0

Spaulding Decon

Crime-scene, meth-lab, and hoarding cleanup; mold remediation; house buying

STARTUP COST
\$122.9K–\$139.8K

TOTAL UNITS
(Franchises / Co.-Owned)
21/11

Squeegee Squad

Residential and high-rise window cleaning, building maintenance

STARTUP COST
\$58.98K–\$145.5K

TOTAL UNITS
(Franchises / Co.-Owned)
52/2

Stanley Steemer Carpet Cleaner

Carpet and upholstery cleaning

STARTUP COST
\$117.2K–\$207.2K

TOTAL UNITS
(Franchises / Co.-Owned)
214/55

Storm Guard Roofing & Construction

Roofing, exterior restoration

STARTUP COST
\$180.4K–\$259.6K

TOTAL UNITS
(Franchises / Co.-Owned)
35/1

Stratus Building Solutions

Environmentally friendly commercial cleaning and disinfecting

STARTUP COST
\$4.5K–\$79.8K

TOTAL UNITS
(Franchises / Co.-Owned)
2,030/0

System4 Facility Services

Facility services management

STARTUP COST
\$105.9K–\$373K

TOTAL UNITS
(Franchises / Co.-Owned)
60/0

360clean

Commercial cleaning

STARTUP COST
\$15.8K–\$24K

TOTAL UNITS
(Franchises / Co.-Owned)
86/0

Tina Maids

Residential cleaning

STARTUP COST
\$27.7K–\$34.9K

TOTAL UNITS
(Franchises / Co.-Owned)
5/1

T.T. Cleaning

Residential and commercial cleaning

STARTUP COST
\$37.8K–\$55.3K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Two Maids & A Mop

Residential cleaning

STARTUP COST
\$61.4K–\$134.9K

TOTAL UNITS
(Franchises / Co.-Owned)
77/2

United Water Restoration Group

Water, fire, and mold restoration

STARTUP COST
\$122.2K–\$508.3K

TOTAL UNITS
(Franchises / Co.-Owned)
16/13

Vanguard Cleaning Systems

Commercial cleaning

STARTUP COST
\$5.5K–\$36.6K

TOTAL UNITS
(Franchises / Co.-Owned)
3,239/0

Window Gang

Window, gutter, roof, and dryer-vent cleaning, pressure washing, chimney sweeping

STARTUP COST
\$80.9K–\$118.3K

TOTAL UNITS
(Franchises / Co.-Owned)
112/111

Window Genie

Residential window cleaning, window tinting, pressure washing

STARTUP COST
\$104.5K–\$190K

TOTAL UNITS
(Franchises / Co.-Owned)
130/0

You've Got Maids

Environmentally friendly residential cleaning

STARTUP COST
\$36.4K–\$107.4K

TOTAL UNITS
(Franchises / Co.-Owned)
95/0

Zerorez Franchising Systems

Carpet and surface cleaning

STARTUP COST
\$69.1K–\$190.2K

TOTAL UNITS
(Franchises / Co.-Owned)
58/4

FRUIT

As consumers focus on making healthy choices, franchises that offer fruit-based drinks, snacks, and meals (such as juices, smoothies, and bowls) are well-positioned for growth. Many of these companies are placing particular emphasis on offerings filled with antioxidant-rich “superfood” fruits like acai and pitaya.

Acai Express Superfood Bowls

Acai bowls, smoothies, juices

STARTUP COST
\$107.9K–\$359K

TOTAL UNITS
(Franchises / Co.-Owned)
15/6

WHAT IS AVAXHOME?

AVAXHOME-

the biggest Internet portal,
providing you various content:
brand new books, trending movies,
fresh magazines, hot games,
recent software, latest music releases.

Unlimited satisfaction one low price

Cheap constant access to piping hot media

Protect your downloadings from Big brother

Safer, than torrent-trackers

18 years of seamless operation and our users' satisfaction

All languages

Brand new content

One site



AVXLIVE • ICU

AvaxHome - Your End Place

We have everything for all of your needs. Just open <https://avxlive.icu>



READY TO DIVERSIFY? YOU KNOW FRANCHISING. WE KNOW WELLNESS.

Self Esteem Brands is the gold standard in wellness franchising, and the parent franchisor to Anytime Fitness, the world's largest fitness franchise.

Recurring revenue model.

Recession-resistant services.

Multiple revenue streams.

Find out why franchisees of food, hospitality and other verticals are adding wellness brands to their portfolio.

1 (800) 704-5004.

SEBRANDS.COM/FRANCHISE





Bahama Buck's

Shaved ice, fruit smoothies

STARTUP COST
\$303.7K–\$957.8K

TOTAL UNITS
(Franchises / Co.-Owned)
103/4

Bahia Bowls

Acai and other fruit bowls, smoothies, salads, wraps, coffee, kombucha

STARTUP COST
\$178.8K–\$249.8K

TOTAL UNITS
(Franchises / Co.-Owned)
5/0

Calii Love

Healthful food

STARTUP COST
\$378K–\$532K

TOTAL UNITS
(Franchises / Co.-Owned)
1/3

Clean Juice

Organic juices, smoothies, acai bowls, wraps

STARTUP COST
\$269K–\$512.5K

TOTAL UNITS
(Franchises / Co.-Owned)
83/13

Edible

Sculpted fruit bouquets, chocolate covered fruit, smoothies, fruit salads, baked goods

STARTUP COST
\$173.6K–\$409.7K

TOTAL UNITS
(Franchises / Co.-Owned)
997/9

Grabbagreen

Salads, bowls, smoothies, juices

STARTUP COST
\$206.5K–\$479.6K

TOTAL UNITS
(Franchises / Co.-Owned)
20/1

Grain & Berry

Acai, pitaya, spirulina, and kale bowls, smoothies, juices, toast

STARTUP COST
\$155.5K–\$428K

TOTAL UNITS
(Franchises / Co.-Owned)
8/2

Happy & Healthy Products

Frozen fruit bars

STARTUP COST
\$53.2K–\$92.9K

TOTAL UNITS
(Franchises / Co.-Owned)
29/0

Jazen Tea

Fruit and bubble teas, slushies, smoothies, snacks

STARTUP COST
\$186.6K–\$339.7K

TOTAL UNITS
(Franchises / Co.-Owned)
12/10

Juice It Up!

Smoothies, raw juices, acai bowls

STARTUP COST
\$214.4K–\$390.5K

TOTAL UNITS
(Franchises / Co.-Owned)
80/1

Maui Wowi Hawaiian Coffees & Smoothies

Hawaiian coffee and fruit smoothies

STARTUP COST
\$37.1K–\$394K

TOTAL UNITS
(Franchises / Co.-Owned)
128/0

Nature's Foodz

Distribution of acai products

STARTUP COST
\$69.6K–\$94.3K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Nekter Juice Bar

Juices, smoothies, acai bowls, non-dairy ice cream

STARTUP COST
\$224.5K–\$584.1K

TOTAL UNITS
(Franchises / Co.-Owned)
132/42

Planet Smoothie

Smoothies and snacks

STARTUP COST
\$79.7K–\$358.5K

TOTAL UNITS
(Franchises / Co.-Owned)
144/0

Pure Green

Smoothies, cold-pressed juices, acai and pitaya bowls

STARTUP COST
\$122.95K–\$380.4K

TOTAL UNITS
(Franchises / Co.-Owned)
2/5

Robeks Fresh Juices & Smoothies

Juices, smoothies, bowls

STARTUP COST
\$228.5K–\$340K

TOTAL UNITS
(Franchises / Co.-Owned)
83/0

Sidewalk Juice

Juices, smoothies, acai bowls

STARTUP COST
\$106K–\$401K

TOTAL UNITS
(Franchises / Co.-Owned)
0/3

Smoothie King

Smoothies, healthful snacks, health products

STARTUP COST
\$269.6K–\$845.99K

TOTAL UNITS
(Franchises / Co.-Owned)
1,155/39

Sweetberry

Acai bowls, poke bowls, smoothies, salads, wraps

STARTUP COST
\$123.7K–\$260K

TOTAL UNITS
(Franchises / Co.-Owned)
5/9

Tropical Smoothie Cafe

Smoothies, salads, wraps, sandwiches, flatbreads

STARTUP COST
\$198.5K–\$543.5K

TOTAL UNITS
(Franchises / Co.-Owned)
870/1

Vitality Bowls

Acai bowls, smoothies, juices, panini, salads

STARTUP COST
\$187.4K–\$586.5K

TOTAL UNITS
(Franchises / Co.-Owned)
73/4

HEALTH

We chose health as one of our top 10 categories last year—but of course, we couldn't have known then just how true our prediction would be. Now we can say with even more confidence that health will continue to be of paramount importance in 2021, and franchises offering health products and services—both traditional and alternative—will no doubt benefit.

AlignLife

Chiropractic and natural health services

STARTUP COST
\$159.8K–\$353.3K

TOTAL UNITS
(Franchises / Co.-Owned)
20/0

American Family Care

Urgent care/primary care centers

STARTUP COST
\$1M–\$1.4M

TOTAL UNITS
(Franchises / Co.-Owned)
168/57

ApexNetwork Physical Therapy

Physical therapy

STARTUP COST
\$149.2K–\$347.2K

TOTAL UNITS
(Franchises / Co.-Owned)
28/55

ATC Health Care Services

Medical staffing

STARTUP COST
\$129.4K–\$217.4K

TOTAL UNITS
(Franchises / Co.-Owned)
44/0

At Home Hearing Healthcare

Mobile hearing aid services

STARTUP COST
\$64.8K–\$186.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Back Solution Clinic

Physical therapy and exercise to relieve back and neck pain

STARTUP COST
\$60.8K–\$104.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

BeBalanced Hormone Weight Loss Centers

Weight-loss and wellness services

STARTUP COST
\$155.7K–\$208.5K

TOTAL UNITS
(Franchises / Co.-Owned)
23/1

CBD Authority

CBD products

STARTUP COST
\$79.5K–\$228.95K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Cereset

Neurotechnology to assist with relaxation, self-improvement, and sleep

STARTUP COST
\$91.5K–\$205.2K

TOTAL UNITS
(Franchises / Co.-Owned)
31/2

Discover CBD

Hemp-derived CBD products

STARTUP COST
\$79.3K–\$161.5K

TOTAL UNITS
(Franchises / Co.-Owned)
8/5

Dr. Fulmes Rejuvenation Techniques

Neuromuscular training

STARTUP COST
\$34.6K–\$48K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

4Ever Young

Preventative health, wellness, and aesthetic services

STARTUP COST
\$257.5K–\$418K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Fyzical Therapy & Balance Centers

Physical therapy, balance and vestibular therapy, preventive wellness services

STARTUP COST
\$61.3K–\$729K

TOTAL UNITS
(Franchises / Co.-Owned)
385/22

Good Feet Worldwide

Arch supports, related products

STARTUP COST
\$123.8K–\$229.3K

TOTAL UNITS
(Franchises / Co.-Owned)
138/11

HBCannU

Herbal and nutritional supplements containing CBD

STARTUP COST
\$94.9K–\$150.5K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

iCryo Franchise Systems

Cryotherapy, body sculpting, IV infusions and vitamin shots, pain management services

STARTUP COST
\$239.3K–\$660.4K

TOTAL UNITS
(Franchises / Co.-Owned)
9/2

The Joint

Chiropractic services

STARTUP COST
\$183.5K–\$378.7K

TOTAL UNITS
(Franchises / Co.-Owned)
483/63

Lice Clinics of America

Lice-treatment services and products

STARTUP COST
\$68K–\$104.5K

TOTAL UNITS
(Franchises / Co.-Owned)
204/1

Lifeologie Franchising

Mental-health therapy services

STARTUP COST
\$57.2K–\$100.2K

TOTAL UNITS
(Franchises / Co.-Owned)
6/2

Maxcare Clinic

Healthcare clinics

STARTUP COST
\$211.3K–\$526.4K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Miracle-Ear

Hearing aids

STARTUP COST
\$119K–\$352.5K

TOTAL UNITS
(Franchises / Co.-Owned)
1,452/59

Mobility City Holdings

Wheelchair and mobility scooter repair, cleaning, rentals, and sales

STARTUP COST
\$56.7K–\$264.8K

TOTAL UNITS
(Franchises / Co.-Owned)
18/1

Modern Acupuncture

Acupuncture

STARTUP COST
\$258.4K–\$666.8K

TOTAL UNITS
(Franchises / Co.-Owned)
47/0

My CBD Health

CBD products

STARTUP COST
\$78.2K–\$116.6K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

My Eyelab

Eye care and eyewear

STARTUP COST
\$314.9K–\$491.2K

TOTAL UNITS
(Franchises / Co.-Owned)
38/48

100% Chiropractic

Chiropractic services, massage therapy, nutritional supplements

STARTUP COST
\$129.8K–\$663.3K

TOTAL UNITS
(Franchises / Co.-Owned)
36/2

101 Mobility

Mobility and accessibility equipment sales and services

STARTUP COST
\$118.4K–\$216.2K

TOTAL UNITS
(Franchises / Co.-Owned)
175/8

OsteoStrong

Wellness centers offering skeletal strength conditioning

STARTUP COST
\$350.8K–\$660.8K

TOTAL UNITS
(Franchises / Co.-Owned)
115/0

Pearle Vision

Eye care and eyewear

STARTUP COST
\$77.7K–\$644.3K

TOTAL UNITS
(Franchises / Co.-Owned)
444/108

19Forty

LOS ANGELES

CBD | THC
BATH BOMBS

ROSE | LEMONGRASS | MUSCLE MELT

TINCTURES

ORANGE | PEPPERMINT | CHOCOLATE

LOTIONS

LAVENDER



- 2019 -

COOL MINT

@19FORTYLA | WWW.19FORTYCBD.COM | IN A CITY NEAR YOU

EAST BRUNSWICK, NJ - BALTIMORE, MD - FORT MYERS, FL - DETROIT, MI - IRVING, TX - MCALLEN, TX - BOULDER, CO - MERIDIAN, ID - STAR, ID - KIRKLAND, WA - SEATTLE, WA

AUBURN, WA - FALBROOK, CA - SANTA ANA, CA - COSTA MESA, CA - NEWPORT BEACH, CA - WESTMINSTER, CA - BELLFLOWER, CA - LONG BEACH, CA - LOS ANGELES, CA

WEST HOLLYWOOD, CA - WOODLAND HILLS, CA - SACRAMENTO, CA - DAVIS, CA - LOMPOC, CA - SAN FRANCISCO, CA

Perspire Sauna Studio

Infrared sauna studios

STARTUP COST
\$320.9K–\$458.5K

TOTAL UNITS
(Franchises / Co.-Owned)
7/3

Physical Therapy Now Franchise

Physical therapy

STARTUP COST
\$175.5K–\$301K

TOTAL UNITS
(Franchises / Co.-Owned)
26/6

Profile by Sanford

Weight-loss and wellness services

STARTUP COST
\$388.5K–\$634.5K

TOTAL UNITS
(Franchises / Co.-Owned)
133/34

Relax The Back

Products for relief/prevention of back and neck pain

STARTUP COST
\$231.8K–\$401.4K

TOTAL UNITS
(Franchises / Co.-Owned)
83/2

Restore Hyper Wellness

Wellness services

STARTUP COST
\$480.5K–\$942.2K

TOTAL UNITS
(Franchises / Co.-Owned)
53/9

The Salt Suite

Salt therapy

STARTUP COST
\$208.1K–\$350.6K

TOTAL UNITS
(Franchises / Co.-Owned)
6/1

Structural Elements

Orthopedic wellness services

STARTUP COST
\$295K–\$559.4K

TOTAL UNITS
(Franchises / Co.-Owned)
2/1

True Rest Franchising

Floation therapy

STARTUP COST
\$359.9K–\$778.8K

TOTAL UNITS
(Franchises / Co.-Owned)
31/5

Your CBD Store

CBD stores

STARTUP COST
\$65.2K–\$80.5K

TOTAL UNITS
(Franchises / Co.-Owned)
58/0

Z Med Clinic

Outpatient medical services

STARTUP COST
\$106.8K–\$348.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/4

HOME IMPROVEMENT

Many people spent more time at home than ever before in 2020, so home improvement projects became popular. Franchises offering in-person home improvement services have had to adjust to the “new normal” in order to make customers comfortable—with some even pivoting to virtual consultations. Those that have done so successfully should see a bright year ahead.

ABC Seamless

Seamless siding, soffit, fascia, gutters, windows, roofing

STARTUP COST
\$86K–\$268.5K

TOTAL UNITS
(Franchises / Co.-Owned)
88/7

Access Garage Doors

Garage door sales, installation, and repairs

STARTUP COST
\$34.8K–\$101.3K

TOTAL UNITS
(Franchises / Co.-Owned)
1/1

Ace Handyman Services

Residential and commercial repairs, maintenance, and improvements

STARTUP COST
\$93.3K–\$137.5K

TOTAL UNITS
(Franchises / Co.-Owned)
118/7

Ace Hardware

Hardware and home improvement stores

STARTUP COST
\$292K–\$2.1M

TOTAL UNITS
(Franchises / Co.-Owned)
5,191/194

America's Color Consultants

Paint color consulting

STARTUP COST
\$14.6K–\$44.6K

TOTAL UNITS
(Franchises / Co.-Owned)
2/3

Andy OnCall

Handyman services

STARTUP COST
\$51.2K–\$65.2K

TOTAL UNITS
(Franchises / Co.-Owned)
26/0

A-1 Concrete Leveling

Concrete leveling and foundation repair

STARTUP COST
\$120.5K–\$150.9K

TOTAL UNITS
(Franchises / Co.-Owned)
50/0

Archadeck Outdoor Living

Outdoor living space design and construction

STARTUP COST
\$38.8K–\$103.6K

TOTAL UNITS
(Franchises / Co.-Owned)
58/3

Bloomin' Blinds

Window covering sales, installation, and repairs

STARTUP COST
\$53.5K–\$117.4K

TOTAL UNITS
(Franchises / Co.-Owned)
57/0

Budget Blinds

Window coverings, window film, rugs, accessories

STARTUP COST
\$125.3K–\$254.4K

TOTAL UNITS
(Franchises / Co.-Owned)
1,273/0

CertaPro Painters

Residential and commercial painting

STARTUP COST
\$133.3K–\$169.5K

TOTAL UNITS
(Franchises / Co.-Owned)
373/0

Christmas Decor

Holiday and event lighting

STARTUP COST
\$19.6K–\$62.3K

TOTAL UNITS
(Franchises / Co.-Owned)
256/0

Closet & Storage Concepts/More Space Place

Residential/commercial closet and storage systems; Murphy beds

STARTUP COST
\$96.5K–\$499K

TOTAL UNITS
(Franchises / Co.-Owned)
37/3

Closet Factory

Custom closet and storage systems

STARTUP COST
\$208.5K–\$356K

TOTAL UNITS
(Franchises / Co.-Owned)
67/10

Closets By Design Franchising

Custom closet and home/office organization systems

STARTUP COST
\$152K–\$428K

TOTAL UNITS
(Franchises / Co.-Owned)
58/6

Color World House Painting

Residential/commercial painting, repairs, gutter installation, power washing, holiday lighting

STARTUP COST
\$83.9K–\$166.9K

TOTAL UNITS
(Franchises / Co.-Owned)
85/1

Concrete Craft

Decorative concrete coatings

STARTUP COST
\$141.8K–\$220.1K

TOTAL UNITS
(Franchises / Co.-Owned)
58/0

Conserva Irrigation

Irrigation repair, maintenance, and efficiency upgrades

STARTUP COST
\$81.8K–\$102.3K

TOTAL UNITS
(Franchises / Co.-Owned)
91/5

DreamMaker Bath & Kitchen

Kitchen, bath, and interior remodeling

STARTUP COST
\$142.6K–\$364.6K

TOTAL UNITS
(Franchises / Co.-Owned)
36/0

The Driveway Company

Concrete restoration, repair, and maintenance

STARTUP COST
\$83.5K–\$156.6K

TOTAL UNITS
(Franchises / Co.-Owned)
18/3

EatGatherLove

Kitchen refacing and remodeling

STARTUP COST
\$99.8K–\$269.8K

TOTAL UNITS
(Franchises / Co.-Owned)
5/0

Five Star Bath Solutions

Bathroom remodeling

STARTUP COST
\$94.5K–\$166.1K

TOTAL UNITS
(Franchises / Co.-Owned)
45/1

Five Star Painting

Residential and commercial painting

STARTUP COST
\$74.7K–\$184.3K

TOTAL UNITS
(Franchises / Co.-Owned)
203/0

Floor Coverings International

Flooring

STARTUP COST
\$154.3K–\$223K

TOTAL UNITS
(Franchises / Co.-Owned)
170/0

Footprints Floors

Flooring installation and restoration

STARTUP COST
\$68.1K–\$95.6K

TOTAL UNITS
(Franchises / Co.-Owned)
14/8

Franchise Dr. Auto & Casa

Home and auto handyman services

STARTUP COST
\$44.2K–\$75.4K

TOTAL UNITS
(Franchises / Co.-Owned)
55/1

Fresh Coat

Residential and commercial painting

STARTUP COST
\$53.9K–\$76.8K

TOTAL UNITS
(Franchises / Co.-Owned)
158/0

Furniture Medic

Wood restoration, repair, and maintenance

STARTUP COST
\$80.8K–\$90.1K

TOTAL UNITS
(Franchises / Co.-Owned)
342/0

GarageExperts

Epoxy floor coatings, garage cabinets, organization products

STARTUP COST
\$51.4K–\$143.99K

TOTAL UNITS
(Franchises / Co.-Owned)
89/0

Get A Grip Franchising

Countertop, cabinet, tub, tile, and shower resurfacing; fiberglass repair

STARTUP COST
\$43.6K–\$92.7K

TOTAL UNITS
(Franchises / Co.-Owned)
23/1

Glass Doctor

Auto/residential/commercial glass installation, repair, and replacement

STARTUP COST
\$132.3K–\$275.5K

TOTAL UNITS
(Franchises / Co.-Owned)
173/0

The Glass Guru

Window and glass restoration, repair, and replacement

STARTUP COST
\$74.4K–\$161.1K

TOTAL UNITS
(Franchises / Co.-Owned)
75/0

Gotcha Covered

Window treatments

STARTUP COST
\$75.95K–\$94.2K

TOTAL UNITS
(Franchises / Co.-Owned)
102/0

Granite Garage Floors

Garage floor coatings

STARTUP COST
\$128K–\$236.7K

TOTAL UNITS
(Franchises / Co.-Owned)
10/1

GreenLight Mobility

Home modifications for the disabled and aging

STARTUP COST
\$85.8K–\$124.3K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Handyman Connection

Home repairs, remodeling

STARTUP COST
\$99.7K–\$152.9K

TOTAL UNITS
(Franchises / Co.-Owned)
60/0

Handyman Pro

Handyman services

STARTUP COST
\$99.1K–\$139.5K

TOTAL UNITS
(Franchises / Co.-Owned)
5/0

HandyPro International

Handyman and home modification services

STARTUP COST
\$70.6K–\$128.6K

TOTAL UNITS
(Franchises / Co.-Owned)
13/1

Honest Abe Roofing Franchise

Roof installation and repairs, gutter installation

STARTUP COST
\$98.5K–\$330.3K

TOTAL UNITS
(Franchises / Co.-Owned)
6/1

The Honey Do Service

Handyman/home improvement services

STARTUP COST
\$98.5K–\$210.3K

TOTAL UNITS
(Franchises / Co.-Owned)
15/0

Start Writing Your Next Chapter

Join us LIVE or ONLINE



There's no better time than now to take your future into your own hands. Join us in person or online to learn about being your own boss. Learn about the leading franchise brands from industries including: Pet Care, Child Education, Automotive, Health Aids, Exercise & Sports, Janitorial Services, Elder Care, Food & Beverage and **MORE!**

FRANCHISE EXPO
LIVE & ONLINE NASHVILLE

5/6 - 5/7/21 Nashville

**INTERNATIONAL
FRANCHISE
LIVE & ONLINE EXPO**

6/17 - 6/19/21 New York City

**FRANCHISE
LIVE & ONLINE EXPO
WEST**

9/30 - 10/2/21 Phoenix

FRANCHISE EXPO
LIVE & ONLINE HOUSTON

10/22 - 10/23/21 Houston

**FRANCHISE
LIVE & ONLINE EXPO
SOUTH**

10/28 - 10/30/21 Miami Beach

For more information, visit us at www.MFVExpo.com

Imeca
Lumber and hardware stores

STARTUP COST
\$365.7K-\$458.9K
TOTAL UNITS
(Franchises / Co.-Owned)
0/17

Kitchen Solvers
Kitchen and bath remodeling and design

STARTUP COST
\$91.6K-\$116.7K
TOTAL UNITS
(Franchises / Co.-Owned)
45/0

Kitchen Tune-Up
Residential and commercial kitchen and bath remodeling

STARTUP COST
\$94.97K-\$129.1K
TOTAL UNITS
(Franchises / Co.-Owned)
209/0

Kitchen Wise
Kitchen pantry and bathroom organization

STARTUP COST
\$101.8K-\$144K
TOTAL UNITS
(Franchises / Co.-Owned)
3/0

Lightning Raingutters
Rain gutter installation, repair, maintenance, and cleaning

STARTUP COST
\$51K-\$74.1K
TOTAL UNITS
(Franchises / Co.-Owned)
1/1

Made in the Shade Blinds and More
Window coverings

STARTUP COST
\$55.9K-\$64.5K
TOTAL UNITS
(Franchises / Co.-Owned)
115/0

Metal Supermarkets
Metal stores

STARTUP COST
\$216.5K-\$403K
TOTAL UNITS
(Franchises / Co.-Owned)
86/10

Miracle Method Surface Refinishing
Kitchen and bathroom surface refinishing

STARTUP COST
\$84.5K-\$180K
TOTAL UNITS
(Franchises / Co.-Owned)
159/1

Mr. Appliance
Residential and commercial appliance installation and repairs

STARTUP COST
\$65.8K-\$144.5K
TOTAL UNITS
(Franchises / Co.-Owned)
296/0

Mr. Handyman
Residential and commercial repair, maintenance, and improvement services

STARTUP COST
\$117.5K-\$149.1K
TOTAL UNITS
(Franchises / Co.-Owned)
249/0

Mr. Sandless/ Dr. DecknFence
Interior and exterior sandless wood refinishing

STARTUP COST
\$26.8K-\$77.4K
TOTAL UNITS
(Franchises / Co.-Owned)
203/9

N-Hance Wood Refinishing
Wood cabinet and floor refinishing

STARTUP COST
\$52.4K-\$168.7K
TOTAL UNITS
(Franchises / Co.-Owned)
545/0

Outdoor Lighting Perspectives
Residential, holiday, and hospitality lighting

STARTUP COST
\$72.6K-\$143.1K
TOTAL UNITS
(Franchises / Co.-Owned)
75/3

Painter1
Painting

STARTUP COST
\$70.9K-\$133.5K
TOTAL UNITS
(Franchises / Co.-Owned)
23/0

The Patch Boys
Drywall repair

STARTUP COST
\$48.9K-\$75.9K
TOTAL UNITS
(Franchises / Co.-Owned)
92/0

PatchMaster
Drywall repair and installation

STARTUP COST
\$27.95K-\$49.8K
TOTAL UNITS
(Franchises / Co.-Owned)
46/17

Precision Door Service
Residential garage door repair, installation, and service

STARTUP COST
\$71.3K-\$314.96K
TOTAL UNITS
(Franchises / Co.-Owned)
98/0

ProLift Garage Doors
Garage door installation and repairs

STARTUP COST
\$101.4K-\$142K
TOTAL UNITS
(Franchises / Co.-Owned)
19/0

ProSource Wholesale
Wholesale kitchen, bath, and flooring products

STARTUP COST
\$748.3K-\$754.6K
TOTAL UNITS
(Franchises / Co.-Owned)
143/3

Re-Bath
Bathroom remodeling

STARTUP COST
\$139.9K-\$308K
TOTAL UNITS
(Franchises / Co.-Owned)
92/0

Refresh Renovations
Residential renovations

STARTUP COST
\$128.9K-\$189.98K
TOTAL UNITS
(Franchises / Co.-Owned)
66/0

Screenmobile
Mobile window and door screening

STARTUP COST
\$91.98K-\$183.8K
TOTAL UNITS
(Franchises / Co.-Owned)
130/1

ShelfGenie Franchise Systems
Custom pullout shelving for cabinets and pantries

STARTUP COST
\$33.2K-\$109.5K
TOTAL UNITS
(Franchises / Co.-Owned)
151/21

Solatube Home
Tubular daylighting systems, skylights, ventilation systems

STARTUP COST
\$108.5K-\$236.6K
TOTAL UNITS
(Franchises / Co.-Owned)
0/3

START, RUN, AND GROW WITH FRANCHISING

Buy The Book

BARNES & NOBLE amazon.com Get it on iBooks

visit entm.ag/franchisebible

Entrepreneur PRESS®

Spray-Net

Exterior spray-painting

STARTUP COST

\$99.3K–\$142.5K

TOTAL UNITS

(Franchises / Co.-Owned)

48/0

Steel Coated Epoxy Floors

Epoxy coating for concrete floors

STARTUP COST

\$32K–\$112.5K

TOTAL UNITS

(Franchises / Co.-Owned)

15/1

SuperGreen Solutions

Sustainability and solar advisory services and energy efficiency products

STARTUP COST

\$39.8K–\$75.7K

TOTAL UNITS

(Franchises / Co.-Owned)

41/0

Superior Fence & Rail

Fence sales and installation

STARTUP COST

\$88K–\$196.5K

TOTAL UNITS

(Franchises / Co.-Owned)

13/6

Surface Specialists

Bathtub repair and refinishing, tub liners, bath remodeling

STARTUP COST

\$43.2K–\$56K

TOTAL UNITS

(Franchises / Co.-Owned)

47/0

Tailored Living

Home organization products and services

STARTUP COST

\$172.9K–\$284.3K

TOTAL UNITS

(Franchises / Co.-Owned)

185/0

360 Painting

Painting

STARTUP COST

\$99.1K–\$139.5K

TOTAL UNITS

(Franchises / Co.-Owned)

119/0

TruBlue Total House Care

Senior home modification, maintenance, and repair services

STARTUP COST

\$59.7K–\$86K

TOTAL UNITS

(Franchises / Co.-Owned)

48/0

UBuildIt Holdings

Construction consulting

STARTUP COST

\$85.4K–\$191.5K

TOTAL UNITS

(Franchises / Co.-Owned)

51/15

USA Insulation

Home insulation and energy-efficient products

STARTUP COST

\$170.5K–\$346K

TOTAL UNITS

(Franchises / Co.-Owned)

50/1

Window World

Replacement windows, doors, siding, roofing, and other exterior remodeling products

STARTUP COST

\$122.7K–\$328K

TOTAL UNITS

(Franchises / Co.-Owned)

204/0

Wow 1 Day Painting

Residential and commercial painting

STARTUP COST

\$67K–\$129.5K

TOTAL UNITS

(Franchises / Co.-Owned)

53/0

PETS

The pandemic triggered a boom in pet adoptions and sales, as people stuck at home were looking for comfort and animal companionship. The American Pet Products Association projects spending on pets in 2020 will total \$99 billion—and with so many new pets being added to families, that figure should climb even higher in 2021.

The Ark Pet Spa & Hotel

Pet boarding, daycare, grooming, and products

STARTUP COST

\$438.8K–\$1.8M

TOTAL UNITS

(Franchises / Co.-Owned)

0/6

Aussie Pet Mobile

Mobile pet grooming

STARTUP COST

\$153.3K–\$161.2K

TOTAL UNITS

(Franchises / Co.-Owned)

308/0

Bark Busters Home Dog Training

In-home dog training

STARTUP COST

\$67.7K–\$99.5K

TOTAL UNITS

(Franchises / Co.-Owned)

123/0

Ben's Marketplace

Pet health-food stores

STARTUP COST

\$178.6K–\$350.6K

TOTAL UNITS

(Franchises / Co.-Owned)

3/2

Camp Bow Wow

Dog daycare, boarding, training, grooming

STARTUP COST

\$718.5K–\$1.5M

TOTAL UNITS

(Franchises / Co.-Owned)

171/11

Camp Run-A-Mutt

Dog daycare and boarding

STARTUP COST

\$343.4K–\$691.3K

TOTAL UNITS

(Franchises / Co.-Owned)

15/1

Central Bark

Dog daycare

STARTUP COST

\$520.1K–\$874.6K

TOTAL UNITS

(Franchises / Co.-Owned)

27/1

Dee-O-Gee

Pet supplies and services

STARTUP COST

\$157.1K–\$555K

TOTAL UNITS

(Franchises / Co.-Owned)

5/0

Doggy Inn

Dog daycare, boarding, and grooming

STARTUP COST

\$668.3K–\$1.4M

TOTAL UNITS

(Franchises / Co.-Owned)

0/1



FIND YOUR FRANCHISE AT FRANCHISE.ORG

Unleash your potential as a franchise business owner. At the International Franchise Association's website, franchise.org, you can search, select and compare thousands of franchise businesses by industry, investment level and keywords. Start your journey today to being in business for yourself, but not by yourself.



U.S. POSTAL SERVICE STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY 39 U.S.C.

3685. 1) Title of Publication: Entrepreneur®. 2) Publication No. (ISSN): 0163-3341. 3) Date of Filing 10/1/2020. 4) Frequency of Issue: Monthly; except Jan/Feb, Apr/May, July/Aug & Oct/Nov. 5) No. of Issues Published Annually: 8. 6) Annual Subscription Price: \$19.97. 7) Complete Mailing Address of Known Office of Publication: Entrepreneur Media, Inc., 18061 Fitch, Irvine, CA 92614. 8) Complete Mailing Address of Headquarters of General Business Office of Publisher: Entrepreneur Media, Inc., 18061 Fitch, Irvine, CA 92614. 9) Full Names and Complete Mailing Addresses of Publisher, Editor, and Managing Editor. Publisher: James Clauss, 462 7th Ave., New York, NY 10018. Editor in Chief: Jason Feifer, 462 7th Ave., New York, NY 10018. Managing Editor: Monica Im, 18061 Fitch, Irvine, CA 92614. 10) Owner: Entrepreneur Media, Inc., 18061 Fitch, Irvine, CA 92614. Stockholders: Peter J. Shea, 18061 Fitch, Irvine, CA 92614. 11) Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages or Other Securities: None. 12) Tax Status: Not Applicable. 13) Publication Title: Entrepreneur®. 14) Issue Date for Circulation Data: September 2020. 15) Extent and Nature of Circulation (Average No. Copies Each Issue During Preceding 12 Months. No. Copies of Single Issue Published nearest to Filing Date); A. Total Number of Copies (Net Press Run): 471,410; 450,440 B. Paid Circulation: 1) Mailed Outside-County Paid Subscriptions Stated on PS Form 3541: 366,103; 365,350 3) Paid Distribution Outside the Mails Including Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and other Paid Distribution Outside USPS: 11,414; 8,000; C. Total Paid Distribution (Sum of 15B-1 and 15B-3): 377,517; 373,350; D. Free or Nominal Rate Distribution: 1) Free or Nominal Rate Outside-County Copies Included on PS Form 3541: 41,584; 42,695; E. Total Free or Nominal Rate Distribution: 41,584; 42,695; F. Total Distribution (Sum of 15C and 15E): 419,101; 416,045; G. Copies Not Distributed: 52,307; 34,395 H. Total (Sum of 15F and 15G): 471,409; 450,440; I. Percent Paid (15C/15F x 100): 90.08%; 89.74%. 16) A. Requested and Paid Electronic Copies: 86,249; 83,482 B. Total Requested and Paid Print Copies and Requested/Paid Electronic Copies (Line 15c): 463,766 456,832 C. Total Requested Copy Distribution (Line 15F) and Requested/Paid Electronic Copies: 505,350; 499,527 D. Percent Paid and/or Requested Circulation (Both print & Electronic Copies): 91.77%; 91.45%. 17) Publication of Statement of Ownership: If the publication is a general publication, publication of this statement is required. Will be printed in the December 2020 issue of this publication. 18) Signature and Title of Editor, Publisher, Business Manager, or Owner: I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties). James Clauss, Publisher

The Dog Stop

Dog care services and products

STARTUP COST
\$195.2K–\$738.2K

TOTAL UNITS
(Franchises / Co.-Owned)
15/6

Dogtopia

Dog daycare, boarding, and spa services

STARTUP COST
\$668.3K–\$1.4M

TOTAL UNITS
(Franchises / Co.-Owned)
130/10

Dog Training Elite Franchising

Dog training

STARTUP COST
\$75.7K–\$248.9K

TOTAL UNITS
(Franchises / Co.-Owned)
9/0

EarthWise Pet

Pet food and supplies, grooming, self-wash, training, and walking

STARTUP COST
\$40.4K–\$565.5K

TOTAL UNITS
(Franchises / Co.-Owned)
59/2

easyvetclinic

Walk-in veterinary clinics

STARTUP COST
\$161K–\$399K

TOTAL UNITS
(Franchises / Co.-Owned)
6/0

Fetch! Pet Care

Pet-sitting, dog-walking

STARTUP COST
\$67.5K–\$83.7K

TOTAL UNITS
(Franchises / Co.-Owned)
72/1

The Healthy Animal

Health food for dogs and cats

STARTUP COST
\$101.7K–\$198.7K

TOTAL UNITS
(Franchises / Co.-Owned)
2/0

Hounds Town USA

Dog daycare, pet boarding, pet grooming

STARTUP COST
\$265.8K–\$492.5K

TOTAL UNITS
(Franchises / Co.-Owned)
11/2

In Home Pet Services

Pet-sitting, dog-walking

STARTUP COST
\$9.2K–\$35.1K

TOTAL UNITS
(Franchises / Co.-Owned)
15/1

K9 Resorts Luxury Pet Hotel

Luxury dog daycare and boarding

STARTUP COST
\$968.7K–\$1.8M

TOTAL UNITS
(Franchises / Co.-Owned)
9/2

Leader of the Pack Canine Institute

Dog training, boarding, daycare, grooming, retail

STARTUP COST
\$341.7K–\$647.3K

TOTAL UNITS
(Franchises / Co.-Owned)
0/1

Mutts Canine Cantina

Dog parks with bars and grills

STARTUP COST
\$809.96K–\$1.3M

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Petland

Pets, pet supplies, boarding, daycare, grooming

STARTUP COST
\$300.5K–\$1.1M

TOTAL UNITS
(Franchises / Co.-Owned)
214/19

Pet Passages

Pet funeral and cremation services and products

STARTUP COST
\$40.5K–\$385K

TOTAL UNITS
(Franchises / Co.-Owned)
7/2

Pet Supplies Plus

Retail pet supplies and services

STARTUP COST
\$436.6K–\$1.3M

TOTAL UNITS
(Franchises / Co.-Owned)
286/218

Pet Wants

Natural pet-food stores/delivery

STARTUP COST
\$59.8K–\$202K

TOTAL UNITS
(Franchises / Co.-Owned)
106/0

PetWellClinic

Walk-in pet clinics

STARTUP COST
\$144.2K–\$253.5K

TOTAL UNITS
(Franchises / Co.-Owned)
0/4

Preppy Pet

Pet daycare, boarding, grooming

STARTUP COST
\$105.95K–\$275K

TOTAL UNITS
(Franchises / Co.-Owned)
23/1

Salty Paws

Dog ice cream shops

STARTUP COST
\$99.3K–\$175.7K

TOTAL UNITS
(Franchises / Co.-Owned)
0/2

Scenthound

Dog grooming

STARTUP COST
\$205.4K–\$379.4K

TOTAL UNITS
(Franchises / Co.-Owned)
0/4

Sit Means Sit Dog Training

Dog training

STARTUP COST
\$24.3K–\$123.9K

TOTAL UNITS
(Franchises / Co.-Owned)
139/0

Wag N' Wash Natural Pet Food & Grooming

Pet food and supplies, grooming, self-wash, bakery

STARTUP COST
\$425.1K–\$789.4K

TOTAL UNITS
(Franchises / Co.-Owned)
13/5

Wild Birds Unlimited

Bird-feeding supplies and nature gift items

STARTUP COST
\$170.4K–\$281.6K

TOTAL UNITS
(Franchises / Co.-Owned)
347/0

Woofie's

Pet-sitting, dog-walking, mobile pet grooming

STARTUP COST
\$122.5K–\$190.5K

TOTAL UNITS
(Franchises / Co.-Owned)
3/1

Zoom Room

Indoor dog training and socialization, pet products

STARTUP COST
\$168.3K–\$358.8K

TOTAL UNITS
(Franchises / Co.-Owned)
8/3

PIZZA

When lockdowns began this year, carryout and delivery became the only option for restaurants—and those were already the cornerstones of many pizza shops' business model. In fact, while so many other restaurants were struggling to survive, Americans' demand for comfort food actually increased sales for many pizza brands and led them to hire thousands more workers to keep up.

Benny's
Pizza

STARTUP COST
\$169.8K–\$533.5K

TOTAL UNITS
(Franchises / Co.-Owned)
0/20

Blaze Fast-Fire'd Pizza

Assembly-line pizza

STARTUP COST
\$541.5K–\$1.2M

TOTAL UNITS
(Franchises / Co.-Owned)
330/12

DC Pizza

Pizza

STARTUP COST
\$202.7K–\$486.8K

TOTAL UNITS
(Franchising / Co.-Owned)
0/1

Donatos

Pizza, subs, salads

STARTUP COST
\$386.5K–\$698.9K

TOTAL UNITS
(Franchises / Co.-Owned)
108/54

DoubleDave's Pizzaworks

Pizza, sandwiches, wings, salads, craft beer

STARTUP COST
\$132.5K–\$565.5K

TOTAL UNITS
(Franchises / Co.-Owned)
39/0

D.P. Dough

Calzones, wings, sides, salads, desserts

STARTUP COST
\$133.9K–\$435.6K

TOTAL UNITS
(Franchises / Co.-Owned)
29/11

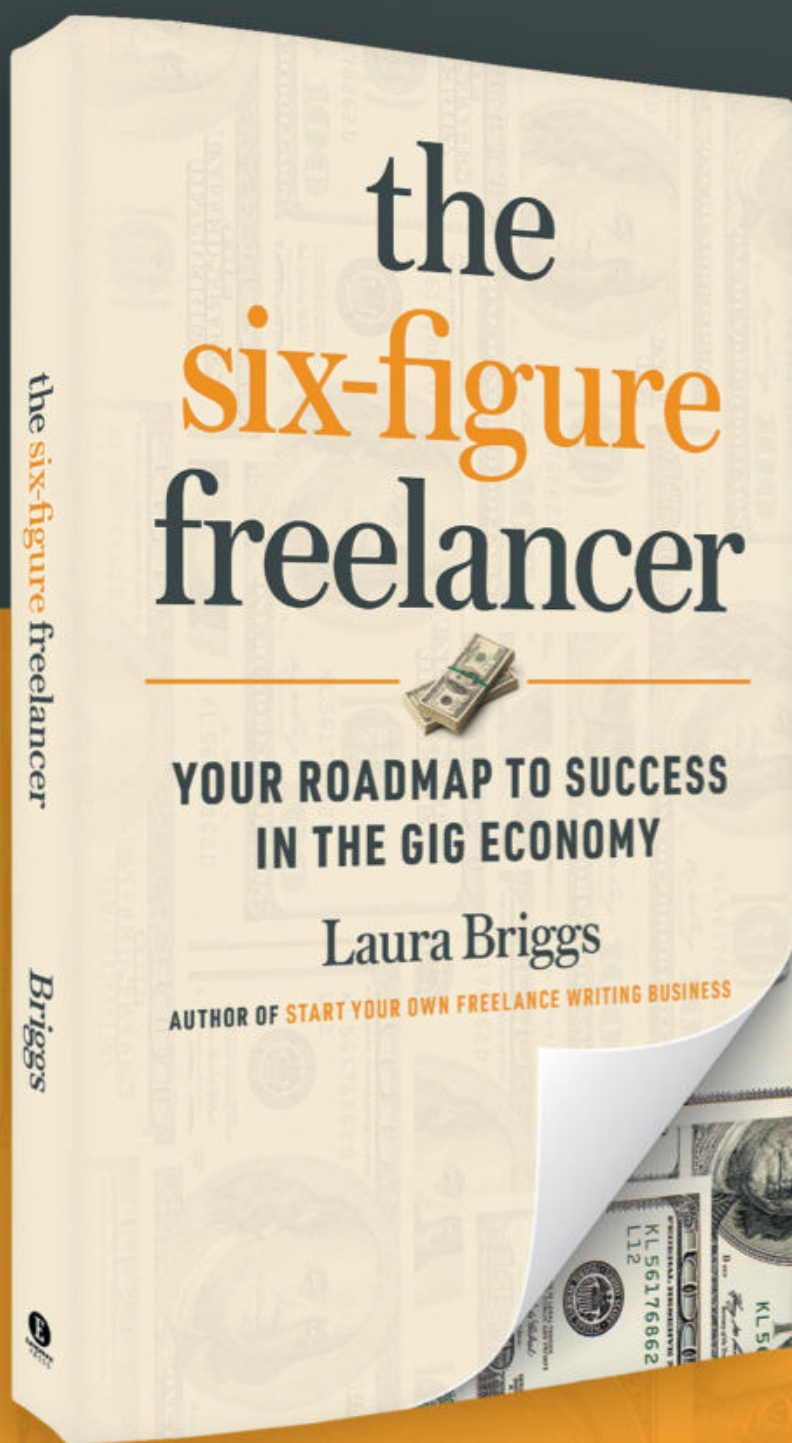
Figaro's Pizza

Pizza, take-and-bake pizza

STARTUP COST
\$86.5K–\$549K

TOTAL UNITS
(Franchises / Co.-Owned)
31/0

scale up to six-figure success



Your freelance business is your dream.

Isn't it time to take it to the next level?

The Six Figure Freelancer: Your Roadmap to Success in the Gig Economy is packed with insights to help you scale your existing enterprise to six figures and beyond, no matter your area of expertise.

You'll discover how to:

- Develop relationships designed to help you hit \$100k+ milestones
- Structure the day so your schedule generates an efficient money machine
- Hire a virtual assistant to maximize your time and fill your income pipeline
- Raise your rates while holding on to clients and making sure your efforts are compensated
- Create a wealth-building plan that fits your freelance lifestyle

Buy the book today at entm.ag/sixfigure



Hungry Howie's Pizza & Subs

Pizza, subs, bread, wings, salads, desserts

STARTUP COST
\$228.3K–\$555.3K

TOTAL UNITS
(Franchises / Co.-Owned)
499/32

Jet's Pizza

Pizza, subs, salads, breads, wings, dessert

STARTUP COST
\$437.5K–\$631K

TOTAL UNITS
(Franchises / Co.-Owned)
345/38

Ledo Pizza

Pizza, subs, pasta

STARTUP COST
\$126.3K–\$442K

TOTAL UNITS
(Franchises / Co.-Owned)
110/0

Marco's Pizza

Pizza, subs, wings, cheese bread

STARTUP COST
\$223.5K–\$586.4K

TOTAL UNITS
(Franchises / Co.-Owned)
932/41

Mountain Mike's Pizza

Pizza, wings, salad bar, appetizers

STARTUP COST
\$208K–\$593.5K

TOTAL UNITS
(Franchises / Co.-Owned)
220/0

Oggi's Sports Brewhouse Pizza

Sports-themed restaurants

STARTUP COST
\$990K–\$1.8M

TOTAL UNITS
(Franchises / Co.-Owned)
15/1

1000 Degrees Pizza

Assembly-line pizza, salads, wings

STARTUP COST
\$220.7K–\$784.3K

TOTAL UNITS
(Franchises / Co.-Owned)
30/0

Papa John's International

Pizza

STARTUP COST
\$130.1K–\$844.4K

TOTAL UNITS
(Franchises / Co.-Owned)
4,749/598

Papa Murphy's Take 'N' Bake Pizza

Take-and-bake pizza

STARTUP COST
\$286.9K–\$524.2K

TOTAL UNITS
(Franchises / Co.-Owned)
1,260/58

Pie Five Pizza

Pizza, salads, calzones, breadsticks, dessert

STARTUP COST
\$398.5K–\$901K

TOTAL UNITS
(Franchises / Co.-Owned)
43/0

Pizza Factory

Pizza, pasta, sandwiches

STARTUP COST
\$372K–\$562K

TOTAL UNITS
(Franchises / Co.-Owned)
97/1

Pizza Guys

Pizza

STARTUP COST
\$78.3K–\$262.5K

TOTAL UNITS
(Franchises / Co.-Owned)
62/8

Pizza Hut

Pizza, pasta, wings

STARTUP COST
\$367K–\$2.1M

TOTAL UNITS
(Franchises / Co.-Owned)
17,130/97

Pizza 9

Pizza

STARTUP COST
\$74.1K–\$398.98K

TOTAL UNITS
(Franchises / Co.-Owned)
10/4

Pizza Schmizza

Pizza

STARTUP COST
\$125.5K–\$549K

TOTAL UNITS
(Franchises / Co.-Owned)
22/1

Romeo's Pizza

Pizza, subs, wings, salads, appetizers

STARTUP COST
\$158K–\$478K

TOTAL UNITS
(Franchises / Co.-Owned)
36/7

Rosati's Pizza

Pizza, Italian food

STARTUP COST
\$136.2K–\$1.2M

TOTAL UNITS
(Franchises / Co.-Owned)
142/10

Round Table Pizza

Pizza, wings, salads

STARTUP COST
\$327.3K–\$1.1M

TOTAL UNITS
(Franchises / Co.-Owned)
358/62

Russo's New York Pizzeria

Pizza, pasta, soups, salads, sandwiches, desserts

STARTUP COST
\$446.9K–\$1.5M

TOTAL UNITS
(Franchises / Co.-Owned)
36/6

Squisito Pizza & Pasta

Italian food

STARTUP COST
\$264.6K–\$800K

TOTAL UNITS
(Franchises / Co.-Owned)
4/5

Straw Hat Pizza

Pizza

STARTUP COST
\$250K–\$839K

TOTAL UNITS
(Franchises / Co.-Owned)
23/0

TECH SERVICES

Technology was already an intrinsic part of most people's lives, but the pandemic made tech more important than ever. Computers, tablets, and smartphones have kept us connected to coworkers, family, and friends—and that means businesses offering sales, repairs, and other services to keep us connected became more essential than ever as well.

Batteries Plus

Batteries, light bulbs, related products; device repairs

STARTUP COST
\$201.5K–\$385.2K

TOTAL UNITS
(Franchises / Co.-Owned)
619/86

Best Brains

Tutoring centers

STARTUP COST
\$16.5K–\$78.7K

TOTAL UNITS
(Franchises / Co.-Owned)
137/4

Cinch I.T.

Outsourced IT support for businesses

STARTUP COST
\$100K–\$124.9K

TOTAL UNITS
(Franchises / Co.-Owned)
5/1

CMIT Solutions

IT and business services for SMBs

STARTUP COST
\$94.5K–\$127.4K

TOTAL UNITS
(Franchises / Co.-Owned)
239/0

Computer Troubleshooters

Technology consulting and services for small businesses

STARTUP COST
\$12.2K–\$29.4K

TOTAL UNITS
(Franchises / Co.-Owned)
241/0

CPR Cell Phone Repair

Electronics repairs and sales

STARTUP COST
\$79.9K–\$205.5K

TOTAL UNITS
(Franchises / Co.-Owned)
544/0

Device Pitstop

Electronics resales and repairs

STARTUP COST
\$100.7K–\$218.3K

TOTAL UNITS
(Franchises / Co.-Owned)
8/0

Experimax

Electronics resales and repairs

STARTUP COST
\$139.5K–\$351.1K

TOTAL UNITS
(Franchises / Co.-Owned)
80/5

NerdsToGo

Technology sales, repair, and services

STARTUP COST
\$154.3K–\$323.9K

TOTAL UNITS
(Franchises / Co.-Owned)
30/1

Patriot Broadband

High-speed internet service for rural areas

STARTUP COST
\$62.7K–\$112.2K

TOTAL UNITS
(Franchises / Co.-Owned)
3/0

Phone Repair Guy

Electronics repairs

STARTUP COST
\$124.95K–\$207.9K

TOTAL UNITS
(Franchises / Co.-Owned)
0/4

TeamLogic IT

IT managed services for businesses

STARTUP COST
\$106.4K–\$146.3K

TOTAL UNITS
(Franchises / Co.-Owned)
204/0

uBreakiFix

Electronics repairs

STARTUP COST
\$98.4K–\$303K

TOTAL UNITS
(Franchises / Co.-Owned)
526/59

Wireless Zone

Wireless devices, services, and accessories

STARTUP COST
\$160K–\$414.5K

TOTAL UNITS
(Franchises / Co.-Owned)
410/0

TUTORING

Parents' concerns about their kids' academics have only been amplified by school shutdowns, remote learning, and all the other complications COVID-19 has brought to education. Tutoring services—many of which were able to quickly adjust their models to accommodate remote options—should see a year of growth as they offer to help parents meet these concerns head-on.

Club Z! In-Home Tutoring Services

In-home tutoring

STARTUP COST
\$33.5K–\$52.4K

TOTAL UNITS
(Franchises / Co.-Owned)
382/0

Eye Level Learning Centers

Supplemental education

STARTUP COST
\$52.3K–\$121.7K

TOTAL UNITS
(Franchises / Co.-Owned)
839/799

GradePower Learning

Supplemental education

STARTUP COST
\$97.8K–\$261.7K

TOTAL UNITS
(Franchises / Co.-Owned)
153/0

Huntington Learning Centers

Tutoring and test prep

STARTUP COST
\$133.5K–\$276.7K

TOTAL UNITS
(Franchises / Co.-Owned)
286/16

JEI Learning Center

Individualized supplemental education

STARTUP COST
\$69.8K–\$116.5K

TOTAL UNITS
(Franchises / Co.-Owned)
252/265

Kumon Math & Reading Centers

Supplemental education

STARTUP COST
\$74.4K–\$156.6K

TOTAL UNITS
(Franchises / Co.-Owned)
26,338/27

Mathnasium Learning Centers

Math tutoring

STARTUP COST
\$112.8K–\$149.1K

TOTAL UNITS
(Franchises / Co.-Owned)
1,068/6

Sylvan Learning

Individualized supplemental education

STARTUP COST
\$70.3K–\$163.6K

TOTAL UNITS
(Franchises / Co.-Owned)
564/7

Tutor Doctor

Tutoring

STARTUP COST
\$84.3K–\$128.99K

TOTAL UNITS
(Franchises / Co.-Owned)
686/0

The Tutoring Center Franchise

Tutoring

STARTUP COST
\$106.4K–\$180.2K

TOTAL UNITS
(Franchises / Co.-Owned)
98/0



THE

PLAYBOOK

W/ DAVID MELTZER



Entrepreneur.

FIND OUT WHAT MAKES THE WORLD'S GREATEST ATHLETES, CELEBRITIES, AND ENTREPRENEURS, CHAMPIONS ON AND OFF THE FIELD.

#1 Entrepreneur PODCAST

NEW EPISODES WEEKLY



JOHN PAUL DEJORIA



MARIA SHARAPOVA



GARY VAYNERCHUK

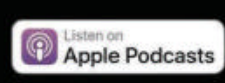


TILMAN FERTITTA



TONY HAWK

AVAILABLE ON



Speaker • Author • Entrepreneur

www.sports1marketing.com

REACH BILLIONS OF CUSTOMERS IN MINUTES



All marketing roads lead to the internet, and Google and Facebook are the most profitable on-ramps for your business. Entrepreneur's **Ultimate Guides** help you accelerate your search and advertising strategies to connect with more than a billion potential customers on Facebook and Google.

You'll discover how to:

- Identify, reach, and convert your most profitable audiences to keep them as customers for life
- Break down the magic of Facebook Advertising so you can gain dramatically on your investment in clicks, customers, and profits
- Create sales funnels that earn your business money for the long term
- Build an aggressive, streamlined Google Ads campaign and increase your search engine visibility
- Consistently capture clicks, double your website traffic, and increase sales

Buy the books today at entm.ag/facebook and entm.ag/google



OPPORTUNITY

S P O T L I G H T

One of these opportunities could mark the turning point to owning a business of your own, realizing your personal dreams and securing true financial independence. So go ahead, make your first move by considering all that they have to offer in this Opportunity Spotlight. Then make your first call.

**Your Passion.
Your Profits.**

See New Education Opportunities

entm.ag/eduopps | Entrepreneur

Proudly Made in the USA for Over 40 Years!

Lil' Orbits

DONUT MACHINES, CARTS & EQUIPMENT

Indoors, outdoors, food trucks or concession trailers. Work when you want and take control of your financial freedom. We have what you need to get started in your own business!

The Possibilities are Endless!

Call for free info kit: 1-800-228-8305 offer code ENT20
www.lilorbits.com | contact@lilorbits.com

THE INNOVATION MENTALITY

REINVENT THE WAY YOU WORK

Buy The Book

BARNES & NOBLE **amazon.com**

Ep Entrepreneur PRESS* [visit entm.ag/innovationmentality](http://entm.ag/innovationmentality)

INDY BOUND **Get it on iBooks**

THE DIRECT MAIL SOLUTION

★ GET 10X MORE BUSINESS AND SALES WITH DIRECT MAIL

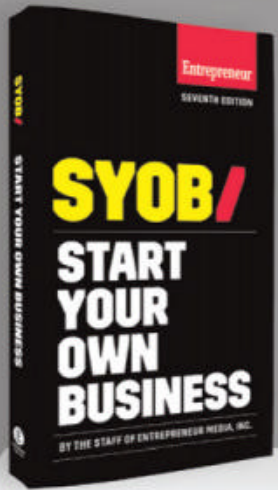
BUY THE BOOK AVAILABLE AT ALL BOOK AND eBook RETAILERS

Ep Entrepreneur PRESS*

Visit entm.ag/books

Start a Business

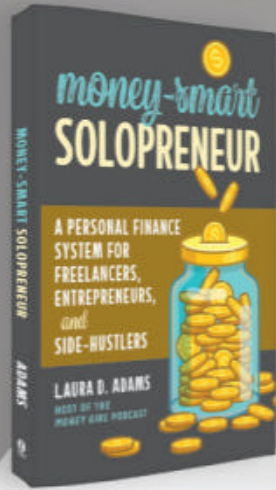
You've got the idea and the passion; now learn what you need to know to hit the ground running



Start Your Own Business

Career Development

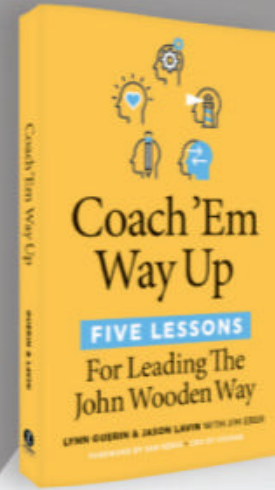
Whether you're changing careers or starting a side hustle, get the tools you need to make your move



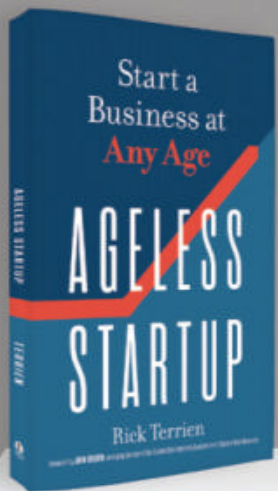
Money-Smart Solopreneur

Leadership

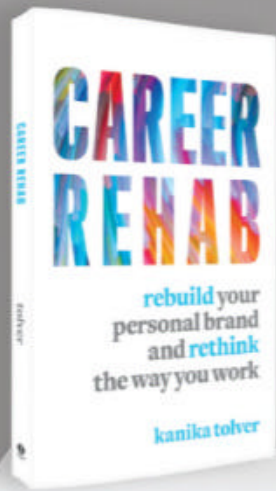
Your success is driven by your ability to lead—discover strategies and techniques to improve your leadership skills



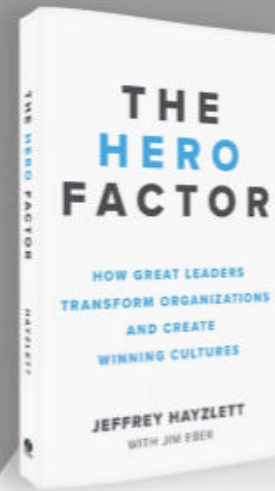
Coach 'Em Way Up



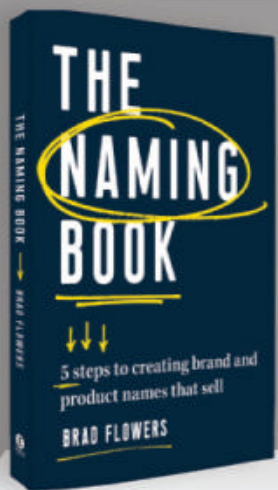
Ageless Startup



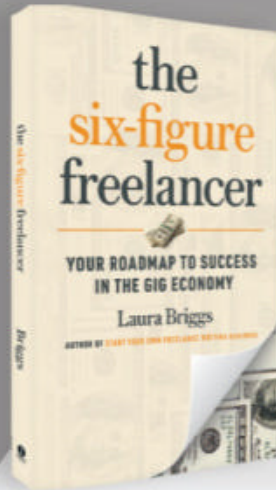
Career Rehab



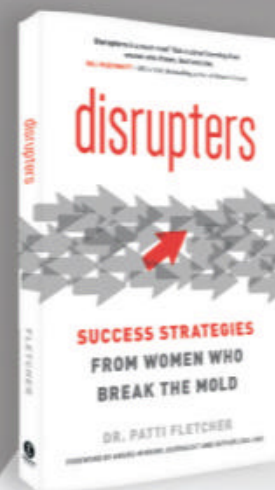
The Hero Factor



The Naming Book



The Six-Figure Freelancer



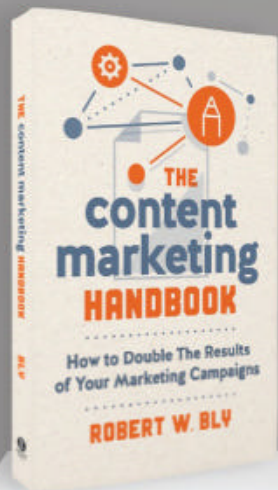
Disrupters

Shelve Under

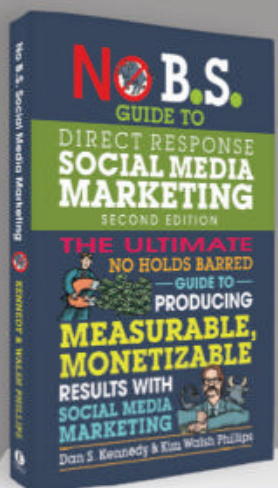
Whether establishing your operations or spreading the word, no matter what stage

Sales & Marketing

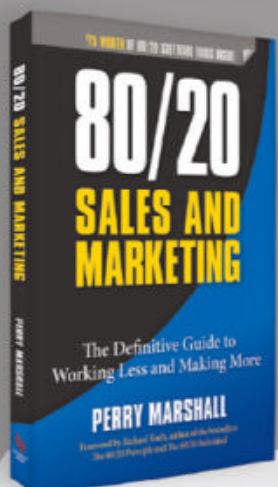
Learn how to position yourself in the marketplace, attract new customers, and keep them coming back



The Content Marketing Handbook



No B.S. Guide To Direct Response Social Media Marketing



80/20 Sales and Marketing

Online Marketing

Reach millions—discover how to gain visibility and close deals in the world's largest marketplace



Ultimate Guide to Facebook Advertising



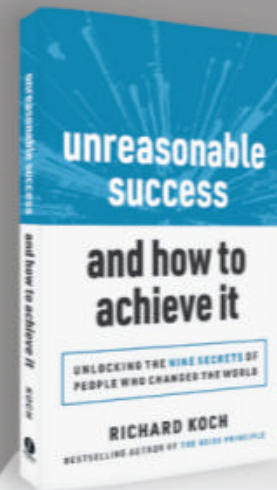
Ultimate Guide to Social Media Marketing



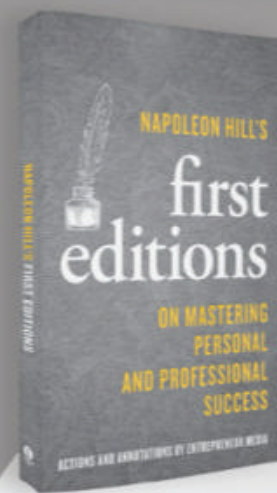
Ultimate Guide to Google Ads

Motivation & Success

Adopt a never-give-up attitude that keeps you sane and happy on your entrepreneurial journey



Unreasonable Success



Napoleon Hill's First Editions



The Unstoppable Journal

Entrepreneur

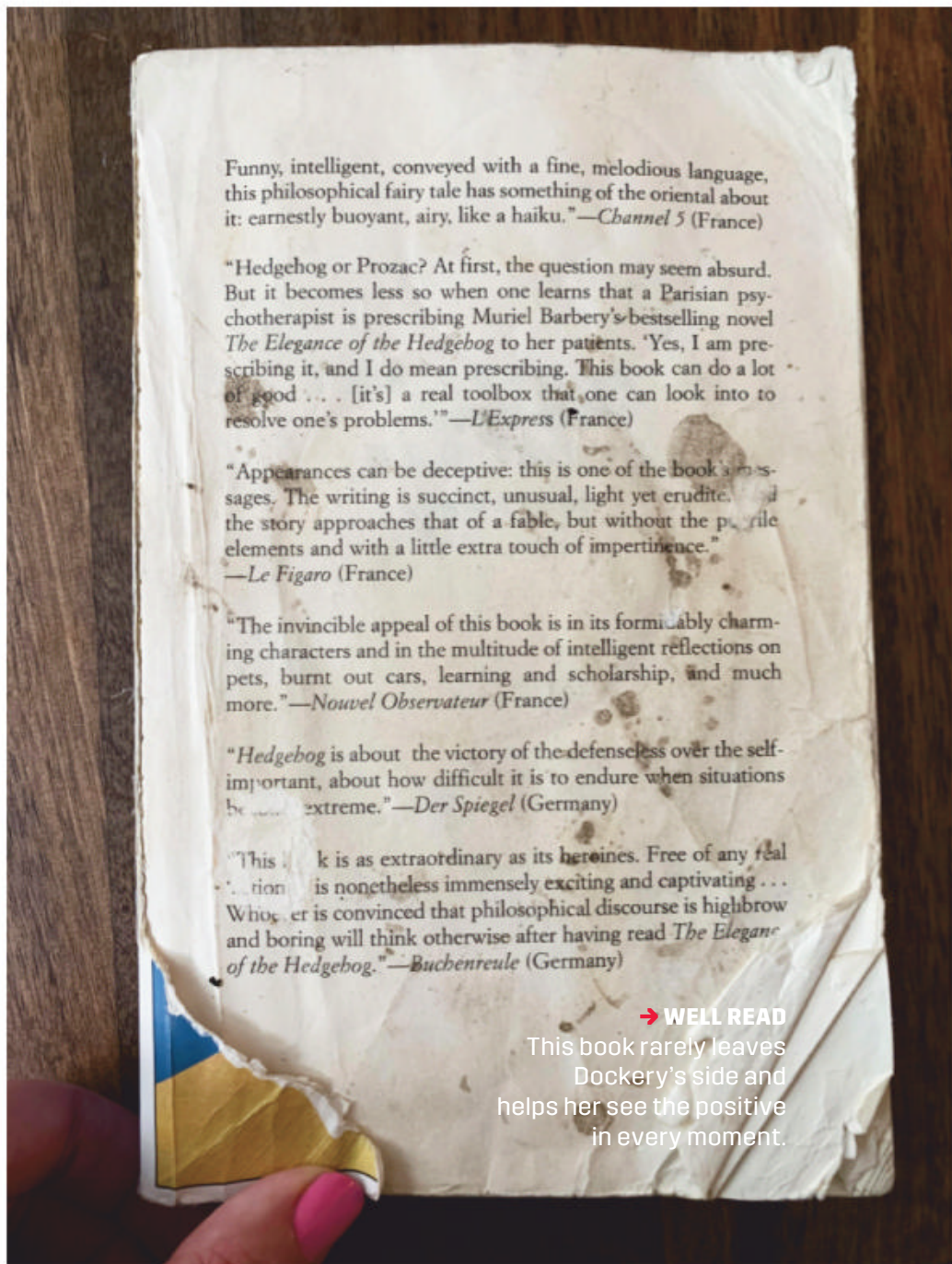
of your business you're in, we've got the resources to help you succeed.

Visit entm.ag/books



Entrepreneur
PRESS.

What Inspires Me /



→ **WELL READ**
This book rarely leaves Dockery's side and helps her see the positive in every moment.

Finding Consistency in an Ever-Changing World

by Catharine Dockery, founding partner, Vice Ventures

Seven years ago, I was in a dark place. I had left my job in trading—a career I'd spent all of college preparing for—and I was trying to figure out what the rest of my life would look like. I was so depressed that some days I could barely get out of bed.

One thing that brought me joy was my rescue dog, Zeus. He not only served as a comfort during this time but also inadvertently brought me to the book that changed my life. It happened one day when I was at BookCourt, a beloved, since-closed bookstore in Brooklyn. As I stood waiting to check out, Zeus began licking the cover of a book on a nearby shelf. A store employee saw and reprimanded me, so I felt it was only right to buy this “damaged” book instead of the one I had chosen.

The book Zeus “picked” for me was French novelist Muriel Barbery's *The Elegance of the Hedgehog*. I started reading it as soon as I got home and honestly think it saved my life. It's full of little wisdoms, but the concept that stands out to me most comes from a line toward the end: “Thinking back on it, this evening, with my heart and my stomach all like jelly, I have finally concluded, maybe that's what life is about: There's a lot of despair, but also the odd moment of beauty, where time is no longer the same. It's as if those strains of music created a sort of interlude in time, something suspended, an elsewhere that had come to us, an always within never.”

Finding an always within never is about finding moments and relationships that feel like they'll always exist in a world that's constantly changing, and not always for the better.

The beauty of *The Elegance of the Hedgehog* helped me through a trying period of my life, but this line is something I return to over and over again now that I run a venture capital firm. When you fundraise, you become used to hearing the word *no*. My fund focuses on vices: We invest in nontraditional verticals like cannabis, alcohol, CBD, and sex tech, so I've received my fair share of noes. Instead of letting them get to me, I focus on what the meeting does for me. It builds a relationship with an investor, one that will hopefully be there long after our meeting ends.

My original copy of *The Elegance of the Hedgehog* is tattered and missing its cover (thanks, again, to Zeus). But there's not a business trip or meeting I go to that I don't bring it. That book is my always within never.

WHAT INSPIRES YOU?

Tell us about a story, person, object, or something else that pushes you forward, and we may include it in a future issue. And we may make you photograph or illustrate it, too. Email INSPIRE@ENTREPRENEUR.COM with the subject line “WHAT INSPIRES ME.”



Amazingly **Fast** Screening

You can **hire on the spot** with near-instant employment screening for small business with TransUnion ShareAble.



Sign up and screen
instantly



Credit, criminal &
identity reports in
minutes



Hire great people
on the spot

25% off* with code: **AMAZINGFAST25**

Screen now at shareable.com/amazingfast