

Franchising USA

THE MAGAZINE FOR ENTREPRENEURS

VOL 08, ISSUE 4, MAR 2020

MOD PIZZA
SETS SIGHTS ON
OPENING OF 500TH
STORE IN 2020

SPECIAL FEATURE
**MULTI-UNIT
FRANCHISING**

**THREE TIPS FOR
SUCCESSFUL
BLENDED
LEARNING**



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Comments

FROM THE PUBLISHER & EDITOR



Welcome to the March issue of *Franchising USA*.

In a perfect world, the perfect opportunities would just fall into your lap and lead to instant success. However, for most of us this simply isn't the reality. If you want to succeed as a franchise owner, you've got to be proactive! So get busy creating those perfect opportunities for yourself through hard work, careful planning, and by reading the advice and insights of our Industry Experts that we source out and share with you each month.

On the Cover this issue is MOD Pizza, a fast casual pizza franchise that knows all about being proactive with strategies that helped create strong 2019 year-end results. Co-founder and CEO Scott Svenson spoke to us about the brand's growth strategies and how it plans to continue to deepen its commitment to a people-first, purpose-driven culture and build upon its position as the leader in fast casual pizza. Turn to page 10 learn about the key growth initiatives that are setting the stage for significant progress in 2020 and moving the brand towards the opening of its 500th store.

Our Special Feature this month is on Multi-Unit Franchising, an industry that has gained traction over the last few years with more and more franchisees owning multiple units. Our Feature Article digs deep to examine multi-unit ownership, while Industry Expert Jeff Brazier discusses the Advantages of Multi-Unit Ownership and Multi-Unit Goldfish Swim School Franchisee, Katie Lee, Shares Best Practices that Help Her Manage 13 Schools. Olivia Starr also examines how advances in Facebook and third-party social ad technology have made it possible for multi-location brands to shift to a localized social marketing strategy that protects brand integrity while localizing ads for each franchise location.

Does working with your spouse sound like a dream or a nightmare? This month we feature a Franchisee in Action article that takes a look at 3 "Power Couples" who are living the dream of owning a business with their spouse and are doing it exceedingly well. Whether embarking on the entrepreneurial journey later in life or getting in on the ground floor, these three couples prove there is (good) living after leaving the corporate rat race.

Don't forget to get caught up on the latest in Industry News on pages 6-9 and take a few minutes to scroll through some of the investment opportunities available in our A-Z Directory listed at the back of the magazine.

Happy reading!

"Do not wait to strike till the iron is hot, but make it hot by striking." ~ William Butler Yeats

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what's new!



TINT WORLD® EXPANDS HOUSTON REACH WITH NEW HUMBLE LOCATION

Tint World® Automotive Styling Centers™, a leading auto accessory and window tinting franchise, announced today the opening of its 15th Texas location and second under the ownership of local entrepreneurs Chad and Rene Bailey. The store will provide full-service auto styling for the Harris County and Lake Houston community.

"Tint World® offers great franchisee support, and it's the best option out there in aftermarket auto services," Chad Bailey said. "I found Tint World® after leaving the corporate world and I find joy offering our customers a fun experience with auto styling and giving back to my community."

Tint World® of Humble will provide a full range of automotive styling and safety services, including automotive tint, automotive paint protection film, mobile electronics, advanced driver-assistance systems and car stereo upgrades, and residential and commercial window film.

"Chad and Rene are passionate owners and a great representation of the Tint World® family," said Charles Bonfiglio, president and CEO of Tint World®. "They recognized a demand for auto styling services in the area that was greatly unmet. They take pride in the impact that they have had in their community."

The all-new Tint World® of Humble store is located at 8090 FM 1960 Rd E, Humble, TX 77346-1765. For more information, call (832) 995-0622.

www.tintworld.com/locations/tx/humble-087

ZORABILITY INTRODUCES MYFRII, FORMERLY GETFRIED



ZorAbility, an advisory and investment-strategy firm for franchising, has completed its full-scale rebrand of the gourmet fry restaurant myfrii, formerly known as GetFried.

"We've spent significant time, thought and resources in restructuring myfrii to ensure it can achieve responsible, sustainable success and avoid common pitfalls emerging concepts often fall victim to," said ZorAbility CEO Sam Ballas. "The changes we made were crucial toward those goals. The result is a meticulous, data-driven approach franchisees can see and have confidence in."

The transformation involved retooling the franchise's footprint to optimize space and create multiple concept models. Once confined to just a kiosk-based model, myfrii's redesign produced three store prototypes ranging from 1,040-1,680 square feet in size (exception: non-traditional locations). The versatility of its store prototypes allows for myfrii to populate high-density markets, brick-and-mortar storefronts and non-traditional restaurant spaces – like airports and universities.

Additionally, myfrii is adding a More Eats menu with boneless wings and a handful of award-winning sauces from East Coast Wings + Grill – made possible through a non-exclusive licensing agreement. The franchise will also work with renowned chef Sammy G to introduce signature items.

"Next steps are validating our re-engineering as we begin to open our first few corporate locations in 2020," said Ballas. "We'll adjust as needed and initially award a dozen franchise agreements with experienced franchise buyers in 2020. Our first locations will be in North Carolina, and we'll use our strategic site-selection process to test the different-sized prototypes and new brand philosophies."

my-frii.com

MADABOLIC INKS DEAL TO OPEN STRENGTH-DRIVEN FITNESS CONCEPT IN CHARLOTTESVILLE

Premier Strength and Conditioning Brand Announces Agreement for Second Virginia Location

MADabolic, the first and only strength-driven interval training franchise announces its agreement to bring it back to Charlottesville. The studio will be locally owned and operated by husband and wife, Todd and Kirsten Lorenger.

Founded in Charlotte, N.C. by former professional hockey players Brandon Cullen and Kirk Dewaele, MADabolic's strength-focused concept attracts high-achieving individuals defined by their disciplined nature.

"A few years ago, we decided to leave Charlottesville until we found the right franchise partners. We are excited to return with new, dynamic and focused owners. We've known Todd and Kirsten since the beginning in Charlottesville. They are great people, plain and simple," said Brandon Cullen, Co-Founder of MADabolic.

Each 50-minute class includes a description of the workout, demonstration of each movement, and structured warmup to match the demands of the workout.

"The MADabolic concept is unlike any other option. Fitness remains an integral part of our lives. We are former athletes who value the same intense training, that we did in our playing days,"



said Kirsten. "After experiencing MADabolic ourselves, we knew it was special. We needed to bring it back to Charlottesville."

The signed agreement in Charlottesville comes as MADabolic continues to strengthen through franchising in key markets across the United States, including Arlington, Asheville, Atlanta, Austin, Charlotte, D.C., Greenville and Raleigh.

For more information about the MADabolic franchise opportunity, visit www.madabolic.com/franchise/why-us.

CELEBREE SCHOOL APPOINTS JIM DIRUGERIS CHIEF DEVELOPMENT OFFICER

Celebree School, a leader in early childhood education with 26 company-owned locations in Maryland and Delaware, today announced the appointment of Jim DiRuggeris as chief development officer. In this role, DiRuggeris will work closely with prospective and new franchisees as they start their journey with Celebree School.

"As our network of franchisees continues to grow, it's critical to have someone like Jim leading franchise development," said Richard Huffman, founder and CEO of Celebree School. "He will serve as one of the first touchpoints someone has with Celebree and help guide them to establish and run a quality school."

Jim brings a wealth of franchising

experience to Celebree School, having worked in various roles in the industry since 2007. Before joining Celebree, DiRuggeris served as the vice president of franchise development for Goddard Systems, Inc. Prior to working in the early childhood education space, he spent seven years with Driven Brands, a leading automotive franchise company.

"I'm excited to join the Celebree team and assist with bringing the company's proven model to more markets and families," said DiRuggeris. "I am proud to say I am involved in helping educate young children and understand why this franchise opportunity is appealing to those wanting to make a positive impact in their community."



For more information on franchise opportunities, visit www.celebree.com

what's new!

TOUGH MUDDER BOOTCAMP WELCOMES FRANCHISE INVESTOR AS NEW CEO

Tough Mudder Bootcamp, the HIIT and functional fitness workout concept aligned with international event series Tough Mudder, has announced the appointment of a new CEO to drive the franchise brand's high-powered strategic expansion plans forward in 2020.

Britt Canady, a former multi-unit franchisee in the Charlotte territory and Vice President of Strategy for Tough Mudder Bootcamp, is now serving Tough Mudder Bootcamp as CEO to steer growth for existing and prospective franchisees, including the Area Representative program and expanded franchise growth in priority markets.

A separate investment from the existing franchise opportunity, the Area Representative program is a high-profile venture designed to give strategic partners and high-level investors a unique chance to invest in a revenue-sharing model with Tough Mudder Bootcamp by developing their own exclusive territory within the franchise.

With seven locations currently open and more than 40 in the development pipeline already, including openings in Oakland, CA; Apple Valley, MN and Charlotte, NC, Tough Mudder Bootcamp is on track to have nearly 15 studios open as well as 60 additional units awarded by the of 2020 under Canady's leadership.



For more information on the Tough Mudder Bootcamp franchise opportunity, please visit tmbootcamp.com/own-a-tmb/

CHILL-N NITROGEN ICE CREAM ACHIEVES SIGNIFICANT MILESTONES IN 2019



Chill-N Nitrogen Ice Cream, one of the first liquid nitrogen ice cream shops in the nation, announced a successful 2019 with the launch of their franchising program in August and the signing of their first franchise agreement, in addition to other significant achievements.

"2019 has been an exciting year for the brand. The accomplishments achieved throughout the year reflect our team's hard work and commitment to our brand and product," said Daniel Golik, co-founder and COO of Chill-N Nitrogen Ice Cream.

"As we jump into 2020, we remain dedicated to pursuing new opportunities with entrepreneurs that believe in Chill-N's mission to be the most delicious ice cream company on Earth."

"With a focused commitment on continually implementing the most state-of-the-art technology and automation, Chill-N Nitrogen Ice Cream is poised for significant growth in 2020," said David Leonardo, CEO of Chill-N Nitrogen Ice Cream.

Chill-N Nitrogen Ice Cream is currently seeking experienced single- and multi-unit operators to become a part of the growing brand and develop franchise territories in new markets. The popular ice cream concept offers a proven business model with technology and automation driving low labor costs allowing the franchisor to focus on providing great customer support for its franchisees and a high quality product for its customers.

For more information on Chill-N Nitrogen Ice Cream's franchise opportunities, please visit www.chilln.com/franchising

FARMER BOYS ANNOUNCES NAME CHANGE TO 'FARMER GIRLS' IN HONOR OF WOMEN'S HISTORY MONTH IN MARCH

Farmer Boys®, the Southern California-based fast casual concept known for its award-winning burgers and exceptional service, is celebrating Women's History Month throughout March by changing their iconic name to 'Farmer Girls' and giving their popular Bacon Boy burger a fresh new name: 'Bacon Girl.'

In honor of International Women's Day on Sunday, March 8, participating Farmer Girls locations will offer \$1 off the burger from 2:00 to 5:00 p.m., as well as donate \$1 from every Bacon Girl sold to Catalyst, a global nonprofit on a mission to build workplaces that work for women.

"Women's History Month and International Women's Day are all about celebrating the contributions of women to society, and because we have more than 1,600 female staff members

who help run our business and make our guests happy each day, we wanted to honor them with the Farmer Girls brand," said Karen Eadon, president and chief operations officer for Farmer Girls. "While our concept was started by five brothers, our team is supported by all genders and we wanted to use Women's History Month to recognize that and express our gratitude."

Farmer Girls is proud to be a women-led company with Karen Eadon, restaurant industry veteran and President since 2015, at the helm. The company has more than 30 women on their corporate team, with more than 290 female managers and employees working at Farmer Girls' more than 90 restaurants in California and Nevada. Additionally, more than 27% of franchisees are female.

For more information, visit www.farmer-girls.com.



ALWAYS BEST CARE ADDS BALANCE TRACKING SYSTEM FOR SENIORS

Always Best Care Senior Services recently announced the launch of a Balance Tracking & Fall Risk Assessment Program to help keep its clientele safe.

The Balance Tracking System will provide an objective, accurate and reliable measure of a client's postural sway – known as a key indicator of balance ability commonly used in fall risk assessment. Always Best Care will become the first senior care franchisor to introduce the program at this scale and is currently rolling out the program to its franchisees nationwide.

According to Centers for Disease Control and Prevention, 3 million elderly people are treated in emergency departments for fall injuries annually, while 800,000

patients are ultimately hospitalized. Always Best Care's Fall Risk Assessment Program will help prevent those injuries and will categorize a person's fall risk across a spectrum ranging from low, to moderate, to high. The assessment can be calculated for each individual – regardless of age – but will be especially useful to individuals 60+, where the consequences of a fall are amplified.

The new program is just one way that Always Best Care continues to innovate to provide the best services possible to its clients and partners. Always Best Care is one of the nation's leading providers of non-medical in-home care and assisted living referral services. The company delivers its services through an international network of more than



200 independently owned and operated franchise territories throughout the United States and Canada.

For additional information on Always Best Care, please visit www.alwaysbestcare.com



MOD PIZZA

ANNOUNCES STRONG 2019 RESULTS SETS SIGHTS ON OPENING OF 500TH STORE IN 2020

SIGNIFICANT FUNDING FUELED KEY GROWTH INITIATIVES

MOD Super-Fast Pizza Holdings, LLC (“MOD Pizza”, “MOD” or the “Company”) today announced 2019 year-end results that reflected continued new store growth, job creation, triple digit growth within digital channels, and significant social impact.

MOD reported the following 2019 highlights:

- System-wide sales reached \$493 million, a year-over-year increase of 24%.
- Company net revenue of \$393 million, up 26% over 2018.
- Digital sales growth of 135%, including expansion of MOD Rewards to over one million members.
- 64 net new stores added system-wide, for a total of 468 system-wide stores operating at the end of 2019.
- Added 2,000 new jobs, growing the MOD Squad to nearly 10,000 system-wide.
- Expansion into Canada with the opening of a store in Langford, British Columbia in December.
- Successfully completed a \$160 million equity financing led by Clayton, Dubilier & Rice (“CD&R”) and supported by existing investors Fidelity and PWP Growth, bringing the total equity raised to date by the Company to over \$339 million.
- Over \$1.9 million donated to support MOD Squad members in need and community organizations across the US.

“Over the past 11 years, we have built MOD upon the conviction that we could



create a best-in-class business by putting our people and the communities we serve first. We continue to believe deeply in this more enlightened form of capitalism. CD&R's investment further validates our belief that profit and social impact can and should co-exist," said Scott Svenson, co-founder and CEO, MOD Pizza. "The funds we raised in 2019 enabled us to pursue a number of key growth and business improvement initiatives that have set the stage for significant progress in 2020 as we move towards the opening of our 500th store. We're incredibly excited for what the future holds as we continue to deepen our commitment to our people-first, purpose-driven culture and build upon our position as the leader in fast casual pizza."

During 2019, MOD made significant investments in its digital offerings to ensure customers have easier and more convenient access to the MOD experience. In March, the Company introduced MOD Rewards, its first app and loyalty program, allowing customers to earn points toward free menu items or the option to donate their reward to help children struggling with food insecurity. More than one million customers joined MOD Rewards between its national launch in March through the end of 2019. In September, MOD launched nationwide delivery in partnership with DoorDash. Together, these initiatives enabled digital order growth of 135% over 2018.

MOD and its franchisees donated over \$1.9 million to 9,000+ local and national charities across the US and provided ongoing support to MOD Squad members in need through its Bridge Fund. The Company deepened its work on opportunity hiring, providing jobs to individuals with barriers to employment with a focus on three specific populations



"We're incredibly excited for what the future holds as we continue to deepen our commitment to our people-first, purpose-driven culture and build upon our position as the leader in fast casual pizza." - Scott Svenson

- Second Chance (previously incarcerated), Opportunity Youth (low-income youth ages 16-24 who are neither employed nor in school), and IDD (intellectual and developmental disabilities). In 2019 MOD launched national partnerships with Best Buddies International and Out & Equal, to champion workplace diversity and inclusivity with donations of \$61,000 to the Best Buddies Jobs Program and \$16,000 to Out & Equal. During its annual "Spreading MODness" week, MOD continued its partnership with Generosity Feeds, a non-profit organization fighting childhood hunger, raising over \$239,000 in 2019 alone and packing over 550,000 meals at events nationwide. MOD also proudly served free meals to over 37,000 teachers on Teacher Appreciation Day, nearly 14,000 Veterans on Veterans Day and over 4,000 Nurses on Nurse Appreciation Day.

The Company received several awards in 2019, including a spot on the Fortune "Change the World" list, which celebrates 52 companies across the world that are helping to tackle society's unmet needs. MOD earned a spot on the Inc.5000

list of the most successful high-growth companies in America, and received a Gold Davey Award for its cause marketing campaign that supported teen suicide prevention. MOD has been named America's fastest growing restaurant chain in the US by Technomic for four years running.

MOD Pizza serves individual artisan-style pizzas that are made on demand, allowing customers to create their own pizzas and salads with any combination of over 30 toppings, all for one incredible price based on size. With 475+ locations system-wide, MOD is committed to creating not only a cool place to eat, but an inspired place to work.

Definitions:

The following definitions apply to these terms as used throughout this article:

- MOD operates using a 52/53-week fiscal year reflective of 13 four-week periods in a year. The first fiscal quarter consists of 16 weeks and each of the second, third and fourth fiscal quarters consists of 12 weeks, except for a 53-week year when the fourth quarter has 13 weeks.
- The term "system-wide" refers to all company-operated and licensed store locations.

modpizza.com/franchising

LEVERAGING YOUR LIQUIDITY EVENT



George Knauf

The last goal an owner has for any business is to take it to a liquidity event or hand it down to their kids.

A liquidity event is when a business owner sells their business and captures the market value of that business at that point in time. It is much like when you sell a house and now have the cash to go invest in another asset.

But that raises a conundrum that most people don't expect, often times business owners are really bad at retiring!

Most employees have a job because it

pays the bills, but they don't always find pleasure in being an employee. They are working for retirement when they will hopefully be in good enough health to be able to enjoy the fruits of their labors.

Business owners chose their path, they often have something that drives them to control their destiny. Once they prove that they can be a successful business operator they may sell their business.

The challenge comes in after they spend some time around the house, playing golf, travelling, etc. They often find they have trouble replacing the fulfillment from hobbies that they found from running their business.

But, how do you build that next step so that you can both have the business interaction and a lifestyle that you can enjoy?

It all starts by looking at what is important to you and how you can leverage your skills, resources and capital.

At any given time about 60% of the projects I am working on are with business owners that have had some sort of liquidity event and who are looking to reinvest a portion of that cash pool into a growth opportunity.

When a liquidity event happens, most people start working on their investment strategies. Some of that pool will probably be reserved in cash, often funds are set

aside for a retirement they may never take, a portion may go to a new home or toys, but then we get to what they may reassign to a new endeavor.

This is when we need to balance capital with skills, resources and lifestyle.

These franchise candidates are very savvy but have spent many years focused, often, on one brand and in one space. What I get to provide them is a radar screen that covers all of franchising.

From there we can look at where growth opportunities exist, where they can add recession resistance and what brands have a system set up with an owners role that fits how this owner wants to work while building lifestyle.

So, where to start?

I find that owners that used to have empires built around commercial retail space split roughly evenly on whether they want to continue with that kind of real estate equation or to move to a service model that they can grow less expensively and faster. This boils down to the goals of the owner as we can create a game plan and find solid brands for either. Typically these candidates are much less focused on how a brand might look to their friends or neighbors than having a very predictable model that they can hit home runs with.

Service brands offer some of the most



"It all starts by looking at what is important to you and how you can leverage your skills, resources and capital."

interesting franchise options today. They are often in markets that are far more fragmented and inefficient than restaurant and retail spaces that have been well developed by franchise brands for decades. It is in these more fragmented and inefficient markets that we find some of the best growth opportunities for capable owners.

Once we have identified a market or markets, we start looking at business trends and the owners desired role. For these candidates the split tends to be about 20% want to run the business full time, 20% want a business where they can be in a flexible executive type of role (involved but able to step away) and 60% want a business capable of a semi-absentee role.

Lifestyle becomes a greater factor as owners age. Semi-absentee and executive roles offer more flexibility for family, travel, etc. For some, it also offers more bandwidth for additional businesses in their portfolio.

The key is having the right game plan to make both your role and your business successful. Often this means that quantity and quality of staffing will be a key component. We may spend a little more initially to get the right talent foundation in place.

Sometimes in working on this plan we advance a candidate from a front line franchise role to a Master franchise type of role where they are now coach and mentor

to those front line franchisees. It is a role that sits between franchisee and franchisor. While not common, it is quite coveted and sought out in the industry.

We see great strategies rolled out after liquidity events every month.

What is your success story? Let's go find it!

George Knauf is a highly sought after, trusted advisor to many of the top franchise ownership groups in the world. With over 25 years of experience in both start-up and mature business franchise operations he is uniquely qualified to advise individuals that have dreamed of Building their own empires. Whether you have an existing portfolio or searching for your first franchise, he can help you to pursue your dreams. Contact the Franchising USA Expert, George's Hotline: 703-424-2980.

www.MyPerfectFranchise.com

3 QUESTIONS TO ASK BUILDING A FRAN DEVELOPMENT WE



Building a franchise development website is a critical component of a franchise's growth strategy.

The fran dev website – and it does need to be a separate site – should integrate seamlessly into the sales process.

When we build a franchise development website, we start by identifying the brand's target persona, their ideal franchise candidate. Then we ask three questions that will shape the approach we take for content

and creative and that we use to develop the user experience:

- Does the ideal candidate know the brand?
- Does the ideal candidate know this is a franchise?
- Does the ideal candidate understand the specifics of the franchise opportunity?

Using those answers, we can determine what information a fran dev website needs to deliver to leads to move them down the sales funnel and help them convert.

1 Do they know the brand?
Brand recognition is crucial to

WHEN CHISE EBSITE

growing a franchise. If the ideal franchisee doesn't even know that a particular franchise exists, how would they choose to invest in it? Obviously, this is a much larger hurdle for emerging franchises. An emerging brand's growth strategy may include investing in a brand awareness public relations campaign. If someone who fits the persona profile hears enough to be intrigued about a brand, they may search for it online. Even if they start their research on a consumer website – which should always include a link to the fran dev site, and vice versa – that could nudge them into the sales funnel. PR also can help to propel brands onto some of the high-profile lists ranking top franchises that potential investors study when considering their options.

2 Do they know this is a franchise?

Again, potential franchisees are more likely to recognize the bigger, well-known brands – but they may not be aware that they are franchises. So although the brand may be well-known, leads may require some education about the franchise opportunity. Emerging franchises are at a much larger disadvantage, because they will have to introduce the brand and what they are selling as well as the benefits of joining that particular franchise. For these



"Getting strong leads and converting them is the whole purpose in building a fran dev website. Everything about the site should help move a lead down the sales funnel and into the CRM, where the business development team can nurture them and begin to close the deal."

brands, the franchise opportunity will have to be communicated clearly through words and imagery on the fran dev site.

3 Do they understand the franchise opportunity?

The answer to this question is almost always "no." Even leads who answer "yes" to the first two questions are unlikely to have access to financial information such as liquid capital requirements or startup costs. They also will not know the details about corporate support available for real estate services or construction plans, or how the national ad fund works, but that's precisely the kind of information they will need to make an informed decision. The more transparent that a franchise can be about what qualifies (or disqualifies) someone interested in buying a franchise, the better their leads will be.

Getting strong leads and converting them is the whole purpose in building a fran dev website. Everything about the site should help move a lead down the sales funnel and into the CRM, where the business development team can nurture them and begin to close the deal. The goal is to convert "leads" into "candidates," and a thoughtful fran dev site can help achieve that goal.

Lora Kellogg, CFE, is president and CEO of Curious Jane, an ad agency specializing in franchises. With more than 16 years of experience and a portfolio of top brands, she and her team work with established and emerging franchises to grow sales, increase traffic, build brand awareness and generate leads.

curiousjane.com

HOUSEMASTER HOME INSPECTIONS PRESIDENT AND CEO KATHLEEN KUHN RECEIVES LIFETIME ACHIEVEMENT AWARD

HouseMaster, the first national franchise brand in the home inspection industry, awarded its President and CEO Kathleen Kuhn with the company's Lifetime Achievement Award at its franchise convention in Boulder, Colorado.

Kuhn has been a part of HouseMaster for over 30 years, and has followed in the footsteps of her father, the late Ken Austin, who launched the HouseMaster franchise in 1979. Up until the 1970s, home inspections were rare, and only about 2 percent of all home purchases received an inspection prior to sale. Austin understood the importance of all consumers having access to reliable home inspections prior to making the most important purchase of their life. His pioneering vision propelled HouseMaster into the leading name in home inspections, and his daughter has played an integral role in growing the company to over 325 franchise locations across the United States and Canada.

Kuhn's vision, passion, and dedication has allowed her to continue her father's legacy. As a franchisee, Kuhn ran an "executive model" focusing on business development and operations while her husband conducted inspections and hired and managed their team of inspectors, giving Kuhn a unique franchisee perspective of HouseMaster.

"She truly cares about the success of every HouseMaster franchisee," said Paul Ferrara, the COO of HouseMaster who presented the award to Kuhn. "She learned quickly from her father that franchising is about building relationships between the franchisor and franchisees, but also between franchisees, real estate professionals and the general public."

Eventually, she returned to the headquarters and her first-hand knowledge of the struggles and day-to-day experiences of a HouseMaster franchisee have proven invaluable. She ensures that everyone at the corporate office understands how everything works at the franchisee level, and her knowledge and commitment have helped HouseMaster grow and thrive in an increasingly competitive environment.

"She has done more for the ongoing success of HouseMaster than any other individual," Ferrara added.

In 2002, Kuhn became the President and CEO of HouseMaster



Kuhn recognized for her impact growing and leading the first and most experienced home inspection company in North America

and over the last decade she has seen the company through many significant moments, especially the passing of her father in 2016.

"Ken Austin was the visionary behind HouseMaster — his dedication and vision provided all of us a path to providing home inspections in our communities and realizing our entrepreneurial dreams," said Sergio Angione, a HouseMaster franchisee and the 2019 recipient of HouseMaster's annual Austin Cup Award. "We're grateful that his legacy continues on through his daughter."

Kuhn helped guide HouseMaster during a transition from family to corporate ownership, and throughout the transition she ensured that HouseMaster's culture stayed intact. HouseMaster never lost sight of the needs of its franchisees, and she helped the company embrace technological changes in the home inspection industry and become a leader in innovation.

"To know that my father's legacy continues in each and every one of our franchise owners means the world to my family," said Kuhn.

Ferrara noted how Kuhn is loved and admired by the HouseMaster family for her compassion, incredible work ethic, and unwavering commitment to working for the betterment of HouseMaster.

"She knows that her work helps millions of people live in safe and secure homes, and every day she works to ensure that HouseMaster provides them the best service possible," Ferrara said. "For over 30 years she has been a mentor to many people in the HouseMaster family, and an inspiration for so many more."

For more information on the franchise, visit housemasterfranchise.com.



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THREE TIPS FOR SUCCESSFUL BLENDED LEARNING

What is blended training? If you ask that question to a group of people, chances are most of them will reply that it is a mixture of live training, online training and possibly mobile training. Those people are correct.

Blended learning often includes exactly those approaches to teaching skills and information. But blended training can also bundle in job aids, work simulations, and the opportunity to read articles and explore other resources.

After all, there are many different ways to convey information. But the strength of blended learning lies in more than variety, because it addresses the reality that different people like to learn in different ways. Another advantage is that blended learning offers the opportunity to repeat the same information in ways that remain interesting, because they are presented in different formats. And being repetitive is not a bad thing in training. It actually increases the likelihood that people will absorb the information you are trying to convey.

To reap those benefits from blended learning, I would recommend that you apply the following principles.



Evan Hackel

Key One: Know the End Up Front

What is it that you want your training to accomplish? Without having clear goals and knowing how to measure them, it is impossible to have high-quality training. To improve the results of training, be sure to explain to your trainees what you want them to learn. Defining and communicating clear goals is a critical first step in training success.

Key Two: Repetition is important

The more often learners are exposed to the learning concept, the more likely they will properly absorb the information. Repetition for repetition's sake doesn't make sense. However via blended learning you can

"Success comes from having a process in place that allows you to identify what matters most, and when."

achieve repetition by using different mediums. This way you achieve the benefits of repetition in a manner that isn't irritating to the learner.

Key Three: Always Provide Opportunities for Trainees to Demonstrate What They Have Learned

When people have the opportunity to demonstrate what they have learned, your training "sticks." So no matter which setting trainees are in, be sure to offer assessments, simulations, quizzes and interactive exercises that allow them to show they have gained the knowledge you wanted them to.

"To improve the results of training, be sure to explain to your trainees what you want them to learn. Defining and communicating clear goals is a critical first step in training success."

BLENDED LEARNING

HOW IT WORKS



Key Four: Limit the Number of Concepts You Will Include in Your Training

When franchises try to cram too much information into every owner's head, the result is like trying to get them to drink from a firehose. They cannot absorb everything, so they feel overwhelmed and actually learn less.

The solution is to think creatively and strategically about which things need to be trained, and when. What are the most important skills and knowledge to teach brand new owners, for example? Which skills can be taught later, when owners have opened locations? Which concepts should be taught even later, when owners

are staffing up, or getting involved in marketing and expanding?

Success comes from having a process in place that allows you to identify what matters most, and when.

Key Concepts . . .

- Define your goals carefully.
- Create an engaging mix of different training delivery vehicles. Allow them to act as reinforcement for the others.
- Remember that being repetitive – in the right ways – is part of good training, not something to avoid.
- Strategically limit the concepts you will cover in your training. Sometimes the things you decide not to include have the

biggest effect in creating great training.

Evan Hackel is a 35-year franchising veteran as both a franchisor and franchisee. He is CEO of Tortal Training, a leading training development company in Charlotte, North Carolina, and Principal and Founder of Ingage Consulting in Woburn, Massachusetts. Evan is the host of Training Unleashed and author of *Ingaging Leadership*. Evan speaks on Seeking Excellence, Better Together, Ingaging Leadership and Attitude is Everything.

To hire Evan as a speaker, visit www.evanspeaksfranchising.com.
www.tortal.net

FLEXIBLE WORKSPACE IS THE NEW FRANCHISE FRONTIER

COULD THE MOVEMENT CURRENTLY
SHAPING THE FUTURE OF WORK ALSO
BE THE FUTURE OF FRANCHISING?



The flexible workspace sector has reached a tipping point. The demand for flexible workspace across the world has seen record growth in the last few years, with flexible working spaces set to grow up to 30 percent annually for the next five years, according to global real estate giant Jones Lang Lasalle (JLL).



The industry's impressive growth is why franchising, which has historically been able to support this type of significant development, is the natural next chapter of the flexible workspace story.

Traditionally, only brands like McDonald's, Hilton Worldwide or Dunkin' used to come to mind when consumers thought of franchising. But take one look at any of the latest rankings of the top franchise brands, and you will find that the industry today is long past associating franchising with fast-food restaurants or hotels. The future of franchising is diverse, and the market is more understanding and accepting today of the franchising model than ever before.

When that kind of acceptance and diversity is combined with an emerging market that is growing rapidly, an investment opportunity with considerable benefits begins to emerge. The mobile workforce is set to hit 1.87 billion people globally

by 2022. Those 1.87 billion people will need flexible workspaces in major hubs across the world. This dynamic situation creates the same kind of opportunity that entrepreneurs had ten years ago with boutique fitness concepts like Orangetheory Fitness or CycleBar when the fitness industry began to explode. It's the kind of opportunity that comes along so rarely that sceptics say it doesn't exist in the market anymore – until it does.

Flexible workspaces are now woven into the fabric of our societies. They offer flexibility to businesses and their staff whenever and, crucially, wherever they need it. Research conducted by leading flexible workspace provider, International Workplace Group (IWG), shows that 80 percent of workers in the U.S. would choose a job which offered flexible working over a job that didn't. Additionally, almost a third (30 percent) of people value being able to choose their



Darin Harris

work location over an increase in vacation time. Based on this research, the flexible workspace market will continue to grow because it is driving employee satisfaction, and satisfied employees are more productive. In fact, flexible working has



shown to improve retention rates, diversity and productivity, and according to a recent report by Regus, an IWG company, it is estimated that by 2030, the U.S. could see an economic boost of as much as \$4.5 trillion annually from flexible working. Millennials are the first generation that are used to the idea of flexible workspaces and as they become leaders at large companies, the notion of flexible working becomes more acceptable. Flexible working will not just be seen as a perk but as a requirement in most industries.

Within the flexible working industry, a new trend has emerged, which is also being driven by millennials: An increasing number of coworking spaces are occupied in vibrant retail shopping centers, airports and train stations. The shift in real estate is because these locations are perfect for the on-the-go multi-tasker and offer a myriad of amenities at hand. While amenities and locations may change over time, the flexible workspace concept is not going anywhere.

Flexible offices have undoubtedly begun to emerge as an investable asset class. Not only do they offer a strong economic business model and low employment costs, but also significant income potential. The



operating model is proven, demonstrably successful and opportunities for growth are significant in not only major markets across the country such as New York City and San Francisco, but secondary and tertiary markets as well, especially with brands, such as Regus and Spaces, that are globally renowned and therefore benefit from good brand equity. In fact, Regus created the flexible workspace concept and has remained the industry's global leader since its inception 30 years ago. Flexible

workspace, in my opinion, will soon be taking its place alongside hotels and restaurants as a separate asset class and a core part of institutional portfolios.

Darin Harris is CEO of IWG, North America, where he leads the development and expansion of IWG across its companies, including Regus, Spaces, HQ and Signature by Regus, playing a key role in developing IWG's franchise offering.

<https://franchise.iwgplc.com/en-gb>

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MULTI-UNIT FRANCHISING FEATURE

MARCH 2020

SPECIAL FEATURE

**MULTI-UNIT
FRANCHISING**

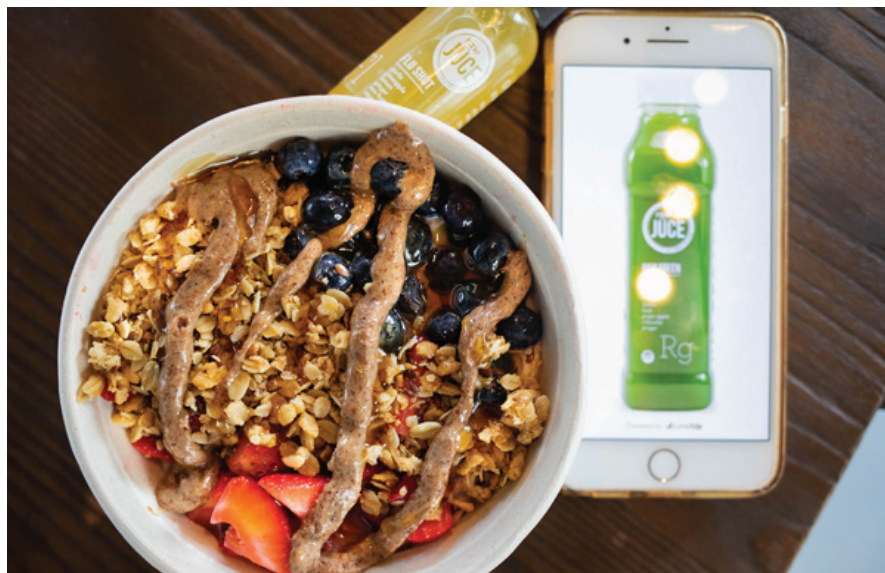
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what's new!

RAW JUCE LAUNCHES NATIONAL FRANCHISE PROGRAM



Raw Juce, a trailblazing fast-casual experience that offers great tasting organic cold-pressed juices, smoothies, acai bowls, and other organic foods, today announced the launch of its national franchise program to expand the concept across the nation.

With nine locations currently operating throughout South Florida, Raw Juce has become infamous for its cult-like brand following and is poised for significant growth due to its strong unit economics, \$1,529,000 average AUV and high-quality, all-natural products that are all 100% organic and non-pasteurized.

The Raw Juce concept was inspired by Barry Rabkin after he was diagnosed with thyroid cancer in 2009. After undergoing a year of treatment, he found himself weak and depleted of energy, but once he was introduced to organic foods and juicing, he instantly felt the transformation of a healthier body and mind. As he made this a part of his daily routine, it became his mission to showcase the amazing benefits of raw juice, so he partnered with franchising veteran Jeff Levine, former CEO and founder of Salad Creations, to launch Raw Juce in 2013.

Raw Juce is currently seeking experienced multi-unit operators to become a part of the growing brand and develop franchise territories in new markets throughout Houston, Dallas, Charlotte, North Carolina, Nashville, Tennessee, and Atlanta. The brand offers an easy-to-run business model with strong ROI and multiple revenue streams. Qualified franchisees should have a net worth of at least \$1.5 million and liquidity of at least \$500,000.

For more information on Raw Juce's franchise opportunities, please contact 888-411-1280 or visit <https://rawjuce.com/franchising.html>

BLINK FITNESS OPENS FIRST JACKSONVILLE GYM

Residents and commuters in Jacksonville seeking a new fitness option will now be able to enjoy the Feel-Good Experience®. Blink Fitness (Blink), a premium-quality, affordable fitness brand with its unmistakable Mood Above Muscle® philosophy, is open in Jacksonville.

The 16,000+ square foot gym, which offers memberships starting as low as \$15 per month and is running an \$18 grand opening Founders Membership program, is conveniently located at the intersection of Dunn Avenue and Briarcliff Road next to Publix in the Highland Square Shopping Center (1102 Dunn Ave.). The fast-growing brand recently surpassed 100

gyms nationwide with locations coast to coast, including New York, Los Angeles, Philadelphia, Detroit, Boston, Virginia Beach, Chicago and now Jacksonville. Plans to build an additional 9 gyms in Jacksonville are underway.

The modern design of the new location has garnered local interest from Jacksonville residents and nearby tenants alike. The location is said to have boosted attention for the shopping center in the last couple of weeks, revitalizing enthusiasm for the area as a whole.

Blink Fitness is a firm believer that exercise isn't just about looking good, it's also about how it makes you feel. In its commitment to putting Mood Above



Muscle®, Blink Fitness gyms are brightly lit and feature colors that are scientifically proven to lift moods. Gym-goers are greeted and encouraged by specially trained employees, called Mood Lifters®. To contact the team at the new Jacksonville gym, email jacksonville-dunnave@blinkfitness.com.

www.blinkfitness.com



SLIM CHICKENS GROWS FRANCHISE FOOTPRINT IN OKLAHOMA AND TEXAS

Leader in Better-Chicken Segment
Continues Expansion with Multi-Unit
Franchise Agreement

Slim Chickens, a leading fast casual franchise which features dine-in and drive-through in the “better chicken” segment, announced today that it has inked a franchise agreement to develop five-units agreement in Southeast Oklahoma and Northern Texas.

Colt Harmon is the entrepreneur bringing Slim Chickens to the region. As a talented multi-concept franchisee, Harmon has extensive experience in the restaurant industry and in real estate development.

Harmon plans to open in towns and cities across Southeast Oklahoma, such as Muskogee, and into Northern Texas towns like Wichita Falls.

The better-chicken brand has opened 100 locations across the United States, the United Kingdom and Kuwait, and with more than 350 units in development, the fast-growing brand is well on its way to reaching its goal of 600 restaurants.

Slim Chickens prides itself on its cooked-to-order fresh food and strong devoted fanbase, also known as “Slimthusiasts.” The brand has distinguished itself in the “better chicken” segment by offering high-quality food and 17 house-made dipping sauces, allowing customers to enjoy a different flavor profile with each visit. Its menu is broader than many in the segment, offering chicken tenders, fresh salads, sandwiches, chicken and waffles, chicken wings and unique side items. Fans also resonate with the southern contemporary look and feel and open and inviting layout of Slim Chickens restaurants, which speak to the hospitality mindset that anchors the brand.

For more information on the Slim Chickens franchise opportunity, visit slimchickensfranchise.com.

PRIMROSE SCHOOLS® PROPELS FRANCHISE DEVELOPMENT THROUGH NATIONWIDE EXPANSION IN 2019



Primrose Schools, a leading high-quality early education and care franchise, announced the brand's significant achievements in 2019, propelling nationwide growth and experiencing a surge in franchise development with:

- 28 new openings, including Primrose's milestone 400th location.
- More than \$861 million generated in system-wide-revenue.
- The signing of 38 new awards with existing and new Franchise Owners.

Primrose's significant growth and dedication to Franchise Owners in 2019 resulted in the brand being recognized among numerous industry awards including Forbes' 2019 Best Franchises to Buy. In addition, the brand's compounded success throughout the years recently earned Primrose the title of the No. 1 child care franchise in the 2020 Entrepreneur Franchise 500 list for the fourth consecutive year.

On the heels of these achievements in 2019, Primrose is driving its aggressive development efforts in 2020 and targeting growth in key markets including Boston, Washington D.C., Chicago, Phoenix and Seattle while opening in three new states; Iowa, Michigan and New York. Primrose's continued expansion is further fueled by the increasing demand for quality early education in communities where Live-Work-Play-Learn values continue to shape their development landscape.

Primrose Schools has opportunity for qualified franchise owners to join its growing brand with franchise opportunities in markets throughout the U.S.

To learn more about franchise opportunities with Primrose Schools, visit www.franchise.primroseschools.com

what's new!

DAILY JAM SIGNS MONUMENTAL FRANCHISE AGREEMENT IN MICHIGAN



Known for its unique take on breakfast and lunch classics, Daily Jam announced the signing of its first franchise agreement - a 10-unit deal stamping the state of Michigan.

Metro Detroit-based Motor City Jam, LLC, an entity under the family-owned Ansara Restaurant Group, is the multi-unit franchise partner bringing Daily Jam to the state, which will be led by Victor Ansara and sons Anthony, Michael, Victor Jr. and Nicolas.

In addition to Daily Jam, Ansara Restaurant Group currently owns and operates 22 Red Robin restaurants throughout Michigan and Northern Ohio. The Ansara family also has three independent restaurant concepts in Metro Detroit: 2Booli, Portofino and Burgz. Ansara Restaurant Group was founded in 1961 by Andrew and George Ansara, Victor's father and uncle, and is still run by family members including Victor and his sons.

It has been one full year since the dynamic, modern brunch concept rebranded from NCounter to Daily Jam as it strategically launched its franchising initiative. NCounter launched in 2011 in Tempe, Arizona, and by dishing out eggs-citing brunch favorites in a fast-casual atmosphere, it soon became a hot spot in the local dining scene. Students, families and tourists alike flock to Daily Jam locations for an appetizing and Instagrammable brunch experience.

As Daily Jam expands nationwide, it is seeking qualified franchise candidates with previous experience in restaurant operations to bring the concept to new markets. Potential candidates must also thrive in a fast-paced, energetic atmosphere.

To learn more about Daily Jam franchise opportunities, visit www.dailyjamfranchising.com

JABZ BOXING ANNOUNCES MULTI-UNIT FRANCHISE AGREEMENT FOR FIVE NEW EAST COAST LOCATIONS

Jabz Boxing recently announced that it has inked a multi-unit franchise agreement for five new locations on the east coast. Jabz is known for its full-body, circuit-style workout that utilizes boxing inspired exercises designed specifically for women. The first location will open in the fall of 2020.

The multi-unit deal comes upon the heels of a successful year with new locations and signed agreements in Utah, Delaware and Pennsylvania. The Scottsdale-based brand is growing through franchising in key markets across the United States and is looking forward to expanding its presence on the east coast.

Wife and husband duo, Helen and Larry O'Keefe, are spearheading the new openings with Helen managing operations. Helen spent nearly two decades teaching high school history and Larry has over 20 years in corporate America. With their combined experiences and passion for fitness and healthy living, they are looking forward to introducing Jabz Boxing to women in the Mid-Atlantic and Northeast.

Committed to cultivating a fitness community of empowerment for women, Jabz Boxing offers intense, boxing-inspired full-body workouts to help clients achieve their fitness goals. The results-driven workouts and a strong sense of community resonate with women of all ages and



fitness levels. Jabz classes are kept small to encourage an individual and positive workout experience. All classes are led by dedicated, certified instructors who offer one-on-one support for all members.

www.jabzfranchising.com

HUDDLE HOUSE UNVEILS 2020 MULTI-UNIT INCENTIVE PROGRAM

Huddle House has launched a multi-unit incentive program designed to drive the brand's strategic growth for 2020 by offering significant financial incentives for both current and prospective franchisees who execute at least three franchise agreements for new restaurants by April 30, 2020.

"This multi-unit incentive program is only the beginning of a robust stage of franchise growth for Huddle House in 2020," said Michael Abt, President and CEO of Huddle House. "We are laying the groundwork for more franchisees, both existing and prospective, to establish themselves as the face of Huddle House in more communities across the country by incentivizing multi-unit agreements."

The program's financial incentives include a discounted initial franchise fee and royalties for franchisees who sign at least three franchise agreements by April 30, 2020. Franchisees pay a development fee of \$12,500 per unit at signing. An accelerator bonus is also available for franchisees that meet development schedule milestones,



wherein Huddle House will waive the balance of the franchise fee of \$12,500 per unit, due prior to lease or purchase, and offer 0% royalty for each store the first 12 months it's operating under the development agreement. The balance of the first initial fee is collected for new prospects only.

The growth incentive offer announcement

comes as Huddle House announced during its 2019 fiscal year (May 2018 – April 2019) that the brand expanded its footprint with a roster of new units. There are currently more than 400 Huddle House restaurants open or in development across the United States.

www.huddlehousefranchising.com

CAPTAIN D'S ACHIEVES SIGNIFICANT SUCCESS AND PROPELS EXPANSION IN MILESTONE YEAR

Captain D's, the nation's leading fast casual seafood restaurant, announced that it achieved significant growth and success in its 50th year, opening 15 new locations and signing eight franchise development agreements with new and existing franchisees to expand its brand footprint throughout the Southeast, Midwest and Utah.

This surge in franchise development, coupled with the brand's longstanding history and compounding success over the past several years, reinforces Captain D's as the leader of the fast casual seafood segment, supported by the brand's commitment to innovation and strong

unit-level economics. In 2019, Captain D's achieved another year of comp sales and AUV growth.

As a result of its tremendous development success in 2019, Captain D's will open many new restaurants over the next several years in key markets like Southern Florida and Illinois, and is positioned for substantial growth in 2020. On the heels of its latest corporate opening in Union Park, Florida earlier this month, the brand is projected to open 25 additional locations throughout the year, including its first restaurants in Michigan and Utah. Looking ahead, the company is continuing to focus its efforts on corporate and franchise



development in target markets throughout the South and Midwest, including Central/Southern Florida, Texas and Wisconsin.

For more information about franchise opportunities, visit www.captainsfranchising.com



MULTI-UNIT FRANCHISING FEATURE

"For the opportunists who are willing to take a risk and are confident in their ability to juggle multiple units, an investment in multiple units quickly could see multiple results."

As the franchising industry is ever growing, new and exciting opportunities continue to develop for franchisees to expand their business with numerous investments.

The multi-unit franchise has gained traction over the last few years, with franchisees owning numerous units. Some investors will opt to continue their business and develop the same franchise within the same area. While others may buy multiple franchises in different locations.

Of course the more franchises one person operates, the more profit and money they

will generate. But nothing comes for free - deciding to dedicate oneself to more than one unit takes time and money. However, it is an investment that can create great success with time and patience.

It is usually recommended that a franchisee become familiar with a franchise, wait to turn a profit, gain back their initial investment and then garner

"Multi-unit franchises present owners with more work, but for those who enjoy planning, envisioning business trends, forecasting and being a leader in multitasking, being a franchisee of multi-units can truly give them a sense of fulfillment."

enough financial assets to buy into another one of the same franchise. Learn from the mistakes and successes of the first franchise, and simply replicate the process on the next go. This is the safest pathway to see results - but it can take a long time for those who are excited to grow their business. For the opportunists who are willing to take a risk and are confident in their ability to juggle multiple units, an investment in multiple units quickly could see multiple results.

The multi-unit franchise is an industry within itself that is diversified and ever changing. It used to be dominated by franchisees continuously buying the same franchise, but the idea of owning different types of franchises is now a growing trend. Once a franchisee has established a franchise (or sometimes multiple ones) within a location, the idea of opening a totally different franchise is now a common practice. Historically, franchise investment used to come with protected territory clauses, which prevented franchisees from investing in competitors within a certain distance, but franchises are starting to drop the typical exclusive trends to adhere to the changing desires of franchisees. That being said, 88 percent of multi-unit franchises are in one brand - which could be proof that the typical standard practice is what's best, or that it's the safest way to become a multi-unit franchisee.

The focus of multi-unit owners differs from those who only have one franchise. A single franchise can involve a more hands on approach, with the franchisee having the

ability to be a lot more involved in the everyday. The single franchisee also allows owners to have a lot of flexibility, and more control over their work life balance. Those interested in owning multiple franchises are truly focused on gaining more business and growing their investment. They are operating at a much larger scale with a more observational distance approach.

The workload will change as well. Obviously, if the business grows, the time and work needed to keep it afloat will grow as well. A willingness to be an integral part of the franchise and a passion for business would help garner success. Multi-unit franchises present owners with more

work, but for those who enjoy planning, envisioning business trends, forecasting and being a leader in multitasking, being a franchisee of multi-units can truly give them a sense of fulfillment.

If you are interested in owning a multi-unit franchise in the future and haven't started your franchising journey yet, it would be wise to do some due diligence prior to the initial investment. Some franchises have greater opportunity for multiple ownership, and are purposely built for franchisees to continue growing. In fact, some franchises are invested and more interested in multi-unit owners. However, some of the multi-unit focused franchises





"The multi-unit franchise is an industry within itself that is diversified and ever changing. It used to be dominated by franchisees continuously buying the same franchise, but the idea of owning different types of franchises is now a growing trend."

"Historically, franchise investment used to come with protected territory clauses, which prevented franchisees from investing in competitors within a certain distance, but franchises are starting to drop the typical exclusive trends to adhere to the changing desires of franchisees."

are only willing to invest in well-financed individuals - research into the expectations and requirements that would be needed by a franchisor would help narrow down options. Depending on your background and experience, a multi-unit corporation could be well within the wheelhouse of those interested in multi-units.

Consider and review the success of a franchise with past multi-unit operations. A business with a historically healthy background of success would be less risk, while a new upcoming franchise that is fresh to the multi-unit scene may have less requirements or necessities.

When it comes to investment, some franchisors seeking franchisees who are interested in growing their business may have a discount to offer for secondary units. It's also recommended to review the

support offered to multi-unit franchisees - what kind of services are available to those who open another business? Is there training available on how to run more than one unit or only the original training offered?

A franchisor that has an operational system laid out specific to multi-unit franchisees would be a bonus and extremely helpful for success. Throughout your research, look at how units communicate and prioritize. If you run into a problem at both locations that requires your presence all at once, how would you determine the approach in such a case?

Multi-unit franchising can come with a lot more red tape than a single-unit, between the provisions and qualifications needed by the franchisor to trust a franchisee prior to the initial investment, there are

also expectations needed in order to move forward with a secondary operation. It would seem as if a franchisor would only need to review the profits of a unit to move forward, but there needs to be insurance that a new similar business will not harm the current one or that they won't both fail from using each other's resources to stay afloat. It's also expected to have a fully functioning unit that has reliable and trusted staff, without a lot of turnover that can be trusted to run the place while you are launching another business.

For those looking to grow their business, as well as looking for new and big opportunities and a challenge, a multi-unit would be a great option. The groundwork is more detailed and more extensive than a single-unit investment, but the work pays off. In fact researching a business from the get-go to see if a franchise has the qualifications to multiply would be helpful initially. A distinct review of support and past successes, as well as discussions with other multi-unit owners can build the road to choosing the exact franchise that suits the investor and guarantees success.

Look out for our next special feature: BUSINESS SERVICES

ABOUT THE AUTHOR: After receiving an English Degree, followed by a Journalism Diploma, Gina Gill became a freelance journalist in 2008. She has worked as a reporter and in communications, focusing on social media. She currently works as a community information officer with Epilepsy Society, while pursuing her writing career at the same time.

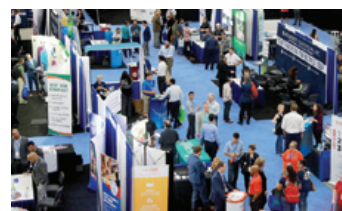


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ADVANTAGES OF MULTI-UNIT FRANCHISE OWNERSHIP

For many entrepreneurs, being able to expand their franchise portfolio from one to two, three and more is an important growth strategy.

Presently, 54% of Kiddie Academy® franchisees own more than one Academy. This is in line with the trend nationally, as reported in 2019 by research firm FRANData, that shows multi-unit franchise operators control 54% of more than 400,000 of the franchise units in the United States.

There is no greater tribute to a brand than multi-unit ownership. At Kiddie Academy, we see more and more prospective franchisees who have expansion on their mind from the start, and don't waste any time developing business plans specifically around multi-unit growth.

Whether you're looking to begin your franchising journey with multiple units or add to your existing portfolio, I wanted to share some of the notable advantages that come with owning more than one franchise:

- **ECONOMICS OF SCALE** – Owning multiple franchise units can provide cost advantages. Buying supplies and advertising in bulk allows you to save money by reducing costs-per-unit through spreading fixed costs over more

"The ideal multi-unit franchise owner is not only invested in the future of the business, but is also equipped with the ability to manage others well and entrust them to help support the business as a whole."

locations. Similarly, owning multi-unit franchises allow you to save on services like cleaning and security, as well as marketing costs and employee benefits expenses, since systems are streamlined across the board.

- **RECRUITING AND RETENTION**

– The recruiting and retention of your staff can be made easier and more efficient in the realm of multi-unit franchises. Having more than one location can provide more opportunities for employees to grow and offer the flexibility and incentive to transfer to other locations. Acquiring a larger staff will also provide more hands to pass responsibilities off to, ultimately resulting in more time for you.

- **DIVERSIFICATION** – Franchise owners know the dynamics of their market best. Having multiple units allows owners to refrain from being reliant on just one location, and instead tap into their knowledge on their individual territories. With the freedom to put into effect their understanding of local elements such as real estate, shifting consumer tastes and more, new concepts can flourish within one location and in turn, spread them to many other locations.



Jeff Brazier

- **REDUCED FEES** – Most franchises offer franchisees much lower initial fees as an incentive with multiple units. These reduced rates can help to lower start-up costs across the board and allow you to reach your goal of profitability much faster.
- **ACCESS TO CAPITAL** – With success comes credibility. Often times when a franchisee is prosperous with multiple units, lenders are more eager to partner with them. In addition, they will work hard to earn your business with competitive rates and terms.

"More units means more responsibility, but when operated properly, multi-unit franchise ownership can also bring greater potential for long-term profitability."

Ultimately, you should take advantage of the opportunity to invest in another franchise unit (or more!) when you see the promise for growth in a potential market.

TI-UNIT SHIP



The ideal multi-unit franchise owner is not only invested in the future of the business, but is also equipped with the ability to manage others well and entrust them to help support the business as a whole. More units means more responsibility, but when operated properly, multi-unit franchise ownership can also bring greater potential for long-term profitability.

Jeff Brazier joined Kiddie Academy in 2016, most recently serving as Vice President of Franchise Development. As Chief Development Officer, he draws on more than 15 years of related business and marketing experience to lead all development activities for the company, including franchise development, finance, real estate and construction.

Kiddie Academy Domestic Franchising is based in Maryland and currently has 250+ open Academies located in 29 states and the District of Columbia. With 35 new Academies expected to open in 2020, Kiddie Academy's network will grow to more than 280 open and operating locations this year.
www.kiddieacademy.com/franchising

HOW TEAMWORK MAKES THE DREAM WORK FOR ANY LAB TEST NOW FRANCHISEES

Does working with your spouse sound like a dream or a nightmare? There have been case studies and data crunchers who have tried to come up with a definitive answer.

One Danish study claims entrepreneurial couples make more money working together, while North Carolina researchers claim women in spousal teams end up with less control of the marital businesses they co-found or co-own. According to the National Federation of Independent Businesses, 53 percent of family-run businesses are spousal teams. Despite the potential pitfalls, millions of couples are doing it and doing it exceedingly well.

Any Lab Test Now, one of the nation's leading direct access lab franchises, is proud to boast more than a few power couples who prove owning and running a business together is a great way to continue building your dreams together. Whether embarking on the entrepreneurial journey later in life or getting in on the ground floor, these three couples — with nine children and nearly 80 years of marriage between them — prove there is (good) living after leaving the corporate rat race.

Tom and Carrie Powers – Tulsa, Oklahoma

Customer service has always been Carrie Powers' calling card. In fact, it was the handwritten thank you notes she sent as manager of a Coach retail store that resulted in a customer becoming her husband! Now going on 20 years of marriage, Carrie and Tom are setting the standard for Any Lab Test Now franchisees by serving as a training site to help others achieve the success they have in just two short years as franchise owners.

"We get busier every day; our numbers are really good. We give really good customer service and a great experience," says Carrie, who takes special pride in their growing bank of five-star reviews (178 and counting).

But she admits that, initially, Tom had to convince her to jump on board. After a long career in medical sales for large corporations, Tom was ready to trade in mergers, acquisitions, and weekly business trips for nightly dinners with his wife and three kids and a business to call his own. From the beginning, he knew he wanted a lab business because he saw the need in the healthcare industry. But Carrie was an HGTV girl and was more interested in house flipping. That is, until she took the time to learn more about the business and the way insurance works. The more she learned, the more invested she became, and the more she saw how her own unique skills and talents could contribute to its success. The clincher was when they visited a store in Dallas and saw firsthand what the day-to-day operations looked like.



Best Advice: Stay in your lane. Pick your battles. Give each other time to do your own thing so you don't get resentful. You both need time for yourself.



Best Advice: *Respect each other's experience and strengths and don't tell each other how to do things. Set aside time when you agree NOT to talk about the business.*

Randi and Lloyd Beesing - Jacksonville, Florida

After years of talking about owning their own business, Randi and Lloyd Beesing didn't just dip their toes in last year; they jumped in with both feet! The couple bought two territories in Jacksonville, Florida, opened one location in February, seized the unexpected opportunity to take over an existing store just eight months later, and a third location is still on the horizon.

"We have grown faster than expected," laughs Randi. "But this is a perfect fit for us, it's right in our wheelhouse, and right in our neighborhood."

They've had a few unexpected twists in their entrepreneurial journey. The original plan was for Randi to leave her job first, and then Lloyd would join her later. But when his company offered him an early retirement, they swapped positions but stayed on course.

Randi and Lloyd both had/have careers in the healthcare industry. Lloyd was the director of operations for a healthcare IT company for more than 20 years, and Randi still works in medical sales and diagnostics. Once they learned what Any Lab Test Now does, and knowing firsthand how the health insurance industry is changing, they considered an investment into the direct access lab company a no-brainer. They divvy up the workload by playing to each other's strengths. Lloyd does the day-to-day running of the lab and financials, and Randi handles sales and marketing in addition to her other full-time job. Their faith in each other and the structure and support that comes with buying into a franchise gave them even more confidence that they could forge their own path.

"We are yin and yang. Our strengths come from each other's weaknesses, so we are a great complement," said Randi. "We let each other make decisions in our areas of expertise, and we don't tell each other how to do things. Balance sort of naturally happens that way."

After living in the corporate world, where your future can change direction at a moment's notice and at someone else's discretion, their shared dream of financial freedom and not being tied to an office every day fuels their daily appreciation for each other and what they are building together.

"The opportunity to get out of corporate America and be in control of our future, and have a residual income as we head into our retirement years, is such a blessing," Randi said. "We love that we have the freedom to make our own decisions and create something that will be successful."

Married almost 30 years, the Beesings have learned that the same things that make a marriage successful can make running a business together successful. Fortunately, when they speak of each other, they use words like amazing, phenomenal, loyal, and passionate — and that keeps both of them motivated to keep on working for one another and with one another.

"I thought, 'Oh, we can totally do this. And we can do it really well and make it a great customer experience.' I'm in," she declared. And now their Tulsa store is a training site for other franchisees.

In addition to creating a great atmosphere, Carrie handles operations and focuses on what she does best — provide great customer service, and Tom focuses on what he does best — sales and marketing. Together, they work to offer a welcoming, non-judgmental experience for their clients, even if it means coming in after hours.

Even though they didn't start out with a plan to go into business together, they had no hesitation adding "business partner" to their moniker.

"We get along really well, so it's fun," said Carrie. "We don't take each other for granted, and our strengths complement each other, and we let go of the things that aren't a big deal — just like in life."

Plus, it's hard to beat an improved quality of life that has Tom off the road and taking over grocery duties. Now the Powers, named Tennis Family of the Year for Oklahoma by the United States Tennis Association, have more time to play tennis together, and the whole family benefits from Mom and Dad's business partnership.



Best Advice: Set daily goals together. Look for the good and find a way to keep it fun. Whatever you choose in life, it has to be fun or it's not worth doing.

Mark and Julie Frost – Springfield, Missouri

Their hometown of Springfield, Missouri, may not be big (pop. 167,376) but that hasn't stopped Mark and Julie Frost from building one of the top five performing stores in the Any Lab Test Now family. When you are a family business, and you treat people like family, you can count on 70 percent of your customers being repeat business. That has allowed the Frosts to flourish in their relatively small community.

When Mark and Julie cashed out a 401k more than 10 years ago to invest as the 10th franchisee of Any Lab Test Now, some might have called it a risky move. But Mark had grown up in an entrepreneurial family, and after 30 years traveling all 50 states as part of the pharmaceutical industry, he had grown weary of corporate America, had plenty of contacts with hospitals and doctors, and could see the appeal for direct access lab tests. After researching different franchise opportunities and learning about Any Lab Test Now, he came home and exclaimed to Julie, "We have to do this!"

In the last 10 years, the market has created an even greater demand for direct access lab services, and the Frosts haven't looked back. They always shared the same goals and vision for the company, realizing what it could provide for their family and community even if they didn't see eye to eye on everything. One crucial key to their success in working together is the commitment to making all financial decisions together and talking through disagreements instead of avoiding the tough talks.

Three years ago, Julie left her teaching job to be in the store full time. She covers the front while Mark works in the back, often seeing 50–60 customers a day. They have chosen to run the store completely on their own, not hiring any employees, although all four of their children have spent time helping make it a true family business. The Frosts run a tight ship, right down to Mark being able to rattle off their overhead price per minute, daily (\$1.18).

They describe each other as focused, visionary, and perfectionists. That goal-oriented nature keeps them on track for success, with an eye toward the future when they plan to enjoy more time off. But for now, they are a team with a "never say die" attitude.

"The most rewarding thing is to see how far we have come in building this, that we can compete in sales with stores in big cities, and that we are considered family by our customers," said Mark. "Success is our mindset."

Julie adds, "He makes me laugh, so even though it's our business, he makes working together fun."

All of these power couples agree, one of the best things about owning a business with their spouse is that together they are doing important work, impacting their communities, and making a real difference in their customers' lives, and that is a beautiful thing to share with the one you love.

www.anylabtestnow.com/franchise



The public and policymakers need to understand franchising.

Our purpose

@OurFranchise is an industry-wide campaign created to spread the word about the value of franchising and share the stories of men and women just like you, who are leading the way as franchisors, franchisees, and franchise employees. The franchise business model has been proven time and time again to work, but it's threatened when the public and politicians don't understand how it operates to benefit local, independent franchise establishment owners and their communities. Putting a spotlight on real leaders succeeding with the franchise model is how we'll ensure franchising is stronger than ever before.



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Our Franchise



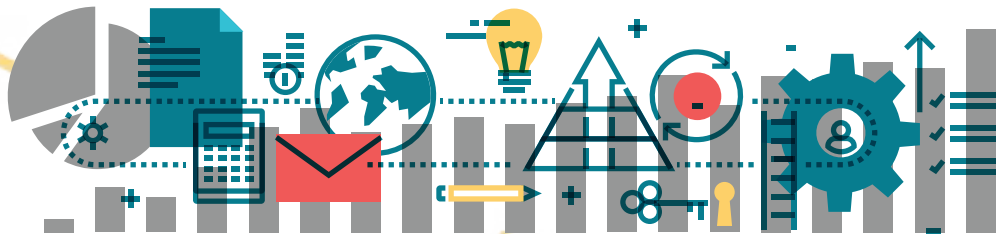
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Help us keep the momentum going

Since our launch in June 2016, we've reached 1.7 million people through outreach efforts, including events in key cities and states, where we spoke directly with business owners, employees, policymakers, and the media. Additionally, we've reached people across America through our website and social media channels, digital advertisements, and the promotion of We the Franchisees on Politico – but there is much more work to do. As a franchisor, franchisee, or franchise vendor, you are a leader in your community – and we need your support, now more than ever.



You benefit by joining

By joining @OurFranchise, you'll get access to exclusive stories and resources that can help grow your franchise business, educate employees at all levels about the franchise business model, and share the economic importance of franchising with consumers. You will also have the opportunity to share your franchise success story with your peers.

This is just the beginning

Make sure you stay up to date with the campaign's latest efforts through email updates and social media. Visit our website to read and share the latest stories of franchisors and franchisees making an impact in their communities. Become a franchise advocate to help ensure Americans, now and in the future, have the opportunity to start franchise businesses. Take the lead today!

Visit AtOurFranchise.org

Contact Erica Farage, Senior Director of Political Affairs and Grassroots Advocacy and Multi-Unit Franchisee Engagement
International Franchise Association
efarage@franchise.org
(202) 662-0760



MULTI-UNIT GOLDFISH SWIM SCHOOL FRANCHISEE

SHARES BEST PRACTICES THAT HELP HER MANAGE 13 SCHOOLS



Katie Lee

Most multi-unit franchisees would agree that even though they own several businesses under the same franchise license, each unit is unique in its own way.

Location, marketplace, target demographic – all of these factors require multi-unit franchisees to call upon more than just business savvy in order to approach each unit appropriately to succeed. But succeed, they often do. In fact, more than 50 percent of all franchise units in the United States are owned by multi-unit franchisees and industry analysts predict that number will continue to increase.

Looking back, I now realize that making the initial leap from one to two or three

“Viewing every new unit as a variable, and older units as a constant can help you perfect systems and processes because of the information you have available – use records and historic bookkeeping to your advantage.”

units can be the trickiest and most trying of transitions, as issues are typically exposed that must be addressed to first stabilize and then expand even further. Plus, the whole process can be just down right nerve-racking. That said, when you scale your business properly and have the right team by your side, there’s potential to be incredibly successful.

Multi-unit franchising was not something I originally set out to do, but now I can’t picture it any other way. Owning multiple businesses is a great way to diversify income, negotiate better contracts with suppliers and more. And, while growing to own several businesses is challenging, it’s incredibly fulfilling especially when you choose an industry that has the potential to bring you a sense of purpose. Having swam competitively for years, franchising with Goldfish Swim School felt like a natural fit. Plus, it’s allowed me to help entire communities and families learn how to be safe in and around the water all while having fun. Since launching my first school back in 2009, we’ve grown to 13 schools with two more slated to open over the next few months.

Throughout our 10-plus years of growth, I’ve learned a lot and gathered best practices on what it takes to operate multiple franchises at once – below are a few I’ve incorporated into my day-to-day.

Understand how you work – and honor it

Everyone has a different work style, so while your team may be working to reach a particular goal, it’s likely each person will arrive at the goal differently – including yourself. Most leaders tend to look at how their teams work and move forward accordingly, but aren’t looking inward nearly as often. Seek out a work coach to understand your personal work style and what conditions help you thrive. For me, I’m classified as an achiever based on the model we use through our coach. It’s very easy for me to keep my head down and push through work quickly, but if I do that all day, my talents aren’t being utilized and I end up exhausted. Instead, I make a point to position myself in roles that oversee my teams to help them strategize and problem solve. Taking a small breather is another tactic that our strength coach helped me realize, as I’m much more productive when I walk away from a project for a few hours and return back. In short, don’t forget you’re a critical part of your team, and it’s vital to understand how every single person on your team works in order to succeed.

Invest in your team

Leaders spend a great deal of money and resources on recruiting outside their company, and there are definite benefits

"Don't forget you're a critical part of your team, and its vital to understand how every single person on your team works in order to succeed."

to that approach. Onboarding new team members can help bring fresh ideas and perspectives as well as successful processes gleaned from other workplaces that can push your business forward. We too spent countless resources on building our teams at the outset, but instead of spending money to look outside our company as we expand, we're actively working at all times to develop from within. We do this by working to pinpoint engaged, high-performers and investing in their development and future. Afterall, these people often already have a deep understanding and connection to the company.

Our leadership philosophy is that we lead to create more leaders, so that they can create more leaders, and so it continues. Ultimately, we're building a diverse group of self-motivated individuals that make great decisions at every level. Some organizations believe in having an equal amount of leaders and followers, but we view a team full of leaders as a team that's primed for growth.

Compare and contrast

Entrepreneurs who own multiple businesses often overlook their greatest asset in decision making – and it's right in front of them. The network of businesses, especially if they're franchises, acts as an informal system of checks and balances, allowing business owners to compare and contrast on a deep level at any given moment. Our teams are always pulling reports to compare performance, expenses and more. But this method comes in handy the most when we're alerted to something that is off, which basically sends us on a hunt to find the issue in other units and nip it in the bud. Young units are also able to be compared directly against mature units in order to stay on track, predict trends or anticipate dips and rises in sales for example. Viewing every new unit as a variable, and older units as a

constant can help you perfect systems and processes because of the information you have available – use records and historic bookkeeping to your advantage.

Find value in every experience

In speaking with other entrepreneurs, a common anecdote is how they escaped the chains of corporate America, but I believe coming from a corporate position is incredibly beneficial as you hone entrepreneurial skills to grow multiple businesses. I'm constantly making decisions based on my experience as an employee for someone else – that's probably why I've had some team members stick around for nearly 10 years. Every experience is valuable, so instead of writing it off as inadequate, gather what's useful and tuck it away for another time. From adapting policy procedures to perfecting my demeanor in business dealings to building teams filled with people that mirror qualities

that I previously enjoyed working with, my previous positions have shaped me and helped me build a business that any employee would want to be part of.

My experiences have also helped me to appreciate the aspects of owning a business, like the fact that I have the ability to make a dramatic impact on our bottom line, or that I am a voice for my employees – all of these realizations have helped me construct businesses with inclusive and healthy work environments where people enjoy coming to work each day.

Katie Lee has been with Goldfish Swim School for 10 years and started her tenure with the company as a swim coach. After seeing how popular the concept was, she decided to open her own swim school with a business partner. Now, Lee owns and oversees the daily operations of 13 schools, with an agreement in place to open a total of 20.

www.goldfishswimschool.com/franchise-opportunities





FIVE CHALLENGES FRANCHISES FACE WITH LOCALIZED FACEBOOK ADS

For national franchise brands, social advertising requires a two-pronged approach from the corporate and franchise level. One reason for this is that in addition to the corporate brand page, Facebook also creates local pages for each individual franchise location.

An effective localized social marketing strategy incorporates input from both the local franchisor and the corporate team creating ads that follow corporate brand standards while also speaking to the local consumers around each franchise location. Implementing this presents a few challenges, but with a few best practices you can easily overcome them to succeed.

Challenge 1: Finding a new approach to advertising

Some franchise brands resort to a centralized approach to ads — in which the corporate team or agency creates one overarching campaign that is intended

to cover every franchise location. When one entity manages ads for hundreds of franchises, the resulting content looks generic. The ads show one image, target one audience, and feature one message for every franchise location.

To appeal to different audiences all across the country, incorporate localized Facebook ads into your marketing strategy. This advertising approach features tailored messaging, store-specific imagery, and custom location-based audiences while maintaining the look and feel of the national brand. Scaling this localized approach is difficult, but utilizing a tool that empowers dynamic imagery, text, and links solves the scaling issue while empowering franchises to reach local audiences.

Challenge 2: Understanding your local customers

No matter how many locations a franchise brand has, almost, if not, all of in-store customers are local customers. Because the people who walk into each business are members of the surrounding community, social ads must reflect the unique needs of each community's consumers.

A strategy that deploys one Facebook ad campaign for hundreds or thousands of franchise locations fails to leverage the knowledge franchisees have about local consumers. When franchisees provide



Olivia Starr

input on localized social marketing campaigns, the national marketing team can use these on-the-ground insights to build better localized ads and better reach the local target audience.

Challenge 3: Balancing the relationship between corporate and local

Most multi-location brands are structured so that the corporate team has resources to develop branded marketing campaigns. At the franchise level, however, teams are often more focused on day-to-day operations and may not have time to learn the intricacies of Facebook Ads Manager or develop ad campaigns.



To balance this relationship and resources, deploy a hybrid marketing management model. With this model, the franchisor manages the corporate social media presence while franchisees oversee individual local pages and local content. This approach enables corporate teams to pre-set the creative, targeting, geo-fencing, and other time-consuming aspects of social advertising. Then, the local teams can select the creative that works for their local audience, and start the ad campaign. The hybrid model leaves the broad strokes to the corporate teams while letting the franchisees fill in the local details.

Challenge 4: Protecting brand authenticity

More than 60 percent of consumers deliberately choose authentic brands over others, which is a significant reason why creating ad content without localizing it leads to generic ads that don't come across as authentic. Authentic brands are true to their brand values, which is why some brands are reluctant to allow local

franchise owners to create their own advertisements. Brand images, logo, and messaging should stay consistent, and allowing franchisees to post their own content without corporate oversight leaves room for inconsistencies.

Challenge 5: Creating ads with store-specific information

From a digital standpoint, multi-location brands should put the most accurate information online about each of their business locations. This means using location-specific store images and exact addresses of local stores.

By using Facebook ads with dynamic text, multi-location brands can encourage the audience to visit whichever business location is closest. The dynamic text will update to show various addresses depending on which city the user is in when they see the ad. Because the ads contain copy, and in some cases dynamic imagery, that is specific to a geographic location, they are more relevant to the user.

Advances in Facebook and third-party

social ad technology have made it possible for multi-location brands to shift to a localized social marketing strategy, empowering brands to protect brand integrity while localizing ads for each franchise location.

With consumers embracing the "buy local" movement, the time really is now to go local with paid social.

Olivia Starr is a senior marketing professional with the innate ability to truly maximize the ROI of a company's marketing efforts. Olivia has experience supplying the strategic marketing vision for how a company needs to communicate its brand - both written and visually. As the senior content marketing manager for SOCi, Olivia has developed and grown the department to help position SOCi as a leader in social media and reputation management for multi-location businesses, but also further the category and conversation surrounding localized social marketing.

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FRANFUND, INC.

A top IFA supplier and recognized as a top franchise funding supplier by Entrepreneur, FranFund, Inc. designs smart all-in-one funding plans that grow with your franchise business.

Whether you are considering leaving your current job to start a new venture or if you are looking to expand your existing operation – we are here to help. Based on your specific financial picture, we will work with you to design a funding plan that will set your business up for long-term success. We provide a free funding consultation and make sure you understand all of our program and service costs before you commit to anything.

Our most popular funding programs are SBA loans and 401(k) business financing, which allows you to use qualified retirement savings tax-free and penalty-free. We also offer

conventional loans and other non-traditional solutions including unsecured loans, securities-backed loans, equipment leasing, and refinancing programs.

By utilizing our franchise-specific pre-approval tool and cultivating an extensive network of lenders who are comfortable with the franchise model, FranFund's loan approval rate is 99%.

We believe delivering an exceptional customer experience is just as important as providing high-quality products and services and are proud of our high level of customer satisfaction.

Contact: Tim Seiber, CFE
Phone: 817-730-4500
Email: info@franfund.com
Website: www.franfund.com



FRESH COAT

The average Fresh Coat on average earns 41.22% gross profit and \$507,883.18 in revenue! ("See Item 19 of our April 1, 2018 Franchise Disclosure Document for details. Based on data reported by franchisees that were open and operating full-time for at least 1 year for the period ending December 31, 2017 and that reported Gross Revenues and income statements. A new franchise owner's results may differ.

Our owners continually testify about the amazing amount of help they receive from our company. From coaching and onboarding, to marketing and operational support, we guide you every step of the way.

Marketing Support & Operation Support – At Fresh Coat, our franchisees are constantly surrounded by support from both

our Marketing Department and our Operations Team. We have national and local marketing initiatives and resources to drive customers to your place of business, and experts to guide and coach you for as long as you own your Fresh Coat franchise.

Fresh Coat is committed to leading the painting industry by driving platinum level customer service delivered by a team of professionals and painting experts. To do this, our franchisees only hire the most skilled and experienced painters, allowing their franchise businesses to offer 6 unique services. Your painters provide positive experiences from the initial quote to final touch-ups.

Phone: (513) 605-4877
Email: freshcoatpaintersfranchise@gmail.com
Website: www.freshcoatfranchise.com



FUNTOPIA

Funtopia business philosophy capitalizes on a growing trend towards healthier, active lifestyles. More than just a place for kids to play, Funtopia is an adventure park where family and friends come to entertain and challenge themselves.

Our mix of sports and fun, coupled with an amazing brand experience, has enabled our locations to enjoy the benefits of customer loyalty.

The concept was created out of desire to provide a new type of entertainment that would be an alternative to today's prevalence of physically-

passive screen display entertainment. Believing that being active, both mentally and physically is the essence of healthy lifestyle, we decided to make it as fun as possible. Our culture, our customers, and the Funtopia brand experience is the "icing on the cake" to a solid business model that allows you to grow your income and reach long-term wealth goals.

Contact: Yassen Nikolov
Phone: 1.833.386.8674
Email: yassen@adventurefacilities.com
Website: funtopiaworld.com/franchise

HOME TECHNOLOGY HANDYMAN

As you know by now, the Home Automation industry is growing at record rates. All around the world, people are beginning view Connected Home products as an essential component of their lifestyle. They're looking to integrate technology into their homes to make their lives easier, safer and more convenient.

There's no doubt that this industry will continue to grow. In effect, the need for connected home professionals to install and integrate this technology will grow right along with it.

If owning your own Smart Home Franchise through Home Technology Handyman has piqued your interest, there's never been a better time to see what we're all about!

What exactly does a Home Technology Handyman do?

We're a home service provider, just like a plumber or electrician. Our technicians are the trusted resource for sales, service and installation of home technology products to customers of all income brackets.

From basic service calls to turn-key projects, Home Technology Handyman can handle it all. Our most popular services include: • Connected Home Devices & Systems • Home Networking • Audio/Video Systems • Home Theater • Surveillance Cameras • TV Mounting • Remote Control Systems • Basic Lighting Control • Security Systems

We want you to Take Control of Your Future!

Contact Jack Beeckman at:

Ph: 888-303-4191

Email: franchise@hometechnologyone.com

Website: hometechnologyhandyman.com/franchise



INTERNATIONAL FRANCHISE PROFESSIONALS GROUP

The International Franchise Professionals Group (also known as IFPG) is a membership based organization that has over 700 members. Our members consist of Franchisors, Franchisor Brokers, Lenders, and other Franchise Professionals that help potential candidates in the process of buying a franchise.

Hundreds of nationally recognized franchise companies have chosen the IFPG and its members to represent their brand; hundreds of experienced franchise consultants and brokers have chosen the

IFPG to power their business. All of these individuals understand the value of being associated with IFPG.

The IFPG is a strictly membership based organization that does not participate in any referral fees from our franchisor members or our brokers, thereby allowing all of our members to work freely together. Our long-term success is predicated on retaining our members and providing all the tools needed to help you sell more franchises, and close more deals.

If you're a franchisor, franchisor broker, or another profession that serves the franchising industry call us today at (888) 977-IFPG to learn about membership opportunities.



LIFTED

Lifted, An Elevated Experience is a Hemp/CBD shopping experience. Stepping into the retail environment at Lifted, it only takes a few seconds to realize why the consumer's needs are so readily met, as this is not the typical Hemp/CBD shopping experience.

The space is laid out in such a way that the flow lends itself to making the most of the square footage - which is modest, by some retail standards and yet, is comfortable and inviting; creating ease and efficiency for hemp/CBD consumers of every experience level. This design also reinforces Lifted's respect for the consumer's time, as well as their own.

Lifted's inventory exemplifies the brand's serious commitment to quality products; but not without playful elements such as, the Lifted Candy Bar, where customers can choose from an array of CBD-infused sweets, treats and edibles. Lifted has an educational shopping experience where the sales team does not follow like a shadow, they lead as a guide. The aesthetics of the brand further lend themselves to the name with a sleek, modern FFE package and colors that are fresh and crisp. In every way, Lifted is truly an elevated experience.

Contact: Gary Gale Norris

Phone: 336-477-3693

Email: admin1@liftedclt.com

Website: www.Liftedclt.com



LITTLE CAESARS

As the largest carryout-only pizza chain in the world, Little Caesars is doing something right. Little Caesars is an international brand and household name. It's come a long way since starting as a single store in metro Detroit in 1959.

The Little Caesars brand and distinction of being named "Best Value in America" for the last ten years is proof of its commitment to satisfying customers by providing one of America's favorite meals at an affordable cost.

Today, Little Caesars is looking for franchisees to bring HOT-N-READY® pizza to a wide range of communities

nationwide. The company also offers opportunities in non-traditional franchise venues, including convenience stores, college campuses and military bases. Little Caesars works closely with franchisees to develop locations with customized architectural and build-out plans.

**"Highest Rated Chain-Value for the Money" based on a nationwide survey of quick service restaurant consumers conducted by Sandelman & Associates, 2007-2015.

Phone: 800-553-5776

Email: USdevelopment@LCEcorp.com

Website: www.LittleCaesars.com



MONKEE'S FRANCHISING

Monkee's Franchising, LLC is a franchisor of upscale ladies' boutiques specializing in shoes, clothing and accessories.

Headquartered in Winston-Salem, NC, Monkee's was founded in 1995 and has become one of the most successful organizations of independently owned boutiques in the Southeast. Our boutiques can now be found in Alabama, Florida, Kentucky,

North Carolina, Ohio, South Carolina, Tennessee, Texas and Virginia and we are excited as our growth continues nationally.

Monkee's is recognized throughout this region as a leader in providing the finest fashions from the world's top designers.

Contact: Troy Taylor

Phone: 336-529-5200

Email: troy@shopmonkees.com

Website: www.ownamonkees.com





MORAN FAMILY OF BRANDS

Moran Family of Brands is one of the nation's leading franchisors of general automotive repair, transmission repair and automotive accessory centers.

Based in Midlothian, Illinois, Moran Family of Brands provides specialty products and services in virtually every aspect of the automotive aftermarket through four individual brands and a total of more than 120 franchise locations nationwide including:

Mr. Transmission, "The Professionals"; Alta Mere "The Automotive Outfitters"; Millex Complete Auto Care centers and SmartView Window Solutions.

For more information on Moran Family of Brands visit www.moranfamilyofbrands.com.

Contact: Ben Reist
Phone: 800-377-9247
Fax: 708-389-9882

Email: breist@moranindustries.com
Website: www.moranfamilyofbrands.com



NATHAN'S FAMOUS, INC.

NEW YORK IS ALWAYS A GOOD IDEA, which is why - after over 100 years as one of New York's most famous restaurant brands - anyone can walk into a Nathan's Famous Restaurant anywhere in the world and experience the best of the New York Casual Food scene.

Universally regarded as the "Flavor of New York", Nathan's Famous' menu focuses on four food pillars: World-Famous Hot Dogs & Fries; Premium Subs, including Angus Ribeye New York Cheesesteaks by Pat LaFrieda; Best-in-class, cooked-to-order burger with our proprietary Best Burger Pledge™, and Hand-Breaded Chicken and Onion Rings.

Our restaurant system includes over 250 restaurants

worldwide, with adaptable, locally sourced menus and prototypes. Nathan's Famous branded products are currently distributed globally, including packaged hot dogs, hamburgers, french fries, onion rings and more. Our world-famous hot dogs are served in a multitude of outlets, including movie theatres, bowling centers, cruise ships, and casinos. And with more than 28 billion views worldwide of our cult-favorite Hot Dog Eating contest last Fourth of July, Nathan's Famous' claim to the cuisine and culture of New York isn't just authentic, it's proprietary.

Contact: James Walker
Phone: 516-338-8500
Email: jwalker@nathansfamous.com
Website: www.nathansfamous.com



OFFICE PRIDE COMMERCIAL CLEANING SERVICES

Office Pride Commercial Cleaning Services is one of the most respected full-service commercial cleaning franchise companies in the nation. Office Pride's business was built on a strong set of core values that ensures business is conducted with integrity and that every customer receives the highest level of commercial cleaning and janitorial services. Our Values Make Us Different.®

Office Pride was founded in 1992 by Todd Hopkins, who created the concept as an independent research project while working on his MBA at Butler University. He asked leaders of large cleaning companies what they would

do differently, and he repeatedly heard how they would deliver "total customer satisfaction." Using his research, HopkinsRichHelm@OfficePride.com started Office Pride, an industry leader whose spotless reputation earns rave reviews from franchisees, clients and competitors.

Today, Office Pride has 137 franchises around the nation and is listed in Franchise Business Review's Hall of Fame for its exceptional franchisee satisfaction ratings and is ranked among Entrepreneur's Franchise 500. Office Pride provides a wide range of commercial cleaning services, including carpet cleaning, floor stripping and waxing, to offices and commercial facilities.

Contact: Rich Helm, Director of Franchise Development
Phone: 727.754.5990
Website: www.OfficePride.com; OfficePrideFranchise.com



OELO LIGHTING SOLUTIONS

Oelo provides color-changing commercial LED lighting solutions for franchises and businesses.

Practically invisible by day, the lighting is installed in a weather-resistant channel that blends in with the building's fascia, while the lights' color and movement can be controlled by the Oelo color app.

The lights can double as seasonal lighting,

eliminating the yearly hassle and annual cost of hanging holiday lighting.

With Oelo, franchisees can give their building a green St. Patrick's day glow, create breast cancer awareness with a pink storefront or add custom movement to attract attention to your franchise.

Contact: Devin Rodarmel
Phone: 970-212-3670
Email: devinr@oelo.com
Website: oelo.com



PET WANTS

Pet Wants creates fresh and all-natural pet food and delivers it to our customers on a monthly, subscription basis...that ensures the food is fresh for the pets and that you generate consistent and on-going revenue streams.

As a franchise owner, you will need to share this love of pets and their well-being. But no experience is needed. No matter if you start in your home, a small office or store, we teach you everything you need to know about operating and growing a successful pet food business.

You just need a passion for pets, the drive for success and the ability to follow our proven operating system.

In return, you will be rewarded with the great benefits of being a business owner. Bottom line, this is a fulfilling, financially rewarding and enjoyable "people and pets" business.

Contact: Beth Boecker
Phone: 513-331-3647
Email: bbboecker@strategicfranchising.com
Website: www.petwantsfranchise.com

POOL SCOUTS

Backed by multi brand franchisor, Buzz Franchise Brands – winner of Inc. 500, Pool Scouts helps franchisees hit the ground running.

Pool Scouts is the franchise opportunity poised to make a splash in the industry.

Here are some compelling attributes:

- Fragmented market in a \$3 Billion industry
- Fast growing franchise opportunity
- Low franchise fee and fast start up

- Recurring revenue business

A Pool Scouts franchise is a business opportunity that can be run from virtually any home or office. We are talking to motivated people to operate Pool Scouts businesses across the United States. Individual territories or area development opportunities are available. Pool Scouts...Perfect Pools, Scouts Honor!

Phone: 1-844-407-2688

Email: franchising@poolscouts.com

Website: poolscoutsfranchise.com



PROPERTYGUYS.COM INC.

PropertyGuys.com has created a marketing system that is transparent and includes a community of real estate professionals who are empowered through technology – providing the customer with a true end-to-end experience.

We have reconstructed how real estate is bought and sold. We're NOT real estate agents or brokers, we're something very different, something we believe is much better.

We provide sellers with all the tools required to successfully and confidently sell their property on

their own at a fixed rate, not a percentage of the value of the home.

Ultimately, we help buyers and sellers avoid the high cost of commission by connecting directly.

We have experience two decades of franchise success and along the way, have been honored with many awards and acclamations. Franchisees benefit from the knowledge and skill of our award-winning franchise system.

Contact: Franchising Team

Phone: 844-333-7017

Email: opportunities@propertyguys.com

Website: www.propertyguys.com



RE-BATH

In an industry of independent home remodeling contractors, Re-Bath stands out as a unified, trusted national brand. Re-Bath is known for providing expert, affordable and effortless bathroom remodeling solutions that transform homeowners' bathrooms in days, not weeks. We offer a spirit of innovation and an alternative to cover-up or overpriced remodeling.

We handle both the design and the installation – it's a branded, one-stop customer experience that the industry sorely needs. We are the go-to resource for bathroom remodeling in the markets our franchisees currently serve, and our national reputation strengthens as we continue to connect the dots across the country.

Of course, it helps to have the trust of renowned companies like Home Depot. Re-Bath is the nation's largest complete bathroom remodeling franchise with presence in more than 150 cities and 43 states.

The ideal candidate for Re-Bath should have sales, marketing, and/or management experience and be extremely results oriented. Construction knowledge is not required. You must have a minimum of \$100,000 in liquid capital, and be ready to make a full-time commitment.

Contact: Samantha Wilson

Phone: 866-721-7761

Email: swilson@sfdpros.com

Website: www.rebathfranchise.com



SCOOTER'S COFFEE

Founded in 1998, Scooter's Coffee roasts the finest coffee beans in the world at its headquarters in Omaha, Nebraska. In two decades of business, Scooter's Coffee's success is simple: stay committed to the original business principles and company core values.

A partnership with the Arbor Day Foundation to source shade-grown coffee to protect the rainforests reaffirms its commitment to contribute to a "chain of good". The company's Brand Promise, recited to franchisees, customers and

employees is: "Amazing People, Amazing Drinks... Amazingly Fast!"™ It reflects a commitment to providing an unforgettable experience to loyal and new customers. Scooter's Coffee is quickly approaching 200 locations in 16 states and has 135 franchise commitments to build new stores. Franchise opportunities are available.

Phone: (402) 934-7284

Website: <https://franchising.scooterscoffee.com>

Email: kelly.crummer@scooterscoffee.com

Contact: Kelly Crummer- Franchise Development Manager



STRETCHLAB

Founded in 2015, StretchLab is the first boutique health and wellness franchise that offers one-on-one assisted stretching services in a fun, energetic and communal environment.

It is designed to increase mobility and flexibility, helping to reduce pain, decrease muscle aches, improve posture, reduce recovery time and enhance quality of life.

Guided by highly-trained Flexologists™ in a one-on-one or group atmosphere, StretchLab is

revolutionizing the stretching industry through its approach to help clients of all ages, fitness levels, genders and sizes achieve deeper stretches that allow them to reach individual wellness goals. Headquartered in Irvine, CA, StretchLab is backed by Xponential Fitness, a curator of popular boutique fitness brands.

Contact: Martin Balcaitis

Phone: (949) 326-9765

Email: martin@stretchlab.com

Website: <https://stretchlab.com>





TOPFIRE MEDIA

TopFire Media is an integrated digital marketing and public relations agency, specializing in the franchise industry.

Our clients benefit from our years of experience in franchise SEO service, public relations, media relations, content writing and management, social media marketing, and web design. We work to bring all of these elements together to achieve a common goal – our clients' success.

Our integrated approach combines our public relations and franchise SEO service prowess and is designed to generate brand awareness, drive consumer engagement, and build credibility for your company.

Phone: (708) 249-1090

Fax: (708) 957-2395

Website: www.topfiremedia.com

Email: info@topfiremedia.com

Contact: Matthew Jonas



TUFFY TIRE AND AUTO

In 1970, the first Tuffy Muffler shop opened in Detroit, Michigan. To keep up with changing times, we've changed and evolved too, from just a Muffler shop to an auto service center. Our service line up currently includes brakes, shocks, struts, springs, alignment, front-end, oil change, mufflers, tires, air conditioning, batteries, starting and charging, flush and fill, and C.V. joints. We take care of all your auto repair needs.

Helping our franchisees to operate successfully and meet the challenges of today's marketplace is the top priority for the Tuffy® Tire & Auto Service Centers. We provide our franchisees with a proven operating system, and as a result,

our franchisees have played a key role in the success of Tuffy. Tuffy, is looking for customer focused, ethical business owners.

With over 45 years in business, franchisees are provided a value proposition that includes a state-of-the-art management, sales and Technical Training, comprehensive marketing and advertising programs, national vendor partnerships, national and local support, a powerful brand proposition, a strong business model and on-going research and development.

Contact: Travis Mulligan

Phone: 800-228-8339

Email: Travis@tuffy.com

Website: Tuffyfranchising.com



VETERANS BUSINESS SERVICES

Veterans Business Services provides the most advantageous franchise acquisition terms for Veterans and provides innovative entrepreneurial training for qualified Veterans seeking grants under the VA Vocational Rehabilitation Program.

Veterans Business Services ("VBS") specializes in entrepreneurial opportunities for Veterans and has an extensive reach into the Veterans community and can generate significant interest from qualified Veterans who wish to start a franchise or small business.

VBS offers multiple marketing methods that have proven effective with helping franchise organizations with their expansion plans. Utilizing custom email marketing

campaigns, news press releases, and online franchising e-magazine articles, VBS gets the message to qualified Veterans who are invested in starting a franchise.

VBS supports service disabled Veterans who are enrolled in the self-employment track within the Veterans Administration and provides outreach efforts to transitioning military through TAP and ACAP programs. As a graduate business of the Entrepreneurial Bootcamp for Veterans ("EBV"), we also assist other graduates of EBV and provide coaching support through mentoring programs. VBS is where Veterans turn to make their franchise dreams a reality.

Contact: James Mingey

Phone: 202-349-0860

Email: info@veteransbusinessservices.us

Website: www.veteransbusinessservices.us



WINDOW WORLD

Window World®, headquartered in North Wilkesboro, N.C., is America's largest replacement window and exterior remodeling company, with more than 200 locally owned offices nationwide.

Founded in 1995, the company sells and installs windows, siding, doors and other exterior products, with over 16 million windows sold to date. Window World is an ENERGY STAR® partner and its windows, vinyl siding and Thermo-Tru doors have all earned the Good Housekeeping Seal.

In 2018, it was ranked "Highest in Customer Satisfaction with Window and Patio Door Retailers" by J.D. Power. Through its charitable foundation, Window World Cares®, the Window World family provides funding for St. Jude Children's

Research Hospital®, which honored the foundation with its Organizational Support Award in 2017. Since its inception in 2008, the foundation has raised over \$9 million for St. Jude.

Window World also supports the Veterans Airlift Command, a nonprofit organization that facilitates free air transportation to wounded veterans and their families. Window World has flown over 100 missions and surpassed \$1 million in flights and in-kind donations since it began its partnership with the VAC in 2008.

For more information, visit WindowWorld.com or call 1-800-NEXTWINDOW.

Contact: Zach Luffman, Director of Franchising

Phone: (336) 667-2100

Email: franchising@windowworld.com

Website: www.windowworldfranchise.com



FRANCHISING USA

A-Z Listings are a great way to promote your business, giving you a presence within our publication and also the Franchising USA website.

Each detailed, full colour A-Z listing comes with a 150 word write up and your logo.

Excellent for branding and recognition.

Choose a 12 or 6 month package or simply add the A-Z directory onto your Focus, Profile or Ad!

To learn about the A-Z directory or any other products please contact Vikki Bradbury: advertising@cgbpublishing.com or 778-426-2446

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