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# Entrepreneur®

December 2021 / Entrepreneur.com

## MENTAL HEALTH Is Good Business!

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## A FOUR-DAY Workweek?

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Hair by MARISSA MARINO (Gomez)

EMILY DAWN FLEMMING (Teefey)

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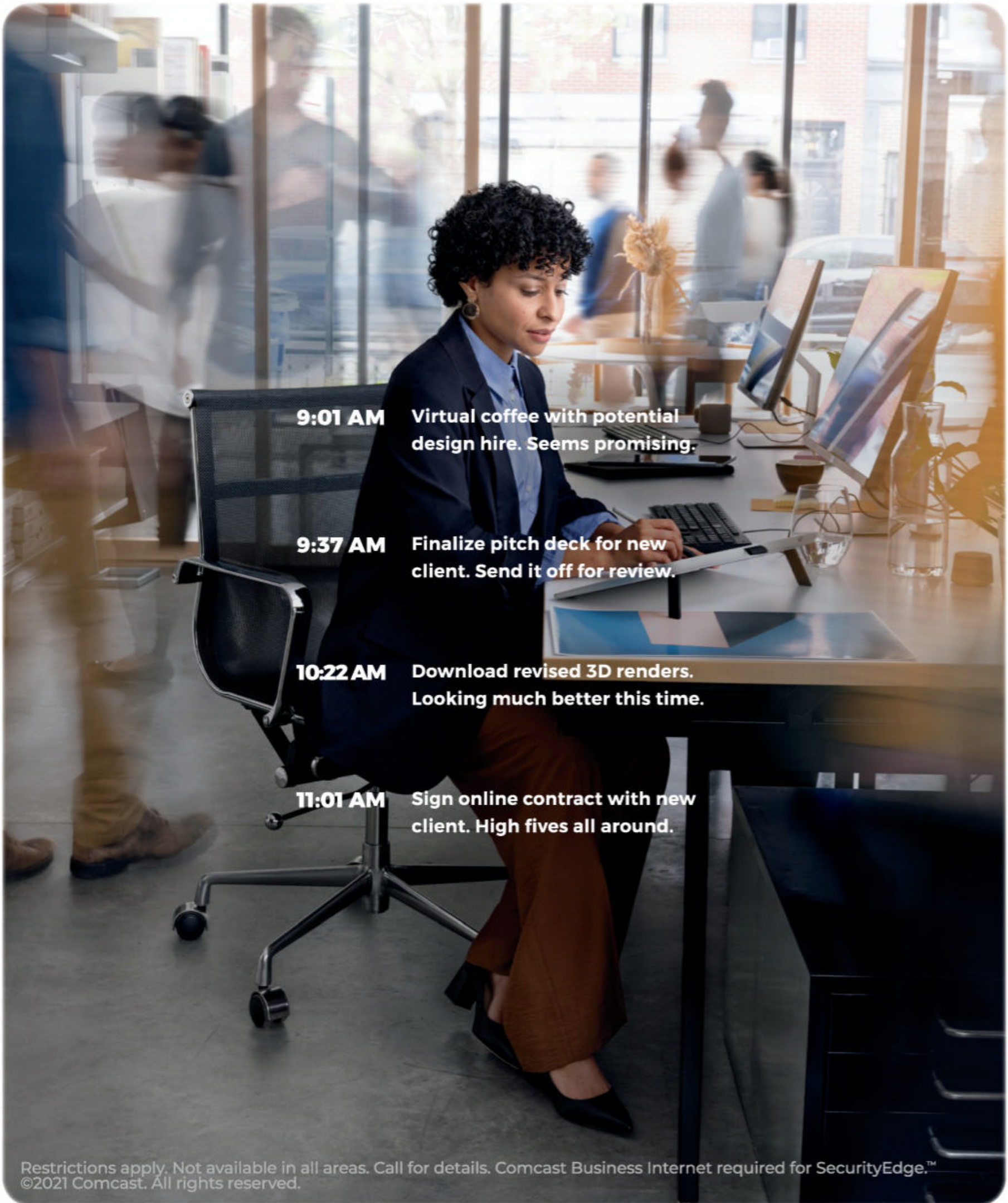
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**9:01 AM** Virtual coffee with potential design hire. Seems promising.

**9:37 AM** Finalize pitch deck for new client. Send it off for review.

**10:22 AM** Download revised 3D renders. Looking much better this time.

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### → COMPANY MAN

Shawn Shariff at one of the many restaurants he owns—all part of Yum! Brands.

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PHOTOGRAPH COURTESY OF YUM! BRANDS

# I

Live a Life of  
**Climb**



Designing community-focused buildings? I knew how to do that. But building a business? That was a whole new world. I was lucky to have a mentor take me under his wing and show me the business side of things — and I was hooked! I eventually negotiated an equity stake, becoming president of the Texas division and then the corporate division.

In 2015, a very good friend from the Dallas Black Chamber of Commerce introduced me to her CEO coach (Vistage Chair) and peer advisory group. I knew it was exactly the kind of support I needed to take my company to the next level.

At the time, I was grappling with how to handle regional differences and how to attract top talent. We've since solved for both and so much more — including growing revenue *without* outpacing our ability to deliver. Now fully aligned with our core mission, we're achieving new heights as a company.

I'm Darren. I live a life of climb.

*Darren*

Darren James  
President, KAI Enterprises, Irving, Texas  
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## Let's Get Realistic

You cannot do everything, and that's OK. Instead, do the best of what's possible.

**REPEAT AFTER ME:** "I will do the best work with the resources available."

This has become my mantra. It isn't sexy. It doesn't make for a great motivational poster. But it is true and honest, and I think of it often. It's also what I repeat every time someone tells me they're stressed-out, with too much to do—and it always calms them down.

I hope this mantra can do the same for you. I'll walk you through it.

The first part is obvious: "I will do the best work." Of course you will! We don't work to be average, as NBA Hall of Famer Chris Bosh once told me.

The second part is where all the power lies: "With the resources available."

Let's be frank. Unless you're the CEO of Apple or Google, you do not have all the resources you need. That's just a fact. You don't have enough time to get everything done, enough money to hire the right people, or perhaps enough know-how to skip ahead in the journey.

You simply do not. You do not have those resources.

But you do have some resources. They are, yes, *the resources available*. I'm talking about time, money, skills, or anything else. You should use these resources in the smartest, most effective way possible, but also be mindful and realistic about their limitations.

That's because you cannot compare yourself to what would be possible with more resources. This, I believe, is the source of a lot of our stress. We imagine what would be possible with double the resources and then feel frustrated when we are unable to achieve that with our actual resources.

I'll offer some limitations of my own.

The first is this magazine. I am privileged to work with an amazing team here, but we are small in number. Just flip to the masthead and look at who is making this magazine. There are not many of us! And that means we must make choices about what's possible. One example: When I was a junior staffer at a bigger magazine, my editor would make me spend hours writing fantastically clever captions for all the photos. Today, the *Entrepreneur* edit staff is too small to devote hours to that task—but I've concluded it doesn't matter. You, dear reader, are likely not buying this magazine for the photo captions. That's why we spend minutes on them, not hours.

Sure, I *could* sit around thinking about all the ridiculously luxurious things we could do with double the staff, but that's pointless. We will focus on how to make the absolute best magazine we can with a small and talented



staff—which is to say, we will do the best work with the resources available.

Meanwhile, I host a podcast called *Build for Tomorrow*. It's an ambitious project that requires tons of research, and as a result, I get an episode out once a month. Would I like it to be weekly? Of course, but I don't have the time for that—and making a great monthly show is more fulfilling than either making a subpar weekly show or just making no show at all. I made a sacrifice, and I'm living with it. It's enabling me to do the best work with the resources available.

In all of this, I am making a conscious decision about how I want to define success. We all have the power to do this for ourselves. If "success" means something that you do not have the resources to achieve, then you will beat yourself up for not being a success. If "success" means constant growth

within your means, then it is within your grasp.

I choose to focus on maximizing what I can control and not worry about what I can't. I know it isn't easy. Sacrifices will be made. Progress will be slower. But if you choose to think this way, you, too, will find that you're happier, more rested, and better prepared for the long game, and that's what matters most anyway.

If you are stressed-out, then give yourself a break. Just make sure you're doing the best work you can with the resources available.

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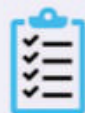
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# Business / Unusual



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## Write Down Your Ideas!

Think your revelations aren't worth reading? You're wrong, says billionaire investor **Ray Dalio**. He says that you—and everyone else!—can learn a lot when you save and share your principles. **by JASON FEIFER**



→ **TELLING TRUTHS**  
Dalio on a video shoot,  
sharing ideas that  
began on a page.

**S**ome entrepreneurs live by a kind of oral tradition. They think out loud and share ideas with colleagues but rarely write them down—for themselves, or for others. “That’s sort of stupid,” says Ray Dalio. As the founder of Bridgewater Associates, where he built a multibillion-dollar asset management company, Dalio very famously kept his notes: They formed the basis of his 2017 *New York Times* number one best-seller, *Principles: Life & Work*. But he firmly believes that anyone, at any level, should be recording and sharing their ideas like he did. “Think about all the different successful people, and their recipes for success, and their recipes for encountering problems. I wish I knew about those things, because they’re learning lessons,” he says.

Today, Dalio is also the founder of Principles, a people-management software company, and author of the new book *Principles for Dealing with the Changing World Order*. And he always tells leaders: Success starts with a written record.

**As I see it, an entrepreneur always has three audiences: They can write for themselves, for the people they work with, or for anyone who wants to learn from them. You've done all three, so let's take them in order. Why did you start writing things down for yourself?**

Everything happens over and over again. Everything is just *another one of those*. So whatever it is, you're gonna have *another one of those*. When you're looking at things individually, it's like being in a blizzard. You're trying to deal with them one by one. So I always look at what is archetypical. You start to think, *Ah, it's another one of those. How do I deal with those? OK*. You have that learning, and that recollection, but you also have the recipe, which is evolving.

This is true for all learning. If you're a chef and you make meals over and over, you get better. If you're a doctor, the more cases you go through, you start to understand, *Oh, that's how those cases go*. You think differently, you think better, you rise above it, and you accept your realities. You know, a lot of people get hung up on the fact that reality isn't the way they would like it to be. No—reality is reality, and it doesn't give a damn what you think about it. So these reflections help that kind of reality thinking.

**When do you make the time to write down your thinking?**

It's just a little habit. I usually do it right after I make a decision, or at the time I'm making a decision, while it's fresh in my mind. I'll often go onto my iPhone, and

I'll just dictate and blurb it out—and then I'll come back and edit it. But editing it isn't just for things like grammar and punctuation. It's about, *Oh, no, but I think about this, and I think about that*. Then I just take it and I put it in a pile. Eventually the pile is divided into categories.

**Now let's expand to writing for people you work with. I'll admit something: At work, I often share my thoughts and decisions verbally rather than in written form. Is that a mistake?**

I'm not saying verbal conversation is inferior to writing it all down, although writing



WHEN YOU TELL PEOPLE WHAT TO DO, THAT IS INTOLERABLE TO ME. BECAUSE IT DISRESPECTS THEM. IT DOESN'T MAKE THEM THINK ABOUT WHY. THEY'RE JUST DOING IT. THAT MAKES THEM DUMBER. YOU HAVE TO THINK ABOUT *WHY*."

it down means it can stick. When you have a conversation, it disappears and it's subject to interpretation.

But it's more granular than that. When you're thinking, *Do I let somebody go? Do I have the budget for that?* or whatever, the people you're working with are watching you make decisions. Are you the Holy Grail that has all the answers? Or do you want them to think about your criteria? You know, I grew my company to 1,500 people. Am I giving them continuity and logic, or are they going to have all different interpretations of my decisions?

It's like making a recipe. *How did you cook this thing?*

I want to emphasize that it's not meant, in any way, to result in blind following. It's the opposite. When you tell people what to do, that is intolerable to me. Because it disrespects them. It doesn't make them think about why. They're just doing it. That makes them dumber. You have to think about *why*.

**The metaphor of a recipe is interesting, because a recipe just tells someone what ingredients to get, and what to do with them. But it generally doesn't teach them how to think creatively in a kitchen, or explain why the recipe works. But you call your writings "principles,"**

**which is meant to be applied outside of whatever particular situation the principle might have been born from.**

Yeah. I'm trying to convey the instruction, and also deal with the nature of things—how these are put together into timeless and universal truths. So it's like, apples have these elements, and sugar has these elements. There has to be an element of why.

**You're describing a mix of methodology and what sounds like philosophy.**

I don't mean to be philosophical more than practical, but it does raise philosophical questions. What do you want your life to be? What are you trying to do?

**Now let's zoom out further. You wrote a book, which is something many entrepreneurs aspire to do. But I imagine others may wonder if their ideas are truly worthwhile to anyone else.**

Sometimes very smart, very capable people I speak to say, "I feel it's so presumptuous to pass it along." And that's why they don't. Well, that's tragic. I think the best thing I can give somebody is how to be successful. It's like mentorship, which they can take or leave.

I will not always be around. When my grandkids get to be a certain age, they'll at least be able to look up my principles of life and take what I think.

That's a motivation to me.

You know, look—it brings me joy that people come up to me and say, "You've changed my life." Or "This has helped in this way."

That's why I'm talking with you now. Three and a half million people in 34 countries read my book, which I wouldn't have guessed. But if it hadn't sold, that would have been fine, too. It's just like, I cooked this meal. You can take it or not. And you can decide if it tastes good or not. That's what it is.

*Hear more of this conversation on our podcast Problem Solvers. Find it on Spotify or wherever you get podcasts.*



# The Insight That Changed Everything

Business-changing breakthroughs can come in unexpected ways. We asked six entrepreneurs to reflect on experiences that made them see things differently.

## 1/ Broken promises burn bridges.

“Six months after I cofounded a small activewear brand, [e-commerce site] Carbon38 placed an order with us. This was a dream come true, so even though I was unsure we could execute on their timeline, I went for it. As a result, we didn’t let our fabric sit long enough before manufacturing and sent Carbon38 product that was too stiff and rough to sell. They returned all of it, and I made a terrible first impression. I learned to never compromise quality.”

—KASSIA DAVIS, founder and CEO, KADA

## 2/ Stinginess is shortsighted.

“In the early days of Hims, I negotiated with vendors until there was no more room for savings. I was proud of this. But years later, an early Hims employee emailed me about the super-uncomfortable conversations I used to have with vendors. He suggested it was silly to have saved a few thousand dollars here and there when we ended up building an incredibly successful company. In that moment, I realized how much more important it is to create value at a startup than nickel-and-dime vendors.”

—JOE SPECTOR, founder and CEO, Dutch; cofounder, Hims

## 3/ Small gestures make big impressions.

“When I left my job at DreamWorks Animation, I was pleasantly surprised to receive a handwritten note from then-CEO Jeffrey Katzenberg. There I was, a midlevel colleague of nearly 3,000, getting a handwritten thank-you on my way out the door. It taught me a lesson that I’ve carried through everything I do since then. The small things matter a lot.”

—COLLEEN HEIDINGER, president, 43North

## 4/ Creativity blooms in crisis.

“Until 2020, our hero product was a chai concentrate, sold primarily to coffee shops and cafés across the country. So when the pandemic hit and coffee shops closed, I lost the vast majority of my customers. But the pandemic was the catalyst I needed to get creative and expand the company’s portfolio to a new product line. If chai lovers couldn’t come to coffee shops, we would meet them where they were: at home. Our new loose-leaf chai blends became our best-sellers.”

—FARAH JESANI, founder, One Stripe Chai

## 5/ Listening closely can focus your impact.

“In 2019, my cofounder and I traveled to a healthcare clinic in Sonoma—where opioid abuse was on the rise. But talking to doctors there, we found that many had no idea how many people in their city were struggling with addiction. It just wasn’t something they knew to ask about or look for the signs of. After our visit, we had a moment of clarity: To make an impact, we needed to work directly with patients. We pivoted from a B2B to a B2C model.”

—ANKIT GUPTA, founder and CEO, Bicycle Health

## 6/ Bigger isn’t always best.

“One of our earliest big breaks was Nordstrom carrying our collection. Nordstrom has prestige and powerful scale, but AYR was created to be a slow-fashion, direct-to-consumer business. We had to pick a path. Our first year without Nordstrom, we barely grew at all. But once we did, we had better margins, less excess inventory, and more data for future decision-making.”

—MAGGIE WINTER, cofounder and CEO, AYR



# Seattle Business Owner Takes Team on 'Around the World in 80 Hours' Trip with the Help of Business Credit Card Points

How a third-generation business owner of Seattle's longest-standing fine dining restaurant has innovated an iconic business.

By: Brian Canlis, Co-Owner of Canlis

As the co-owner of a family-owned businesses, I know firsthand the challenges that come with sustaining a generational business. In the U.S., less than one-third of family-owned businesses survive the transition to a second generation – and only 13 percent of family businesses remain in the family for more than 60 years.

Here's a few of our keys to success, including a look at how we manage to infuse creativity into our business and inspire our leadership team by taking them *Around the World in 80 Hours*.

## Chart your own path.

The history of Canlis has been built over generations. Our grandfather was a Greek runaway and restaurant visionary who staked it all to make a name for his family. The business transformed in the late 1970s because our parents operated community first, Canlis second.

My brother and I took over in 2007 and have always believed in putting other people first. Canlis is more than great food on the table; it exists to change the lives of our customers and our team members. We really believe that and we put action behind those words.

## Find partners that align with your mission.

Over the last decade, we have sent our leadership team *Around the World in 80 Hours*, an immersive fine dining experience where we send our staff to one restaurant anywhere in the world to indulge



Photo: Brian and Mark Canlis

Kevin Scott and Canlis | Courtesy of Canlis

the senses and find ways for us to adapt our business based on our learnings. But the trips aren't cheap.

We sought out to find a financial partner whose business credit card would provide the best rewards for our needs. We chose Chase and its suite of three Ink business credit cards, which we use for all purchases. Ink Business Unlimited®, Ink Business Cash® and Ink Business Preferred® earn different levels of rewards based on category. Maximizing those rewards through normal business expenditures allows us to more than cover the cost of all expenses associated with the *Around the World in 80 Hours* trip.

## Learn to be agile.

I was in Seoul, South Korea in February 2020 when the pandemic began and saw the devastation that this virus could cause. When I returned, we made contingency plans to close the dining room and create a takeout option. When the pandemic hit stateside, we weren't left scrambling. We had a plan and we were ready to execute, while ensuring the health and safety of our people.

We look at every day as an opportunity to make a lasting impact on our customers through their experience with us, and we have the same ability to do that with our employees. Building and sustaining a generational business comes with its own set of unique opportunities and challenges, and my brother and I know we must continue to adjust and make difficult decisions while charting our own path to success.

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# How Many Ways Can You Spin an Idea?

One insight can produce many companies. My obsessive music habit as a teen has already driven three. **by DON MACKINNON**

I have built two companies and am now growing my third, Hark Audio. Often, people wonder how serial entrepreneurs like me continually come up with new ideas, and my answer is this: Starting a business doesn't always mean starting from scratch. If you have a powerful, foundational insight about something people love, you can make a career out of building concepts on top of it.

Dennis Crowley did something like this. His obsession with location-based social media led him to form Dodgeball, which he sold to Google, and then to cofound Foursquare. Similarly, Paul Davison and Rohan Seth were passionate about finding new and more intimate ways of connecting people, which led to multiple failed startups and then one that hit: Clubhouse.

And me? I was the kid in high school who spent hours in my room trying to create the perfect mixtape—one that could segue seamlessly from Tom Waits to Duke Ellington to the Replacements. Eventually, I realized mixtapes are more than just about music. They are a powerful format for inviting discovery and

bringing people together to amplify their excitement over a shared interest. That's when mixtapes became the driving force behind my career.

I started very literally, by launching a chain of music stores called Hear Music in 1990. It was the first in the U.S. to feature CD-based listening stations for people to explore music beyond their comfort zone. We themed each station like a mixtape—Border Radio, Paris Hip Hop. We even got our favorite artists, like the Rolling Stones and David Byrne, to curate their own collections of songs they loved. Nine years later, Starbucks acquired the company and millions of new listeners discovered our 300-plus CD compilations. Starbucks even opened coffeehouse “music bars,” where you could burn your own mix CDs.

Next, I wanted to broaden the concept of a mixtape to include other cultural expressions. I cofounded Milq, a platform where users could collaborate to create “mixtapes” of their favorite movie scenes, books, sports moments, and more. Brands including the NBA, Barnes & Noble, and *The New York Times* used Milq to engage their audiences, and the



data from all this usage allowed us to train an AI algorithm for personalized recommendations. It became so strong that we spun it out as a separate business and sold it to TD Bank.

As I thought about what to do next, I wondered how my beloved mixtape framework could be applied to today's media needs. Listeners are overwhelmed by the vast number of podcasts, with no way to search the episodes, so this spring we launched Hark—a platform where editors create “Harklists,” which are collections of great three-minute moments from a wide range of shows that explore a theme. There are Harklists on everything from Prince to NFTs and from urban design to happiness. These are mixtapes of

stories, ideas, and conversations. We've built an audience of podcast lovers, and brands like Starbucks, which sponsored a Harklist series on climate change, are using Hark to connect with them in new ways.

How can you find your own core concept, from which many business ideas can grow? I recommend starting with something you love and questioning exactly *why* you love it so much, and whether that insight can apply to other people in other situations. After all, my *original* mixtapes were just on cassettes—a format that has long since expired. But the idea behind the mixtape? The reason *why* people loved them? That has no expiration date.

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# Selling a Novel Idea to an Ancient Industry

When Justin Crowe came up with a new form for human ashes, he thought the concept would sell itself to consumers. But he hadn't figured out who his real customer was. **by FRANCES DODDS**

**T**he company Parting Stone offers a novel service: It turns the ashes of deceased humans and animals into pretty little stones—like river rocks. And when Justin Crowe founded Parting Stone in 2019, it seemed obvious who his first customers should be. “Our research showed that while 1.6 million American families choose cremation through a funeral home each year, there are already 75 million people in the United States living with pet and human ashes at home,” he says.

In other words, Crowe planned to skip the hassle of persuading funeral homes to offer Parting Stone’s “solidified remains” as an alternative to traditional cremation. Instead, he’d sell his service directly to those 75 million consumers with an urn in the basement.

But when the company launched, things didn’t go as planned. Crowe had to step back and reconsider his strategy. In doing so, he realized that numbers aren’t everything. Sometimes sales hinge on something less quantifiable: *trust*.

Crowe isn’t the first person to transform ashes into keepsakes. There are other companies that put remains into objects like jewelry or vinyl records. “But those things use, like, a teaspoon of ash,” he

says. “There’s still 10 cups left that go in the closet.” Crowe, who has a fine arts degree in ceramics, wanted to create something that used *all* of a person’s ashes, and appeared to be made *only* from the ashes: a “found product,” like a stone. He got a grant to work with a ceramic submarine engineer and developed the Parting Stone concept.

When he launched in 2019, Crowe went all in on consumer sales—building a digital marketing staff and investing in online ads that targeted people living at home with ashes. But to his dismay, early direct sales were dismal. And to his surprise, nearly 100 funeral homes reached out and asked how they could offer Parting Stone’s services to their families.

That was an unexpected turn of events. “The industry is incredibly skeptical of outsiders and slow to innovation,” Crowe explains. “Nearly 90 percent of funeral homes are mom-and-pop shops, many of them multigenerational.” And yet, there they were, asking for more information. So Crowe scrambled to set them up with the education and marketing materials to begin offering the service. Soon after, sales soared.

As it turned out, the things that made funeral homes slow to innovation—affinity for tradition, and fear of offend-



**→ ASH TO STONE**  
Parting Stone’s process creates 40 to 60 stones from one cremated body.

ing grief-stricken families by suggesting something newfangled—also made them the most trustworthy evangelists for Crowe’s service. That mattered a lot more than the 75 million people who have ashes stashed at home.

Once he realized his sales strategy was wrong, Crowe course-corrected. He halted Parting Stone’s consumer-targeted online ads, redirected his marketing staff’s focus to funeral home sales calls, and produced point-of-sale retail displays for those spaces. “I was spending most of my days on Zoom conducting sales

communication trainings for entire teams of funeral directors,” he says. That helped him identify pain points he hadn’t considered before, like how funeral homes make wholesale orders. Parting Stone soon built a wholesale back end into its consumer-focused website.

Two years in, the shift is paying dividends. “More than 80,000 families per year see solidified remains in funeral homes now,” Crowe says. “And we’re finding that as our service through funeral homes grows, our direct-to-consumer sales are steadily increasing. They’re taking on a life of their own.”

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# Business Is Like Biology

Companies and living creatures grow in eerily similar ways. These lessons from nature can help you thrive—and avoid disruption. **by HAMZA MUDASSIR**

**B**usiness leaders are often fascinated by military tactics, and with understandable reason: They see themselves as waging battle against challenging incumbents and evading minefields in the marketplace. But there is a radically different, equally important way of understanding business—and it often goes overlooked. It is the way business mimics biology.

Bruce Henderson, the late founder of Boston Consulting Group (BCG), wrote about this concept in 1989. He insisted that a plan of attack created *purely* through logic and imagination was insufficient to win in the real world. A successful strategy had to recognize the complex web of natural competition and laws of nature that govern competitive advantages of *all* species—including people, who

compete primarily with each other through commerce.

Fast-forward a few decades. Our collective knowledge of biology has improved, and we now know more about what governs natural competitive advantages in a variety of species. As an innovator looking to unseat incumbents, you should study these natural rules of the game—and take them into account in most of your plans. In my experience

as both an academic and a strategy adviser, I've found the following three biological propensities to be the most relevant when making the right choices around disruptive innovation and competition.

## **1/ Grow only if you are efficient.**

As an animal grows, it requires more food to sustain itself. But how much? A well-regarded theory called Kleiber's Law,

recently popularized by theoretical physicist Geoffrey West, offers a straightforward answer: Every time an animal doubles in size, its metabolic requirement grows by just 1.75 times. Put simply, that means the bigger you are, the more efficiently you can maintain your size.

That has profound business implications—because as it turns out, this ratio is remarkably close to the way successful companies scale. BCG identified this in 1966 with a concept called the “experience curve,” which suggests that if you do something more than once, you ought to do it faster and cheaper the next time.

There is an important lesson here for innovative startups hungry for growth. Growth is key to the survival of a company for a multitude of reasons—but it can be a silent killer if done without the counterbalance of incremental efficiency. Many innovative startups as well as established corporations lose sight of this and try to continue growing without asking themselves the basic question: “Does growing make us more efficient at the core of what we do?” Growth here could mean the hiring of more employees, entering new geographies, launching a new product, or merging with another company. Make sure you don’t lose sight of this before pursuing the dream of the relentless hockey stick.

**2/ Optimize for the long term.** One of the bigger mysteries in biology is this: Why do animals reproduce by having sex? After all, simpler organisms such as viruses and bacteria can multiply through asexual reproduction—they

basically copy themselves, which is more energy-efficient and can carry forward the *exact* competitive advantage that made a species successful in its existing environment. If that’s possible, then why on earth would sexual reproduction be as prevalent as it is in most complex, living creatures?

Most biologists today would agree that the answer lies in how innovation occurs in nature. Sexual reproduction might not be an efficient way of multiplying the absolute *number* of species, but it is an extremely efficient mechanism for producing *variation* in species. This ability to



WE NOW KNOW MORE ABOUT WHAT GOVERNS NATURAL COMPETITIVE ADVANTAGES IN A VARIETY OF SPECIES. AS AN INNOVATOR LOOKING TO UNSEAT INCUMBENTS, YOU SHOULD STUDY THESE NATURAL RULES OF THE GAME.

generate diversity is key for the adaptation and survival of species over the long term—as most ecosystems tend to change frequently in the natural world over a sufficiently long period of time. Asexual reproduction is in fact terrible for a species’ survival when its environment changes. As a result, nature allows for short-term inefficiency in favor of longer-term survival.

This has multiple implications for the budding entrepreneur as well as the seasoned executive. Innovation that propels your company forward is not likely to come easily or efficiently. If it is too easy or too efficient, chances are it is not innovative enough, since it can be copied by your competitors. Also, look around your

company and notice how ideas bubble up. If year after year, the same handful of influential people’s ideas are winning, then the organization is likely to become less innovative.

### **3/ Success is not necessarily strategic.**

Termites are not the brainiest of creatures, and yet they are some of the most successful insect groups in the world. A termite mound, if left undisturbed by humans, can grow to be upwards of 40 feet high. In Brazil, scientists discovered an elaborate metropolis of termite mounds that grew to cover a landmass the size of Great Britain, making the

mounds visible from space. Most termite mounds are also quite elaborate on the inside, with structural resilience that can put most architects’ creations to shame. Termites pull this off without having managers, HR departments, or even a formal communications system. The workaholic bugs use simple signals such as pheromones to do a handful of repetitive tasks based on simple rules.

From a business perspective, such natural phenomena have profound lessons. Just because an organization is complex and resilient, that does not mean it is the result of an intentional leadership strategy. In fact, it is usually the opposite. Decentralized teams and independent

employees can easily weave processes, products, and people together to create solutions customers need. Such unintentional complexity can be seen as serendipitous in good times and a pain to undo in bad ones.

Further, being quick and adaptive, at least in the early days of a startup, should be sufficient to keep it in the running against incumbents who are neither. It is not that these startups do not have a profoundly deep strategy (most VCs would argue that pitch decks are exactly that!) but that the strategy has yet to prove itself out in the marketplace. Agile method-

ologies embrace this uncertainty and can successfully produce items and services customers want by creating them bit by bit, with each iteration being adapted to a customer’s most obvious needs. This also explains the now popular mantra of customer obsession, a term championed by Amazon founder Jeff Bezos, in a whole new light. Over time, solving for customers’ needs faithfully and rapidly can create an organization that is hard to copy and even harder to compete against.

*Hamza Mudassir is a fellow in strategy at the Judge Business School of University of Cambridge and CEO at Strategize.inc.*

# When Bad Ideas Are Good

Want to stand out in a crowded market? The founder of ridiculous (and ridiculously successful) canned-water brand **Liquid Death** has a suggestion: Embrace dumb ideas. **by MARGOT BOYER-DRY**

**W**ater is the basis of life: It grows plants, it constitutes up to 60 percent of the adult human body, and we can't go longer than about three days without drinking it. So Liquid Death is probably the last thing you'd think to name a water brand.

That's exactly why former marketing creative director Mike Cessario founded the canned-water company Liquid Death in 2017. He abides by a habit of asking, "What's the dumbest idea you can think of right now?" That practice sparked an idea for packaging water differently than anyone else: in a can with a skull on it, emblazoned with the punk slogan "Murder your thirst." Cessario's contrarian branding has earned flustered press, a deep degree of street cred, and a lot of social followers—more than half a million on Instagram and nearing a million on TikTok. It has also led the company to become a top-selling water at Whole Foods and Walmart in just a few short years.

Liquid Death may be an extreme example of nonconformity, but in Cessario's view, any company can take advantage of the "dumbest idea" principle. Here's how.

**THINK WRONG.** Cessario attributes the genesis of dumb-idea thinking to John Bielenberg, coauthor of *Think Wrong*, a

book that discusses how the brain is programmed to replicate success. "By design, your brain is wired to not create new, innovative things but to repeat things that are already out there," says Cessario. "You almost have to trick your brain into innovation by trying to think of a bad idea." Of course, innovative ideas aren't always actionable, but aiming for the dumbest one possible will steer your thinking to a more innovative place.

Even when you land on an idea that feels like it's worth pursuing, it can be difficult to get others on board in the early days, as Cessario learned when he first shared the concept of Liquid Death.

"You know this is only going to appeal to like 20 heavy metal guys and nobody else," he recalls hearing. The press echoed that inflamed reaction: An *Eater* headline called the company "uncomfortably aggressive."

"Truly innovative ideas have to be almost laughable at first," says Cessario. It's the market, not onlookers, that determines success. In its first month online, Cessario says, Liquid Death sold \$100,000 of water, spending only \$2,500 on marketing.

**START SMALL.** A number of Liquid Death's "dumb ideas" have become smash-hit marketing campaigns—including online videos and heavy-metal-style swag. But the company doesn't start by swinging



big. "We try to make what we call small bets," testing low-cost ideas and monitoring the response, says Cessario. "Sometimes the thing you think will crush doesn't and another thing rises to the top."

That includes the time the company released two albums on Spotify with lyrics from hate comments the brand gets—an initiative born from a tiny experiment.

"We were hard-pressed for a social post one day," says Cessario. "We kept getting these ridiculous hater comments on our ads, so that was top of mind." He screen-grabbed a particularly vitriolic comment and pasted it next to an image of a can with the caption "People love us on

the internet." It slayed.

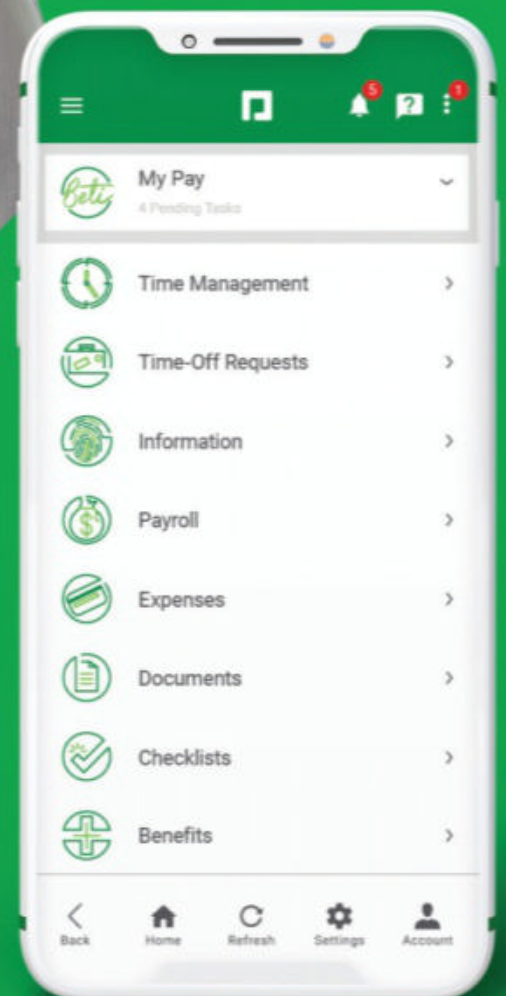
That campaign cost nothing, but it showed that leaning into the brand's haters actually galvanized its fan base. Bang: a scalable marketing principle. Cessario drew up a brief on that concept, which spawned the album *Greatest Hates* (and a sequel), with lyrics straight from social, reviews, and anywhere else it may have gotten hate online. With songs like "Fire Your Marketing Guy," these albums have racked up a total of 260,000 listens.

"Anytime you can surprise the shit out of people, and do the thing they never expected you to do, you're in a way better place in terms of shareability," says Cessario. "You're standing out, not getting skipped."



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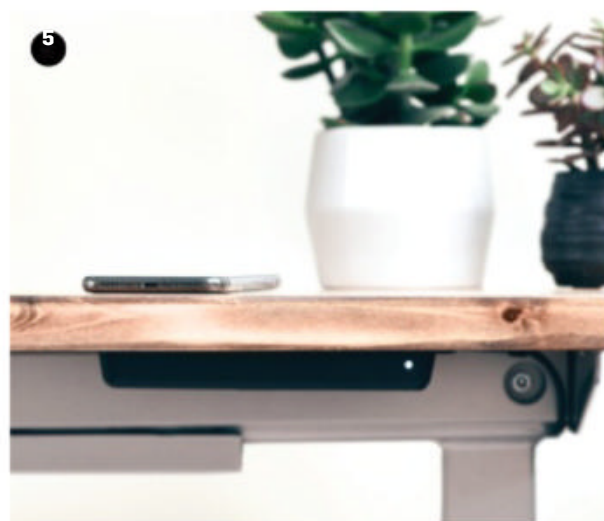


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# Unplug and Recharge

Wireless chargers have been around for years, but a new crop of creators made them more stylish, convenient, and integrated with your workspace. **by CHYELLE DVORAK**



## 1/ The no-plug outlet.

If you're looking to keep your space clean and simply reduce the cords in your office, then the **Radiant Wireless Charger by Legrand** (\$80; [legrand.us](http://legrand.us)) will do the job. Just plug this cover into an electrical outlet and charge any compatible device (from manufacturers such as Apple, Samsung, Google, and others). The outlet includes an extra layer of security to prevent electric shock, and special lights indicate when your phone is ready to go.

## 2/ The charging picture frame.

Now you can put something on your desk that you actually *want* to see: a picture frame—the **PowerPic Phone Charger by Twelve South** (\$40; [twelvesouth.com](http://twelvesouth.com))—containing an image of your family, friends, or new puppy. When your phone needs a charge, just place it in the frame, too. The image in the frame can even be set up to show up on your phone while it charges, making the entire process practically invisible. It works through most phone cases up to three millimeters thick.

## 3/ The cleanup cup.

Researchers have found that our phones are dirtier than our toilet seats—so why not sanitize them while they're charging? This magical charging cup, the **Oblio by Lexon** (\$80; [lexon-design.com](http://lexon-design.com)), a wireless charging station with a UV sanitizer, kills 99.9 percent of germs on your phone in just 20 minutes and is even lab-tested against harmful viruses. It charges at 10 watts, which is good for a wide variety of phones.

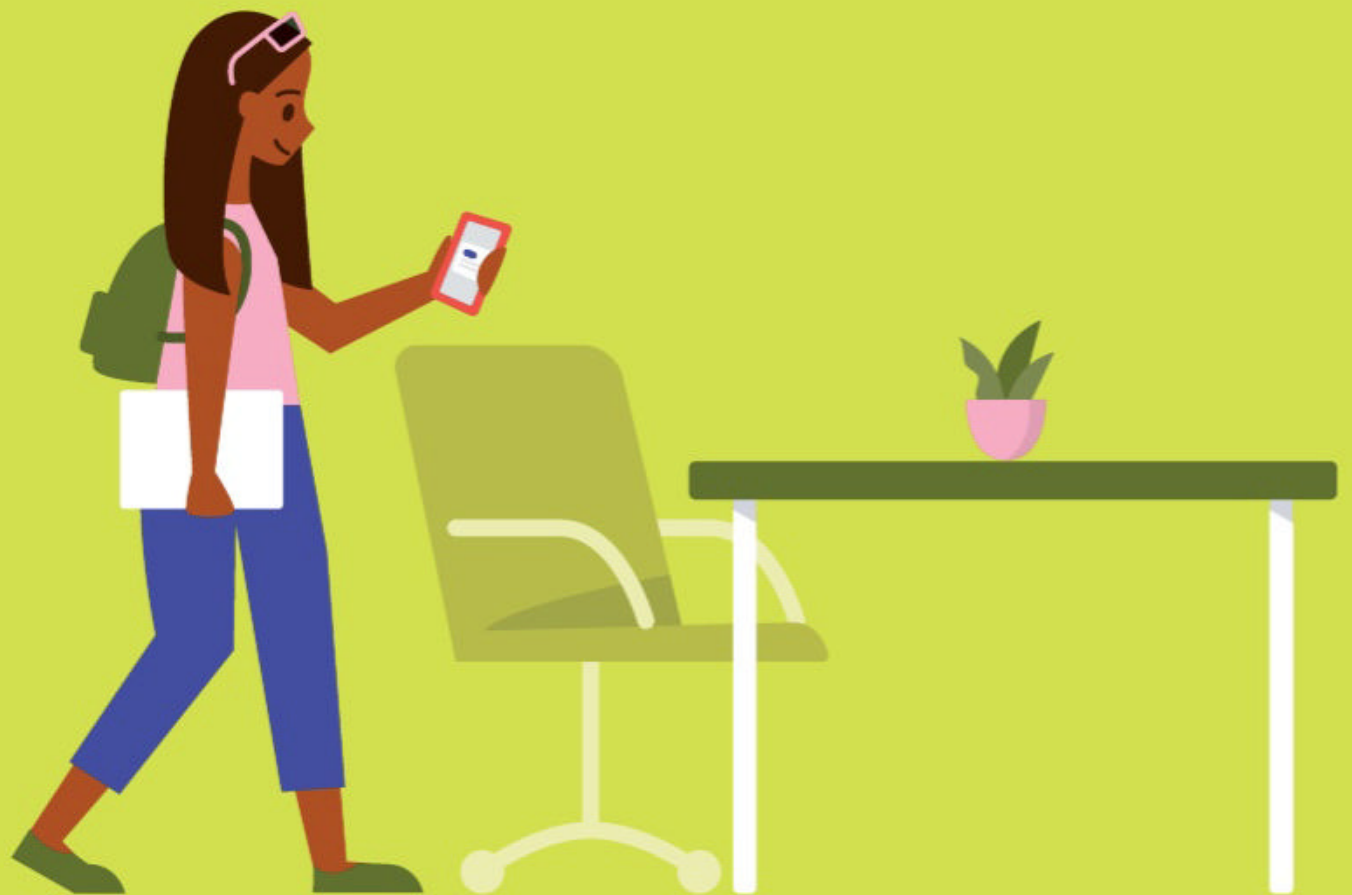
## 4/ The power-up workspace.

When you cover your desk with the **Taskpad Full Desk Blotter & Mouse Pad with Wireless Charger by Key Smart** (\$120; [getkeysmart.com](http://getkeysmart.com)), this water-resistant pad can charge your phone, AirPods, or mouse—while still holding your coffee. The pad is designed to add a layer of cushion to your arms while you work, and at roughly 35 by 17 inches, there's plenty of space for you to keep your keyboard and other electronics right at your fingertips. The downside is you can charge only one item at a time.

## 5/ The invisible option.

If you're looking for a gadget to truly blend in, try attaching the **UTS-1 Invisible Wireless Charger by Kew Labs** (\$150; [kewlabstech.com](http://kewlabstech.com)) to the underside of your desk or any work surface (except metal). It uses special Intelligent Power Communication Technology (IPC) to work through surfaces up to one inch thick—even granite countertops. You'll have to figure out when it's done charging because there's no updating light. It installs easily, without any tools.

# Re-do desks

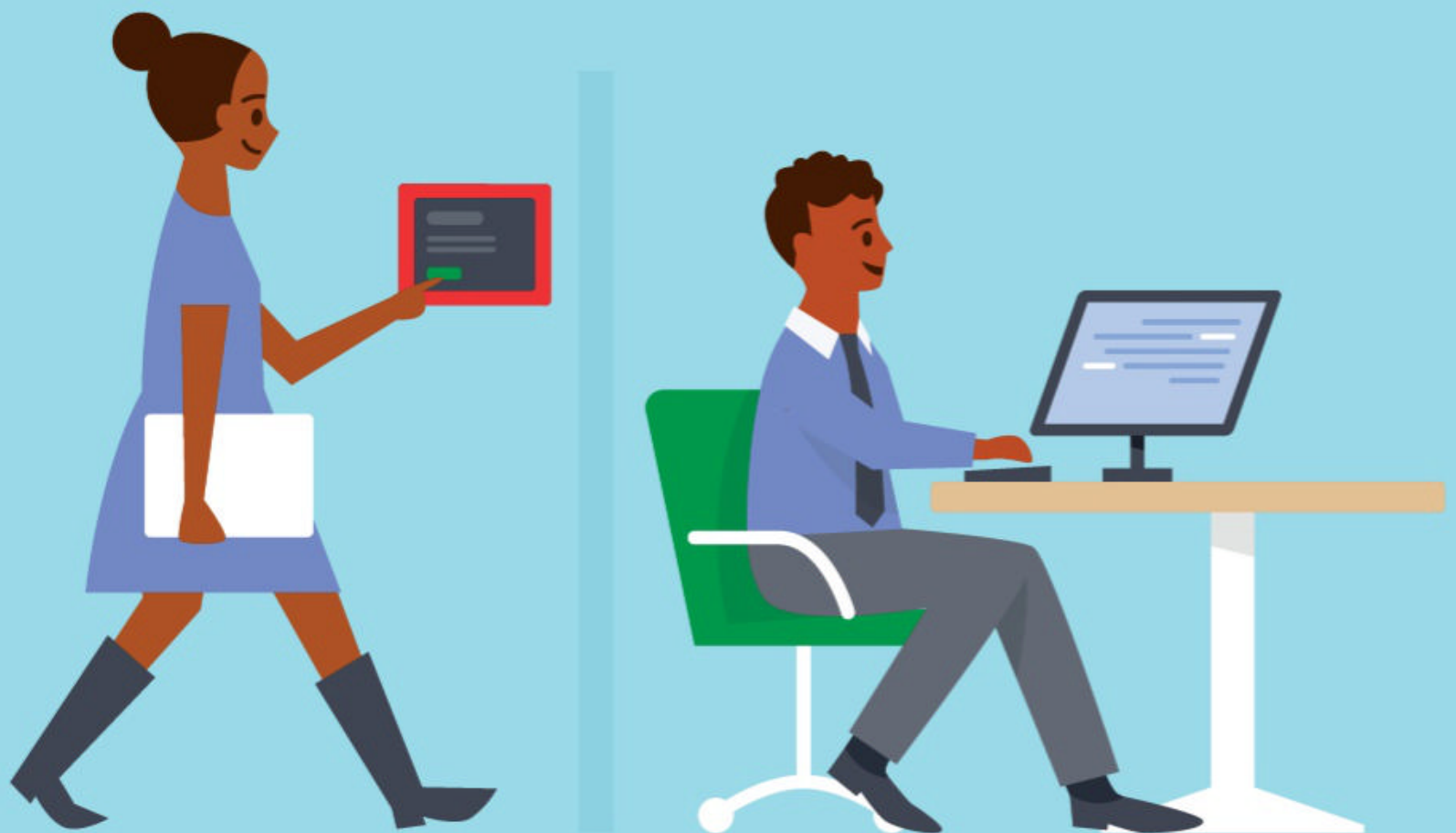


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# Don't Chase Trends. Join Movements

It's tempting to go all-in on trends that bring other businesses success. But it's better to bet on the big picture. **by ADAM BORNSTEIN**



Trends are always changing. Which one would you bet on the next few years to help small businesses grow?  
—LEANNA, CHARLESTON, S.C.

**AT FIRST GLANCE**, trends look like great opportunities. A wave built by many is capable of carrying many to success. But as you say yourself, trends change. It's hard to know how long any ride will last. And if you jump on the wrong trend (or jump on a good one too late), it can become a high-risk, low-reward investment for your business.

So instead of betting on trends, learn to spot *movements*. For example, instead of trying to capitalize on a sin-

gle trending video or TikTok dance, it's more effective to understand how TikTok is popular with a certain audience and then plan to leverage that platform for your brand over time. Movements change the fabric of how we interact, consume, or exist. They're an ocean, not a wave, and within each ocean are endless opportunities to experiment and create repeated success.

I'll share a movement I'm personally betting on, but it's important to note this

first: You might not always agree with or understand the momentum behind certain movements. That's OK. What's important is that you're able to recognize when they are happening, and grasp their potential to change *everything*.

Fifteen years ago, the gig economy probably sounded crazy to most people. Airbnb struggled to get off the ground because the idea of sharing your home with strangers was, well, *strange*. But the movement wasn't about homes. It was about shifting power away from traditional gatekeepers—in this case, hotels. The same thing happened with communication. In the past, it was dominated by media companies. Then blogs and social media gave everyone a voice.

The next movement I see changing business is digital communities. While communities are nothing new, Web 3.0 technology is harnessing data to bring people together.

Here's how you can make that shift work for you. Instead of thinking about your business as something that is only profitable for you, imagine how your business can also create value for your consumer. What if the product or service you offer helped create a community or a network?

It's an evolution in loyalty and rewards. You don't need to understand crypto or blockchain to know that something

is happening with the way people view the ownership of assets. This is why things like NFTs (non-fungible tokens) have taken off. People see value in owning a piece of something connected to a community. Owning a piece of a shared ecosystem means that when the ecosystem grows or succeeds, more people win. Put another way: If the community you build benefits others when it grows, more people will want to see it succeed.

Here's why this should matter to you. Small businesses have always been the David to Goliath corporations. But small businesses' ability to build communities, reward loyalty, and deepen connections with their consumers is leveling the playing field. While advertising isn't going away anytime soon (or ever), the future of advertising will continue to focus on communities, individuals, and purpose. More and more, the community you build will be the heartbeat of your business. When you give your consumer incentives or reasons to connect with your purpose, you'll establish network-effect relationships that are bigger than any trend.

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

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		Brooklyn, NY
		Atlanta, GA
		San Diego, CA
BRONZE		La Jolla, CA
		Boston, MA
		Los Angeles, CA
		Moorpark, CA





Founder(s)	About
Matthew Bilsky	FLX Solutions is pioneering functional robotics with FLX BOT, a patented, highly intelligent, human-operated, miniaturized service robot that operates in spaces that humans cannot easily access.
Rob Gregg	Gales provides Smart PPE Footwear® for healthcare to better protect against exposure and spread of infectious diseases via antimicrobial, waterproof, easy-to-clean shoes with 24-hour comfort and support.
David Johnson, Justin Hatcher	Rixon Technology transforms data through a cloud-native platform, which reduces compliance costs, nullifies impacts of breaches, and gives data owners control of personal data.
Michelle Marshall	Neowe Research & Development is a connected medical device company launching their first product, Ouipan®, a patented smart bedpan intended to reduce healthcare costs and improve patient outcomes.
Ira Spector, Mark Feitelson, Alla Arzumanyan	SFA Therapeutics is a clinical-stage novel immunomodulatory platform creating safe oral drugs to treat psoriasis, liver diseases, and HCC, the most common liver cancer.
Staci Brinkman, Øivind Loe	Sips by makes discovering great tea fun, personalized, and affordable via the only multi-brand, personalized, monthly tea subscription service, the Sips by Box.
Diana Caldwell, V. Jo Davisson, Mark Cisneros	Amplified Sciences is developing a portfolio of diagnostic assays for early detection of disease. The lead assay in development targets early detection of undiagnosed pancreatic cancers.
R. David Moon	Arx Nimbus' Thrivaca risk analytics platform produces detailed valuations of digital risk, and the top sources of current carrying cost, for enterprises, underwriters and brokers.
Daniel Betts, Gregory Tropsa, Matthew Tilghman, Matthew Graham	Blue Frontier has reinvented air conditioning with patented technology that consumes 90% less energy and eliminates peak electricity demand using a thermal battery. Their ACs are deployed as virtual powerplants under a HaaS model.
Michael Buckley, Alexander Ryzhanskiy, Vitaliy Pavlishin, Joseph Patalano	Cadence is a SaaS events and modern workplace platform changing the way companies engage with their employees, customers, and communities.
Nadia Galloway	PillowSheets manufacturers award winning, patented, FDA approved sheets, that integrate a pillow system, eliminates loose bedding, offers total body support and revolutionizes the bedding industry.
Mirianas Chachisvilis, Carl Edman, Eugene Tu	Veriskin is developing a novel method and FDA designated breakthrough device for non-invasive, objective, and low cost skin cancer diagnostics.
Kevin McClave, Nick Nordquist	Advanced Image Robotics is a cloud-native video production platform that makes the camera-to-viewer workflow radically less expensive, simpler, and more sophisticated for the \$247B OTT livestreaming market.
Scott Cohen, Greg Harman	Jaxon is a training data platform minimizing the need for costly manual data labeling used in artificial intelligence machine learning via cutting-edge algorithms and supporting techniques.
Julio Cerne Chaves, Jascha Rynek	XrossWorld is SaaS for companies to efficiently and cost-effectively create, launch, and manage full-cycle micro-influencer marketing campaigns on-demand.
Widy Medina, Aghiath Chbib	Telebionix is introducing Remosense, a smart medical and biomarker sensing device enabling efficient and effective remote tracking and sharing of health data and telehealth delivery.

# INNOVATION

## IN ENTREPRENEURSHIP EDUCATION

- Ranked the #5 undergraduate and #4 graduate entrepreneurship programs in the Southeast by The Princeton Review and *Entrepreneur* magazine in 2022
- Also ranked the #17 undergraduate and #20 graduate entrepreneurship programs nationally by The Princeton Review and *Entrepreneur* magazine in 2021
- Ranked #35 among the nation's best undergraduate entrepreneurship programs by *U.S. News & World Report* in 2022
- Ranked the #42 entrepreneurship program by *Bloomberg Businessweek* in 2022
- Recipient of the 2017 NASDAQ Center of Entrepreneurial Excellence award by GCEC
- Global headquarters of the Collegiate Entrepreneurs' Organization (CEO)



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](https://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](https://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



# TOP SCHOOLS

**The top 100 undergraduate and graduate schools for entrepreneurs as ranked by *Entrepreneur* and The Princeton Review.**

**E**ntrepreneurs must be constant learners, particularly in our disruptive times. That's because nothing about a founder's path will remain the same. Their customers' needs will change, their technology will evolve, their industries will shift, and more. So how do universities prepare aspiring entrepreneurs for this nonstop journey? By arming them with the strongest possible foundation—including the fundamentals of business, a powerful network, incubators to develop their ideas, and diverse, interdisciplinary coursework that prepares students to be thinkers, builders, and innovators.

There are no degree requirements for entrepreneurship, of course, but university programs can provide a strong footing and give entrepreneurs a head start on their dreams. That's why for

the past 16 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 assessed 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.) Our rankings once focused on the top 25 undergraduate and graduate programs, but we've recently expanded it to 50 each—a sign of just how competitive this space has become. And this year, for the first time, we're also dividing the schools by region.

To see which schools made the grade, turn the page.

## METHODOLOGY

**THIS PAST 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](https://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 2020–2021 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

→ WASHINGTON UNIVERSITY IN ST. LOUIS



	2022 REGIONAL 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
INTERNATIONAL		 <b>Tecnológico de Monterrey</b> Institute for Entrepreneurship Eugenio Garza Lagüera Monterrey, Mexico	80	20,000	85	1,354	\$48,924,427	varies by program
	<b>1</b>	<b>Washington University in St. Louis</b> Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship St. Louis	61	898	70	103	\$290,391,796	\$58,864
MIDWEST	<b>2</b>	<b>University of Michigan</b> CFE & CSED-College of Engineering; EXCEL-School of Music, Theatre & Dance; DNEP-Ford School of Public Policy; OptiMize-College of Literature, Science & Arts; School of Education; School of Information; ZLI-Ross School of Business Ann Arbor, MI	127	4,614	40	314	\$91,161,825	\$16,948 (in-state) \$54,097 (out-of-state)
	<b>3</b>	<b>Iowa State University</b> Iowa State University Pappajohn Center for Entrepreneurship Ames, IA	94	4,888	45	233	\$7,851,300	\$9,316 (in-state) \$24,504 (out-of-state)
	<b>4</b>	<b>Miami University</b> John W. Altman Institute for Entrepreneurship Oxford, OH	49	3,909	66	385	\$3,514,350	\$15,621 (in-state) \$35,448 (out-of-state)
	<b>5</b>	<b>University of Illinois Urbana-Champaign</b> The Technology Entrepreneurship Center Urbana, IL	111	1,842	25	203	\$194,047,500	\$15,868 (in-state) \$31,490 (out-of-state)

PHOTOGRAPH BY JAMES BYARD/WASHINGTON UNIVERSITY

C E L E B R A T I N G

5



FIFTY YEARS *of* ENTREPRENEURSHIP



Lloyd Greif Center  
for Entrepreneurial Studies

USC Marshall  
School of Business



# UNDERGRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
RANK

MIDWEST

NORTHEAST

2022 REGIONAL 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
6	<b>Michigan State University</b> Burgess Institute for Entrepreneurship & Innovation East Lansing, MI	46	5,307	38	973	\$2,727,041	\$16,650 (in-state) \$41,002 (out-of-state)
7	<b>University of St. Thomas</b> Schulze School of Entrepreneurship St. Paul	39	1,465	83	87	\$8,785,309	\$48,609
8	<b>University of Iowa</b> John Pappajohn Entrepreneurial Center (Iowa JPEC) Iowa City, IA	33	2,227	90	352	\$29,500,000	\$9,606 (in-state) \$31,569 (out-of-state)
9	<b>Ball State University</b> The Entrepreneurship Center, Miller College of Business Muncie, IN	19	567	72	157	\$4,918,007	\$9,594 (in-state) \$25,368 (out-of-state)
10	<b>DePaul University</b> Coleman Entrepreneurship Center Chicago	37	1,631	63	112	\$17,399,200	\$41,202
11	<b>Saint Louis University</b> Chaifetz Center for Entrepreneurship St. Louis	110	3,010	41	69	\$19,115,000	47,127
12	<b>Purdue University</b> Burton D. Morgan Center for Entrepreneurship West Lafayette, IN	67	2,016	100	95	\$10,215,350	\$9,992 (in-state) \$28,794 (out-of-state)
13	<b>University of Kansas</b> KU Center for Entrepreneurship Lawrence, KS	24	850	100	77	\$6,600,000	\$11,166 (in-state) \$28,034 (out-of-state)
14	<b>University of Dayton</b> L. William Crotty Center for Entrepreneurial Leadership Dayton	35	1,419	63	102	\$10,266,514	\$44,890
15	<b>Kettering University</b> School of Management Flint, MI	5	55	33	75	\$7,500,000	\$44,380
1	<b>Babson College</b> Arthur M. Blank Center for Entrepreneurship Wellesley, MA	39	2,648	100	256	\$106,306,204	\$55,714

# GUIDING IMAGINATION TO INNOVATION.



**\$425K+**  
in cash awarded  
annually in venture  
competitions

**\$1.3M+**  
awarded annually  
in entrepreneurship  
scholarships

**#3**  
ranked  
entrepreneurship  
program among  
schools with fewer  
than 10K students



The University of St. Thomas Schulze School of Entrepreneurship is on a mission to amplify the ideas of innovators. A leader in teaching entrepreneurial ethics, the school provides students with the necessary skills to solve problems and change the world – all for the common good.



# UNDERGRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
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
<b>2</b>	<b>University of Maryland</b> Academy for Innovation & Entrepreneurship College Park, MD	59	4,766	54	328	\$58,800,000	\$10,779 (in-state) \$36,891 (out-of-state)
<b>3</b>	<b>Northeastern University</b> The Northeastern University Center for Entrepreneurship Education Boston	45	1,701	46	531	\$153,786,195	\$55,452
<b>4</b>	<b>Drexel University</b> Charles D. Close School of Entrepreneurship Philadelphia	46	1,609	100	41	\$37,996,500	\$56,238
<b>5</b>	<b>Pennsylvania State University</b> Penn State has 25+ entrepreneurship centers across 24 campus locations University Park, PA	43	2,531	55	215	\$22,500,000	\$18,450 (in-state) \$35,514 (out-of-state)
<b>6</b>	<b>Syracuse University</b> Blackstone LaunchPad powered by Techstars; Couri Hatchery; Center for Digital Media Entrepreneurship Syracuse, NY	32	2,285	100	140	\$54,000,000	\$57,591
<b>7</b>	<b>New Jersey Institute of Technology</b> Martin Tuchman School of Management Newark, NJ	22	8,794	77	10	\$2,336,500	\$17,674 (in-state) \$33,386 (out-of-state)
<b>8</b>	<b>University of Delaware</b> Horn Entrepreneurship Venture Development Center Newark, DE	35	1,597	64	150	\$5,326,600	\$14,280 (in-state) \$35,710 (out-of-state)
<b>9</b>	<b>Boston University</b> Innovate@BU Brookline, MA	29	1,977	36	18	\$54,150,084	\$58,072
<b>10</b>	<b>University of Connecticut</b> Peter J. Werth Institute for Entrepreneurship and Innovation Storrs, CT	26	582	41	34	\$1,534,300	\$17,226 (in-state) \$39,894 (out-of-state)
<b>11</b>	<b>Temple University</b> Innovation and Entrepreneurship Institute Philadelphia	32	1,676	38	37	\$2,611,400	\$19,749 (in-state) \$34,049 (out-of-state)
<b>12</b>	<b>Rowan University</b> Rowan Center for Innovation and Entrepreneurship Glassboro, NJ	14	910	81	17	\$1,063,000	\$12,939 (in-state) \$21,971 (out-of-state)

NORTHEAST



# WOLFF CENTER FOR ENTREPRENEURSHIP IS

# #1

## (YET AGAIN!)

There's no denying the innate entrepreneurial spirit that powers Houston, anchored by the nationally ranked **Wolff Center for Entrepreneurship** at the University of Houston C. T. Bauer College of Business.

Bauer College thrives at the leading edge of business, guided by world-class faculty, propelled by a distinct culture of innovation and entrepreneurship, and reinforced by a state-of-the-art curriculum and strong ties to industry.

Our **Wolff Center for Entrepreneurship** transforms passion into entrepreneurial success, preparing today's entrepreneurs to create the jobs of tomorrow.

**THE FUTURE IS OUR BUSINESS™**



*The University of Houston is an EO/AA institution.*

**BAUER**  
COLLEGE OF BUSINESS  
UNIVERSITY of HOUSTON



# UNDERGRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
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
SOUTHEAST	<b>1</b>	<b>North Carolina State University</b> NC State Entrepreneurship Raleigh, NC	50	5,141	84	70	\$9,101 (in-state) \$29,220 (out-of-state)
	<b>2</b>	<b>Florida State University</b> Jim Moran College of Entrepreneurship Tallahassee, FL	87	2,506	79	169	\$6,517 (in-state) \$21,683 (out-of-state)
	<b>3</b>	<b>Florida Gulf Coast University</b> Institute for Entrepreneurship Fort Myers, FL	56	3,295	75	275	\$6,170 (in-state) \$21,022 (out-of-state)
	<b>4</b>	<b>Virginia Tech</b> Apex Center for Entrepreneurs at Virginia Tech Blacksburg, VA	30	3,136	83	201	\$13,750 (in-state) \$32,290 (out-of-state)
	<b>5</b>	<b>The University of Tampa</b> John P. Lowth Entrepreneurship Center Tampa	7	248	63	27	\$800,063,515 \$30,884
	<b>6</b>	<b>Belmont University</b> Belmont University Thomas F. Cone Sr. Center for Entrepreneurship Nashville	29	650	86	196	\$113,260,345 \$32,820
	<b>7</b>	<b>Florida International University</b> StartUP FIU; Eugenio Pino and Family Global Entrepreneurship Center; Florida Small Business Development Center at FIU; FIU CARTA Ratcliffe Art + Design Incubator (North Miami) Miami	47	4,662	20	36	NR \$6,566 (in-state) \$18,964 (out-of-state)
	<b>8</b>	<b>East Carolina University</b> Miller School of Entrepreneurship Greenville, NC	22	1,028	68	99	\$7,239 (in-state) \$5,147,300 \$23,516 (out-of-state)
	<b>9</b>	<b>Florida Atlantic University</b> Adams Center for Entrepreneurship Boca Raton, FL	12	674	75	97	\$5,986 (in-state) \$133,800,000 \$21,543 (out-of-state)
WEST	<b>1</b>	<b>University of Houston</b> Cyvia and Melvyn Wolff Center for Entrepreneurship Houston, TX	40	3,290	77	698	\$11,569 (in-state) \$118,723,686 \$26,839 (out-of-state)
	<b>2</b>	<b>Brigham Young University</b> Rollins Center for Entrepreneurship & Technology Provo, UT	58	5,489	83	419	\$5,790 (LDS) \$9,543,674,203 \$11,580 (NON-LDS)



**Empowering  
entrepreneurial leaders to  
build a better future for all.**

**NC STATE UNIVERSITY**

**#1**

Best Undergraduate and Graduate Entrepreneurship Programs in the Southeast by The Princeton Review and *Entrepreneur* Magazine for 2022.

[go.ncsu.edu/entrepreneurship](https://go.ncsu.edu/entrepreneurship)



# UNDERGRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
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
<b>3</b>	<b>The University of Texas at Austin</b> Entrepreneurship Minor Austin, TX	51	2,296	47	3,700	\$3,492,000,000	\$11,448 (in-state) \$40,032 (out-of-state)
<b>4</b>	<b>University of Southern California</b> Lloyd Greif Center for Entrepreneurial Studies Los Angeles	24	1,547	74	125	\$3,608,480,500	\$60,275
<b>5</b>	<b>Baylor University</b> John F. Baugh Center for Entrepreneurship Waco, TX	33	594	75	800	\$250,000,000	\$49,246
<b>6</b>	<b>Texas Tech University</b> Center for Family Business and Entrepreneurship; Texas Tech University Innovation Hub at Research Park Lubbock, TX	17	500	40	52	\$2,475,000,000	\$11,852 (in-state) \$24,092 (out-of-state)
<b>7</b>	<b>The University of Utah</b> Lassonde Entrepreneur Institute Salt Lake City	28	2,350	71	254	\$78,643,121	\$9,498 (in-state) \$30,132 (out-of-state)
<b>8</b>	<b>The University of Texas at Dallas</b> UTD Institute for Innovation and Entrepreneurship Richardson, TX	21	1,883	70	297	\$13,200,000	\$13,992 (in-state) \$38,970 (out-of-state)
<b>9</b>	<b>University of Washington</b> Arthur W. Buerk Center for Entrepreneurship Seattle	32	1,442	59	319	\$40,649,542	\$11,745 (in-state) \$39,114 (out-of-state)
<b>10</b>	<b>Loyola Marymount University</b> Fred Kiesner Center for Entrepreneurship Los Angeles	20	747	88	55	\$201,998,296	\$52,577
<b>11</b>	<b>The University of Oklahoma</b> Tom Love Center for Entrepreneurship Norman, OK	36	1,291	65	45	\$6,600,000	\$9,063 (in-state) \$24,444 (out-of-state)
<b>12</b>	<b>Texas Christian University</b> TCU Neeley Institute for Entrepreneurship and Innovation Fort Worth, TX	38	716	44	77	\$333,123,691	\$51,660
<b>13</b>	<b>Texas A&amp;M University, College Station</b> McFerrin Center for Entrepreneurship College Station, TX	33	3,155	33	32	\$10,026,000	\$13,178 (in-state) \$40,087 (out-of-state)

WEST



FARMER SCHOOL OF BUSINESS  
Department of Entrepreneurship

We don't just *teach* students about entrepreneurship, we teach them to *do* it.

Top 10

Entrepreneurship Program for 14 Years in a Row  
Among Public Undergraduate Programs

(PRINCETON REVIEW/ENTREPRENEUR MAGAZINE)



### BEYOND READY

We prepare tomorrow's entrepreneurial leaders to be job ready, day one.

1 in 4

Miami University undergraduates took at least one entrepreneurship course

42

student-led startups completed the RedHawk Launch Accelerator since 2016



the largest university-lead celebration of creativity and innovation in the world  
(United Nations International Day of Observance)

NASDAQ Center of Entrepreneurial Excellence Award

401

angel and VC investors, founders, and business professionals mentored our students

\$31M

in follow-on funding raised by these RedHawk Launch Accelerator startups

\$1.6B

in venture funding raised by graduates in the last year

65%

of entrepreneurship faculty have started and/or run a company

4 of 5

Entrepreneurship co-majors and minors launched a startup while at Miami University

100%

of entrepreneurship graduates completed at least one internship (74% completed 2 or more)

Visit [MiamiOH.edu/Entrepreneurship](http://MiamiOH.edu/Entrepreneurship) to learn more



# GRADUATE PROGRAMS *for* Entrepreneurs



→ NORTHWESTERN UNIVERSITY

**2022**  
REGIONAL  
RANK

INTERNATIONAL



**Concordia University**

District 3 Innovation Hub; Bob and Raye Briscoe Centre in Business Ownership Studies; National Bank Initiative in Entrepreneurship and Family Business; Barry F. Lorenzetti Centre for Women Entrepreneurship and Leadership; KPMG-JMSB Entrepreneurial Indices; Dobson Practicum  
Montreal

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

15

127

42

39

\$13,531,000

\$4,181 (in-state)  
\$8,231 (out-of-state)



**Erasmus University Rotterdam**

Erasmus Enterprise; Erasmus Centre for Entrepreneurship  
Rotterdam, Netherlands

35

657

10

130

\$50,000,000

\$58,276

MIDWEST



**Northwestern University**

Larry and Carol Levy Institute for Entrepreneurial Practice  
Evanston, IL

52

1,926

67

110

\$370,059,410

\$76,601



**University of Michigan**

Stephen M. Ross School of Business; Zell Lurie Institute; College of Engineering, Center for Entrepreneurship  
Ann Arbor, MI

75

1,353

48

426

\$76,048,150

\$66,376 (in-state)  
\$71,376 (out-of-state)



**University of Illinois Urbana-Champaign**

The Grainger College of Engineering  
Urbana, IL

30

3,197

10

67

\$512,500

varies by program



**Washington University in St. Louis**

Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship  
St. Louis

50

949

69

123

\$22,066,257

\$63,765

PHOTOGRAPH COURTESY OF KELLOGG SCHOOL OF MANAGEMENT



# DAVELER & KAUANUI

SCHOOL OF  
ENTREPRENEURSHIP

## Built by Entrepreneurs. For Entrepreneurs.

In less than 5 years, the Daveler & Kauanui School of Entrepreneurship grew from a minor to a major and an institute to a school that's ranked among the best in Florida. Our young entrepreneurs have launched 576 businesses generating \$56.43 million in revenue. This fall, we launched a graduate program and our students have a high-tech, privately funded home to call their own - Lucas Hall. Not a bad ROI for a recent startup!



DAVELER & KAUANUI  
SCHOOL OF ENTREPRENEURSHIP

[fgcu.edu/soe](http://fgcu.edu/soe)

# 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>



# GRADUATE PROGRAMS *for* Entrepreneurs

2022 REGIONAL 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
MIDWEST	5	<b>Saint Louis University</b> Chaifetz Center for Entrepreneurship St. Louis	90	901	46	149	\$88,827,000 \$52,475
	6	<b>DePaul University</b> Coleman Entrepreneurship Center Chicago	31	1,152	63	90	\$109,000 \$65,000 (total program cost)
	7	<b>University of Wisconsin-Madison</b> Weinert Center for Entrepreneurship Madison, WI	20	457	71	9	\$13,066,000 \$22,618 (in-state) \$44,156 (out-of-state)
	8	<b>University of Minnesota</b> Gary S. Holmes Center for Entrepreneurship Minneapolis	13	390	42	35	\$10,500,000 \$40,407 (in-state) \$50,767 (out-of-state)
	9	<b>Wright State University</b> Institute for Innovation and Entrepreneurship (IIE) Dayton	3	18	60	3	\$10,000 \$15,374 (in-state) \$25,362 (out-of-state)
NORTHEAST	1	<b>Babson College</b> Arthur M. Blank Center for Entrepreneurship Wellesley, MA	40	1,133	100	372	\$104,471,017 \$71,564
	2	<b>University of Rochester</b> Ain Center for Entrepreneurship Rochester, NY	59	957	62	100	\$539,094,845 \$47,212
	3	<b>Northeastern University</b> NU Center for Entrepreneurship Education Boston	75	2,082	46	252	\$64,962,099 \$44,605
	4	<b>New York University</b> Berkley Center for Entrepreneurship New York	25	718	6	152	\$88,998,786 \$76,860
	5	<b>Syracuse University</b> Blackstone LaunchPad powered by Techstars; Couri Hatchery; Center for Digital Media Entrepreneurship Syracuse, NY	32	1,655	100	97	NR \$46,324
	6	<b>University of Maryland</b> Academy for Innovation & Entrepreneurship College Park, MD	22	426	70	75	\$90,500,000 \$45,499 (in-state) \$54,409 (out-of-state)

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# GRADUATE PROGRAMS *for* Entrepreneurs

2022 REGIONAL 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		
NORTHEAST	7	<b>Boston University</b> Innovate@BU Brookline, MA	29	776	50	40	\$12,230,141	\$56,412	
	8	<b>Drexel University</b> Charles D. Close School of Entrepreneurship Philadelphia	36	658	100	7	\$129,000	\$25,800	
	9	<b>Temple University</b> Innovation and Entrepreneurship Institute Philadelphia	38	1,041	24	28	\$31,285,500	varies by program	
	10	<b>University of Connecticut</b> Peter J. Werth Institute for Entrepreneurship and Innovation Storrs, CT	21	111	32	17	\$5,701,000	\$17,186 (in-state) \$39,098 (out-of-state)	
	11	<b>The George Washington University</b> Center for Entrepreneurial Excellence (CFEE) Washington, DC	8	285	90	23	\$389,000	\$52,826	
	12	<b>University of Massachusetts Amherst</b> Berthiaume Center for Entrepreneurship Amherst, MA	7	140	83	NR	NR	\$18,527 (in-state) \$37,848 (out-of-state)	
	13	<b>American University</b> American University Center for Innovation Washington, DC	9	16	NR	15	\$334,050	\$44,354	
	14	<b>The University of Vermont</b> Sustainable Innovation MBA Burlington, VT	5	39	67	33	NR	\$32,028 (in-state) \$52,976 (out-of-state)	
	15	<b>The State University of New York– Stony Brook University</b> Innovation Center; Center of Entrepreneurial Finance; iCreate; Small Business Development Center Stony Brook, NY	4	250	20	5	\$250,000	\$29,000 (in-state) \$30,300 (out-of-state)	
	SOUTHEAST	1	<b>North Carolina State University</b> NC State Entrepreneurship Raleigh, NC	51	982	59	55	\$119,085,000	\$51,655 (total program cost in-state) \$88,599 (total program cost out-of-state)
		2	<b>University of South Florida</b> Center for Entrepreneurship Tampa	147	1,341	71	84	\$33,800,000	\$8,537 (in-state) \$16,472 (out-of-state)

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# GRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
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	
SOUTHEAST	<b>3</b>	<b>Clemson University</b> MBA in Entrepreneurship & Innovation Greenville, SC	22	137	56	38	\$4,270,000 \$20,302 (in-state) \$33,040 (out-of-state)	
	<b>4</b>	<b>The University of Tampa</b> John P. Lowth Entrepreneurship Center Tampa	10	110	63	27	\$800,063,515 \$51,570 (total program cost)	
	<b>5</b>	<b>University of Louisville</b> Forch Center for Entrepreneurship Louisville, KY	17	3,843	50	6	\$300,000 \$32,000	
	<b>6</b>	<b>Florida International University</b> StartUP FIU; Eugenio Pino and Family Global Entrepreneurship Center; Small Business Development Center at FIU; FIU CARTA Ratcliffe Art + Design Incubator (North Miami) Miami	39	746	15	26	NR \$34,000 (in-state) \$39,000 (out-of-state)	
	<b>7</b>	<b>Florida Atlantic University</b> Adams Center for Entrepreneurship Boca Raton, FL	12	499	75	31	NR \$6,693 (in-state) \$17,921 (out-of-state)	
	<b>8</b>	<b>University of Florida</b> Entrepreneurship and Innovation Center Gainesville, FL	23	50	40	NR	NR \$13,737 (in-state) \$31,130 (out-of-state)	
	<b>9</b>	<b>Tulane University</b> Albert LePage Center for Entrepreneurship and Innovation New Orleans	12	346	36	7	\$2,600,000 \$57,708	
	WEST	<b>1</b>	<b>Rice University</b> Liu Idea Lab for Innovation & Entrepreneurship Houston, TX	52	1,036	90	286	\$693,808,500 \$63,162
		<b>2</b>	<b>The University of Texas at Austin</b> Texas McCombs Master of Science in Technology Commercialization; Texas MBA Programs Austin, TX	61	443	92	84	\$828,667,123 \$49,543 (in-state) \$54,924 (out-of-state)
<b>3</b>		<b>University of California, Los Angeles</b> Harold and Pauline Price Center for Entrepreneurship & Innovation Los Angeles	37	1,364	83	149	\$182,190,500 \$69,507 (in-state) \$69,507 (out-of-state)	
<b>4</b>		<b>University of Southern California</b> Lloyd Greif Center for Entrepreneurial Studies Los Angeles	34	1,182	83	107	\$1,728,440,407 \$70,536	



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# GRADUATE PROGRAMS *for* Entrepreneurs

**2022**  
REGIONAL  
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
<b>5</b>	<b>University of Washington</b> Arthur W. Buerk Center for Entrepreneurship Seattle	59	890	45	357	\$72,950,055	\$37,842 (in-state) \$54,684 (out-of-state)
<b>6</b>	<b>The University of Texas at Dallas</b> Institute for Innovation and Entrepreneurship Richardson, TX	30	613	70	311	\$28,700,000	\$16,607 (in-state) \$32,262 (out-of-state)
<b>7</b>	<b>Brigham Young University</b> Rollins Center for Entrepreneurship & Technology Provo, UT	28	408	95	164	\$81,069,793	\$27,720 (total program cost LDS) \$56,832 (total program cost non-LDS)
<b>8</b>	<b>The University of Oklahoma</b> Tom Love Center for Entrepreneurship Norman, OK	23	225	79	39	\$422,457,427	\$23,375 (in-state) \$37,125 (out-of-state)
<b>9</b>	<b>University of California San Diego</b> California Institute for Innovation and Development (CIID) La Jolla, CA	26	306	60	73	\$52,701,500	\$51,453 (in-state) \$54,968 (out-of-state)
<b>10</b>	<b>The University of Utah</b> Lassonde Entrepreneur Institute Salt Lake City	30	240	74	123	\$29,409,756	\$30,500
<b>11</b>	<b>Texas A&amp;M University, College Station</b> McFerrin Center for Entrepreneurship College Station, TX	19	614	40	33	\$39,117,000	\$42,462 (in-state) \$61,498 (out-of-state)
<b>12</b>	<b>University of Oregon</b> Lundquist Center for Entrepreneurship Eugene, OR	21	182	80	11	\$13,200,000	\$31,515 (in-state) \$42,741 (out-of-state)
<b>13</b>	<b>Oklahoma State University</b> Riata Center for Entrepreneurship; 36 Degrees North (Tulsa); The Riata Institute for Global Social Entrepreneurship Stillwater, OK	22	198	83	31	\$10,570,241	\$6,492 (in-state) \$18,118 (out-of-state)
<b>14</b>	<b>University of San Diego</b> The Entrepreneurship and Innovation Catalyzer (The Catalyzer); Center for Peace and Commerce; The Brink SBDC San Diego, CA	13	182	50	74	\$186,000	\$41,947
<b>15</b>	<b>California State University, San Bernardino</b> Inland Empire Center for Entrepreneurship (IECE) San Bernardino, CA	22	107	80	NR	NR	\$36,000 (total program cost)

WEST



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# How Small Businesses Will Succeed in 2022 and Beyond

By Enrique Ortegon,  
SVP, SMB Sales North America,  
Salesforce



## Entrepreneurship has evolved.

Gone are the days when leaders could succeed based on the strength of their vision. Today, entrepreneurs need a fully fleshed-out idea backed by flawless execution, especially as the world grows more and more digital by the minute.

How do smaller businesses succeed in a world that's dominated by goliaths? In the 5th edition of our Small & Medium Business Trends Report, conducted by Salesforce Research with Harris Poll, we uncover three clear strategies that growing small businesses use to win in an all-digital world. Let's take a look.

### 1. Focus on engagement.

Employee engagement has become a top metric, and for good reason. For people to be committed to and enlivened by their jobs, they need to have flexibility in what they do day to day. This both empowers them and helps them avoid burnout.

Research shows that 50 percent of growing small- and medium-size businesses (SMBs) have offered their employees flexible working arrangements during the pandemic, compared to 38 percent of their stagnant/declining peers. That's a significant difference, and the companies that prioritize the needs of their employees come out on top.

Customer engagement is a big factor, too. Seventy-five percent of growing SMBs say their customers expect online transactions. Perhaps that's why 72 percent have an e-commerce presence, including over one-third who added it within the past year.

### 2. Invest in nimble technology.

The pandemic threw everyone into a tailspin, and small businesses (which tend to be more dependent on local economies) felt the pain more than most other businesses. The abrupt economic shutdown forced many of them to digitize: They had to be able to communicate, collaborate, and drive sales – from anywhere.

Seventy-one percent of growing businesses say they survived the pandemic through digitization. And going further, 66 percent of growing businesses say their business could not have survived the pandemic using technology from a decade ago.

For instance, early-stage, clean battery startup Coreshell Technologies knew it needed to have a systematic process to communicate across all key stakeholders to move deals with large, multinational enterprise customers. CEO and Co-Founder Jonathan Tan said, "Good customer relationships will always help you grow your business. Having invested in a strong customer relationship management solution makes keeping up with those relationships so much easier and accountable."

### 3. Prepare for the future.

Growing SMBs are more likely to plan for the future, or scenario plan. Seventy-seven percent of growing SMBs say they engage in scenario planning, and one reason for doing so may be to have a solid vision of the future, no matter what happens.

It's also important to note that SMBs made a lot of changes during the pandemic, and 75 percent of the growing SMBs believe the changes they made this past year will continue to benefit them in the long term. Clearly, these leaders are future-minded.

### What else is top of mind for SMB leaders?

Running a business has never been easy, of course, and with the pandemic, it's only become more complex and daunting. However, research shows small- and medium-size businesses are optimistic, thinking smart about their growth and focusing on a few tried-and-true methods.

To see what else is top of mind for 2,500+ SMB leaders from around the world, access the full Small & Medium Business Trends Report at [salesforce.com/SMBTrends](https://salesforce.com/SMBTrends).



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**THE**

# **FUTURE**

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The recent past has been a roller coaster. The present feels exciting but uncertain. And the future? It demands creativity. On the following pages, we explore the challenges and opportunities ahead—because it's time to rethink everything.



# NOW

## WE'RE TALKING!

Mental health was once a taboo subject, but it's becoming an increasingly good business—and a valuable service to those struggling silently. That's why **Selena Gomez**, who has been open about her own mental health, is partnering with her mother, film and TV producer **Mandy Teefey**, and **Daniella Pierson**, founder of a favorite Gen Z newsletter, to launch a media company that changes the conversation.

by **LIZ BRODY**

→ CONVERSATION  
STARTERS

(From left) Mandy Teefey, Selena Gomez, and Daniella Pierson.







**JUST OVER A YEAR AGO,** Daniella Pierson took a deep breath and clicked on a Zoom link. The 25-year-old still couldn't quite believe who she was about to interview—much less on something as intimate as mental health. But when the other windows popped up on her screen, she relaxed. There was Mandy Teefey, the producer known for the Netflix show *13 Reasons Why*, wearing sweats in her bedroom. And then there was Teefey's daughter, Selena Gomez, cozied up on her couch in a snuggly blanket.

The interview—for *The Newsette*, a trendy Gen Z newsletter Pierson started five years earlier in college—had been made possible by a series of fortuitous connections. And maybe because it was explicitly planned to discuss mental health, the conversation got deep fast. Teefey opened up about her ADHD and anxiety. Gomez remembered how the press jumped on her when she started speaking out about self-doubt and self-esteem: “I got so angry that my story was twisted.” Pierson was compelled to share that she suffered from OCD, something she'd never admitted publicly—in part because of stigma in the Hispanic community she came

from. There was some kind of magic between the three women. Looking back, Gomez says, “It's one of the moments I felt closest to my mom—us coming together to talk about something we each have experienced in our own manner. It was wonderful. And then to be understood by Daniella was even better.” None of them wanted the conversation to end, so they decided... it wouldn't.

Early next year, Pierson, Teefey, and Gomez will launch WonderMind, a media company focusing on mental health in a way that has never been done before. In a heated mental health startup market, crowded with wellness apps and therapy platforms, WonderMind is going after a more deeply rooted, society-wide obstacle: stigma. The founders' goal is nothing short of normalizing mental health and making it cool to talk about. “We wanted to create something outside the box that gets into the dirt of what could really help people,” says Teefey, who is heading up WonderMind's creative content.

Rather than taking a medical or preachy tone, that content will be filtered through the lens of lifestyle and entertainment. It will roll out with a podcast network and daily articles filled with tips, resources, and interviews, and follow with a line of innovative tools for mental fitness. It will also bring in revenue through corporate partnerships and development of intellectual property—books, essays, and podcast episodes about a wide range of related topics—into potential TV series and films for the Hulu,

Netfixes, and Universals of the world.

“I believe that media plus product equals ecosystem,” says Pierson, who is co-CEO with Teefey. “And we have big brands already expressing interest in advertising and being partners of ours. We're excited to build a lucrative business. Because the best way to ensure that society pays attention to an issue is to make money from it. That's how true movements are made.”

Experts agree the idea has real promise. GIMBHI, which analyzes and supports the mental health startup space, predicts VC investments for 2021 will more than double the \$2.3 billion in 2020. (WonderMind has raised seed funding from strategic investors.) With telehealth and digital therapeutics getting most of the funding, Shivan Bhavnani, GIMBHI's founder, thinks a mental-health-focused content company is ahead of the game. “The big problem with apps,” he says, “is that engagement is very low. But what do people do regularly? Consume media. As we further recognize the effect of media and technology on our mental health, I think this will become a very big area.”



# “THE BIG PROBLEM with [mental health] apps is that engagement is very low. But what do people do regularly? Consume media.”

**IF ANYONE IS AWARE** of media and technology’s effects on our mental health—both good and bad—it’s Selena Gomez. With 269 million followers on Instagram, the 29-year-old has the kind of celebrity that often eclipses the human being at the center of it. But Gomez has fought hard not to let that happen, at no small cost.

This year she topped the charts with her first Spanish-language album, *Revelación*, while executive producing and starring in both HBO Max’s *Selena + Chef* and Hulu’s *Only Murders in the Building*, alongside Steve Martin and Martin Short. But back in 2016, when Gomez was on tour for her *Revival* album, she started having panic attacks before going onstage. She had grown up in the public eye, getting her first break as an actress on *Barney & Friends* at age 7, and then on Disney’s *Wizards of Waverly Place* at 14. But as a teenager, her singing career and all that went with it flung her to new heights in the pop star stratosphere. The fame swept in like a category 4 storm of scrutiny—with fans so hardcore they went by “Selenators,” and critics just as vicious. They picked apart every intimate detail, every inch of her body, relentlessly. On tour, the panic attacks kept coming, so she canceled the rest of her shows and checked into a facility to get treatment for her mental health.

Gomez also shut down her social media accounts. She says Instagram “would just make me feel like, *Wow, um, I’m a piece of shit. And I don’t look that good and I don’t feel that good.*” Ironically, though, social media was where her fans were amassing. At the time she left Instagram, she was the number one most-followed person on the platform.

“There was a huge release of no longer feeling like I’m in this tiny phone where people are saying the most hateful things,” Gomez says. “Why would I fill up my days with that? I also started to realize this entire world of people was living an unrealistic life. They were perfect and beautiful and happy all the time. But once I closed the app and glanced up, I was like, *Wait a minute. I’m going to talk to this cashier about my drink, and I’m going to talk to this person I ran into.* It’s about having a human connection with people.”

When she reappeared in November 2016 to accept a trophy for Best Female Pop/Rock Artist at the American Music Awards, she tearfully told the audience what she’d been through and announced her new take on social media. “I don’t want to see your bodies on Instagram; I want to see what’s in here,” she said, gesturing to her heart. “I’m not trying to get your validation—nor do I need it anymore.”

Going forward, Gomez was determined to reclaim her narrative. She signed back on to Instagram with a mission to show it like it was. The following year, when her lupus (in remission now) required a kidney transplant and her friend Francia Raisa became her donor, Gomez posted selfies from the hospital. Last year, when she revealed her bipolar diagnosis on Miley Cyrus’s live Instagram show, the clip predictably went viral. “It’s gonna be with me for the rest of my life,” she says of the anxiety and depression, “and that’s OK because now I’ve worked with a psy-

chiatrist and a therapist, and I spend time taking care of that part of my health.”

Gomez has made the issue central to her personal brand, including her beauty company, Rare, which she founded in 2019 and last year announced would raise \$100 million for mental health services in underserved communities. “Once I understood what was happening in my mind, I gained a sense of purpose,” she says. “Anything I’m a part of—whether it’s with Puma or another deal—has to have an element that’s charitable or in the mental health space.” Meanwhile, she became more strategic about her influence, producing projects like *Living Undocumented*. (Her father, Ricardo Gomez, was born here to parents who immigrated from Mexico, and she is named for the Tejano singer Selena Quintanilla.) She also began expressing her opinions on social media, whether defending women’s reproductive rights or criticizing Facebook for its role in the Capitol riot and spreading disinformation about COVID-19. “Over the years,” she says, “I feel like I’ve gained this confidence in myself—not like, *Oh, I look pretty.* It’s confidence that I know what I’m talking about.”

Now that hard-won confidence is what Gomez is bringing to WonderMind, where she’ll be helping with content behind the scenes. “Something I’ve always tried to do in my career is make sure I lend my voice to places where it matters,” she says. “And I have to give my mom credit for that because she taught me everything.”

**MANDY TEEFEY WAS ADOPTED** and grew up in a rough part of Grand Prairie, Texas. When she got pregnant in high school, “that’s kinda just what you did,” she says. “There were a lot of gangs, a lot of violence. I lost a lot of friends, was exposed to drugs, and yeah. If I was the same person I was 20 years ago, I’d probably be in jail because that was my path.”

She had her baby at 16 and managed to graduate high school but had to put aside college to raise the child. “I just worked my way up by learning as I go,” she says. In fact, Teefey was starting to find her passion for storytelling—acting in plays and interning for a film festival where, at 24, she started producing promos and commercials.

Then, when Gomez was 7, she spotted an audition announcement for *Barney*. “We went and stood in line, and the rest is history,” Teefey says. By the time they moved to Hollywood in 2006, Teefey had produced a number of projects and planned to do more. But it wasn’t easy. “You automatically get that ‘momager’ title, with a negative connotation that you’re living vicariously through your child,” she says. “That couldn’t have been farther from the truth, because I didn’t want to be famous. I wanted to tell stories. But [the assumption was] I only got to produce because I’m her mother. It took a long time for people to even take my notes seriously.”

A turning point came with *13 Reasons Why*. One day Teefey was in Barnes & Noble when a book cover with a little girl on a swing caught her eye. It was a novel about a high school student who dies

# “WITH CONTENT that’s sensitive, the key is authenticity. Not everyone is going to like everything you do. You’ve just got to accept it.”

by suicide and leaves a box of cassette tapes for the people she felt played a part. “Selena’s fans would write about bullying and how they wanted to die,” Teefey remembers thinking. She had lost people to suicide, and no one talked about it. As soon as she could, she flew the author, Jay Asher, out to L.A. She took him to dinner at Rock n Roll Sushi on Sunset, where she and Gomez charmed the film rights out of him.

But it took Teefey eight years and a lot of fight to get it made. Originally, she pitched the project with Gomez, then 17, in the lead role. “Everywhere we’d go, they’d say, ‘Really, a Disney kid with suicide? Do kids want to talk about this?’ I was like, ‘Yes, kids want to talk about this.’” By the time *13 Reasons Why* finally came out in 2017, it was a Netflix series, not a movie, and Gomez was an executive producer, not a star. The series was controversial. Advocacy groups complained it was too graphic and warned it would give kids ideas. (Some studies did find a rise in youth suicides after its airing, though it’s impossible to pin that on the show.) Others said it was sensational. But the show was a hit, and calls and texts to suicide hotlines spiked—a sign that more people were asking for help. In schools and at home, adults were talking to kids about teenage suicide. “We took a stance,” says Teefey. “We did it loudly. And it really did make a change in the conversation of mental health.”

But during the show’s run, Teefey’s own mental health history caught up to her. “For the first time,” she says, “I just hit the ground and was like, *I can’t get up.*” She checked into a facility and discovered she’d been misdiagnosed as bipolar. Her difficulties were related to unresolved trauma from childhood that triggered her emotions; she also had ADHD, and when her brain was overstimulated, it would freeze. She has since learned skills to cope. “One of my favorite tricks I learned,” she says, “is if you’re very angry at someone and can’t let it go, blow up a balloon, draw their face on it, and pop it—sometimes you have to do it a couple of times. But let me tell you, that works.”

**MEANWHILE**, on the other side of the country, Pierson was learning all about leveraging influence to grow a business. In 2015, as a junior at Boston University, she discovered a clever, benignly deceptive way to build readership for her newsletter, *The Newsette*. “I’m not proud of this,” she says, “but it’s definitely how I started getting to a few thousand subscribers.” Pierson would find friends from high school on Facebook, then reach out to their new friends in college and say, “Hey, I’m interning for this really cool newsletter company. In order to become an ambassador, you just have to get 10 friends to sign up, and you can put it on your résumé.” She knew no one would respond if she said it was her company—because who cared about a random college student? Her ruse worked. “It was a high,” she recalls of watching the subscriber count climb. “It was like I was robbing banks.” When the first links for affiliate marketing brought in \$1,000, she knew she had valuable readers—they were buying what she was writing about.

But her senior year, things started falling apart. Pierson failed

a class project after the other students complained she was spending too much time on *The Newsette*. If she didn’t get her GPA up, she’d be kicked out. Until that point, she’d never told anyone about her OCD. Pierson’s mother had grown up poor in Colombia. “Especially being Hispanic,” Pierson says, mental health wasn’t a thing they talked about. She’d only figured out she had OCD from watching a film in high school. “It’s really a curse,” she says. “I’d be saying goodbye to my mom and a hundred intrusive thoughts would come into my mind: *What if she has a car crash? Or jumps off a cliff? Or dies?* The only way to quell them was to do a ritual. It made me operate at, like, 50 percent.” Senior year, it overwhelmed her. “One of my rituals would be, *I have to look under the bed before I go to sleep and repeat that until it takes away the uncomfortable feeling.* But it wasn’t going away. I would get so frustrated that I’d bang my hands on the floor until they bled. One night my boyfriend looked at me and was like, ‘What the fuck is this?’” He found her a doctor, and she started taking Prozac. “It completely changed my life.”

After college, Pierson tried to raise money but failed. In retrospect, that was lucky, she says, because she built the newsletter through brand partnerships and learned what made readers click: a compelling subject line with a mix of trends, news, shopping, and a Q&A with a notable woman, ideally one with a large social following. One day in 2018, she got a message on LinkedIn from Sandra Campos, then CEO of DVF, Diane von Furstenberg’s company. She went in for a meeting and impressed Campos so much that she was taken to meet the boss on the spot. “Diane von Furstenberg was sitting on the couch, and she said hello in that voice,” Pierson recalls. “I knew at that moment, *If I don’t stand out right now, I’m going to blow the biggest shot of my life.* So I looked her in the eyes and said, ‘Your brand is all about female empowerment. What is more female-empowering than letting a 23-year-old woman with her own business do this for you?’”

The *Weekly Wrap*, DVF’s newsletter in partnership with *The Newsette*, grew out of that meeting. It launched in September 2019, and since then, von Furstenberg has opened many doors for Pierson, including to Amazon, which has partnered with *The Newsette* on advertising and storytelling campaigns for its platform. With 500,000 subscribers, *The Newsette* is on track to bring in \$40 million in revenue this year.

And as it turned out, Campos had also helped Gomez launch her first apparel and lifestyle line, *Dream Out Loud*, nearly a decade earlier. A big admirer of Teefey’s work, Campos suggested her for a Q&A in the *Weekly Wrap* and introduced her to Pierson. They hit it off, and a year later, Teefey pulled her daughter in for the three-way Zoom.

**AT WONDERMIND**, Pierson sees huge opportunities to partner with other brands. “With *The Newsette*, I wanted to make it about women,” she says. “I wanted companies to feel like investing in women’s equality initiatives was good for business. So we’re trying to do the same thing here. We’re trying to make



mental health good business for the partners we work with.”

WonderMind’s founders say many of their products will be informed by treatments that have helped them in their own mental health journeys. “We want to offer the tools I was offered in a facility that cost \$1,500 a day,” Teefey says. “Thank God my insurance covered it, but not everybody has access to that.” One tool they’re planning is a journal with exercises that “help you in an entertaining way,” says Pierson. “Not like, ‘Write five things you’re grateful for.’ Doctors and wellness experts will help us create exercises that feel fun and cathartic.”

Down-to-earth interviews will be an important part of its daily content. “We’ll talk to prominent psychiatrists and therapists who charge a thousand dollars an hour, and share their resources,” says Pierson. “We’ll also interview celebrities and ask them questions most people don’t ask. We want to be that place where people feel comfortable to talk about the things under the hood.”

Teefey will be hosting a podcast with all kinds of guests—not

just therapists but politicians, teachers, athletes, experts on the brain, and celebrities. “Bill Burr, for example,” she says. “He’s a comedian, and all his stand-up is about how men push things down. So I want him to come on.” As for choosing IP to develop for movies and TV, Teefey’s guiding ethos will be what feels real. “With content that’s sensitive,” she says, “the key is authenticity. Not everyone is going to like everything you do. You’ve just got to accept it. Because if we don’t face these issues and hear each other out, we’re not gonna make progress.”

Gomez agrees. Looking back on *13 Reasons Why*, she still thinks the most important thing was letting the light into the room. “These problems, whether you want to ignore them or make them pretty, are very real,” Gomez says. “And we showed how you can prevent it, how you can maybe talk to somebody you think is lonely. It started a conversation, and it’s a conversation you and I are still having now.” **E**

*Liz Brody is a contributing editor at Entrepreneur.*

# THE CRYSTAL SUPERBALL

Want to know the future? Meet an elite team of forecasters who have turned future-gazing into a science (and you can even steal a few of their tricks).

by **LIZ BRODY**



# B

*Before January 1, 2022, will the United States Olympic Committee announce that it is boycotting the 2022 Olympics?*

I am in a virtual workshop that will test my abilities to forecast the future, and I have 10 seconds to answer. I'm scanning my brain. (Simone Biles, not relevant. Moscow, 1980, yes. Uyghurs?) But time's up. I guess 20 percent. Then it's on to the next questions: *What is the probability the U.S. will regulate cryptocurrencies on the stock market by January 2023? Will China attempt to take Taiwan over the next five years? How big is the surface area of the Mediterranean Sea in square kilometers?*

"I bet you didn't wake up thinking you had to answer that question today," says Warren Hatch, who is co-leading this workshop.

There are about 12 of us taking this training, including a guy from the Department of Defense. Over the next two days, we scratch our heads, trade bits of insight, try to shed our cognitive biases (more on that later), and see if we have the chops for predicting things professionally. I am definitely out, but I suspect a couple in this group qualify. Those who do will be a step closer to gaining an elite, though geeky, kind of status: It's called a "superforecaster." And if you are one, you can join the global network of über predictors, the best of the best, who work with the company that arranged this workshop in the first place. It is called Good Judgment. Hatch is its CEO.

While I'm at my laptop sweating it out for Good Judgment in September, experts are making headlines in the real world answering similar questions. "Inflation is elevated and will likely remain so in coming months," predicts Federal Reserve chairman Jerome Powell; "There is a chance that we will see big declines in coming years," wagers a Yale economist on home prices. Anthony Fauci, meanwhile, says a Northeast surge of Delta is "possible." It's an interesting contrast. As a culture, we've come to accept "Likely," "Possible," or "There's a chance in the coming years" as the best our top authorities can tell us about what lies ahead. But what does *likely* mean, in a concrete way? Is it a 51 percent odds of happening, or 85 percent? Are 2022 and 2023 considered "coming years," or are 2024 and 2025?

We may not demand this level of specificity from our experts, but we sure need it in business. And as Good Judgment proves, you actually can quantify vague hunches like these with scalpel-like accuracy—simply with the human brain, no AI or big data.

Few people do it with more Olympian skill than Good Judgment's superforecasters. But as with most sports, we can all get better. We just need to train.

**UNLIKE MANY COMPANIES** that begin life in a dark bar scribbled on a cocktail napkin, Good Judgment was born in the belly of the U.S. government. In a way, it goes back to 9/11. After analysts appeared to miss signals of the catastrophic terrorist attack, a group called IARPA (or Intelligence Advanced Research

Projects Activity) was created in 2006, modeled after the defense agency DARPA. Its goal was to conduct daring, innovative research that improves American intelligence. By 2010, the intelligence community had started using an internal classified prediction market where top-secret-cleared employees could make trades on whether an event would happen. But IARPA wondered if there was an even better way to use the wisdom of the crowd to foresee what was coming.

That's why, in 2011, it launched a huge forecasting tournament for the public. At the beginning, there were five teams, and over the next four years, thousands of ordinary Joes and Janes would answer about 500 questions, like: *Will North Korea launch a new multistage missile before May 10, 2014? Will Robert Mugabe cease to be president of Zimbabwe by September 30, 2011?* The teams had to reach certain benchmarks of accuracy; if they failed, they were eliminated. After the first two years, only one team remained. It was led by Philip Tetlock and Barbara Mellers at University of Pennsylvania's Wharton School, and called Good Judgment.

Tetlock was already deep into the science of prediction. Back in the 1980s, he'd become curious as to why so many foreign policy experts had failed to predict the Soviet Union's fate, and it inspired him to analyze broad swaths of predictions. As it turns out, the average expert was roughly as accurate as a dart-throwing chimpanzee. (That's not quite how he put it, but close enough that he doesn't mind the joke.) So he developed a more systematic approach—not just to predictions but to identifying the kinds of people who are good at making predictions. To compete in IARPA's tournament, he and Mellers recruited 3,200 volunteers, then winnowed them down to the top 2 percent, which they called superforecasters. Among that group was Hatch, a Wall Street guy who'd left Morgan Stanley to set up his own small investment firm, and who was trading on a forecasting platform on the side.

By the fourth year of the tournament, the Good Judgment team was 50 percent more accurate than IARPA's control team recruited from the public; in some cases, it even outperformed intelligence analysts using IARPA's internal prediction market with access to classified information. The researchers learned a lot, and they put together a guide that the intelligence community began using to train many of their analysts, according to IARPA program manager Steven Rieber. "It's not what we expected to find," he says of the tournament. "The fact that there are these people who have unusual skill across domains in making accurate forecasts came as a surprise to me as well as to many others. And that we ordinary people can become more accurate in our own predictions."

But the government wasn't the only one to see opportunity here. As the tournament was a year from concluding, in 2014, Tetlock, Mellers, and another colleague transformed Good Judgment into a forecasting company—with a plan to use its elite superforecasters to answer clients' questions about the future. They asked Hatch to help run it with them. And, based on his own predictions, he decided it was a good idea.

**ARE YOU OVERCONFIDENT?** Most people would say no. But most people are wrong. That's what Good Judgment has found—and why, when evaluating whether someone has the skills to be a superforecaster, it tests for overconfidence.

To see what that looks like, another member of the *Entrepreneur* team submits to Hatch's questioning: Jason Feifer, editor in chief.

"What year was Gandhi born?" Hatch asks. Specifically, he wants a range—the earliest and the latest year Feifer thinks Gandhi could have been born. Not only that, Feifer should pick

# “DETECTING THE PATTERNS and seeing what the big picture might be before everybody else is what forecasting is all about.”

years that he is 90 percent confident he's correct about.

Feifer laughs, because he simply has no idea. “I'm going to say 1940 and 1955.”

“It turns out,” says Hatch, “Gandhi was born in 1869.”

“Oh, I don't know *anything* about Gandhi!” Feifer exclaims, embarrassed by his ignorance.

“That doesn't matter,” Hatch tells him. The real point of the exercise, he explains, is this: Despite not having a clue of what the answer is, Feifer picked a narrow range—just 15 years. He could have instead said, “Gandhi was born between 1600 and 1980,” which would have been technically correct. But Feifer was overconfident; he wasn't willing to consider (or reveal) the things he didn't know, and as a result, he needlessly narrowed his options and therefore his chance of being accurate. *That*, Hatch says, is why overconfidence leads to bad predictions.

Outside academia, in a culture where people want definitive answers, terms like “90 percent confidence” and “67 percent probable” may seem useless or arcane. But the world isn't binary, argues Hatch; it is filled with uncertainty. “So rather than dealing with that uncertainty by guesses, or going from your gut, instead hold yourself accountable by using numbers,” he says. Why? The process forces you to sharpen your thinking, cast for good information, and pay attention to nuance—all of which leads to making better decisions. This requires a mind shift. If you only feel 67 percent confident in your answer, you're acknowledging some failure up front—and creating a window for yourself to learn more.

That's why, when Good Judgment's superforecasters are trying to answer a client's question, they push outside their own bubble and take time to understand other people's experiences and opinions (and also share their own). Scattered around the world, many of them are retired or doing this work on the side, and they often bring in unusual bits of data from wherever they are. Among the ranks is Paul Theron, an investment manager in South Africa, who once tracked down a spokesperson for the Muslim Brotherhood to get inside scoop on a question about Egypt. Another superforecaster, JuliAnn Blam, is an American who has lived in China producing theme park attractions with her company; when answering questions about that country, she goes through her back channels. “Not everything is in the press,” she says. “Sometimes you just have to listen to locals—and even then, you have to read between the lines because in China they can't *really* tell you.”

Often just flipping a question (from “Is it a good time to do a capital raise?” to “Is it a bad time to do a capital raise?”) can help you see the fuller picture. Another key practice is frequently tweaking your forecast as new information comes in. “The strongest predictor of rising into the ranks of superforecasters is perpetual beta, the degree to which one is committed to belief updating and self-improvement,” Tetlock writes in his book, *Superforecasting*. “It is roughly three times as powerful a predictor as its closest rival, intelligence.”

Back at the workshop I'm taking, Marc Koehler, a former U.S. diplomat who is Good Judgment's senior VP, asks us to imagine being at Prince Harry and Meghan Markle's royal wedding. He's setting up another core tactic of good predictions: Start with the base rate.

With Koehler's guidance, we imagine someone at the wedding asking us what the probability is that the happy bride and groom will stay married. We think 100 percent, right? The look in the couple's eyes is unmistakable, and there's Charlotte with the flowers; we can already see their kids. Koehler stops us there. Our minds love a good story, he says, but that's another thing that can derail a forecast. Instead, we should go straight to the divorce rate, which in the U.S. has been reported as high as 50 percent. “It *does* matter who Prince Harry is and who Meghan Markle is. It does matter that they've left Buckingham Palace. All I'm saying is consider that *second*,” says Koehler. “We know that people who start with the outside view or the base rate, and then move to consider the particulars of the case, are going to be about 10 percent more accurate.”

After the workshop, I challenge this point with Tetlock, since he's the one who has done the science. Sure, starting with the base rate makes logical sense, but doesn't it discourage risk? Nobody would get married if they thought that way—and for that matter, few would start a business considering the statistics on how many startups fail. I suggest that if you're an entrepreneur, you may need to ignore these things—and to be overconfident!—in order to start the ambitious projects most people predict will fail. “Great point,” Tetlock says. “Success requires inspiring people, and it is hard to inspire people with a lot of ‘howevers’ in your pep talks. Overconfidence is linked to charisma. It is also linked to disaster. So think like a well-calibrated superforecaster in private—and project confidence in public.”

“**IT'S BEEN A BUSY MORNING,**” says Hatch at his desk in Good Judgment's New York office via Zoom this fall, as he waves around the day's undone *New York Times* crossword puzzle. He isn't doing it just for fun. Pattern recognition is an important skill for superforecasters, so Hatch does a daily crossword, sometimes two, to stay up to speed. “Detecting the patterns and seeing what the picture might be before everybody else,” he says, “is ultimately what forecasting is about.”

But building this company has tested all of Hatch's superforecasting skills and more.

How do you monetize the ability to find, train, and coordinate brilliant minds at seeing the future? Teaching their prediction tactics seemed logical, so Good Judgment started workshops for both individuals and companies. It also created Good Judgment Open, a free site for anyone who wants to mingle with superforecasters and try their hand at predictions, which has served as a recruiting ground. The much bigger question has been how to leverage the actual predictions from its network of superforecasters, now about 170 active members,

# HATCH ASKS HIS TEAM: “What would success look like? And what would failure look like?” Then he attaches probabilities to each.

in ways clients would actually pay for. “And this is where we’ve had our fair share of bloopers,” says Hatch.

As it turns out, many potential clients in the financial, legal, and government worlds already believe they have the top experts making the best predictions. What’s to be gained by hiring a bunch of amateurs picking away on the internet? And the truth is, superforecasters are not infallible. The group, for example, had around an 80 percent probability that Clinton would win in 2016. But overall, the superforecasters continue to beat the competition in tournaments held by the government. And Good Judgment was correct and early in its predictions about COVID-19—which has proven instructive.

The first hint of something COVID-like appeared in September 2019 at a workshop for a Canadian financial firm. Participants were practicing a “pre-mortem”—another critical forecasting practice intended to anticipate surprises. Say you think an event is going to go one way. Before making your prediction, step back and tell the story about why it went the other way. The Canadians were doing that, trying to imagine an unusual or freak event that would change their forecast on China’s economy, and someone came up with a SARS-like epidemic. “When COVID started showing up in the headlines,” says Hatch, “they were better equipped to deal with it.” And so was Good Judgment.

In January 2020, thanks to early chatter on Good Judgment’s platform about COVID-19, Blam (the superforecaster who has done a lot of work in China) turned down another lucrative three-year theme park job in the country. “We all knew it was going to be bad,” she says. “And I didn’t want to get stuck over there.” Hatch and his team also acted quickly, realizing that people were suddenly desperate for exactly the kind of insight Good Judgment could provide. The company created a public dashboard and put its elite team to work forecasting on everything from caseload levels to vaccine timing. Soon financial firms like Goldman Sachs and T. Rowe Price started referencing its forecasts in their work. “It put us on Broadway,” says Hatch, “even if we were in a small theater.”

Using that momentum, this spring Good Judgment launched FutureFirst, a subscription service for \$20,000 a year that lets members vote on questions they want forecasts on every week, with customized options for a premium. By fall the product was already generating a third of the company’s total revenue, according to Hatch. Meanwhile, he has a lot of other ideas, including commercializing Delphineo—the collaboration platform it built for the workshops, which, naturally, was named by the crowd using the tool itself. For every major project, Hatch asks his team: “What would success look like? And what would failure look like?” Then he attaches probabilities to each, a process that primes him for signs of risk and opportunity ahead.

“That’s what a lot of this is about in my own head,” he says. “Let’s avoid surprises, good or bad.”

**AS GOOD JUDGMENT GROWS**, it must predict not only what will happen with its own business but also the future of the forecasting business at large. Because that will change, too.

“Machines already dominate prediction in all Big Data settings but struggle as the data get sparser and require more qualitative analysis,” says Tetlock, the man whose research initially launched Good Judgment, and who still enjoys engaging on the more challenging client cases while continuing his work at Wharton. “Human-machine hybrids will be the future for the types of problems we deal with in the next 20 years. For now, expect the stale status hierarchies to continue stonewalling efforts to introduce scorekeeping, especially in government, but in many businesses as well.”

One business, however, is bucking that trend. And it could signal good things for both Tetlock and Hatch.

David Barrosse is the founder and CEO of Capstone, a global policy analysis firm for corporate and investor clients. Back in 2015, when he picked up a copy of Tetlock’s *Superforecasting*, he was, to his surprise, impressed. “It has always stuck out to me that in the global securities research industry, which is a multibillion-dollar industry and covers every investment bank all over the globe, not one of them focuses on the accuracy of their predictions,” says Barrosse. “They don’t track it. They don’t talk about it. And 99 percent of them will not put a number on it.”

At first he passed the book around to his firm’s employees and sent five or six analysts to Good Judgment’s workshops to get the ideas in the bloodstream. But then he wondered what it would look like to radically change Capstone’s predictions systems, both inside the company and for its clients. To explore that, last year he hired Good Judgment to come in and design a training for all the analysts. “There was a lot of resistance and trepidation at first,” says Cordell Eddings, Capstone’s supervisory analyst, who is heading up the project. “But the training helped give people the tools to do it right. And across the firm, people ended up buying in wholeheartedly.”

It’s been a little more delicate to convince clients that they should change *their* prediction systems, “because they just think it’s utter bullshit,” says Barrosse. “Like, ‘How can you possibly know that it’s 67 percent?’ But it gives us an opportunity to talk about, ‘Maybe we started out with a 40 percent prediction and updated it so many times that it got to 67.’ And we debated internally, ‘Is this going to make us look like we’re bending with the wind?’ But even that is an opportunity to have a conversation with the client where we can say, ‘We’re telling you how things are changing based on information that’s coming in real time. We’re doing the homework, giving you a realistic dynamic prediction.’ Even if we’re not always right, it’s better to tell them, ‘We will be with you and stick our necks out and give you a probability in a distinct timeframe.’”

Barrosse now sees this as the competitive advantage of his company. And he is much more than 67 percent sure of it. **E**

*Liz Brody is a contributing editor at Entrepreneur.*



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Source: Q2 2021 NVC Pitchbook; JOBIT 156



## Business is booming

Over 126,000 new businesses were created in the first seven months of 2021 alone.

Source: Ohio Secretary of State

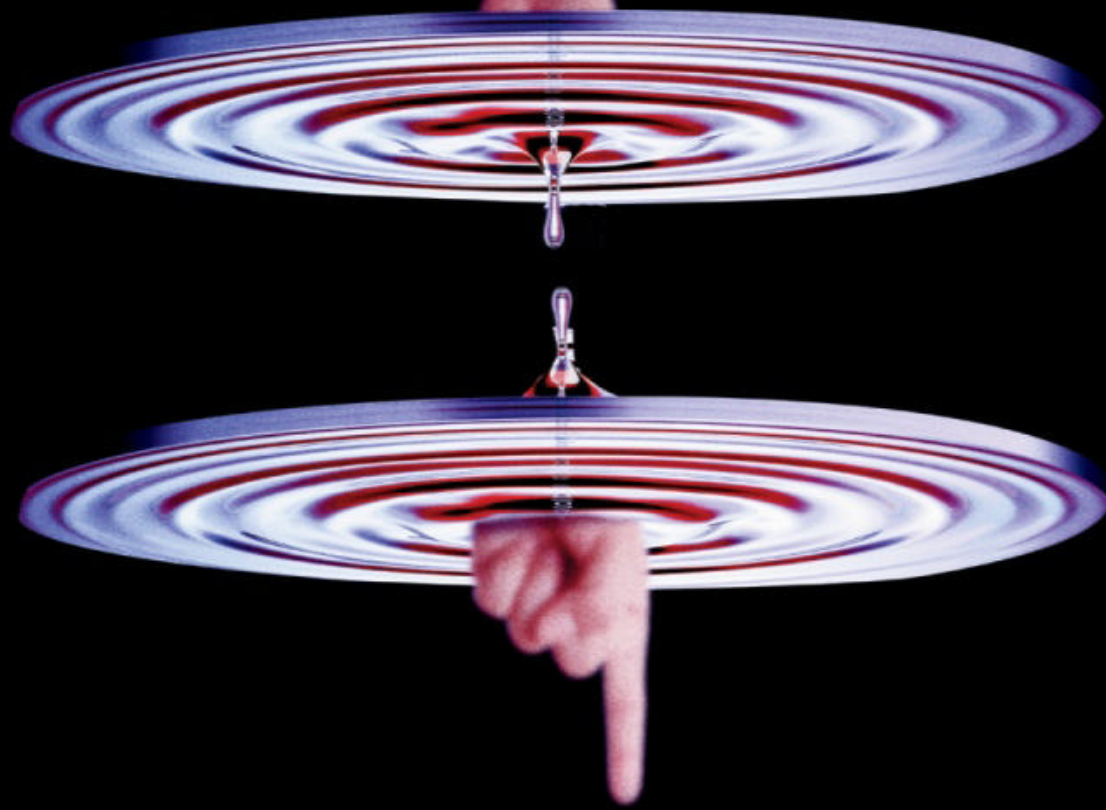


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Source: U.S. News Rankings

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## Will more startups launch in 2022, or fewer?

The answer is both up and down: It'll be more than 2020 but fewer than 2021.

Here's how we phrased the question to the superforecasters: *How many business applications will be made in the U.S. in 2022?* This allowed the team to drill into the specific trends of business applications, and 85 percent of the forecasters concluded that there will be more than 4.8 million new applications.

Let's put that into context. The pandemic turbocharged entrepreneurship, and nearly 4.5 million applications were filed in 2020—a 24 percent jump from the previous year. The numbers aren't in for 2021 as we write this, but the forecasters almost unanimously (98 percent) believe applications will have spiked to 5.5 million or more. In 2022, however, they believe that number will fall back down a little.

What drove the forecast? The team considered whether, as the country reopens, more job opportunities will reduce the pressure for people to start their own businesses. But of course, that may not prove true. There were tons of unfilled jobs in America this year because people didn't want them. The quit rate in August was the highest it has ever been, according to the U.S. Chamber of Commerce.

If those trends cancel each other out, forecasters make another point: The Census numbers, based on business applications filed, don't necessarily capture all the solopreneurs who are gigging it and essentially running their own thing. But even just looking at the official count, our forecasters' prediction suggests that 2020 was not a freak year; it's essentially the new normal. Good news for entrepreneurs.

# WHAT'S UP? (AND WHAT'S DOWN?)

What'll happen to the price of advertising?  
Will more female founders get funded? We had **Good Judgment's** superforecasters answer these questions and more.

by **LIZ BRODY**

In the previous story, we told you about the forecasting company Good Judgment and its worldwide team of superforecasters. Now it's time to put them to the test.

Their crystal ball is pretty fancy, based on science and a system that has helped them outpredict competitors for 10 years. But posing questions to them requires finesse. That's because in the land of forecasting, language really matters.

Good Judgment's CEO, Warren Hatch, remembers the time his team was asked, *Will North Korea launch a new multistage missile?* "As it turned out, Kim Jong Il pressed the button and it exploded on the pad," he says. "So did it launch? Well, if you're a policy or political analyst looking for attempts, yeah. If you're a defense analyst looking for capability, it did not. So getting the question right, so that you're forecasting the same thing, is critical."

*Entrepreneur* submitted five questions. Hatch's team helped rewrite them for specificity, and then posted them on Good Judgment Open—a free platform where superforecasters and anyone else can mingle and forecast the future. (You can even try it yourself! Visit [gjoin.com](http://gjoin.com).) Our questions prompted immediate debate, and forecasters tinkered with their answers as new information came in. On the following pages, we've compiled the results (with some insightful number crunching from Good Judgment's data scientists).

Here, in the best estimates of some of the world's top forecasters, is how things will play out.

## Will more VC funding finally go to women founders, or less?

**A**lthough women have always had a hard time raising funds, 2020 was dismal. Investments in startups with female-only founders dropped to only 2.3 percent of overall venture capital. And then, as the economy began to look up again this year, the number slipped even further. In September, Crunchbase reported it had withered to 2.2 percent. Having a man on board as a cofounder helped—those startups got 12 percent of the pie—but it's not a great picture for women entrepreneurs.

Considering all the coverage by the press and calls for moving the needle, you might expect to see a significant change next year. But Good Judgment's forecasters weren't optimistic. In fact, a sizable percentage of them—nearly a third!—think sole female founders won't fare any better in 2022; possibly, they'll do worse. Collectively, though, the forecast is that women will get at least 2.5 percent of total VC funding and as much as 3.5 percent.

Why is there a gender gap? There has been a lot of talk about the scarcity of women VCs who make funding decisions and the tendency for investors in general to favor entrepreneurs who look like themselves. But for this forecast, Good Judgment's crew put a lot of weight on childcare. The impact of having kids at home during 2020 meant mothers were less able to think about starting a business and trying to raise money in the first place. "And those effects will likely linger for some time," one forecaster says. "Even if a woman starts working on a side hustle now that kids are back to school, she is not likely to raise capital before the end of 2022."

## Will online advertising prices go up, or down?

**A**fter years of steady declines, the price of posting an ad online started growing like a cornstalk in the summer of 2020. Much of this is driven by the tech giants, as their inventory got crunched. Amazon's ad rates jumped more than 50 percent this spring from a year earlier.

Good Judgment put it to the forecasters this way: *What will the U.S. producer price index for internet advertising sales be in June 2022?* But we'll translate the results out of econ-talk. In short, Good Judgment's forecasters don't have great news. The majority said the price of online advertising will go up from what it was in September 2021 until at least June 2022.

"The driver behind the turn upward in July 2020 is probably losing some steam," wrote one forecaster, "as more and more places open back up and people aren't as captive to their phones and computers as they were before." He thinks prices are near the top and will gradually start sliding back down. But it won't happen fast.

## Will office vacancy rates continue to go up, or down?

**W**ith the massive adoption of remote work, are whole downtowns going to sit empty? The forecasters predict some stabilization—but not a wave of grand reopenings.

Midway this year, the vacancy rate for office space was at nearly 15 percent, which is up from 11.4 percent before the pandemic. According to Colliers, which collects this data, in the second quarter of 2021 alone, empty offices increased in seven out of the top 10 markets.

"If vacancies are still rising rapidly after vaccine rollout and lower case counts," one forecaster wrote, it suggests "structural change that is not going to reverse." Another puts it this way: "Many businesses that survived 2020 and thus far in 2021 based on programs like PPP are facing new obstacles like supply chain issues, reluctant workers, and significantly higher energy costs. I think it's more likely than not that we haven't seen the peak yet." Once that passes, he continues, "I do not see office space vacancies falling as quickly as they rose like we saw with unemployment."

Overall, Good Judgment forecasters predict that by the end of 2022, the percent of vacant offices will sit between 12.5 and 15.5 percent. But within that range, most say it will start to come down from where it is at the end of 2021 (at 14.7 percent).

The one caveat is, how many tenants are stuck in leases and are just waiting to leave when they expire? That could lead to an unexpected uptick in vacancies. Hatch points out, too, that any companies going to hybrid models may downsize when their lease comes up for renewal—or even switch to a coworking space. "This is the great hope for WeWork, if they haven't blown it," he says.

## Will people shop more online in 2022, or less?

**T**he pandemic clearly drove a surge in online shopping in the U.S. But as stores have reopened this year and vaccines are available, how much of the click-to-buy trend will stick around? We're not out of the COVID-19 woods yet, with Delta and its possible cousins lurking who knows where. So Good Judgment asked forecasters, *What percentage of U.S. retail sales will be made online in the fourth quarter of 2022?*

The prediction: With 81 percent of the team on board, the forecast is for more than 13.5 percent of all sales to be made on the internet by the end of next year. That's roughly where things stood at the end of 2020. In other words, no change from COVID-19 times.

The commenters debated about people's natural instinct to socialize, and how much they're busting to get back into stores. But the numbers over time tell a compelling story. Since 2015, online shopping has been inching up about 1 percent a year, except in 2020, when it spiked. "With additional business moving to digital sales and the recent digital trade agreement with Japan," says one commenter, referring to the 2019 deal that promotes e-commerce between the countries, "the percentage of online retail sales will increase near the standard [around 1 percent] annual levels. Unless there are additional restrictions imposed on the population, similar to COVID, it is not likely that the numbers will exceed 15 percent prior to 2023."

In other words, digital shopping is not going away. But it's also not going bonkers.



**JIM CRAMER'S DECREE:**

# NO MORE LOW-HANGING FRUIT

The CNBC host says he's bullish on entrepreneurs—because their creativity trumps any challenge.

by **JASON FEIFER**



When I look at small, private businesses,” says Jim Cramer, “I love to hear expansion plans. It is so exciting to me to hear expansion plans.” He believes the future will be full of expansion.

Cramer sees business from all sides—as the host of CNBC’s *Mad Money*, where he covers the public market, as well as a cofounder of *TheStreet.com* (and onetime co-owner of a restaurant in Brooklyn, which he sold his stake in this year). When he looks at the current environment for entrepreneurs, he sees many hurdles—but also many opportunities to get creative and utilize a raft of new services from big companies that see the benefit of helping small businesses grow. Here, he explains why entrepreneurs have reason to be so optimistic.

**You mostly cover public companies, but you say that the real engine of economic growth is small business. Why is that?**

When I see a large company trying to get their gross margins up, it tends to not be about expanding their sales. It tends to be about doing more with less. They don’t need as many people as they may have had. But that’s not growth—that’s creating money. With small businesses, the goal is to hire people! If I’ve got one restaurant and it’s doing well, I’m going to put up another restaurant, hire another 20 people—and if I can make more money with 25 people, I’ll hire 25 people.

**Many big businesses are now supporting small ones. What’s going on there?**

What they’re saying is, “OK, we see work ethic. We see companies that want to add people. Also, we see companies that are run by women, that are in inner-city neighborhoods, and we want to support them.” They understand that if they take a longer-term view and help the small-business person, that person’s not going to stay small.

Shopify is the best example. A lot of the companies on Shopify don’t know anything other than their product. But

Shopify knows everything about how to get that product, and they know cash flow. They see who’s doing well. And when they see someone do well, they want to put more money into that person [through its small-business-loans program].

Now, look at what Facebook just launched. Facebook is basically saying that if you can’t pay your bills, they’ll pay them. Then when you get your money in, you pay it back to Facebook. [Facebook started this program for women- and minority-owned small businesses in October, backed by \$100 million.] It fixes the mismatch that you often have as a small-business person, of money coming in and money coming out.

**And this isn’t charity, right? Companies see great returns by helping entrepreneurs.**

Totally. Let’s take the example of Constellation Brands. They have a fund for original, minority-owned ideas about beverages. So an African American gentleman comes to them and says, “There’s this craze for rosé wines, but they are for women. And yet the taste is not necessarily for women. How about if I come up with a men’s rosé?” They gave him some money, and [the brand La Fête du Rosé]

is a total home run.

To me, that is a sign that people are starting to think outside of what they thought they would do—and making more money than they ever thought. This is exciting to me. It is so obviously additive. Entrepreneurs are thinking at all times about how to have more, more, more. More people hired, more business being done, more stores being opened. That’s the joy of business.

**What challenges are ahead for small businesses in this economy?**

Costs have gotten prohibitive—labor, real estate, insurance, food. So instead of wanting to be in total growth mode when I was a restaurant owner, I wanted to pull my horns. I felt that if I missed a couple of weeks, or if I had an outbreak of COVID, or if costs went up, I didn’t have the cushion I’d like. Then I had to figure out, *OK, do I cut back on point of sale? Can I really afford DoorDash? But if I don’t afford DoorDash, will I piss people off?* There are a lot of decisions I had to make that are like what big businesses have to make, and that’s not fun.

**How does that play out?**

If we could get more women

back into the workforce, there would be a greater pool of labor. That’d be terrific. But if we don’t get some price breaks somewhere, small businesses are going to be smaller for a while. So I’m a little down about raw costs. If I were to start a business I really wanted to grow, I would have to figure out how not to hire people. And that’s not the joy. The joy is to put people to work.

**Any entrepreneur can relate to that—and it’s hard to imagine costs going down. Now what?**

Well, as an entrepreneur facing these problems, I should think, *I’m not being creative enough*. I’m not thinking the way I have to, which is to say, OK, let me see if I can’t push specials to people. Why aren’t I being more creative with some of my distributors and saying, “Guys, give me some juice and I promise you will be surprised how much business I can do”? Why am I not thinking about better branding? A happy hour? Targeted ads on Twitter? I am sticking by the same plan that got me where I was, rather than me thinking about what’s next.

You have to challenge yourself to figure out why you’re not bringing in more people. I think a lot of times it’s because, *Well, it always worked before*. Uh-uh. Come up with new reasons. No more low-hanging fruit. Maybe get a ladder, find the higher fruit.

**In other words, the future of small business is being even more creative?**

Absolutely. And relying on people. Ask people! I mean, at the restaurant, I asked my distributors, “What’s everybody else doing that’s interesting?” I asked American Express the same thing. What you need to do is try to figure out how to bring more people in. That’s a much more satisfying way to approach business than trying to figure out how to fire people.

# 4 BIG PREDICTIONS

We asked readers on social media: What do you want to know about the future of business? Then we took the four most common questions — and got answers.

by **ADAM SOCCOLICH**



## Education

**Will traditional education such as college remain as relevant in building professional relationships and getting a foot in the door?**

**T**he unbundling of educational content, delivery, and accreditation will give people greater ownership over what they learn, when they learn, where they learn, and how they learn. This does not mean that a college degree will lose its relevance, but it won't hold the same monopoly, and there will be lots of alternatives. Part of that is the result of new learning opportunities arising from digitalization, but the need for continuous upskilling and reskilling also leads to a better integration of working and learning. We used to learn to do the work; now learning is the work."

—**ANDREAS SCHLEICHER**, director for education and skills at the Organisation for Economic Co-operation and Development, which works with governments worldwide to develop solutions to global problems



## Skills

**What skills will be more or less in demand than they are right now?**

**I**f you look at some of the top job skills for 2025, according to the World Economic Forum, you see a long list of 'soft skills,' such as analytical thinking, active learning and learning strategies, critical thinking, problem-solving, creativity, originality, digital literacy, programming, resilience, and reasoning. I'm not sure about you, but these skills weren't part of my curriculum. And these skills are anything but soft. In truth, they're hard skills. They're human skills."

—**BRIAN SOLIS**, global innovation evangelist at Salesforce



## Consumer Behavior

**What will customers want or expect more of?**

**B**eyond the oft examined categories of millennials and centennials, a new generation of consumers that I call Gen N—that's N for 'novel'—are now driving business transformation. It comprises everyone who became digital-first out of necessity during COVID-19, and was shaped by the emotional and psychological effects of navigating these stressful, frustrating, divisive, and also enlightening times. Brands will win them not just through digitization but through earning relevance and organizing around digital empathy, insights, and engagement. McKinsey data shows that loyalty is up for grabs all around the world. In the U.S., for example, 73 percent of consumers tried new shopping behaviors and brands, with up to 83 percent intending to stick with the new behaviors and brands post-pandemic. This means that retention is critical and acquisition is a growth opportunity."

—**BRIAN SOLIS**, global innovation evangelist at Salesforce



## Supply Chain

**Will supply chains be radically different than they are now? And what will that require of the people who manage them?**

**T**he solution is for retailers and their supply chain partners to rethink their goals and outcomes. They need to rebuild supply chains to become more nimble, reflexive, and responsive to change, trends, crises, and consumer preferences. This will no doubt increase unit cost by some measure, but the savings will come on the back end, from lower levels of capital tied up, shorter lead times, and better sell-through to consumers, resulting in far fewer markdowns and write-offs at retail."

—**DOUG STEPHENS**, Canadian futurist and founder of Retail Prophet, a leading global retail industry consultancy



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# WORKING FROM HOME IS JUST THE BEGINNING

What does the future of work really look like? In their new book, journalists **ANNE HELEN PETERSEN** and **CHARLIE WARZEL** argue that we're at a moment of staggering potential—if we're only willing to broaden our imaginations.

by **FRANCES DODDS**





In 2017, reporters Anne Helen Petersen and Charlie Warzel moved from New York City to Missoula, Mont., and started asking some existential questions. The couple—who both wrote for BuzzFeed at the time—were working from home and began to feel like something was fundamentally off about the remote work bargain. Why, in our own homes, are we expected to structure our lives around office norms if they don't even make us more productive? Why are we beholden to working 40 hours a week if we'd deliver better results in 30? Why are all these tools meant to enable communication starting to feel more like surveillance? When the pandemic plunged millions into the quagmire of working from home, Warzel and Petersen realized we were at a cultural inflection point. Their new book, *Out of Office*, explores what comes next. Here, Warzel and Petersen explain why we should be talking about how we work, not just *where*.

**“Flexibility” was the great promise of remote work, but many employees feel even more pressure to perform when working at home—racing to respond to emails and Slacks, proving they’re always “on.” Why does it all feel so unsatisfactory?**

**PETERSEN:** Terms like *flexibility* and *culture* came up a lot while researching the book. It was a breakthrough when I realized that the way companies conceive of these ideas is so different from the way individuals understand them. Historically, companies have described remote or hybrid work as “flexible,” which sounds very positive. But really, it's been used to talk about making life much more precarious for the worker in favor of corporate profits. We're not saying this should switch altogether. If the corporation never benefits, there's no corporation. But how can these concepts benefit the corporation and the employee?

**WARZEL:** When we moved to Montana and started working from home, we were trying to figure out how to make our working lives more flexible. For me, a big thing was taking time in the middle of the day to exercise. I felt unbelievably guilty, like I was stealing time away from my company—despite the fact I was making that work up at different times, and even on weekends. It was this unstated

idea that my day did not belong to me. You must bend over backward for your company when none of that flexibility is translated to you.

**Does that guilt come from a sense of scarcity? It's hard to shake the belief that we're “lucky” to have jobs.**

**WARZEL:** The American work culture runs on that idea of precarity and scarcity. It's the way it induces productivity, and it's really, really, really messed up. For employers, maintaining the idea of scarcity keeps everyone on their toes. But it's such a short-term, shortsighted way of running a business. It's how you induce churn and turnover, and right now we're seeing the fruits of that culture and management style come to bear with the “Great Resignation.”

**PETERSEN:** More and more bosses are millennials, but a lot of companies are still headed by people who aren't intimately familiar with the dark underbelly of productivity culture. They don't know what precarity feels like when it's experienced over the course of your entire life. Entrepreneurship rates among millennials continue to decline, and much of that has to do with this feeling of precarity and burnout. Starting your own business takes security, energy, and passion. And if you've devoted your entire life

to someone else's company, and burned out on that but still don't feel like you have security—plus you're carrying astronomical amounts of student loans—it's really difficult to take that jump.

**You talk about companies around the world that have implemented four-day workweeks, with incredible results. At Microsoft Japan, they saw 40 percent gains in productivity.**

**PETERSEN:** I mean, it's so possible. Americans in particular can't get past the idea that five days is the right number to work, even though different norms have come and gone. But if the way we work has changed significantly, why should the number of hours we work remain static? When we're talking specifically about knowledge or office work, we become better workers when we are not working all the time.

**What are some other ways companies can enable knowledge workers to do their best work remotely?**

**PETERSEN:** I've been thinking a lot about what happens when you're constantly switching between modes of communication—from Slack to Twitter to email to Zoom. So many meetings. These things interrupt deep concentration. There was an interesting study of an advertising company

that decided, OK, so we have creatives who need this time to concentrate, but they're getting inundated by salespeople asking about stuff. So as a company, they decided to reserve the morning hours as communication-free zones.

**WARZEL:** There's a big component that comes down to trust. The way managers show trust in employees changes completely in a remote environment. Before, you facilitated trust through presence. Now all these technology tools monitor productivity from afar, but all they really show is that your company doesn't trust you with your time.

**You draw an arc from the '50s “organization man”—whose whole life was built around his company—to the 2000s and the rise of startups, which idolized individuality but still normalized company cultures that demand complete fealty to and “passion” for a brand. It's right back to the “organization man.” How do we break out of this?**

**WARZEL:** We're constantly inventing new technologies, products, ideas, and models of thinking or operating to solve problems. But we can't innovate our way out of this mess. In writing this book, I noticed that a lot of the answers are incredibly simple, like the idea of the four-day workweek. It's not some scheduling trick. It's simply the idea that if you give your brain more time to rest, you will perform tasks better. People say, OK, so with the four-day workweek, that's a 10- to 12-hour workday for those four days, right? No, it's still eight hours. So how do you make up those hours? You don't. Sometimes I felt almost like a fraud coming to these conclusions, but it's just human nature. I want people to focus on that and broaden their imaginations to see a better way forward.

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→ **STEADY OPERATOR**  
Shawn Shariff has opened units of all Yum!'s flagship brands in Southern California.

## A One-Brand Kind of Guy

When we talk about loyalty, we usually think of customers. But this franchisee has operated various restaurant brands and seen the benefits of sticking with a single franchisor. **by CHLOE ARROJADO**

PHOTOGRAPHS COURTESY OF YUM! BRANDS



**S**hawn Shariff's journey is like a page out of the American Dream playbook. He immigrated to the U.S. from Pakistan in the '80s, and at age 18 he got a minimum wage job at KFC. He worked there for four years before making his way into the insurance industry. Then, in 2002, Shariff was presented with the full-circle opportunity to operate a KFC of his own. And he has only grown from there.

Many franchisees come to own units of multiple brands, but Shariff decided to expand exclusively inside his corporate parent. KFC is owned by Yum! Brands, which also owns Pizza Hut, Taco Bell, and The Habit Burger Grill. Shariff became the first franchisee to own each one of them in Southern California and now operates five locations throughout the region. He says he has had plenty of opportunities to expand beyond Yum! but has stayed loyal because the parent company always extended him generosity in hard times—and Shariff has been able to pass that along to his employees.

**Why have you stuck with the same franchisor all these years?**

If you have something good, why rock the boat? I know the brand. I can open [a location] and not be worried about how the operation is going to run. I feel that if I were to go to another brand, I would be

downgrading myself. All the franchise coaches we have are really nice people. I'm a five-store operator, but I've got 40 people working behind me.

**How has Yum! Brands been there for you as a franchisee?**

They're always coming up

with new stuff, which helps us bring in more customers. And then there's the support you get. For instance, when COVID started, right away KFC and Taco Bell emailed all franchisees saying, "You can postpone your royalty sale for 60 days or 90 days.

Don't worry about it; run your restaurant and do whatever you can." That was very touching for me because I got really hurt last year when Universal Studios closed. [He owns a Habit Burger, a Taco Bell, and a KFC/Pizza Hut there.] Those were our top-performing restaurants, and we still paid a lot of people while we were closed. It's like a pass-it-forward—if the brand does good things for you, then you do the same things for your employees.

**What can franchisees do to uphold a franchisor's loyalty?**

Do what they ask you to do. Nobody knows you, but everybody knows KFC or Taco Bell, so they have more to lose than you. If you do something bad, you as an individual will probably lose some customers. But as a brand, the name is all over the news. As long as you do what you're supposed to do, follow guidelines, pass all your inspections, and stay in constant touch with them, you'll succeed. It's not rocket science.

**What piece of advice would you offer to new franchisees?**

Don't screw anybody over. Just do your best. If you owe your employees 50 bucks, give them 55. It's not the end of the world. Five bucks is not going to hurt you, but for them it's a meal. I was a minimum wage worker for a very long time, and I see how they struggle. We bought \$25 Walmart gift cards for 80, 90 employees. We gave them out, and you could see the look on their faces. It costs us money, but it's OK. Because if they weren't there, then we wouldn't be open. Take care of your employees and they'll take care of you.



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# A Golden Opportunity in the Golden Years

Who are the best caretakers for seniors? This franchise's answer: other seniors. **by CHLOE ARROJADO**

**W**hen you're in the business of caring for others, nothing beats having Mother Teresa on your résumé. Kiran Yocom has just that; she worked with the sainted nun for more than a decade in India, and Yocom's commitment to serving others continued when she moved to the U.S. in 1995. Three years later, she cofounded home-care company Seniors Helping Seniors. Inspired by the compassion she saw in older people, she hired seniors as primary caregivers for other seniors.

Since the Reading, Pa.-based business began franchising in 2006, it has expanded to 100 franchisees throughout the U.S., the U.K., and Malta. Yocom's daughter, Namrata Yocom-Jan, is now president of the company. Striking a balance between truly compassionate care and profitable business strategy isn't always easy, but Yocom says the key is finding franchisees with a heart for the business. Here, mother and daughter share how they've done it.

**Though the senior care industry is well-established, hiring senior caregivers is a unique concept. How did you get people on board with the idea?**

**YOCOM:** When I started the company—I'm not kidding you—nobody else was doing what I wanted to do. It was such a foreign concept. I had to educate people. I was going to churches, and I was really good at talking to people and giving presentations. In the beginning, it was a challenge to recruit, but after recruiting one client, there was no looking back. There were lots and lots of children who didn't want to send their parents to assisted living or nursing homes.

**How did you navigate the pandemic when your employees**

**were at risk but clients still needed care?**

**YOCOM-JAN:** Because we hire seniors to provide our services, they're more conscientious about making sure they're not the ones partying on the beaches of Florida. And something else we started during COVID was telecare. For the seniors who did not have caregivers coming in and providing services, they could get a call from someone at the office. During COVID we saw people in nursing homes and facilities around the world getting depressed and lonely. So we'd have check-in calls to make sure clients were OK.

**How do you develop a franchise base that strikes the right balance of living out the**

**→ DO-GOODER**

Kiran Yocom saw the value of investing in seniors, as did her daughter, Namrata Yocom-Jan (*inset*).



**brand's values and being business-minded?**

**YOCOM-JAN:** When we started franchising, we were so focused on the "do good" part that we didn't necessarily look at the business drive each franchise owner had. So over the past several years, we have been more focused on finding franchise partners who are driven and want to grow a business. If they don't have the drive, they can't build a larger business. And if they don't have the right compassion, they are not going to align with the values of our brand. I attend discovery days and tell people, "If you're looking to do good, you could just

volunteer. But if you're looking to do good and make money and get the financial freedom you deserve, then this is the right way for you to go."

**What do senior employees bring to the job that others might not?**

**YOCOM:** You have no idea how dependable seniors are. One of our caregivers went to help somebody and there was at least a foot of snow that day. She came back bleeding on her arm. She said, "I went to see Mrs. Smith and I slipped." I asked her, "Why did you go?" She said, "How else would she get her breakfast?"



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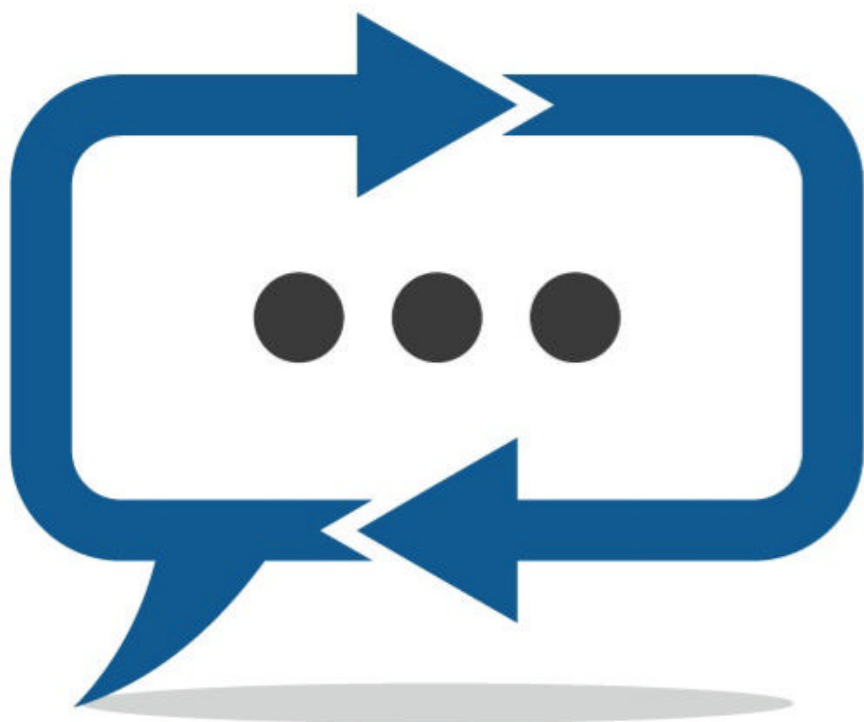
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# Two-Way Conversations Are the Future of Recruiting

To hire the right people for today and tomorrow, it's time to stop asking candidates to prove why they're right for the job. **by MICHAEL RUIZ**



**T**oday, employers face hiring challenges at every level. The U.S. government reported a recorded high of 10.9 million job openings in July, and the National Federation of Independent Business said 51 percent of small-business owners were still struggling to hire employees in September. Understandably, franchise owners are anxious to recruit for right now. But they should also be hiring for the future, to ensure their company can grow with the right team. So how can they do both?

The answer: two-way conversations. In the past, employers and hiring managers have spent a lot of time talking “at” potential hires. They lord over candi-

dates, so heavily armed with job descriptions, extensive checklists, and must-haves that they overlook how much candidates actually want the job. It's an easy mistake. When someone applies for a position at your company, you automatically assume they are very interested. But for potential employees, there's a difference between seeing a job's potential on paper and being convinced the opportunities they're looking for exist in a meaningful way. Understanding what a candidate wants not only streamlines the recruitment process but saves enormous resources in employee turnover.

The key to two-way conversations is flipping the script. Instead of asking candidates to prove why they should be hired,

hiring managers should ask open-ended questions about the candidates' goals and aspirations. Old-school hiring methods require candidates to show how they fit perfectly into roles they know very little about—at companies they are still trying to gather information on. But when you ask a candidate where they hope to see themselves in five years, you gather a lot more information about this candidate's needs, challenges, and ambitions. It also gives you an opportunity to offer concrete examples of ways your company can meet the candidate's needs and support their aspirations. You may even learn that a candidate is a better fit for a different role than the one they're interviewing for.

Take the example of candidate “Alyssa.” Alyssa says she is looking to join an organization to gain more leadership skills and practice more independent decision-making. This gives your company's hiring representative an opportunity to show her how your training and mentorship programs give her a structured path to move up the company ranks. You can share written and video testimonials of employees who joined with similar interests and were able to lead projects more independently.

Take a different candidate, “Ben.” Ben says he values a company that prioritizes work-life balance. This gives your company

a chance to share your generous PTO policy and flexible work schedule, and to cite examples of how the company encourages its members not to respond to work emails and phone calls after hours and on weekends. Maybe you mention a few leaders at the company who take this very seriously, to show that the culture of prioritizing work-life balance comes from the top down.

With both examples, it is key that these policies, promises, and work culture are genuine, and that they exist before you tell a candidate they do. Two-way conversations are powerful because they put authentic conversations about needs and desires at the forefront of the recruitment process. They won't work if there's a lack of honesty on the employer's part.

Given the acute shortage of staffing at all levels across the franchise industry, two-way conversations with 10 or 15 candidates can reveal trends and pinpoint ways your company can be more competitive, like offering supportive policies for family leave or flexible work hours. The pandemic has changed the recruiting landscape dramatically, and employers looking to hire for the future should be ready to play a more equal part in the interview process.

*Michael Ruiz is the founder and CEO of Global Talent Solutions.*





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# Where the

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# Is Really Booming

Why is business so great for home improvement, chicken, health-and-wellness, and pet brands? The answer tells you a lot about where franchising is going next. **by KIM KAVIN**

It's been a wild year for franchising. Some categories reinvented themselves in the earlier days of the pandemic, like tutoring, when it moved from in-home to virtual. Others experienced a massive boom once vaccines rolled out and people began resuming a version of normal life. So what comes next? How can we predict which ones will do well in 2022?

Here's a theory: Major clues to franchising's future can be found inside the home improvement, chicken, health-and-wellness, and pet categories.

Why those? Let's back up. Every December, *Entrepreneur* publishes a list of 10 thriving areas in franchising where, based on an analysis of industry trends and year-over-year growth,

we expect to see continued success. (You can find this year's list on page 103.) Last year, these four categories were among those we identified, and when we looked at how they had performed since then, our predictions that they would thrive amid challenging circumstances proved true—which led us to place them on the list again this year.

By understanding why these sectors are thriving, can we get a better sense of where the industry is going? That's what we set out to explore—and in doing so, a pattern emerged. All these categories are responding to the shifting lifestyles of consumers. On the following pages, you'll find an examination of each, an interview with a franchisee who recently joined it, and, we hope, insights that can help you prepare for your own year ahead.



## → Why Home Improvement Is Booming...

**W**hen people spend far more time at home than usual, they start thinking about all the things they'd like to change about their homes. That's why, since the start of the pandemic, Americans have been doing everything from putting up window treatments to installing new kitchens to ordering pools. And because travel restrictions prevented many people from spending money on annual vacations, there was more cash than usual to put into home projects.

"You name it, people were doing it," says Matt Haller, president and CEO of the International Franchise Association. "That's not an area people think of as franchising, but a lot of that type of work is out there, and these concepts have done tremen-

dously well. Especially the outdoor ones with no COVID issues, like housepainting."

Jonathan Thiessen, chief development officer at Home Franchise Concepts, says that throughout the pandemic, home improvement franchises without a brick-and-mortar presence have done particularly well. One of his company's brands is Budget Blinds, which doesn't require any retail space—and saw 42 percent of business from repeat customers and referrals during the pandemic.

"You don't have customers physically coming to you, so there's no concerns about contact and masks," he says. "When people are looking for franchise businesses, they realize they can operate this relatively small. They don't need a lot of employees; they don't need a lot of space."

Those attributes are especially attractive to franchisees now, he says, with so much uncertainty about restrictions going forward. "If someone is looking to start a business,

they may be hesitant to sign a big lease for something like a gym because they're unsure of what that environment is going to look like," he says.

Lynlea Rudell, director of marketing at Pool Scouts, says the same thinking brought a lot of interest in her brand from new franchisees, who can buy into a territory for \$25,000. A little more than a year ago, Pool Scouts had about 33 territories in six states. Now there are 45 franchises (and two company-owned locations) in 12 states. (That number, like all unit counts in this story, is as of July 31—the cutoff for data submitted for our annual Franchise 500 issue.)

"People learned that they really liked working from home, so they're getting out of the corporate world and trying this," she says. "We're a home-based franchise, which keeps startup costs down. And they see that the pool industry seems to be on fire right now. It's a low-cost business they can get into."



## → From a Franchisee's Perspective...

**M**ichelle Stern and her husband became first-time franchisees in their early 50s, after careers in corporate marketing. In September, they celebrated the first anniversary of owning their Pool Scouts franchise in North Dallas.

### Why did you choose a Pool Scouts franchise?

We were interested in recurring services, where it's like the lawn guy. We worked with a franchise coach, and we looked at 13 or 14 different models before we found Pool Scouts.

### What was it about the recurring-services business model that appealed to you?

We are more account management and relationship development people than we are salespeople. We wanted something where we could onboard clients and have long-term relationships with them.

### How has your first year been?

It's been crazy but great. People have shifted their priorities to be at home with their families, and that's going to stick. We just love that we can help them do that.



## → Why Chicken Is Booming...

If you look at how burger franchises developed, there were two big waves. First was the McDonald's and Burger King wave, with a business model that helped parents get burgers with their kids at an affordable price. Then came the gourmet burger wave, with brands such as Five Guys and Burger 21 adding toppings like garlic aioli and cilantro cream.

Experts say that same business pattern is now repeating with chicken. Whereas brands such as KFC, Popeyes, and Church's Chicken are long-established and beloved, a new wave of franchises like Pollo Campero, El Pollo Loco, and the Shaquille O'Neal-backed Big Chicken are offering sandwiches with smashed avocado and low-calorie, fire-grilled chicken breast dinners.

"We call it the better chicken category," says Sam Rothschild, chief operating officer at Slim Chickens, an 18-year-old company that has 120 restaurants in the U.S., U.K., and Kuwait, with nearly 700 restaurants under development commitments. "We offer a different lineup of products that are of better quality than those of the people who have been around a long time."

Christina Coy, vice president of marketing at the Korean fried-chicken franchise Bonchon, says consumers looking for new tastes are also driving growth. "People's taste buds are changing," she says. "They're more willing to try new flavors. That's why more consumers are getting excited about fried chicken. It's Korean fried chicken or Nashville hot fried chicken. There's just so many different ways now to have fried chicken."

Bonchon has been in the U.S. since 2006. It now has more than 370 locations

worldwide, with 110-plus in America. Same-store sales are up 14 percent in 2021 versus 2019. That kind of success is luring even more competitors, Coy says. "We're definitely starting to see more companies, and especially ones coming over from Korea and other Asian companies that do fried chicken," she says. "They're mainly hitting the East and West coasts."

Those new franchises are going to keep coming, according to Mark Siebert, CEO of iFranchise Group, a franchise development and consulting firm. There's widespread consumer demand for the product right now, along with advantages in leasing space.

"When you have a restaurant in a prime location that did not survive COVID, suddenly the landlords have to make good deals for restaurateurs in prime locations," he says. "Not only are franchisees looking at these, but the multifranchise operators are jumping on them."



## → From a Franchisee's Perspective...

Henry Lee was done with corporate life. After working for Microsoft and PricewaterhouseCoopers, he opened his first Bonchon in 2018 in Denver. His second opened in Aurora in 2020, and he is now opening two more in Colorado.

### Why did you leave consulting to open a franchise?

I did it for, like, 15 years, and it just wears you down. But owning these franchises? I've never been happier.

### What drew you to Bonchon?

There's American fried chicken, and then there's Korean fried chicken. There's a huge distinction. In my opinion, Korean fried chicken is going to take over the scene. The texture is a light kind of crispy, and the flavors are very unique.

### What's the best part of your day?

The interaction with the customers. They've never had anything like this in their life. They usually come back the next week. Sometimes it's the next day. It's an extremely addictive product. And I know the feeling. I have a few wings with the soy-garlic sauce to get my fix on.



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\*This information reflects the Average Revenue and Average Contribution for the Top 25% of The Vitamin Shoppe company-owned stores which were open for at least one full year as of fiscal year end 2020. Of these 171 stores, 65 attained or surpassed the Average Revenue and 82 attained or surpassed the Average Contribution described above. We refer you to Item 19 of our 2021 Franchise Disclosure Document for additional information. A NEW FRANCHISEE'S RESULTS MAY DIFFER FROM THE REPRESENTED PERFORMANCE. This is not intended as an offer to sell, or the solicitation of an offer to buy, a franchise. Offerings made by prospectus only and in compliance with the applicable pre-sale registration and disclosure requirements in your state. ©2021 The Vitamin Shoppe<sup>®</sup>. All rights reserved



## → Why Health and Wellness Is Booming...

**T**here are about 70 million baby boomers, and they'll all be at least 65 by 2030. They have supported health-and-wellness franchises for years.

But the pandemic's stressors added new demand from all age groups. That rush, in turn, led franchisees to take another look at the sector, says Sean Hart, vice president of franchise sales and development for American Family Care. "Everybody assumed you had to be a physician," Hart says. "The truth is that not only do you not have to be a physician, but there are benefits to not being a physician. A well-run restaurant, a well-run hotel, a well-run gas station—they all have something in common: customer service. It's the same for us."

Between 2019 and today, he says, American Family Care grew from three million to six and a half million patients annually. There are 171 franchises nationwide, with another 30 coming by January. "With this shift in focus, people are learning things they wouldn't have learned otherwise," Hart says. "And that's in terms of patients and franchisees."

Eric Simon, vice president of franchise sales and development for The Joint Chiropractic, also says the pandemic led people to seek new services (like fixing sore backs from working at dining-room tables). That demand helped The Joint Chiropractic open about as many franchises in 2020 as in 2019. "Demand is increasing," he says. "There is no sign of it slowing down. Consumers want this."

David Essuman sold his food franchise in 2019 and opened a Joint Chiropractic franchise in Idaho this

year—with another two territories already purchased for openings in 2022. "It goes in conjunction with your diet; this is ancillary to that," he says. "I think the more people are becoming educated about their health, the more they're going to the chiropractic clinics."

David Fossas, chief marketing officer for Restore Hyper Wellness—which is growing quickly and had 87 franchises open by July—says the trend of people wanting services beyond traditional medicine is here to stay. His brand specializes in cryotherapy, IV drips, and mild hyperbaric oxygen therapy, to treat everything from inflammation to vitamin deficiencies. "All these kinds of alternative services are picking up steam right now," Fossas says. "Most people would typically wait until they're sick and then go to a doctor and treat it. What we're seeing now is more people trying to be preventive."



## → From a Franchisee's Perspective...

**L**atrice Basden-Clarke was an attorney, and her husband, Clarence Clarke, was an emergency room physician. They opened their first American Family Care franchise in Virginia in 2018 and are opening their second in early 2022.

### Your career switch came right swiftly, didn't it?

**CLARENCE:** My wife called me. She said she had quit her job. I said, "What?" And she said, "God spoke to me, and we're going to open up an urgent care."

### What drew you to American Family Care, Latrice?

**LATRICE:** AFC allows you to connect with the community the way you want to connect. Especially at the height of the pandemic, we were giving free services to people who needed it.

### How has the response been?

**LATRICE:** We're a Black family, and people ask us, "How in the world were you able to do this?" To be in a position to tell people who think they can't do it that they can do it if they save and invest their money wisely—that helps the community.

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**→ Why Pet Care Is Booming...**

It's estimated that 70 percent of American households own a pet, so the segment has always been strong. But when much of America got sent home in early 2020, tails *really* started wagging.

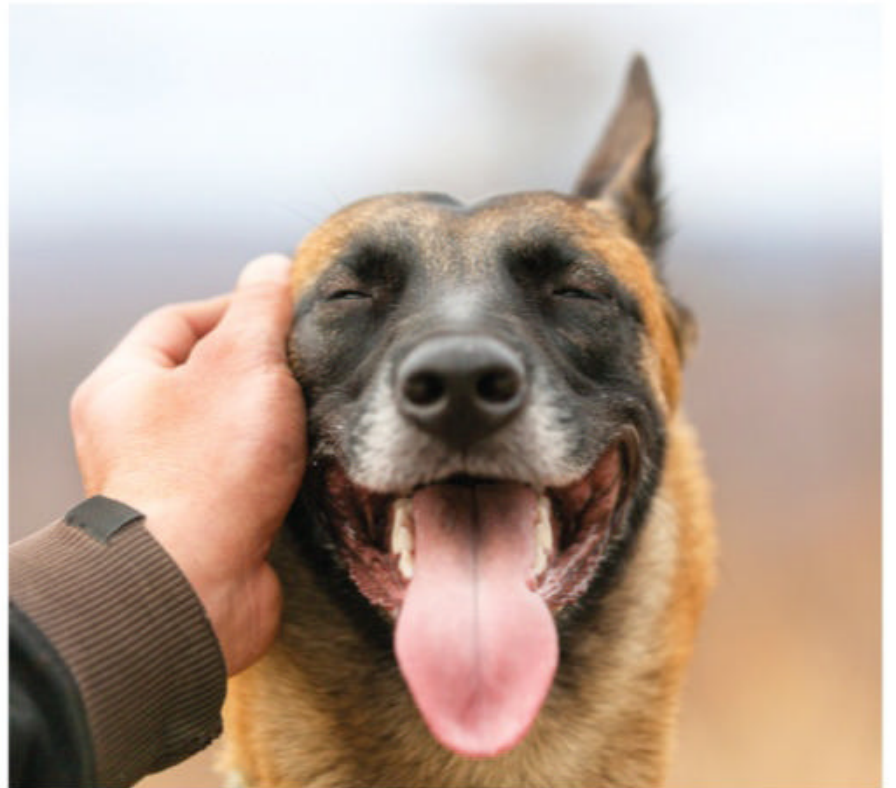
In short, families added even more pets. All those dogs need food and supplies. They need veterinary care. They need groomers. And as they're hitting adolescence now, they also need trainers and caretakers.

"We've had 30 years of year-over-year growth, and the pet industry has had 30 years of year-over-year growth," says Chris Rowland,

CEO of Pet Supplies Plus. "The past two years have been significantly better. We've seen stores that have been open 25 years that were flat to slightly positive in revenue jump up significantly, with double-digit comps."

Dogs have driven the category the most—there's a reason the phrase "pandemic puppy" became popular. But people in the industry say that growth extends far beyond Fido.

"What we've seen and heard from franchisors in this space is that as folks have been sheltering in place, there are fewer entertainment options and connections with others, so pets are naturally a way to have loving and compassionate interaction with another being," says Edith



Wiseman with Frandata, which does franchise market research and consulting. "Even in the bird-watching

subcategory, there's increased demand. It's another activity that can be safely done at home."

PHOTOGRAPH BY SHUTTERSTOCK/BELYAEVA TATYANA



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But while some of that may have been expected, this influx of pets is having some more surprising effects, too. For example, many pet owners reevaluated their own lives during the pandemic—and decided they wanted to enter the pet care industry themselves. That has helped drive a surge of franchisee interest in Pet Supplies Plus, says Rowland. The brand now has more than 580 locations, with nearly 100 opening in 2021.

Also, as the shifting economy wreaked havoc on young people's career plans and older people's existing careers, many looked to franchising as a viable route

they could take together. Corporate refugees ready for a change felt excited to work for themselves and build a business that they could pass down to their children, while the younger entrepreneurs saw a way to control their own destinies going forward.

"The son or daughter went off to college, and they're probably in their initial job, and maybe they weren't following their passion and told their parents, and the parents had a nest egg," he says. "By store number two, it's a 50-50 relationship going forward. That's really cool, to see that multigenerational aspect coming into the business."



## → From a Franchisee's Perspective...

**J**ulie Barnes spent nearly 20 years as a corporate retail executive before being laid off in 2020. She wanted a meaningful next chapter, and she'd always loved dogs, so she bought a Dogtopia franchise that opened in October.

### How did you pick your location?

My location is two blocks from the biggest hospital system in Milwaukee, so I can be of service to people who are servicing humans. And the location is surrounded by pet-friendly apartments.

### Is the neighborhood responding?

We had a goal of a certain number of dogs we wanted to have enrolled by the time we opened in October. We reached that goal by August 15.

### How is Dogtopia as a franchisor?

I feel like I've been supported. What they told me is what has actually happened. And the owner network at Dogtopia is fabulous. I would do it again in a heartbeat. **E**

*Kim Kavin is a writer and editor in New Jersey and winner of the Donald Robinson Prize for Investigative Journalism.*

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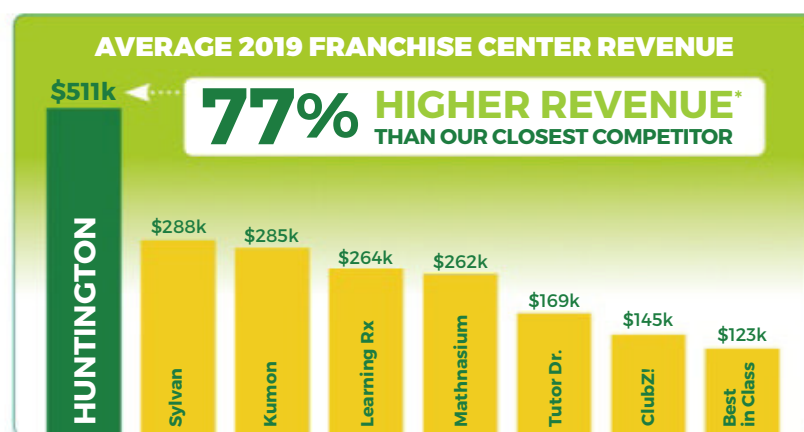
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# New Year, New Ventures

As you look ahead to 2022 and beyond, consider these opportunities that can have a positive impact on your future.

## **Stratus**

Commercial  
Cleaning Solutions

## **Your CBD Store**

Retail: Health & Wellness

## **Pillar To Post**

Home Inspection

## **Best Option Restoration**

Cleaning and Restoration

## **Fleet Clean**

Mobile Fleet Washing

## **HomeVestors of America**

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## About Stratus

Stratus Building Solutions is the leading green commercial cleaning franchise company providing the most comprehensive building cleaning, office cleaning and disinfecting services in the industry, allowing business owners to provide a healthier environment for their customers and employees.

## Stratus Facts

- ✓ Unit Fees Start at \$3,600 / Master Fees Start at \$75,000
- ✓ Over 2,500 Unit Franchisees across 60 Master Franchises
- ✓ Monthly recurring revenue for scalable growth
- ✓ Service B2B customers in the fast growing cleaning industry!

franchise territories. With the lowest investment costs in the industry and availability in major metropolitan areas, Stratus® provides the nation's premier franchise opportunities in the commercial cleaning industry.

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- Proprietary Management Software

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**For Stratus Building Solutions Information:**

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## 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

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## For Your CBD Store® Information:

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☎ (727) 235-0720



## About Pillar To Post Home Inspectors®

North America's leading home inspection 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

# Long Time Real Estate Investor Trades His Lucrative Insurance Career for a Pillar To Post Home Inspectors® Franchise

**J**ay Rouse spent more than a decade in a lucrative career as an insurance agency owner, but the 43-year-old Old East Baltimore resident never saw it as the perfect fit. He also has been a real estate investor for 20 years and when he had the opportunity to leave the insurance industry in 2018 to focus on real estate, Rouse never looked back. Now he has parlayed his real estate experience into a new career by becoming one of the newest franchise owners with Pillar To Post Home Inspectors®, the No. 1 home inspection company in North America, serving the Baltimore metropolitan area.

Rouse's decision to become a franchisee came at a most opportune time. The housing market in almost every city in North America has been booming. Rouse

said his insurance background helps him to understand the risks associated with certain deficiencies he might come across during an inspection, while his real estate background gives him the knowledge and understanding to suggest solutions to various issues.

"When I provide the needed information to my clients, they can then make an educated decision on how to move forward based upon their appetite for addressing my findings," Rouse said.

Pillar To Post Home Inspectors has achieved the highest standing in various rankings of "Best in Category," "Top 20 Franchises to Buy," "Top 10 Global Franchises" and "Top Franchises for Veterans" in addition to achieving 5-Star status with VetFran, a program offered by the International Franchise Association

that provides discounted franchise fees to veterans. A professional evaluation both inside and outside the home is at the core of Pillar To Post Home Inspectors' service.

"While researching different home inspection franchises, I came across Pillar To Post Home Inspectors in Entrepreneur magazine's Franchise500®," Rouse said. "When I reached out to them and heard and saw what they had to offer it was very apparent why they were so well regarded. The technology and support that Pillar To Post Home Inspectors® provides is a huge asset to my business moving forward. I also appreciate the outlook of senior leadership and understand how important that is to the success of a company. I am very impressed with their support system and am very busy with home inspections."



## For Pillar To Post Home Inspectors® Information:

☎ (877) 963-3129

✉ franchise@pillartopost.com

🌐 www.pillartopostfranchise.com



## About BOR

BOR, created and led by Nick-Anthony Zamucen, the fourth franchise concept in his award-winning empire, is taking over the restoration space. BOR is a state of the art, scientific thermal drying franchise, whereas the franchisees help people after disasters while using cutting-edge drying equipment. BOR is bringing excitement to the restoration franchise space and making it cool to be a restoration entrepreneur. BOR is taking over!

## BOR Facts

- ✓ Less than \$125K Total Startup
- ✓ We Collect Insurance Invoices
- ✓ Thermal Technology Used
- ✓ The Coolest Logo in Franchising

# Best Option Restoration: Heating the Industry Up!

**B**est Option Restoration, what we like to call BOR, is the only franchised company in the game to use Thermal Drying Technology. That's right, we heat things up to force evaporation and dry structures in half the time. Let's see the other guys do that! We use science on our jobs...frankly it makes us cooler than just a man in a van with a fan. See what we did there, "cooler" and we're the heat guys! (We're funny too!)

At BOR another great thing we do for our franchisees is we collect insurance invoices for the franchisee, so they don't have to deal with pesky insurance adjusters trying to beat them down on their invoices. We know how to handle those creepy guys and frankly, we believe they're scared of us. We collect our franchisees invoices from all kinds of insurance companies. There's no

one size fits all, we tailor our approach to every job. We know the tricks they pull, and we have a few up our sleeve too. We'll fight for you.

Lastly, have you seen our smiling water drop? Well, that's Wilson! Wilson the Water Drop, and people love to see him on our vehicles. Not only is he our company mascot, but little-known fact, Wilson was created by our founder's son, Gavin. We are a family company who puts family first and believes you can have a successful franchise while still having a life.

Come be a part of the BOR family, we would love to chat with you more.

Inquire today!



## For Best Option Restoration Information:

-  Nick-Anthony Zamucen   
  NickZ@BORestoration.com  
 BORestoration.com   
  (720) 204-2095



## About Fleet Clean USA

Keeping America's trucks clean is a lucrative business, and Fleet Clean USA is one of the largest companies providing mobile fleet washing in this niche business. Trucks get washed on a regular basis, regardless of the economy or the climate. This provides recurring revenue to franchise owners.

## Fleet Clean Facts

- ✓ High Demand Business
- ✓ Recurring Revenue
- ✓ Can Be Home-Based
- ✓ Low Barrier to Entry

# Become Your Own American Success Story!

**F**leet Clean USA is the 'vehicle' to success for young entrepreneurs, retired military, and just about anyone that wants to own their own business but not start it from scratch. Fleet Clean offers its franchisees extensive support including a dedicated telephone sales team to put on business, comprehensive training, and software to help run the business.

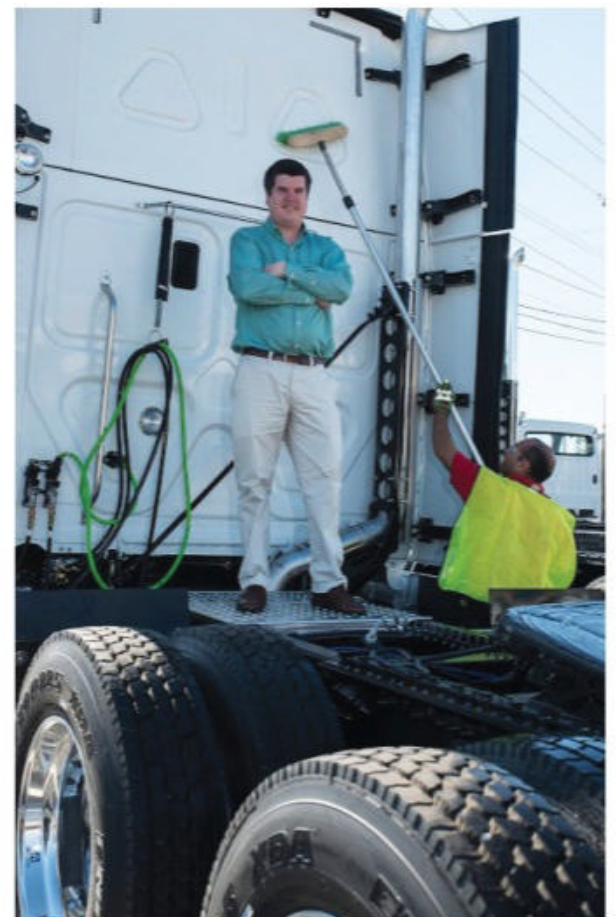
### SUCCESS STORY #1: MARINE CORP VETERAN TURNED FLEET CLEAN ENTREPRENEUR

Patrick Doll is a Marine Corp Veteran whose lifelong dream has always been to own a business in his hometown of Madison, Wisconsin. Fittingly, he opened his Fleet Clean franchise, which is a green business, on St. Patrick's day. "The environmental friendliness of Fleet Clean is one of the things that attracted me to this franchise opportunity," says Doll. "The support I've received has been great,

especially the dedicated sales team that got business for me right off the start and continues to add customers."

### SUCCESS STORY # 2: FROM WASHER TO OWNER OF FIVE LOCATIONS

Will Summerall started with Fleet Clean as a washer when he was only 18 years old. Due to his strong work ethic and ability to motivate and manage his coworkers, he was quickly promoted through the ranks to Regional Operations Manager. He seized the opportunity to buy his local location when Fleet Clean began franchising in 2013, and now owns five locations and is the top producing franchise. "Becoming part of the Fleet Clean brand is the best thing I could have done. Our business is in high demand even in a slow economy. The ongoing revenue from repeat customers ensures a steady income."



## For Fleet Clean Information:

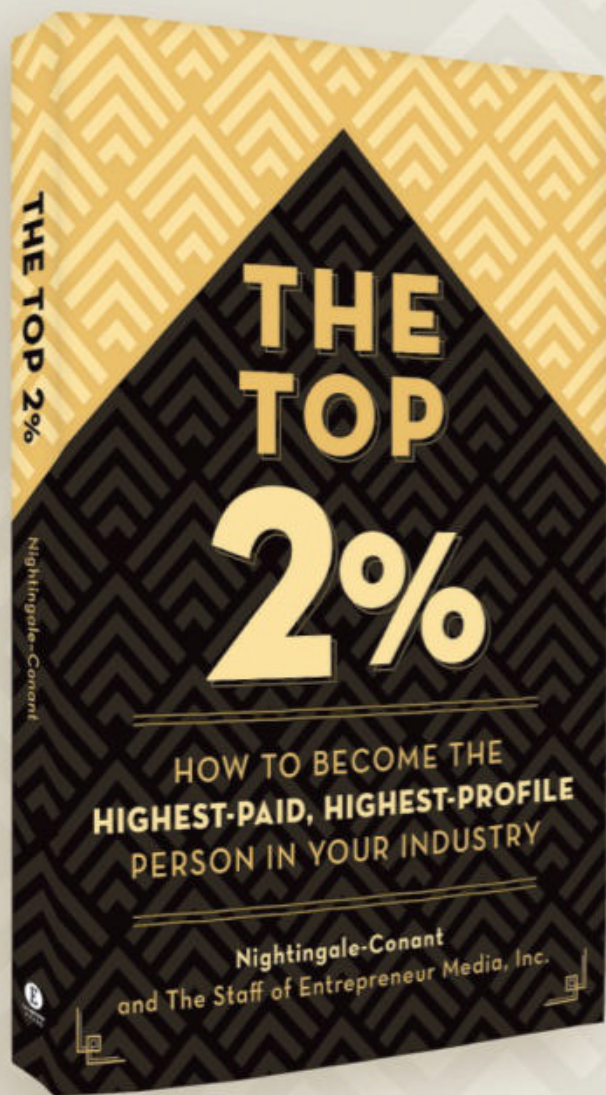
👤 Dale Waite ✉️ [dwaite@fleetcleanusa.com](mailto:dwaite@fleetcleanusa.com)

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## About HomeVestors

Known as the “We Buy Ugly Houses®” company and America’s #1 home buyer, HomeVestors® trains and supports its franchisees in building businesses based on buying, rehabbing, selling and holding residential properties. HomeVestors makes a positive impact in more than 170 markets nationwide.

## HomeVestors Facts

- ✓ **FRANCHISE FEE:** Associate Franchise \$34,000, Full Franchise \$75,000
- ✓ **NICHE BENEFITS:** mentorship program, proprietary lead sources, can be part-time
- ✓ **INCENTIVES:** Veterans Discount of 10%
- ✓ **TOTAL # OF FRANCHISES:** 1,100+ Franchises

# Couple Became Franchise Owners and Found Happiness

**F**or Paul and Tanice Myers, owning a HomeVestors® franchise enables them to live the lives they’ve always wanted. Purchasing their first rental property together back in 2002, the housing market soon crashed. Paul kept his 9-to-5 job but began purchasing bank-owned houses to renovate and sell on the side, eventually leaving his full-time job in 2013.

As the housing market began to stabilize, Paul found it increasingly difficult to locate homes to purchase and rehabilitate because there were too many others in the market chasing these same deals. He and Tanice were at a standstill—until they discovered HomeVestors.

“I listed a property for another HomeVestors franchise, and the more that I worked with them, the more I was able to see the val-

ue,” Paul recalls. “He became a HomeVestors franchisee in 2018. “Initially, I joined for the lead opportunities, but HomeVestors offers so much more than that. We were finally able to take our business to the next level with them,” he says.

The following year, Tanice left her career as a tech salesperson to join the family’s growing real estate business. Since then, the Myers have been able to fully dig into all that HomeVestors has to offer. “We have been able to network with other franchise owners and learn from their experience,” Tanice says. “Since there’s no competition within HomeVestors, people are so willing to help you in your own journey.”


As the Myers family continues their journey with HomeVestors, they consistently reflect on what a life-changing opportunity

it has evolved into for them on both the professional and relational level. Working with HomeVestors has enabled them to find success and happiness at the same time. “This allows for us to spend time together while setting ourselves up for the future.” Paul says.



## For HomeVestors Information:

👤 Lauren Midgley 🌐 [www.HomeVestorsFranchise.com/Entrepreneur/](http://www.HomeVestorsFranchise.com/Entrepreneur/)  
 ✉️ [franchisesales@homevestors.com](mailto:franchisesales@homevestors.com) 📞 (800) 237-3522



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# What's Hot (and Getting Hotter)

The 10 franchise categories we predict will keep booming in 2022.

compiled by TRACY STAPP HEROLD

Every December, we at *Entrepreneur* put on our prognosticators' hats and try to forecast which types of franchises will do best in the year ahead. We look at growth—both in the number of franchise units and in the number of new franchisors in a category—and consider what trends are evident both within and without the franchise world.

To an extent, we also listen to the instincts we've honed over years of ranking and writing about franchises.

Naturally, most of the categories we chose this year grew in reaction to new, pandemic-fueled needs. Industries like cleaning and restoration, health and wellness, and senior care are among them. But in 2022, we expect a lot of franchise growth to be driven by the need—or at least the desire—to get back to some

semblance of “normal.” That's why we've also chosen categories like children's education and enrichment (as kids head back to school), salon and spa services (as people return to in-person self-care), and staffing and recruiting (as businesses continue to grow).

In total, you'll find 480 franchises representing these and our other choices for trending categories on the following pages. Remember, though, that inclusion on this list is not intended as a recommendation of any particular franchise. Not every company within a strong category is also a strong franchise, so it's important that you do your own research to find out whether an opportunity is a wise investment for you. Read the company's legal documents, consult with an attorney and an accountant, and talk to current and former franchisees before you decide.



→ **POPEYES LOUISIANA KITCHEN**

**CHICKEN**

It's clear by now that chicken is done playing second fiddle to burgers in the fast-food and fast-casual world. And although the "chicken-sandwich wars" may get the most attention, franchises offering a variety of other options, from grilled to deep-fried, sauced-up to saladified, are all seeing growing success.

**Big Chicken**

Chicken sandwiches and tenders, salads, sides, desserts

**STARTUP COST**  
\$653K–\$1.6M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/2

**Bojangles**

Chicken and biscuits

**STARTUP COST**  
\$590.1K–\$2.8M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
498/277

**Bonchon Korean Fried Chicken**

Korean fried chicken

**STARTUP COST**  
\$516.99K–\$1.1M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
372/4

**Buffalo's Cafe**

Chicken wings and tenders, steaks, burgers, salads

**STARTUP COST**  
\$491.5K–\$1.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/0

**Buffalo Wild Wings**

Wings, bar food, alcohol

**STARTUP COST**  
\$2.5M–\$4.6M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
589/697

**Buffalo Wings & Rings**

Sports restaurants and bars

**STARTUP COST**  
\$1.1M–\$1.7M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
78/4

**Chester's**

Chicken

**STARTUP COST**  
\$12.4K–\$278.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,272/0

**Chicken Salad Chick**

Chicken salads, soups, sides

**STARTUP COST**  
\$572K–\$759K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
140/56

**Chick N Max**

Chicken wings, tenders, and sandwiches

**STARTUP COST**  
\$241K–\$727.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/3

**Dave's Hot Chicken**

Nashville hot chicken, sides, beverages

**STARTUP COST**  
\$585.5K–\$996.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/6

**East Coast Wings + Grill**

Wings, burgers, craft beer

**STARTUP COST**  
\$434.3K–\$982.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
32/2

**El Pollo Loco**

Fire-grilled chicken

**STARTUP COST**  
\$781.5K–\$2.1M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
293/190

**Epic Wings**

Chicken wings and tenders, fries, breadsticks, sauces

**STARTUP COST**  
\$454.2K–\$1.3M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
26/0

**Florida Wing Factory**

Chicken wings, tenders, sandwiches, salads, wraps

**STARTUP COST**  
\$159.9K–\$234.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**Golden Chick**

Chicken

**STARTUP COST**  
\$915.4K–\$1.4M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
199/6

**Hurricane Grill & Wings**

Chicken wings, tenders, sandwiches, salads

**STARTUP COST**  
\$491.5K–\$1.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
46/0

**Joe's Gourmet Fish and Chicken**

Seafood and chicken

**STARTUP COST**  
\$203K–\$349.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**KFC**

Chicken

**STARTUP COST**  
\$1.4M–\$2.8M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
25,390/290

**Nash + Tender**

Chicken sandwiches and tenders, waffles

**STARTUP COST**  
\$175.3K–\$314.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**Pollo Campero USA**

Chicken

**STARTUP COST**  
\$788.5K–\$1.9M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
78/267

**Popeyes Louisiana Kitchen**

Fried chicken, seafood, biscuits

**STARTUP COST**  
\$383.5K–\$3.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3,534/41

**The Red Chickz**

Nashville hot chicken

**STARTUP COST**  
\$363.5K–\$821.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Slim Chickens**

Chicken tenders, chicken wings, salads, sandwiches, wraps

**STARTUP COST**  
\$1.1M–\$3.4M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
110/10

**Wing It On!**

Chicken wings, sandwiches, tenders

**STARTUP COST**  
\$218.8K–\$397.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
7/2

**Wings Etc.**

Restaurants and pubs

**STARTUP COST**  
\$319.7K–\$2M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
57/20

**Wingstop**

Chicken wings

**STARTUP COST**  
\$347.6K–\$759.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,495/32

**Wing Zone**

Wings

**STARTUP COST**  
\$342.8K–\$561K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
61/1

**Zaxby's**

Chicken fingers, Buffalo wings, sandwiches, salads

**STARTUP COST**  
\$351K–\$718.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
762/146

**CHILDREN'S EDUCATION/ ENRICHMENT**

After the disruptions to normal life and schooling over the past two years, parents are eager to help their kids get back on track—both academically and socially. From early-education childcare to tutoring to enrichment programs, franchises in this sector showed their adaptability in the early days of the pandemic and are set to reap the benefits now.

**Abrakadoodle**

Art-education programs for children

**STARTUP COST**  
\$38.1K–\$81.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
484/2

**Adventure Kids Playcare**

Childcare/entertainment centers

**STARTUP COST**  
\$385.3K–\$700K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/4

**A Place to Grow**

Childcare

**STARTUP COST**  
\$122.3K–\$306K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Bach to Rock**

Music schools

**STARTUP COST**  
\$294.7K–\$529.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
40/10

**Bake It On Wheels**

Mobile children's baking parties

**STARTUP COST**  
\$131.3K–\$170.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Best Brains Learning Centers**

Supplemental education

**STARTUP COST**  
\$39.3K–\$78.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
133/4

### Bricks Bots & Beakers

STEAM camps, classes, parties

**STARTUP COST**  
\$29.6K–\$37.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
22/2

### Building Kidz School

Preschool/educational childcare

**STARTUP COST**  
\$214K–\$857K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
30/4

### Casa de Corazon

Spanish immersion early-learning programs

**STARTUP COST**  
\$681K–\$2.4M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/3

### Challenge Island

Educational enrichment programs

**STARTUP COST**  
\$48.3K–\$62.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
156/7

### Chef It Up!/Chef It Up 2 Go!

Allergy-friendly cooking parties, classes, and events

**STARTUP COST**  
\$30.6K–\$73.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
15/2

### Children's Art Classes

Children's art education studios

**STARTUP COST**  
\$89.9K–\$131.96K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4/3

### Children's Lighthouse

Childcare

**STARTUP COST**  
\$4.3M–\$6.6M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
63/0

### Club SciKidz

Science and technology enrichment programs

**STARTUP COST**  
\$58K–\$63.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/1

### Club Z! In-Home Tutoring Services

In-home tutoring

**STARTUP COST**  
\$33.5K–\$52.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
370/0

### Code Ninjas

Computing coding learning centers

**STARTUP COST**  
\$31.4K–\$333.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
332/4

### the Coder School

Coding education for ages 7 to 18

**STARTUP COST**  
\$75.3K–\$150.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
48/3

### Code Wiz

Coding, robotics, and STEM enrichment classes and camps for ages 7 to 17

**STARTUP COST**  
\$114.8K–\$195.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/2

### College Nannies + Sitters

Childcare, nanny placement, babysitting

**STARTUP COST**  
\$105K–\$158K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
185/0

### CompuChild

Entrepreneurship and STEAM enrichment classes

**STARTUP COST**  
\$14.9K–\$29.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
11/0

### Drama Kids

After-school drama classes and summer camps

**STARTUP COST**  
\$33.8K–\$73.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
209/0

### Ducklings Early Learning Center

Early education and childcare

**STARTUP COST**  
\$512.9K–\$1.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4/3

### Engineering for Kids

STEM activities

**STARTUP COST**  
\$48.7K–\$139.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
95/0

### Eye Level Learning Centers

Supplemental education

**STARTUP COST**  
\$52.3K–\$121.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
745/750

### Flour Power Kids Cooking Studios

Children's cooking classes, parties, and events

**STARTUP COST**  
\$195.99K–\$401.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
14/0

### Genius Kids

Preschool, daycare, public-speaking enrichment programs

**STARTUP COST**  
\$122.2K–\$650K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/2

### The Goddard School

Preschool/educational childcare

**STARTUP COST**  
\$698.3K–\$873.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
575/0

### High Touch-High Tech

STEM enrichment activities for schools, parties, summer camps, and afterschool programs

**STARTUP COST**  
\$62.8K–\$69K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
30/4

### Ho Math Chess at Home

Math, chess, and puzzle learning programs

**STARTUP COST**  
\$1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
11/1

### Huntington Learning Center

Tutoring and test prep

**STARTUP COST**  
\$147K–\$266.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
271/14

### iCode

Computer science education for children in grades K-12

**STARTUP COST**  
\$154K–\$308K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
16/4

### IDEA Lab Kids

STEAM enrichment classes, camps, and parties

**STARTUP COST**  
\$163K–\$465K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/0

### Ivybrook Academy

Preschool

**STARTUP COST**  
\$337.2K–\$511.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/1

### Ivy Kids Systems

Childcare and early learning

**STARTUP COST**  
\$1.1M–\$5.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/5

### JEI Learning Center

Individualized supplemental education

**STARTUP COST**  
\$69.8K–\$116.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
217/255

### Kidcreate Studio

Children's art education

**STARTUP COST**  
\$64.5K–\$279.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/2

### Kiddie Academy

Educational childcare

**STARTUP COST**  
\$402K–\$5.97M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
279/1

### KidsPark

Hourly drop-in childcare, preschool, party/play space

**STARTUP COST**  
\$261.3K–\$449.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/2

### Kids 'R' Kids Learning Academies

Childcare centers

**STARTUP COST**  
\$4.4M–\$5.7M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
182/0

### KLA Schools

Preschool/childcare

**STARTUP COST**  
\$1.1M–\$5.8M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/7

### Kumon Math & Reading Centers

Supplemental education

**STARTUP COST**  
\$64.5K–\$139.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
26,321/44

### LeafSpring Schools

Educational childcare, preschool, school-age recreation, summer camp, mildly ill care

**STARTUP COST**  
\$4.9M–\$8.96M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/1

#### → KIDDIE ACADEMY



PHOTOGRAPH COURTESY OF KIDDIE ACADEMY



→ MOLLY MAID

**The Learning Experience Academy of Early Education**

Preschool/educational childcare  
**STARTUP COST** \$544.4K–\$3.6M  
**TOTAL UNITS** (Franchised / Co.-Owned) 254/29

**LearningRx**

Cognitive skills, reading, and math training for children and adults  
**STARTUP COST** \$125K–\$175K  
**TOTAL UNITS** (Franchised / Co.-Owned) 48/1

**Lightbridge Academy**

Childcare/early learning  
**STARTUP COST** \$581.2K–\$5M  
**TOTAL UNITS** (Franchised / Co.-Owned) 38/15

**Little Kitchen Academy**

Cooking academies for children and teenagers  
**STARTUP COST** \$274.5K–\$631.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 2/2

**Little Medical School**

Healthcare-themed after-school and summer-camp programs  
**STARTUP COST** \$54.1K–\$102.4K  
**TOTAL UNITS** (Franchised / Co.-Owned) 35/3

**Mad Science**

Science education and entertainment programs  
**STARTUP COST** \$108.7K–\$287.5K  
**TOTAL UNITS** (Franchised / Co.-Owned) 140/3

**Mathnasium**

Math tutoring  
**STARTUP COST** \$112.8K–\$149.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 1,075/7

**Montessori Kids Universe**

Educational childcare  
**STARTUP COST** \$424.3K–\$873.5K  
**TOTAL UNITS** (Franchised / Co.-Owned) 12/0

**Parker-Anderson Enrichment**

Enrichment programs  
**STARTUP COST** \$15.98K–\$117K  
**TOTAL UNITS** (Franchised / Co.-Owned) 19/1

**Primrose Schools**

Educational childcare  
**STARTUP COST** \$651.9K–\$7.8M  
**TOTAL UNITS** (Franchised / Co.-Owned) 454/0

**Rock and Roll Daycare**

Childcare  
**STARTUP COST** \$405K–\$694.5K  
**TOTAL UNITS** (Franchised / Co.-Owned) 1/6

**School of Rock**

Music education  
**STARTUP COST** \$322.5K–\$521.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 247/46

**Six Pixels Studios**

STEAM classes, camps, special events, and parties  
**STARTUP COST** \$33.7K–\$75.8K  
**TOTAL UNITS** (Franchised / Co.-Owned) 2/1

**Skill Samurai**

STEM enrichment programs  
**STARTUP COST** \$86.6K–\$287.95K  
**TOTAL UNITS** (Franchised / Co.-Owned) 13/0

**Snapology**

STEAM education programs  
**STARTUP COST** \$60K–\$276.5K  
**TOTAL UNITS** (Franchised / Co.-Owned) 158/2

**STEM For Kids**

Biomed, coding, business, and engineering programs for ages 4 to 14  
**STARTUP COST** \$49.5K–\$83.7K  
**TOTAL UNITS** (Franchised / Co.-Owned) 119/5

**Stemtree**

Science, coding, robotics, electronics, and math programs  
**STARTUP COST** \$83.8K–\$159.8K  
**TOTAL UNITS** (Franchised / Co.-Owned) 10/1

**Sylvan Learning**

Supplemental education, STEM camps, college prep  
**STARTUP COST** \$69.8K–\$161.4K  
**TOTAL UNITS** (Franchised / Co.-Owned) 551/7

**Talk to the Camera**

Filmmaking and on-camera skills enrichment programs  
**STARTUP COST** \$52.3K–\$67.3K  
**TOTAL UNITS** (Franchised / Co.-Owned) 1/4

**Taste Buds Kitchen**

Cooking classes, camps, and parties for children and adults  
**STARTUP COST** \$302.2K–\$375.2K  
**TOTAL UNITS** (Franchised / Co.-Owned) 9/2

**Techie Factory**

Children's coding, esports, and digital creation programs  
**STARTUP COST** \$172.3K–\$284.9K  
**TOTAL UNITS** (Franchised / Co.-Owned) 1/1

**Tierra Encantada**

Spanish immersion daycare and preschool  
**STARTUP COST** \$1M–\$5.4M  
**TOTAL UNITS** (Franchised / Co.-Owned) 1/5

**Tutor Doctor**

Tutoring  
**STARTUP COST** \$84.3K–\$128.99K  
**TOTAL UNITS** (Franchised / Co.-Owned) 727/0

**The Tutoring Center**

Tutoring  
**STARTUP COST** \$106.4K–\$180.2K  
**TOTAL UNITS** (Franchised / Co.-Owned) 89/0

**Wize Computing Academy**

Coding, robotics, and design classes, camps, and competition prep  
**STARTUP COST** \$36.8K–\$66.8K  
**TOTAL UNITS** (Franchised / Co.-Owned) 10/2

**XP League**

Youth e-sports leagues  
**STARTUP COST** \$37.8K–\$73.7K  
**TOTAL UNITS** (Franchised / Co.-Owned) 17/0

**Young Rembrandts**

Drawing classes for ages 3 to 12  
**STARTUP COST** \$44.9K–\$52.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 65/0

**CLEANING/RESTORATION**

The cleaning and restoration industries have long been touted as recession-proof. Now they can add pandemic-proof to their résumés, as the old adage that “cleanliness is next to godliness” has been proven more true than ever. And with offices reopening, commercial cleaning franchises especially should see a boost in demand.

**AdvantaClean**

Residential and commercial restoration services  
**STARTUP COST** \$166.2K–\$260.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 182/1

**Aire-Master**

Restroom odor-control, scent branding, and commercial hygiene services  
**STARTUP COST** \$44.98K–\$160.9K  
**TOTAL UNITS** (Franchised / Co.-Owned) 112/7

**All Dry Services**

Water and mold remediation and restoration  
**STARTUP COST** \$81.8K–\$201.9K  
**TOTAL UNITS** (Franchised / Co.-Owned) 17/1

**Anago Cleaning Systems**

Commercial cleaning  
**STARTUP COST** \$11.3K–\$68.3K  
**TOTAL UNITS** (Franchised / Co.-Owned) 1,719/0

**Bar-B-Clean**

Barbecue cleaning  
**STARTUP COST** \$36.95K–\$50.1K  
**TOTAL UNITS** (Franchised / Co.-Owned) 27/1

**Best Option Restoration**

Disaster restoration  
**STARTUP COST** \$119.9K–\$165.97K  
**TOTAL UNITS** (Franchised / Co.-Owned) 22/0



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**Bio-One**

Crime-scene and trauma-scene cleaning

**STARTUP COST**  
\$90.4K–\$138.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
115/0**Blue Kangaroo Packoutz**

Contents restoration

**STARTUP COST**  
\$140.2K–\$310.7K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/1**Buildingstars**

Commercial cleaning

**STARTUP COST**  
\$2.2K–\$53.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
955/9**Chem-Dry Carpet & Upholstery Cleaning**

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

**STARTUP COST**  
\$68.1K–\$191.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2,616/0**City Wide Facility Solutions**

Commercial cleaning and facility maintenance

**STARTUP COST**  
\$240.7K–\$411.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
68/1**The Cleaning Authority**

Environmentally friendly residential cleaning

**STARTUP COST**  
\$76K–\$169K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
218/3**Corvus Janitorial Systems**

Commercial cleaning

**STARTUP COST**  
\$9.6K–\$34.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,164/0**Coverall**

Commercial cleaning

**STARTUP COST**  
\$18.6K–\$51.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
8,526/0**Dryer Vent Squad**

Dryer-vent cleaning and repair

**STARTUP COST**  
\$47K–\$68.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
23/1**Dryer Vent Wizard**

Dryer-vent cleaning, replacement, installation, and maintenance

**STARTUP COST**  
\$73.8K–\$152.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
93/0**DryerVentz**

Dryer-vent cleaning and repair

**STARTUP COST**  
\$61.3K–\$102.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1**Duct Doctor USA**

Residential and commercial air-duct cleaning

**STARTUP COST**  
\$44.1K–\$176.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/0**Ductz**

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

**STARTUP COST**  
\$69.5K–\$197.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
72/5**Ecomaidz**

Environmentally friendly residential cleaning

**STARTUP COST**  
\$121.6K–\$147.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
67/1**EnviroLogik**

Commercial sanitizing, drain line, and odor products and services

**STARTUP COST**  
\$88.4K–\$134.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
16/0**Enviro-Master Services**

Health and safety products for businesses

**STARTUP COST**  
\$244.4K–\$344.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
91/0**Executive Image**

Commercial cleaning and building maintenance

**STARTUP COST**  
\$34.1K–\$78K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
48/1**Fish Window Cleaning**

Low-rise commercial and residential window cleaning

**STARTUP COST**  
\$88.3K–\$152.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
276/1**FRSTeam**

Restoration of textiles and electronics

**STARTUP COST**  
\$43.4K–\$409K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
37/10**Germinator**

Sanitizing and disinfecting services

**STARTUP COST**  
\$32.3K–\$57K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
20/1**Green Home Solutions**

Mold remediation, disinfection, odor, and allergen services

**STARTUP COST**  
\$53.1K–\$156.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
212/0**Green Restoration**

Restoration and cleaning

**STARTUP COST**  
\$30K–\$275.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/0**The Grout Doctor**

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

**STARTUP COST**  
\$20.6K–\$33.7K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
83/0**The Grout Medic**

Grout and tile cleaning and restoration

**STARTUP COST**  
\$58K–\$80K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
69/0**Heaven's Best Carpet & Upholstery Cleaning**

Carpet, upholstery, tile, and wood floor cleaning

**STARTUP COST**  
\$59.6K–\$110.1K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
796/0**Home Clean Heroes**

Residential cleaning

**STARTUP COST**  
\$97.9K–\$120K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/2**Home Cleaning Centers of America**

Residential and commercial cleaning

**STARTUP COST**  
\$43.3K–\$45.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
30/0**Hoodz**

Commercial cleaning, maintenance, and repairs

**STARTUP COST**  
\$74.2K–\$179.8K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
129/6**Image One USA**

Commercial cleaning

**STARTUP COST**  
\$43K–\$91.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
18/0**IntegriServ Cleaning Systems**

Commercial cleaning

**STARTUP COST**  
\$3.1K–\$50K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
82/0**Jan-Pro Cleaning and Disinfecting**

Commercial cleaning

**STARTUP COST**  
\$4.2K–\$56K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10,476/0**Jantize America**

Facility services and commercial cleaning

**STARTUP COST**  
\$8.4K–\$49K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
140/0**Maid Brigade**

Residential cleaning

**STARTUP COST**  
\$110.1K–\$127.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
397/24**MaidPro**

Residential cleaning

**STARTUP COST**  
\$57.6K–\$222.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
283/0**Maid Right**

Residential cleaning

**STARTUP COST**  
\$106.1K–\$150K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
9/0**The Maids**

Residential cleaning

**STARTUP COST**  
\$83.5K–\$147.95K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,364/174**MaidThis Cleaning**

Vacation-rental and residential cleaning

**STARTUP COST**  
\$47.6K–\$66.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/2**Men In Kilts Window Cleaning**

Window and exterior cleaning

**STARTUP COST**  
\$75.1K–\$223.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
23/0**Merry Maids**

Residential cleaning

**STARTUP COST**  
\$89.5K–\$129.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,684/3**Midtown Chimney Sweeps**

Chimney sweeping, inspections, and installations; dryer-vent cleaning

**STARTUP COST**  
\$72.8K–\$128.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
36/0**Mint Condition**

Commercial cleaning, building maintenance

**STARTUP COST**  
\$4.6K–\$32.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
410/0**Modern Purair**

HVAC cleaning

**STARTUP COST**  
\$107.2K–\$143.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
24/0**Molly Maid**

Residential cleaning

**STARTUP COST**  
\$110.2K–\$160.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
496/0**911 Restoration**

Residential and commercial property restoration

**STARTUP COST**  
\$68.6K–\$227.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
166/3**Office Pride Commercial Cleaning Services**

Commercial cleaning

**STARTUP COST**  
\$67.5K–\$112.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
147/0**1-800-Packouts**

Contents packing, cleaning, storage, and restoration

**STARTUP COST**  
\$69.5K–\$234K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
89/0**1-800 Water Damage**

Property restoration

**STARTUP COST**  
\$57.6K–\$191.99K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
151/0**OpenWorks**

Commercial cleaning, facility services

**STARTUP COST**  
\$4.3K–\$124.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
694/23**Oxi Fresh Carpet Cleaning**

Carpet, upholstery, hardwood floor, tile, and grout cleaning; odor control; home disinfection

**STARTUP COST**  
\$46.5K–\$76.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
430/13**Paul Davis Restoration**

Insurance restoration

**STARTUP COST**  
\$186.4K–\$510.7K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
265/0



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\*This information can be found in Item 19 of the 2021 Franchise Disclosure Document issued by PSP Franchising, LLC. The data reflects the calendar year beginning January 1, 2020, and ending December 31, 2020, and shows the data for 220 Reporting Franchised Stores which were open and operating for 12 months as December 31, 2020. There is no assurance you will do as well. If you rely upon our figures, you must accept the risk of not doing as well. This is not an offer to sell you a franchise. Franchises are offered by prospectus only. Franchises are not currently offered in MN, SD, and VA.  
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**PuroClean**

Property damage restoration and remediation

**STARTUP COST**  
\$83.6K–\$213.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
328/0

**Rainbow International Restoration**

Indoor cleaning and restoration

**STARTUP COST**  
\$156K–\$257.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
374/0

**Renew Crew**

Environmentally friendly exterior surface cleaning

**STARTUP COST**  
\$108.2K–\$148.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/0

**Restoration 1**

Water, fire, smoke, and mold restoration

**STARTUP COST**  
\$87K–\$195.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
259/0

**Rytech**

Water, mold, fire, and smoke restoration; COVID-19 sanitation

**STARTUP COST**  
\$135.3K–\$170.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
68/5

**ServiceMaster Clean/ServiceMaster Restore**

Commercial/residential cleaning, disaster restoration

**STARTUP COST**  
\$81.3K–\$303.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4,959/16

**Service Team of Professionals (STOP)**

Water/fire restoration, mold remediation

**STARTUP COST**  
\$84.7K–\$143.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/1

**Servpro**

Fire, water, and other damage cleanup, restoration, and reconstruction

**STARTUP COST**  
\$191.8K–\$245.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,930/0

**Shack Shine**

Interior and exterior window washing, gutter cleaning, house washing, and Christmas light installation

**STARTUP COST**  
\$71.5K–\$149.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
54/0

**Shine Window Care and Holiday Lighting**

Window cleaning, pressure washing, holiday lighting installation

**STARTUP COST**  
\$106.9K–\$181.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
47/0

**Socom Restoration**

Water, fire, mold, and smoke damage restoration

**STARTUP COST**  
\$61.4K–\$179.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/1

**Spaulding Decon**

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

**STARTUP COST**  
\$88.5K–\$140.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
30/1

**Squeegee Squad**

Residential and high-rise window cleaning, pressure washing, gutter cleaning, building maintenance

**STARTUP COST**  
\$58.98K–\$145.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
53/2

**Stanley Steemer Carpet Cleaner**

Carpet, upholstery, HVAC, and air-duct cleaning; water damage restoration

**STARTUP COST**  
\$127.7K–\$335.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
214/55

**Steamatic**

Insurance/disaster restoration, cleaning, mold remediation, air quality control

**STARTUP COST**  
\$213.4K–\$411.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
132/1

**Storm Guard**

Roofing, exterior restoration

**STARTUP COST**  
\$185.4K–\$221.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
36/1

**Stratus Building Solutions**

Environmentally friendly commercial cleaning and disinfecting

**STARTUP COST**  
\$4.5K–\$79.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2,418/0

**System4 Facility Services**

Facility services management

**STARTUP COST**  
\$157K–\$377K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
52/0

**360clean**

Commercial cleaning

**STARTUP COST**  
\$15.8K–\$24K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
81/0

**Tina Maids**

Residential cleaning

**STARTUP COST**  
\$27.7K–\$34.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/1

**T.T. Cleaning**

Residential and commercial cleaning

**STARTUP COST**  
\$37.8K–\$55.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Two Maids & A Mop**

Residential cleaning

**STARTUP COST**  
\$64.2K–\$144.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
88/2

**United Water Restoration Group**

Water, fire, and mold restoration

**STARTUP COST**  
\$122.2K–\$508.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
22/11

**Well Done Cleaning**

Residential cleaning

**STARTUP COST**  
\$33.1K–\$40.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Window Gang**

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

**STARTUP COST**  
\$80.9K–\$118.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
111/112

**Window Genie**

Residential window cleaning, window tinting, pressure washing

**STARTUP COST**  
\$104.9K–\$187.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
125/0

**You've Got Maids**

Environmentally friendly residential cleaning

**STARTUP COST**  
\$36.4K–\$107.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
84/0

**FRUIT**

While some sectors of food franchising have struggled over the past two years, consumers seeking healthful and easily portable options have helped restaurants and other businesses specializing in juices, smoothies, bowls, and other fruit-based products to thrive.

**Acai Express Superfood Bowls**

Acai bowls, smoothies, juices

**STARTUP COST**  
\$133.5K–\$364K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
28/7

**Beyond Juicery + Eatery**

Smoothies, juices, wraps, salads, soups

**STARTUP COST**  
\$371.7K–\$617.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
28/3

**Bowl Boss Acai**

Acai bowls, smoothies, espresso, waffles

**STARTUP COST**  
\$154.95K–\$363K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Clean Juice**

Organic juices, smoothies, acai bowls, wraps

**STARTUP COST**  
\$279.5K–\$523K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
97/13

**Daily Veg**

Vegan food

**STARTUP COST**  
\$300.9K–\$531K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**Edible**

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

**STARTUP COST**  
\$183.6K–\$409.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
958/5

**Fresh Healthy Cafe**

Smoothies, juices, wraps, sandwiches, salads

**STARTUP COST**  
\$202.5K–\$409K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/0

**Frutta Bowls**

Acai, pitaya, and kale bowls; smoothies, toast, coffee

**STARTUP COST**  
\$162.7K–\$384.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
34/0

**Grain & Berry**

Acai, pitaya, spirulina, and kale bowls; smoothies, juices, yogurt, avocado toast

**STARTUP COST**  
\$170K–\$410.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/2

**Happy & Healthy Products**

Wholesale distribution of frozen fruit bars and healthful snacks

**STARTUP COST**  
\$54.2K–\$95.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
31/1

**Jamba**

Smoothies, juices, bowls, healthful snacks

**STARTUP COST**  
\$290.1K–\$741.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
859/4

**JuiceBerry**

Soups, salads, wraps, burgers, juices, smoothies, protein shakes

**STARTUP COST**  
\$108.8K–\$159.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**Juice It Up!**

Smoothies, raw juices, acai bowls

**STARTUP COST**  
\$223.4K–\$423K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
80/1

**Kale Me Crazy**

Smoothies, juices, coffee, acai bowls, soups, salads, wraps, snack bars

**STARTUP COST**  
\$294.5K–\$462.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/2

**Kwench Juice Cafe**

Smoothies, juices

**STARTUP COST**  
\$108K–\$260K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
16/0

**Main Squeeze Juice Co.**

Smoothies, cold-pressed juices, acai bowls, coffee drinks

**STARTUP COST**  
\$292.7K–\$674.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
20/2

**Nekter Juice Bar**

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

**STARTUP COST**  
\$214K–\$620.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
167/0

**Pure Green**

Smoothies, cold-pressed juices, acai and pitaya bowls

**STARTUP COST**  
\$122.95K–\$380.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/5



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**Robeks Fresh Juices & Smoothies**

Juices, smoothies, bowls

**STARTUP COST**  
\$258.5K–\$353K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
84/1**Rush Bowls**

Blended fruit bowls and smoothies

**STARTUP COST**  
\$194K–\$556.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
32/2**Smoothie King**

Smoothies, healthful snacks, health products

**STARTUP COST**  
\$268.9K–\$858.9K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,289/60**SoBol**

Acai bowls and smoothies

**STARTUP COST**  
\$240.8K–\$450.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
47/3**Toastique**

Toast-style meals, fruit bowls, juices, smoothies

**STARTUP COST**  
\$280.8K–\$482.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/3**Tropical Juice Bar**

Smoothies, vegetable juices, empanadas, tropical foods

**STARTUP COST**  
\$191.1K–\$395.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/5**Tropical Smoothie Cafe**

Smoothies, salads, wraps, sandwiches, flatbreads

**STARTUP COST**  
\$257.5K–\$560.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
990/1**Vitality Bowls**

Acai bowls, smoothies, juices, panini, salads

**STARTUP COST**  
\$198.3K–\$554.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
68/5**Wow Wow Hawaiian Lemonades**

Lemonade, smoothies, acai bowls, healthful food

**STARTUP COST**  
\$226K–\$313K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
9/1**HEALTH & WELLNESS**

People are more interested than ever in getting and staying healthy, and the franchise industry has expanded more and more into the world of health and wellness in response. Traditional medical and wellness services and products have a strong presence here, but more novel treatments, like cryotherapy, IV therapy, and CBD, are quickly gaining ground.

**American Family Care**

Urgent care/primary care centers

**STARTUP COST**  
\$1M–\$1.4M**TOTAL UNITS**  
(Franchised / Co.-Owned)  
171/75**ApexNetwork Physical Therapy**

Physical therapy

**STARTUP COST**  
\$149.2K–\$347.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
28/65**BeBalanced Hormone Weight Loss Centers**

Weight-loss and wellness services

**STARTUP COST**  
\$155.7K–\$208.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
25/1**Cereset**

Neuromodulation technology to assist with relaxation, sleep, stress relief, and wellness

**STARTUP COST**  
\$91.5K–\$205.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
35/2**Diversity Family Health**

Medical clinics

**STARTUP COST**  
\$34.9K–\$110.7K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/3**The DripBar**

IV vitamin therapy

**STARTUP COST**  
\$131.7K–\$278.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/1**Elevated Wellness**

CBD

**STARTUP COST**  
\$78.7K–\$127.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/5**4Ever Young**

Preventative health, wellness, and aesthetic services

**STARTUP COST**  
\$257.5K–\$418K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2**Franny's Pharmacy**

CBD products and accessories

**STARTUP COST**  
\$135.95K–\$263.9K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/3**Fyzical Therapy & Balance Centers**

Physical therapy, balance and vestibular therapy, preventive wellness services

**STARTUP COST**  
\$138.8K–\$361.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
381/50**The Good Feet Store**

Arch supports, related products

**STARTUP COST**  
\$117.2K–\$348.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
149/14**GreenLight Mobility**

Home modifications for the disabled and aging

**STARTUP COST**  
\$85.8K–\$124.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1**HBCannU**

Herbal and nutritional supplements containing CBD

**STARTUP COST**  
\$109.9K–\$165.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/0**Hydrate IV Bar**

IV therapy spas

**STARTUP COST**  
\$206.1K–\$412.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/6**iCryo**

Cryotherapy, body sculpting, IV infusions and vitamin shots, pain management services

**STARTUP COST**  
\$289.6K–\$1M**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/2**The Joint Chiropractic**

Chiropractic services

**STARTUP COST**  
\$203.8K–\$380.7K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
561/78**Kika Stretch Studios**

Assisted stretching

**STARTUP COST**  
\$75.7K–\$109.1K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/3**Lifeologie**

Mental-health therapy services

**STARTUP COST**  
\$57.2K–\$100.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/2**Matrix Hormones**

Programs for low testosterone, ED, hormone replacement for women, and weight loss

**STARTUP COST**  
\$110.2K–\$177.1K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1**Maxcare Clinic**

Healthcare clinics

**STARTUP COST**  
\$211.3K–\$526.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1**Miracle-Ear**

Hearing aids

**STARTUP COST**  
\$119K–\$352.5K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,323/193**Mobility City**

Wheelchair and mobility scooter repair, cleaning, rentals, and sales

**STARTUP COST**  
\$128.9K–\$281.8K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
31/1**Mobility Plus**

Mobility scooters, ramps, lifts

**STARTUP COST**  
\$156K–\$210K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
45/0**Modern Acupuncture**

Acupuncture

**STARTUP COST**  
\$258.4K–\$666.8K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
44/0**My Eyelab**

Eye care and eyewear

**STARTUP COST**  
\$282.4K–\$523.9K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
60/42**NuSpine**

Chiropractic and hydrotherapy services

**STARTUP COST**  
\$177.9K–\$283.8K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/1**100% Chiropractic**

Chiropractic services, massage therapy, nutritional supplements

**STARTUP COST**  
\$219.7K–\$700.9K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
49/2**101 Mobility**

Mobility and accessibility equipment sales and services

**STARTUP COST**  
\$118.4K–\$216.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
179/15**Pearle Vision**

Eye care and eyewear

**STARTUP COST**  
\$70.2K–\$650.1K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
457/105**Perspire Sauna Studio**

Infrared sauna studios

**STARTUP COST**  
\$370.9K–\$562.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
16/0**Pharmaconic**

Retail pharmacies

**STARTUP COST**  
\$251.8K–\$409.9K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/0**Physical Therapy Now**

Physical therapy

**STARTUP COST**  
\$183.9K–\$308.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
37/6**Profile by Sanford**

Weight-loss and wellness services

**STARTUP COST**  
\$404K–\$693K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
72/47**QC Kinetix**

Regenerative medicine and non-surgical pain management therapies

**STARTUP COST**  
\$159K–\$300.2K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
11/11**Relax The Back**

Wellness and back-related equipment, furniture, and products

**STARTUP COST**  
\$175.3K–\$344.4K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
81/1**Restore Hyper Wellness**

Wellness services

**STARTUP COST**  
\$464.7K–\$998K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
87/9**The Salt Suite**

Salt therapy

**STARTUP COST**  
\$199.1K–\$426.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/1**StretchLab**

Assisted stretching

**STARTUP COST**  
\$157.8K–\$297.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
122/0**StretchMed**

Assisted stretching

**STARTUP COST**  
\$69.6K–\$171.3K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/0**Stretch Zone**

Assisted stretching

**STARTUP COST**  
\$106.5K–\$199.6K**TOTAL UNITS**  
(Franchised / Co.-Owned)  
126/3

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1

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2

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**True REST**  
Floatation therapy  
**STARTUP COST**  
\$366.7K–\$798.8K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
33/3

**Vital Care Infusion Services**  
Infusion pharmacy services  
**STARTUP COST**  
\$497K–\$706.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
58/0

**The Vitamin Shoppe**  
Vitamins, minerals, supplements, sport nutrition products  
**STARTUP COST**  
\$354K–\$955K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/684

**Your CBD Store**  
CBD stores  
**STARTUP COST**  
\$66.4K–\$82.5K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
233/0

**HOME IMPROVEMENT**

According to a survey published by **Porch**, which provides software and services to home services industries, **76 percent** of U.S. homeowners carried out at least one home improvement project in 2020 and **78 percent** planned to do so in 2021. We expect the industry's positive momentum will continue into the year ahead as well.

**ABC Seamless**  
Seamless siding, soffit, fascia, gutters, windows, roofing  
**STARTUP COST**  
\$90K–\$278.5K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
87/7

**Access Garage Doors**  
Garage door sales, installation, and repairs  
**STARTUP COST**  
\$34.8K–\$101.3K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/1

**Ace Handyman Services**  
Residential and commercial repairs, maintenance, and improvements  
**STARTUP COST**  
\$97.5K–\$152.4K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
215/7

**Ace Hardware**  
Hardware and home improvement stores  
**STARTUP COST**  
\$292K–\$2.1M  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5,343/211

**America's Color Consultants**  
Paint color consulting  
**STARTUP COST**  
\$14.6K–\$44.6K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/3

**Andy OnCall**  
Handyman services  
**STARTUP COST**  
\$79.2K–\$93.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
24/0

**Archadeck Outdoor Living**  
Outdoor living space design and construction  
**STARTUP COST**  
\$58.6K–\$103.6K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
71/3

**ASP America's Swimming Pool Company**  
Swimming pool maintenance, repairs, and renovations  
**STARTUP COST**  
\$84.3K–\$201.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
319/0

**Bath Tune-Up**  
Bathroom remodeling  
**STARTUP COST**  
\$91.4K–\$135.6K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
19/0

**Bloomin' Blinds**  
Window covering sales, installation, and repairs  
**STARTUP COST**  
\$82.6K–\$140K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
72/0

**Budget Blinds**  
Window coverings, window film, rugs, accessories  
**STARTUP COST**  
\$125.6K–\$192.9K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,320/0

**CertaPro Painters**  
Residential and commercial painting  
**STARTUP COST**  
\$147.8K–\$221K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
377/0

**Christmas Decor**  
Holiday, event, landscape, and permanent architectural lighting  
**STARTUP COST**  
\$19.6K–\$62.3K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
268/0

**Closet & Storage Concepts/More Space Place**  
Residential/commercial closet and storage systems; Murphy beds  
**STARTUP COST**  
\$95.8K–\$499.9K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
37/3

**Closet Factory**  
Custom closet and storage systems  
**STARTUP COST**  
\$273.5K–\$466K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
68/8

**Closets By Design**  
Custom closet and home/office organization systems  
**STARTUP COST**  
\$152K–\$428K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
65/6

**Color World Housepainting**  
Residential/commercial painting, repairs, gutter installation, power washing, holiday lighting  
**STARTUP COST**  
\$96.4K–\$191.95K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
61/8

**Concrete Craft**  
Decorative concrete coatings  
**STARTUP COST**  
\$150.1K–\$241.1K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
76/0

**Conserva Irrigation**  
Irrigation repair, maintenance, installation, and efficiency upgrades  
**STARTUP COST**  
\$81.8K–\$102.3K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
144/0

**Decorating Den Interiors**  
Interior design and decorating services and products  
**STARTUP COST**  
\$52.6K–\$70.4K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
254/0

**The Driveway Company**  
Concrete restoration, repair, and maintenance  
**STARTUP COST**  
\$84K–\$157.1K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
30/0

**Dynamo Surfaces**  
Granite and quartz slab distribution  
**STARTUP COST**  
\$724.7K–\$1.1M  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**EatGatherLove**  
Kitchen refacing and remodeling  
**STARTUP COST**  
\$99.8K–\$269.8K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/0

**Five Star Bath Solutions**  
Bathroom remodeling  
**STARTUP COST**  
\$109.5K–\$206.1K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
65/0

**Five Star Painting**  
Residential and commercial painting  
**STARTUP COST**  
\$74.7K–\$184.3K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
224/0

**Floor Coverings International**  
Flooring  
**STARTUP COST**  
\$161.4K–\$230.1K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
178/0

**Footprints Floors**  
Flooring installation and restoration  
**STARTUP COST**  
\$70.1K–\$97.6K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
123/4

**Fresh Coat**  
Residential and commercial painting  
**STARTUP COST**  
\$53.99K–\$76.9K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
153/0

**Frost Shades**  
Residential and commercial window tinting  
**STARTUP COST**  
\$55.6K–\$89.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
23/0

**Furniture Medic**  
Wood restoration, repair, and maintenance  
**STARTUP COST**  
\$79.99K–\$94.7K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
312/0

**GarageExperts**  
Epoxy floor coatings, garage cabinets, organization products  
**STARTUP COST**  
\$53.9K–\$147.9K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
102/0

**Get A Grip Resurfacing**  
Countertop, cabinet, tub, tile, and shower resurfacing; fiberglass repair  
**STARTUP COST**  
\$43.6K–\$92.7K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
23/1

**Glass Doctor**  
Auto/residential/commercial glass installation, repair, and replacement  
**STARTUP COST**  
\$132.3K–\$275.5K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
180/0

**The Glass Guru**  
Window and glass restoration, repair, and replacement  
**STARTUP COST**  
\$73.6K–\$172K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
82/1

**Gotcha Covered**  
Window treatments  
**STARTUP COST**  
\$75.95K–\$94.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
116/0

**Granite and Trend Transformations**  
Home remodeling  
**STARTUP COST**  
\$176.3K–\$305.7K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
76/5

**Granite Garage Floors**  
Garage floor coatings  
**STARTUP COST**  
\$128K–\$236.7K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/1

**Handyman Connection**  
Home repairs, remodeling  
**STARTUP COST**  
\$99.4K–\$148.8K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
62/0

**Handyman Pro**  
Handyman services  
**STARTUP COST**  
\$103.9K–\$147.5K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/0

**HandyPro**  
Handyman and home-modification services  
**STARTUP COST**  
\$70.6K–\$129.6K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
8/2

**Hello Garage**  
Garage renovation  
**STARTUP COST**  
\$118.5K–\$159.9K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
50/9

**Honest Abe Roofing**  
Roof installation and repairs, gutter installation  
**STARTUP COST**  
\$121.3K–\$361.2K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/1

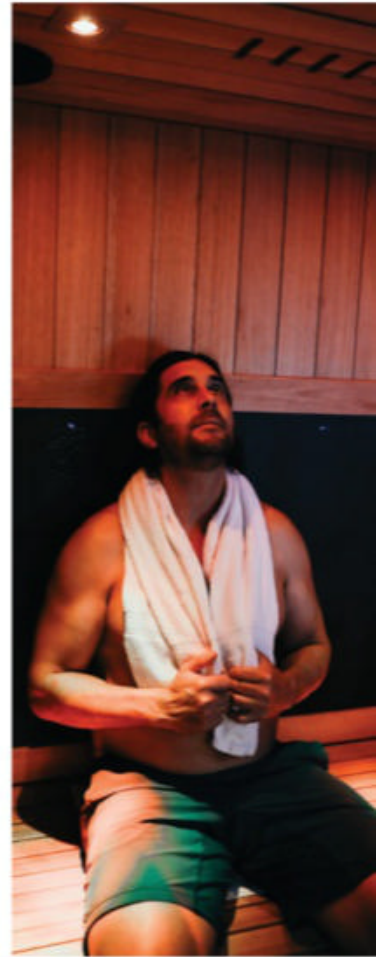
**Ideal Siding**  
**STARTUP COST**  
\$52.5K–\$127.7K  
**TOTAL UNITS**  
(Franchised / Co.-Owned)  
9/0

**restore**  
HYPER WELLNESS

Entrepreneur  
FRANCHISE  
**500**  
RANKED #1  
IN CATEGORY  
2021

Misc. Personal-Care  
Business Category

**Ranked #1**



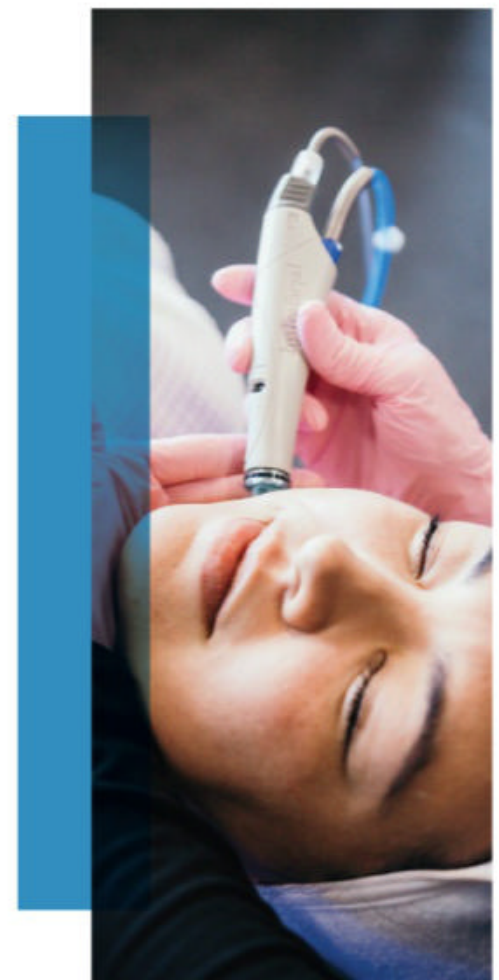
You're invited to join  
the hyper-growth  
Hyper Wellness® company

📍 **Target growth cities:**

Baltimore, San Francisco, New Orleans,  
Phoenix, Tucson, Long Island,  
Upstate NY, Canada, Mexico, U.K.

**\$ Total investment:**

\$477,703 - \$1,011,029



125 Locations open • 600+ Units awarded

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**Kitchen Solvers**

Kitchen and bath remodeling, design, and installation

**STARTUP COST**  
\$88K-\$113.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
52/0

**Kitchen Tune-Up**

Residential and commercial kitchen and bath remodeling

**STARTUP COST**  
\$98.4K-\$142.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
213/0

**Kitchen Wise**

Kitchen pantry and bathroom organization

**STARTUP COST**  
\$108.1K-\$147K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/0

**Koala Insulation**

Insulation

**STARTUP COST**  
\$127.3K-\$165.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
213/0

**Level Up Automation**

Design and installation of commercial and residential technology modifications and integrations

**STARTUP COST**  
\$56.3K-\$72.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**LIME Painting**

Residential and commercial painting, coatings, and surface restoration

**STARTUP COST**  
\$124.7K-\$162.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
23/2

**Made in the Shade Blinds and More**

Window coverings

**STARTUP COST**  
\$65.9K-\$74.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
115/0

**Metal Supermarkets**

Metal stores

**STARTUP COST**  
\$228.5K-\$437K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
96/9

**Mighty Dog Roofing**

Residential and commercial roofing services, siding, windows, and gutters

**STARTUP COST**  
\$211.3K-\$379.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
49/0

**Miracle Method Surface Refinishing**

Kitchen and bathroom surface refinishing

**STARTUP COST**  
\$86K-\$149.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
157/1

**Monster Grass**

Synthetic grass/artificial turf

**STARTUP COST**  
\$46.1K-\$66.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4/1

**Mr. Appliance**

Residential and commercial appliance installation and repairs

**STARTUP COST**  
\$78.9K-\$157.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
303/0

**Mr. Handyman**

Residential and commercial repair, maintenance, and improvement services

**STARTUP COST**  
\$117.5K-\$154.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
272/0

**Mr. Sandless**

Interior and exterior sandless wood refinishing

**STARTUP COST**  
\$23.8K-\$78.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
174/9

**N-Hance Wood Refinishing**

Wood cabinet and floor refinishing

**STARTUP COST**  
\$57.8K-\$168.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
489/0

**Outdoor Lighting Perspectives**

Residential landscape, architectural, holiday, and hospitality lighting

**STARTUP COST**  
\$80K-\$143.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
104/0

**The Patch Boys**

Drywall repair

**STARTUP COST**  
\$47.1K-\$72.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
134/0

**PatchMaster**

Drywall repair and installation

**STARTUP COST**  
\$79.1K-\$100.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
77/14

**Pinch A Penny Pool Patio Spa**

Swimming pool and spa retail; pool and backyard cleaning and maintenance services

**STARTUP COST**  
\$290.4K-\$411.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
257/3

**Pool Scouts**

Pool cleaning and maintenance

**STARTUP COST**  
\$85.4K-\$139.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
45/2

**Poolwerx**

Pool and spa maintenance, service, remodeling, and supplies

**STARTUP COST**  
\$128.8K-\$444.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
343/4

**Precision Door Service**

Residential garage-door repair, installation, and service

**STARTUP COST**  
\$104.5K-\$652.98K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
102/0

**Premier Pools & Spas**

Residential pool construction

**STARTUP COST**  
\$48K-\$107.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
86/0

**Reimagine Your Career**

If you are reevaluating your career choice or wanting to find more purpose in your work, a rewarding opportunity is closer than you think!

**Reimagine your Career as a Senior Helpers Franchise Owner**

- Shape your future in an industry set for unparalleled growth that ranks as one of the most lucrative in franchising
- Enjoy the independence of being a business owner, backed by the support & proven model of an award winning brand
- Build meaningful relationships
- Make a positive impact in your community



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### ProLift Garage Doors

Garage door installation and repairs

**STARTUP COST**  
\$108.6K–\$147.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/0

### ProSource Wholesale

Wholesale kitchen, bath, and flooring products

**STARTUP COST**  
\$737.5K–\$744.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
144/3

### Purchase Green Artificial Grass

Sales, installation, and maintenance of artificial turf, putting greens, and sports turfs

**STARTUP COST**  
\$99.6K–\$349K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/17

### Re-Bath

Bathroom remodeling

**STARTUP COST**  
\$139.9K–\$308K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
106/0

### Richard's Painting

Painting

**STARTUP COST**  
\$39.95K–\$49.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/2

### Screenmobile

Mobile window and door screening

**STARTUP COST**  
\$91.98K–\$183.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
140/1

### ShelfGenie

Custom pull-out shelving for cabinets and pantries

**STARTUP COST**  
\$42.4K–\$135.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
186/18

### Shield Building Products

Window and door sales and installation

**STARTUP COST**  
\$76.1K–\$158.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

### Shop Quartz

Quartz countertop sales, fabrication, and installation

**STARTUP COST**  
\$394K–\$649.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

### Showhomes

Home staging, remodeling, interior design

**STARTUP COST**  
\$77.4K–\$119.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
55/0

### Sir Grout

Hard surface restoration

**STARTUP COST**  
\$99.8K–\$152.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
44/2

### Solatube Home

Tubular daylighting systems, skylights, ventilation systems

**STARTUP COST**  
\$108.5K–\$244.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/3

### Steel Coated Epoxy Floors

Epoxy coatings for concrete floors

**STARTUP COST**  
\$32K–\$112.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
32/1

### SuperGreen Solutions

Sustainability and green energy solutions

**STARTUP COST**  
\$49.5K–\$75.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
18/0

### Superior Fence & Rail

Fence sales and installation

**STARTUP COST**  
\$88K–\$196.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
27/6

### Surface Experts

Interior surface repair

**STARTUP COST**  
\$132.9K–\$212.98K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
38/0

### Surface Specialists

Bathtub repair and refinishing, tub liners, bath remodeling

**STARTUP COST**  
\$43.2K–\$56K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
49/0

### Tailored Living

Home organization, storage, and garage flooring solutions

**STARTUP COST**  
\$184.5K–\$297.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
181/0

### Teaberry Painting

Painting contracting

**STARTUP COST**  
\$105.2K–\$150.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

### 360 Painting

Painting

**STARTUP COST**  
\$103.9K–\$147.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
129/0

### Tile Liquidators

Discount flooring stores

**STARTUP COST**  
\$55.2K–\$103.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/0

### TruBlue Total House Care

Senior home modification, maintenance, and repair services

**STARTUP COST**  
\$65.1K–\$91.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
58/0

### USA Insulation

Home insulation and energy-efficient products

**STARTUP COST**  
\$170.5K–\$346K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
62/1



Join one of the fastest growing franchises in the educational child care industry!

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Don't miss this high-end investment opportunity to make a difference in your community as The Solution for Working Parents®!

This advertisement is not an offering of a franchise. An offer of a franchise can only be made by a franchise.

Learn more at: [LightbridgeAcademyFranchise.com](https://LightbridgeAcademyFranchise.com)

**WeFixIt Garage Door & Gate**

Garage door and automatic gate installation and repair

**STARTUP COST**  
\$36.7K–\$58.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Window World**

Replacement windows, doors, siding, roofing, and other exterior remodeling products

**STARTUP COST**  
\$123.8K–\$330.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
206/0

**Wow 1 Day Painting**

Residential and commercial painting

**STARTUP COST**  
\$68.5K–\$135.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
60/0

**PETS**

Seventy percent of U.S. homes have at least one pet, according to the American Pet Products Association's annual survey of pet owners, up from 56 percent in 1988 (the first year of the survey). With that pet population explosion has come an explosion in spending, with a projected \$109.6 billion spent on furry friends in 2021—for food, supplies, grooming, care, medical services, and more.

**Always Faithful Dog Training**

Dog training

**STARTUP COST**  
\$61.5K–\$74.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/1

**The Ark Pet Spa & Hotel**

Pet boarding, daycare, grooming, and products

**STARTUP COST**  
\$357.9K–\$651.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/6

**Aussie Pet Mobile**

Mobile pet grooming

**STARTUP COST**  
\$156.5K–\$164.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
350/0

**Ben's Basketplace**

Pet health-food stores

**STARTUP COST**  
\$189.8K–\$350.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/2

**Camp Bow Wow**

Dog daycare, boarding, training, grooming

**STARTUP COST**  
\$1.1M–\$2.4M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
190/7

**Camp Run-A-Mutt**

Dog daycare and boarding

**STARTUP COST**  
\$336.9K–\$685.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/0

**Central Bark**

Dog daycare

**STARTUP COST**  
\$547.8K–\$929.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
31/1

**The Dog Stop**

Dog care services and products

**STARTUP COST**  
\$195.3K–\$738.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/4

**Dogtopia**

Dog daycare, boarding, and spa services

**STARTUP COST**  
\$543.2K–\$1.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
156/5

**Dog Training Elite**

Dog training

**STARTUP COST**  
\$82.8K–\$104.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
59/0



**DoodyCalls**

Pet waste management

**STARTUP COST**  
\$73K–\$91.99K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
39/2

**EarthWise Pet**

Pet food and supplies, grooming, self-wash, training, and walking

**STARTUP COST**  
\$347K–\$515K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
66/1

**Fetch! Pet Care**

Pet-sitting, dog-walking

**STARTUP COST**  
\$74.97K–\$98.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
98/9

**Hounds Town USA**

Dog daycare, pet boarding, pet grooming

**STARTUP COST**  
\$339.3K–\$628.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
16/2

**K9 Resorts Luxury Pet Hotel**

Luxury dog daycare and boarding

**STARTUP COST**  
\$998.7K–\$1.9M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/2

**Leader of the Pack Canine Institute**

Dog training, boarding, daycare, grooming, retail

**STARTUP COST**  
\$341.7K–\$647.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Pet Butler**

Pet-waste removal

**STARTUP COST**  
\$36.96K–\$44.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
32/2

**Pet Evolution**

Healthy pet food, pet products, grooming, self-wash stations

**STARTUP COST**  
\$424.5K–\$598.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

**Petland**

Pets, pet supplies, boarding, daycare, grooming

**STARTUP COST**  
\$283K–\$1.1M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
217/22

**Pet Passages**

Pet funeral and cremation services and products

**STARTUP COST**  
\$40.5K–\$385K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/2

**Pet Supplies Plus**

Retail pet supplies and services

**STARTUP COST**  
\$439.9K–\$1.3M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
343/240

**Pet Wants**

Natural pet-food stores/delivery

**STARTUP COST**  
\$62.8K–\$215K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
125/0

**PetWellClinic**

Walk-in pet clinics

**STARTUP COST**  
\$144.2K–\$251.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/4

**Preppy Pet**

Pet daycare, boarding, grooming

**STARTUP COST**  
\$105.95K–\$275K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
19/1

**Salty Paws**

Dog ice cream shops

**STARTUP COST**  
\$99.3K–\$175.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/2

### Scenthound

Routine dog care and grooming services

**STARTUP COST**  
\$180.95K–\$297.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
8/5

### Sit Means Sit Dog Training

Dog training

**STARTUP COST**  
\$29.3K–\$128.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
149/0

### Wag N' Wash Natural Pet Food & Grooming

Pet food and supplies, grooming, self-wash, bakery

**STARTUP COST**  
\$226.1K–\$673.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
11/5

### Wild Birds Unlimited

Bird-feeding supplies and nature gift items

**STARTUP COST**  
\$185.2K–\$311K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
350/0

### Woofie's

Pet sitting, dog walking, mobile pet grooming

**STARTUP COST**  
\$116.2K–\$197.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
3/1

### Zoomin Groomin

Mobile pet grooming

**STARTUP COST**  
\$52.3K–\$141.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4/0

### Zoom Room

Indoor dog training and socialization, pet products

**STARTUP COST**  
\$168.3K–\$358.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/3

## SALON & SPA SERVICES

There's no doubt the past two years have been challenging for the salon and spa industry, but customers have begun to show enthusiasm for getting back to their self-care routines. Franchises that managed to stay afloat through the early days of the pandemic should be able to capitalize on this demand and see a brighter future ahead.

### Amazing Lash Studio

Eyelash-extension studios

**STARTUP COST**  
\$238.4K–\$518.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
258/0

### Arch and Line

Permanent makeup, eyebrow waxing, full-body waxing

**STARTUP COST**  
\$70.4K–\$111.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/2

### Blo Blow Dry Bar

Hairstyling and makeup services

**STARTUP COST**  
\$214.4K–\$337.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
91/0

### Cookie Cutters Haircuts for Kids

Children's hair salons

**STARTUP COST**  
\$132K–\$339.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
110/2

### Cost Cutters Family Hair Care

Family hair salons

**STARTUP COST**  
\$148.9K–\$316.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
640/6

### Deka Lash

Eyelash extensions

**STARTUP COST**  
\$209.6K–\$457.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
100/4

### Drybar

Hair care

**STARTUP COST**  
\$604.96K–\$1.3M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
139/0

### Elements Massage

Therapeutic massage services

**STARTUP COST**  
\$312.7K–\$560.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
247/2

### European Wax Center

Body waxing services, skin and beauty products

**STARTUP COST**  
\$358.5K–\$571.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
803/5

### Face Foundrie

Facials, lash extensions, waxing, skincare products

**STARTUP COST**  
\$168K–\$327.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/3

### Facial Mania Med Spa

Spa, esthetic, and med spa services

**STARTUP COST**  
\$250.3K–\$688.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4/2

### First Choice Haircutters

Family hair salons

**STARTUP COST**  
\$177.8K–\$302.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
338/0

### Footy Rooty

Foot and body massage

**STARTUP COST**  
\$79.5K–\$158.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
21/4

### Frenchies Modern Nail Care

Manicure and pedicure studios

**STARTUP COST**  
\$237K–\$421.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
25/1

### Great Clips

Hair salons

**STARTUP COST**  
\$146.8K–\$302.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
4,472/0

### Hammer & Nails

Men's barbering and grooming services

**STARTUP COST**  
\$248.2K–\$526.95K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/0

### Hand & Stone Massage and Facial Spa

Massage and facial services

**STARTUP COST**  
\$581.3K–\$695.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
487/6

### Heyday

Facial services and skincare products

**STARTUP COST**  
\$574K–\$755.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/10

### Idolize Brows & Beauty

Eyebrow and facial threading, lash and brow services, body waxing, facials

**STARTUP COST**  
\$220.7K–\$352.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/5

### Image Studios

Salon suites

**STARTUP COST**  
\$579.4K–\$1.3M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
19/0

### LashBar

Eyelash extensions and beauty services

**STARTUP COST**  
\$138.2K–\$277.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/1

### The Lash Lounge

Semi-permanent and temporary eyelash and other eye-enhancing services; facial threading

**STARTUP COST**  
\$242.7K–\$502.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
109/4

### LaVida Massage

Massage and wellness services

**STARTUP COST**  
\$294.3K–\$499.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
46/3



**BIG FOOD  
BIG FLAVOR  
BIG FUN!**



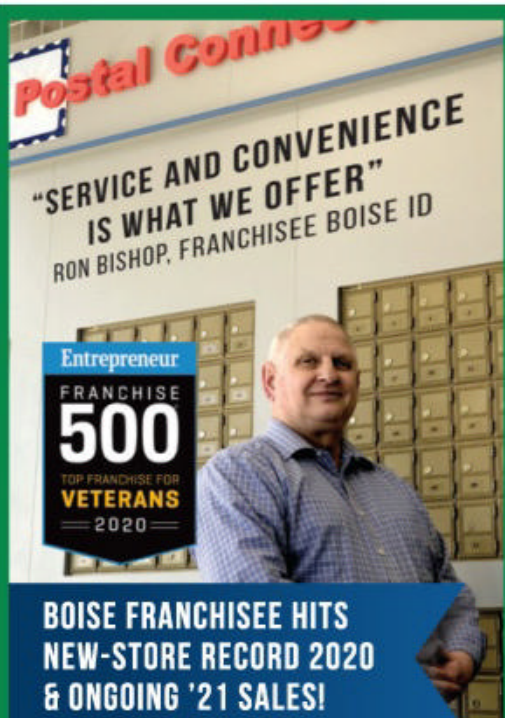
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BIG PLANS FOR  
GROWTH**

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FOR A CRAFT-CASUAL CONCEPT  
THAT IS LARGER THAN LIFE,  
MUCH LIKE ITS FOUNDER,  
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## BLENDING RETAIL SERVICE WITH ECOMMERCE SAVVY

More than a package drop-off site, we offer traditional services with shipping choices, virtual mail receiving, high quality printing, notary, faxing, digital fingerprinting, plus iSOLD It® on eBay turning customer items into cash.

- *In 2020 our same-store service center network achieved record sales, which continues through 2021*
- *Our initial investment is affordable and qualified for SBA funding*
- *The business is easy to learn and a "socialable" service*
- *There is low ongoing royalty and ad fund fee*



**Franchise Opportunities Call!**

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or

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### Lemon Tree Family Salons

Family hair salons

**STARTUP COST**  
\$161.2K-\$232.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
33/9

### Little Princess Spa

Children's salon, spa, and party services

**STARTUP COST**  
\$121.4K-\$180.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/1

### LunchboxWax

Body waxing

**STARTUP COST**  
\$363.9K-\$510.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
50/2

### Massage Envy

Massage therapy, stretch therapy, skin care, facials

**STARTUP COST**  
\$551.9K-\$912K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,112/0

### MassageLuXe

Therapeutic massage, facials, waxing

**STARTUP COST**  
\$339K-\$571.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
67/0

### Morning Dew Massage & Wellness

Massage and facials

**STARTUP COST**  
\$245.1K-\$406.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/0

### My Salon Suite/ Salon Plaza

Salon suites

**STARTUP COST**  
\$680.8K-\$1.8M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
177/30

### Palm Beach Tan

Tanning

**STARTUP COST**  
\$624.7K-\$927.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
317/220

### The Palms Tanning Resort

Tanning

**STARTUP COST**  
\$489.8K-\$517K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/4

### Phenix Salon Suites

Salon suites

**STARTUP COST**  
\$493.6K-\$1.5M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
302/6

### Pigtails & Crewcuts

Children's hair salons

**STARTUP COST**  
\$98.3K-\$229.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
59/1

### Princess Me Parties

Spa and party services for girls

**STARTUP COST**  
\$93.1K-\$165.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

### Roosters Men's Grooming Centers

Men's grooming services and products

**STARTUP COST**  
\$203.3K-\$342.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
88/3

### Salons by JC

Salon suites

**STARTUP COST**  
\$685.6K-\$1.2M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
106/10

### Scissors & Scotch

Men's grooming services, lounge and bar

**STARTUP COST**  
\$386.3K-\$680.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
12/2

### Sharkey's Cuts For Kids

Children's hair salons

**STARTUP COST**  
\$163.4K-\$225.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
87/1

### SmartStyle

Family hair salons

**STARTUP COST**  
\$178.9K-\$305.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,578/74

### The Smoothbar

Hair smoothing

**STARTUP COST**  
\$203.6K-\$312.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

### Sola Salon Studios

Salon studios

**STARTUP COST**  
\$545.5K-\$1.7M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
546/30

### Spavia Day Spa

Massage, skin care, eyelash extensions, beauty and spa services

**STARTUP COST**  
\$292.5K-\$636.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
52/0

### Sport Clips

Men's sports-themed hair salons

**STARTUP COST**  
\$246.3K-\$394.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,818/71

### Sugaring NYC

Sugaring hair removal

**STARTUP COST**  
\$118.7K-\$200.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
18/8

### Supercuts

Hair salons

**STARTUP COST**  
\$151.4K-\$321K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2,478/27

### Sweet & Sassy

Children's salon, spa, and party services

**STARTUP COST**  
\$263.7K-\$437.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
13/1

### The Ten Spot

Nail care, waxing, facials, laser hair removal

**STARTUP COST**  
\$295K-\$399K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
42/0

### V/O Med Spa

Beauty and wellness spas

**STARTUP COST**  
\$775.7K-\$1M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
8/1

### V's Barbershop

Upscale barbershops

**STARTUP COST**  
\$197.2K-\$422.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
53/0

### Waxing The City

Facial and body waxing

**STARTUP COST**  
\$204.3K-\$449.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
108/7

### Waxxpot

Body waxing salons

**STARTUP COST**  
\$249.3K-\$465.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/11

### Whip Salon

Beauty salons

**STARTUP COST**  
\$187.1K-\$361.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/2

### Woodhouse

Spa treatments

**STARTUP COST**  
\$1.2M-\$1.8M

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
71/2

## SENIOR CARE

According to the U.S. Census Bureau, the 65-plus population was the fastest-growing age group from 2010 to 2019, increasing by more than a third—and that trend will only continue. The aging population means an increased need for care and assistance, and the value of such services has only been highlighted in the past two years.

### Acti-Kare

Nonmedical home care

**STARTUP COST**  
\$32.5K-\$52.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
137/0

### Always Best Care Senior Services

Nonmedical home care, assisted-living placement, home healthcare

**STARTUP COST**  
\$74.7K-\$125.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
217/0

### AmeriCare/Ambi Care

Nonmedical home care

**STARTUP COST**  
\$112.8K-\$167.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
20/0

### A Place At Home

Nonmedical home care, senior living placement, care coordination, healthcare staffing

**STARTUP COST**  
\$59K-\$153.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
17/0

### Assisted Living Locators

Senior-care referrals and senior-living placement

**STARTUP COST**  
\$74.2K-\$94.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
136/5

### Assisting Hands Home Care

Home healthcare, respite care

**STARTUP COST**  
\$80.7K-\$152.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
155/4

### At Home Eldercare

In-home senior care

**STARTUP COST**  
\$66.9K-\$110.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
2/1

### BrightStar Care

Medical/nonmedical home care, medical staffing

**STARTUP COST**  
\$105.7K-\$170.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
339/3

### CareBuilders at Home

Home care

**STARTUP COST**  
\$115.2K-\$168.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
15/0

### CarePatrol

Senior living placement, referral, and consulting

**STARTUP COST**  
\$77.97K-\$99.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
134/0

### Caring Senior Service

Nonmedical home care

**STARTUP COST**  
\$100.9K-\$160.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
47/5

### Chefs For Seniors

In-home meal preparation service for seniors

**STARTUP COST**  
\$11.4K-\$27.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
59/1

### ComForCare

Nonmedical home care

**STARTUP COST**  
\$81.5K-\$153.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
216/0

### Comfort Keepers

In-home senior care

**STARTUP COST**  
\$91.2K-\$144.96K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
677/109

### FirstLight Home Care

Nonmedical home care

**STARTUP COST**  
\$113.3K-\$197.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
202/0

### Griswold Home Care

Nonmedical home care

**STARTUP COST**  
\$108.2K-\$181.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
166/14

### Home Care for the 21st Century

Home care, hospice care, medical staffing, non-emergency medical transportation

**STARTUP COST**  
\$95.9K-\$258K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
6/0

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**Home Helpers Home Care**

Nonmedical/skilled home care; monitoring products and services

**STARTUP COST**  
\$97.1K-\$139.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
315/0

**Home Instead**

Nonmedical senior care

**STARTUP COST**  
\$128K-\$160K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1,141/3

**Homewatch CareGivers**

Home care, nursing-care coordination, memory care

**STARTUP COST**  
\$91.4K-\$163.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
215/0

**HomeWell Care Services**

Home care

**STARTUP COST**  
\$96.9K-\$224.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
97/0

**In Home Personal Services**

Nonmedical senior care

**STARTUP COST**  
\$45.8K-\$122K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/4

**Interim HealthCare**

Medical home care, medical staffing

**STARTUP COST**  
\$128.5K-\$201.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
621/2

**Oasis Senior Advisors**

Senior-living placement

**STARTUP COST**  
\$64.9K-\$99.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
80/1

**One You Love Homecare**

Nonmedical personal care and companion care

**STARTUP COST**  
\$95.4K-\$169.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
9/1

**Options For Senior America**

Senior care

**STARTUP COST**  
\$82.8K-\$110.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/8

**Owl Be There**

Senior placement services

**STARTUP COST**  
\$87.4K-\$109.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Qualicare**

Medical/nonmedical home care, concierge services, and patient advocacy

**STARTUP COST**  
\$84.6K-\$194.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
70/3

**Right at Home**

Home care, medical staffing

**STARTUP COST**  
\$82K-\$150.8K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
643/20

**SAFE Homecare**

Senior care

**STARTUP COST**  
\$86.4K-\$132.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
1/3

**Sapphire Senior Care**

Senior care

**STARTUP COST**  
\$87.2K-\$130.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
0/1

**Senior Care Authority**

Senior-care consulting and placement

**STARTUP COST**  
\$71.1K-\$90.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
67/2

**Senior Helpers**

Personal, companion, Parkinson's, and Alzheimer's home care

**STARTUP COST**  
\$113.3K-\$152.3K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
327/4

**Seniors Helping Seniors**

Nonmedical home care

**STARTUP COST**  
\$82.2K-\$144.4K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
110/2

**Synergy HomeCare**

Nonmedical home care

**STARTUP COST**  
\$39.1K-\$160.1K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
347/0

**Talem Home Care & Placement Services**

Senior care and placement services

**STARTUP COST**  
\$65.8K-\$160.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
8/2

**Touching Hearts At Home**

Nonmedical home care for seniors and people with disabilities

**STARTUP COST**  
\$48.9K-\$75.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
72/0

**STAFFING/ RECRUITING**

Staffing Industry Analysts reports that U.S. staffing revenue is projected to grow 16 percent in 2021 to a record \$157.4 billion. That's particularly impressive given that revenue was down the year before by 11 percent. And we think the rebound is only beginning, as job openings remain high across multiple industries.

**American Recruiters**

Recruiting/staffing

**STARTUP COST**  
\$76.1K-\$124.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
10/0

**ATC Healthcare Services**

Medical staffing

**STARTUP COST**  
\$136.9K-\$223.2K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
43/0

**AtWork Group**

Temporary, temp-to-hire, and direct-hire staffing

**STARTUP COST**  
\$161K-\$223K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
80/2

**Express Employment Professionals**

Staffing, HR solutions

**STARTUP COST**  
\$150K-\$366.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
845/3

**Fortune Personnel Consultants (FPC)**

Executive recruiting

**STARTUP COST**  
\$74.7K-\$133.9K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
62/1

**Global Recruiters Network**

Executive search services

**STARTUP COST**  
\$41.7K-\$99.97K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
211/0

**Jomsom Staffing Services**

Temporary staffing, direct hire, recruitment services, consulting

**STARTUP COST**  
\$84.1K-\$128K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
5/1

**Labor Finders**

Industrial staffing

**STARTUP COST**  
\$128.5K-\$217.96K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
187/0

**Nextaff**

Staffing

**STARTUP COST**  
\$118.9K-\$156K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
24/1

**Patrice & Associates**

Hospitality, retail, and sales recruiting

**STARTUP COST**  
\$93.6K-\$111K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
209/0

**PrideStaff**

Staffing

**STARTUP COST**  
\$137.7K-\$233K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
80/3

**Remedy Intelligent Staffing**

Staffing

**STARTUP COST**  
\$152.2K-\$258.7K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
125/0

**Sanford Rose Associates**

Executive search and recruiting

**STARTUP COST**  
\$108.3K-\$143.6K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
161/0

**Spherion Staffing**

Staffing, recruitment, and employment-related services

**STARTUP COST**  
\$148K-\$347.5K

**TOTAL UNITS**  
(Franchised / Co.-Owned)  
198/0

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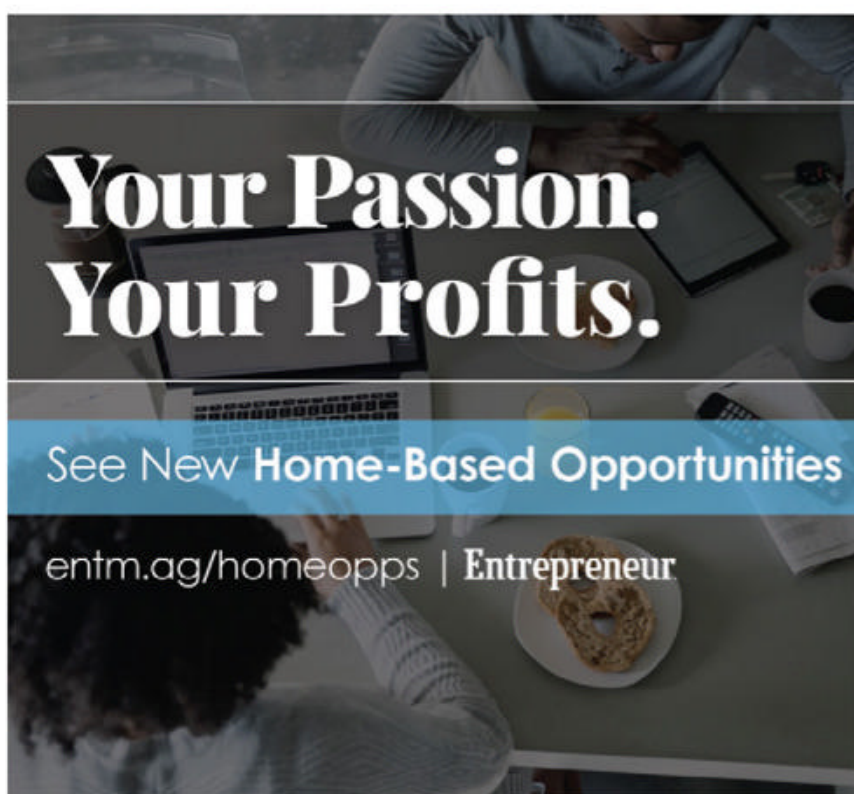




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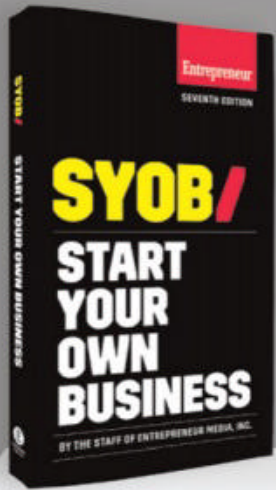
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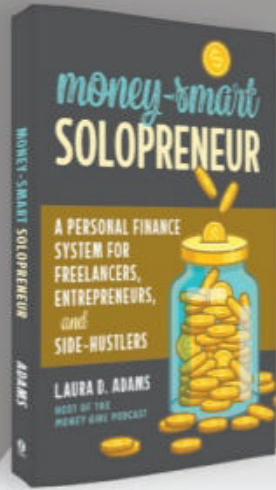
You've got the idea and the passion; now learn what you need to know to hit the ground running



Start Your Own Business

# Career Development

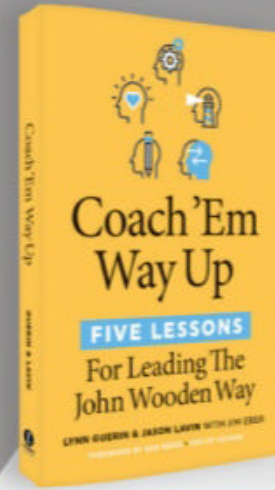
Whether you're changing careers or starting a side hustle, get the tools you need to make your move



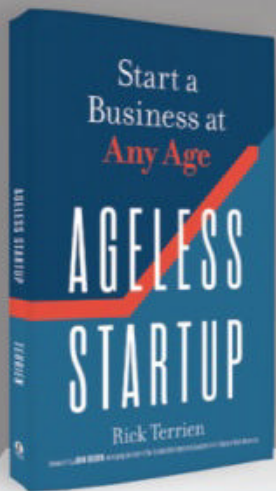
Money-Smart Solopreneur

# Leadership

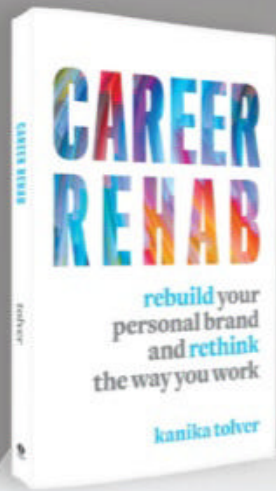
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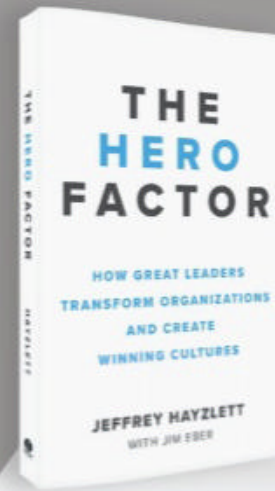
Coach 'Em Way Up



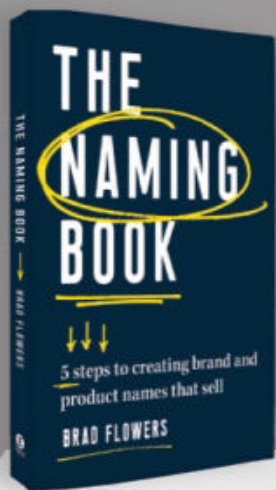
Ageless Startup



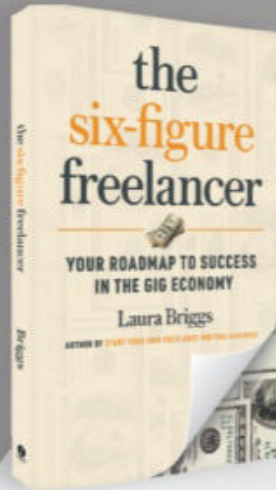
Career Rehab



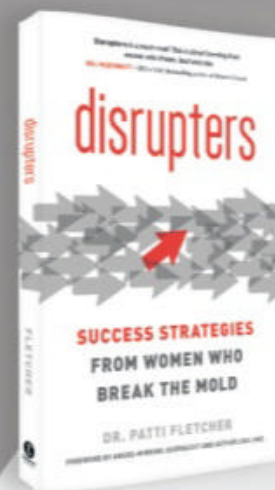
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The Naming Book



The Six-Figure Freelancer



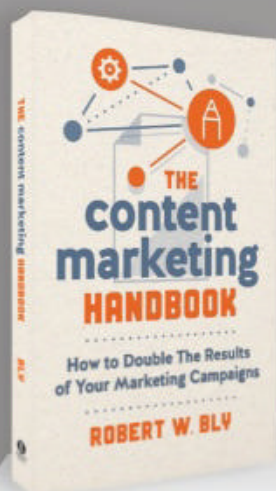
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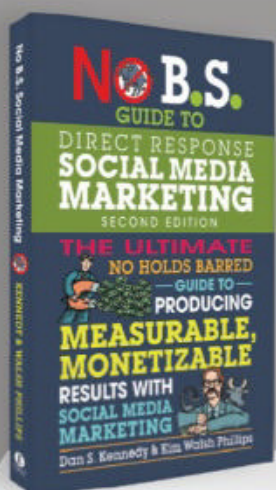
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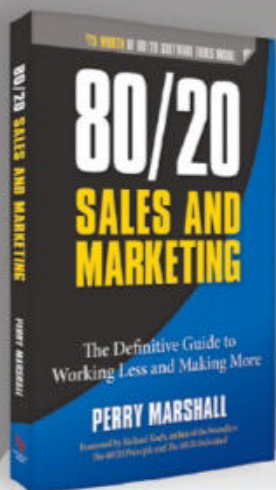
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80/20 Sales and Marketing

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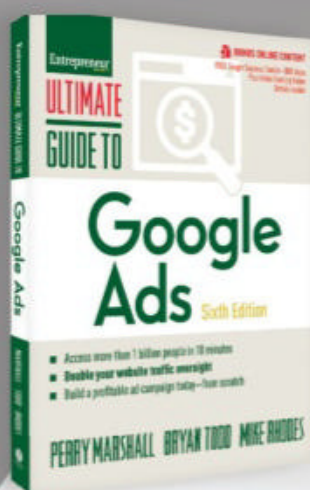
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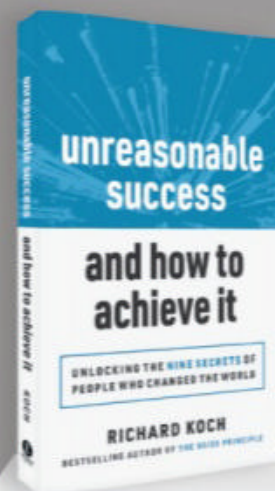
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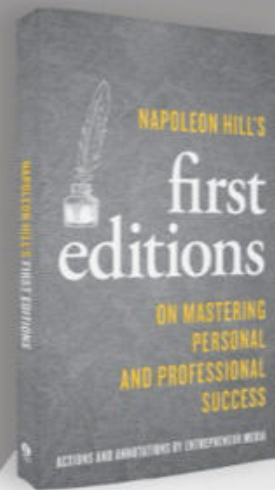
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# Motivation & Success

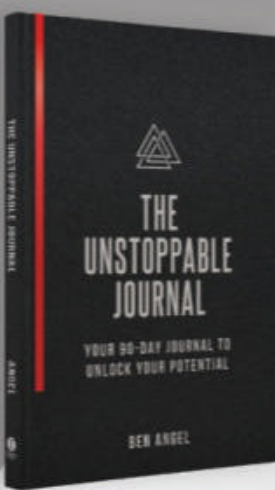
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## A Toast to Crazy Ideas

by **Meganne Fabrega**, principal, Emerald Sky Financial



→ **NEVER STALE**  
Fabrega holding her beloved toast portrait.

I graduated from college in the early '90s with a major in Italian literature and no clue how I was going to make a living. I struggled to find my footing in a new city, on a new coast, working a variety of jobs, always looking for my “real” career. I was sorely in need of encouragement—from anyone, anywhere. One day I opened my mail and found it in the form of a note from my mother. She’d clipped out an image she found in *Harper’s Magazine*; it was a portrait of John Gorrie, the inventor of the first artificial ice machine, that the artist Dennis Gephardt had made entirely out of pieces of toast.

“If someone can make a portrait out of toast,” my mother wrote to me, “you can do anything.”

In this small gesture was a glimmer of hope. Gorrie believed he did not need winter in order to make ice. Gephardt, the artist, believed he could honor that fact by painstakingly cutting 143 slices of bread into the likeness of a man. Both achieved their goals. Why not me?

I carried this clipping in my notebook for years. When I entered my 30s, now as a wife and a mother, I decided to throw myself into a burgeoning new career as a writer—so once again, I needed all the encouragement I could get. I framed the toast portrait and hung it on my wall. The years went on. Divorce, my daughter’s teenage years, another career shift—throughout it all, the toast remained in view. When I left a secure job in a law office to start my own tax preparation business with a focus on cannabis companies, my peers had their doubts. But I looked to the toast. The framed portrait of John Gorrie went up on the wall of my new office.

This career has brought more success and satisfaction than I ever achieved in my earlier working life. My clients are all risk-takers and passionate about their businesses, and we work together every day believing in change and fighting uncertainty. As in most cases, Mom was right.

And if someone can make a portrait out of toast, well, hey, we can do anything.

### WHAT INSPIRES YOU?

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