Franchise Business
REVIEW
Ratings & Reviews of Today's Top Franchises | NOV 2013



Steve Carey, U.S. Air Force Vet & CertaPro Franchisee

SPECIAL REPORT:

VETERANS & FRANCHISING

Franchisee Satisfaction Study

Two TeamLogic IT Franchisees "Retire" Into Franchising

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THE LIST: Top 100 Franchises For Vets Rated By Vets

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Trained to Care: FirstLight HomeCare's Samuel Dan

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DON'T JUST EASE INTO A CAREER.
OWN IT



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- Extensive initial training
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\+ Reviews, interviews, satisfaction awards and more resources available at: **www.franchisebusinessreview.com**

VET*FRAN **Helping Veterans Succeed in Franchising**

VetFran, a program run by the International Franchise Association, helps returning service members access franchise opportunities through training, financial assistance, and industry support. VetFran's ranks have grown to include more than 500 franchise systems that voluntarily offer financial incentives and mentoring to prospective veteran franchise small business owners. Thousands of veterans have become franchise owners through VetFran and other programs. Learn more about VetFran programs at **www.VetFran.com**.

Heroes Among Us

Franchising, like the military, is centered around clearly defined systems, a set structure, discipline, and teamwork. But finding the right franchise opportunity is no easy task, and it can be even tougher if you're stationed halfway around the world.

How do you know a franchise company is really as good as it says it is? How do you know if the support and special attention you receive before you buy actually carries over once you're a franchisee? What's the *real* brand behind those sign-on incentives? That's where our research comes in. **Veterans & Franchising** is the true story behind what franchisors say they do for veterans and what they actually do.

Franchise Business Review puts out several franchise guides a year—some focused on investment level, some focused on industry, some focused on all of franchising—but none is quite like this. This is the only report we do—actually, this is the only report ANYONE does—that highlights the best franchises for vets based on the actual performance and satisfaction of veteran franchisees.

Unlike the creators of other "vet-friendly franchise" lists, we're **not** a publishing company. We're a market research firm that surveys thousands of franchisees each year and names our top franchises based on those survey results. ANY North American franchise brand with at least 10 franchisees can participate in our reports for FREE. And although we do have advertisers, nobody pays to appear in these pages. The franchise companies featured in this report are the brands that REALLY do support vets—not just in the purchase of a franchise but in their day-to-day operations.

If you're a vet, thank you. Without your service, we would have no franchising. May your next career bring you all the rewards and success you deserve—I hope this report helps you on your journey.

Veterans & Franchising is the true story behind what franchisors *say* they do for veterans and what they *actually* do.



Happy franchising!

Molly Rowe, Editorial Director

FranchiseBusinessREVIEW™
Sharing the franchise experience

Franchise Business Review is the leading market research company in the franchise industry, assisting prospective franchise buyers through the examination process of today's leading franchise systems. Before you invest in any franchise opportunity, get the facts from Franchise Business Review. Our independent franchisee satisfaction reports measure the health of any franchise system, based exclusively on the feedback of today's franchise owners ... the real franchise experts!

Eric Stites, CEO
Michelle Rowan, President
Molly Rowe, Editorial Director
C.J. Fleck, Senior Web Developer
Michael Kupfer, Online Marketing Manager
Nicole Kenney, Client Services Manager
Jamie Lavigne, Client Consultant
Linda Lorrey, Client Consultant
Jay Metzenroth, Research Assistant
The Secret Agency, Design & Production

Veterans & Franchising:

How Top Brands Recruit, Incentivize, and Support Military Veterans

WHO WE ARE

Franchise Business Review is a national market research firm focused on franchisee satisfaction and performance. Our products include franchisee satisfaction reports, custom research, industry sector studies, and other services aimed at driving franchise performance.

WHAT WE DO

To compile the data for our reports, we contact all active franchisees within a franchise system and ask them to complete our satisfaction survey. For the purposes of this report, we looked specifically at responses from those who categorized themselves as "veterans" in the demographics section of the survey—in 2013, that was 2,892 veterans, representing nearly 300 leading franchise brands.

Veteran franchisees answer 33 benchmark questions ranking their franchise system in the areas of financial opportunity, training and support, leadership, operations and product development, core values (e.g., honesty and integrity of franchisor), general satisfaction, and the franchisee community. An additional 16 questions ask about market area, demographics, business lifestyle, overall enjoyment running the franchise, and role in the franchisee community. From this data, we identify our list of top franchises with above average satisfaction among veterans.

Franchise Business Review research studies are open to any North American-based franchise company with at least 10 operating franchisees at absolutely no cost. The franchise companies listed in our reports are based solely on franchisee satisfaction and performance.

WHY SATISFACTION MATTERS

Many franchise companies offer special incentives for franchisees with military experience. These incentives may come in the form of discounted franchise fees, financing assistance, or additional training and support. Some brands even offer free franchises to veterans as part of their recruitment efforts. But no matter how great the incentives, nothing guarantees a franchisee or a franchise concept will be successful.



Jason Bourgeois, a Signal 88 Security franchisee, served 6 years in the Marine Corps Reserve and 6.5 years in the Air Force Reserve. Photo courtesy of G.I. Jobs Magazine, © Collin Richie.

One of the best ways to know if a franchise opportunity is really as good as it appears is to look at its third-party franchisee satisfaction data. Franchise systems that don't provide third-party data may have deeper issues than just not being transparent. Those that do provide data, offer a wealth of information on the system's leadership, culture, training and support, financial outlook, and franchisee community.

Franchisee satisfaction data is even more important to prospective franchisees on active military duty. If you're located abroad, it may not be easy to conduct the necessary due diligence—calling current franchisees, visiting local stores, and meeting with the corporate office—from afar. While we *always* recommend potential operators talk to current franchisees, this report can at least be a starting point for your conversations.

VETERANS IN FRANCHISING

Why Vets Fit Franchising

One in seven franchises is owned by a vet, according to the International Franchise Association (IFA), and a growing number of franchisors actively recruit for military experience. More than 500 brands are now part of the IFA's VetFran program, which was started in 2002 to encourage franchisors to incentivize veterans for franchise ownership. Since 2002, they've helped more than 4,000 veterans become franchise business owners.

Why the effort to bring veterans into franchising? The answer is two-fold, franchisors tell us—they want to "do good" and give back to vets and they see a real synergy between the skillset required for the military (the ability to follow directions, work in teams, and lead) and the skills necessary to succeed in franchising.

"We very much appreciate the efforts of veterans, we've seen veterans have great success with our business model, and we want to encourage them in whatever ways we can to help them become business owners," said Meg Roberts, president of **Molly Maid**, a cleaning franchise that offers qualifying vets a $6,000 discount on the initial franchise fee.

Franchisors told us that franchisees who have had successful military careers often outperform non-military franchisees.

"They clearly understand that systems work," said Chuck Lennon, president of **TeamLogic IT** (which offers a VetFran discount of $5,000). "And if they recognize this upfront, they are far less likely to try to reinvent or circumvent the system even if the system is hard—they know it may be hard but that it works."

> Running a franchise requires many skills—the ability to follow the franchisor's established process, the ability to lead under pressure, and the ability to work with many types of people. In many ways, the military cultivates the ideal franchisee.

Barrie Young, president of sales and franchising at **Snap-on Tools** adds: "People in business talk about teamwork, but people in the military have actually lived it, because, in times of danger, they depend entirely on the person beside them."

Auto Appraisal Network, which offers vets 20% off its franchise fee, began making a special effort to recruit veterans three years into franchising.

"It costs me less to support them because they do the job right," said founder Dave Williams. "Our whole process is set up by the numbers—it's 1, 2, 3, 1, 2, 3, and move on. Some of the non-military guys get the job done, but it's more work because they just don't have the experience following systems and structure."

Franchisors tell us there are typically two types of military candidates—those who complete their service commitment and move on to civilian jobs and those who have long military careers. Depending on the concept, one type may be a better fit than another. Someone with a shorter military career, for example, might be more interested in a hands-on concept that enables them to use the skills they learned in the military while broadening their understanding of business management. Career vets, however, might be more interested in creating a legacy business that they manage and eventually sell or pass on to a family member.

"Career military candidates tend to find our concept of 'becoming the CEO of their business' more appealing than the younger military candidates who might have shorter term goals," said TeamLogic IT's Lennon.

According to our research, 63 percent of vets who entered franchising in the last two years are over the age of 45—the same percentage as non-vets who've entered franchising.

"People who have successfully served in the military and, through hard work and persistence, have elevated themselves and progressed through the system, are people who are likely goal-oriented, hold themselves to the standard operating procedures that the military has, and exhibit personal leadership," added Young. (Snap-on offers honorably discharged veterans a $20,000 discount on their initial inventory purchase.)

In The Trenches

BILL McCOY — Army Veteran & Signal 88 Security, Managing Partner/Former Franchisee



Bill McCoy was stationed in Afghanistan in 2008 when he had his franchising epiphany.

"It was December 26—I'll never forget it. We got bombed pretty hard. Luckily, we didn't have casualties, but my camp was always under attack for three weeks straight. That got me thinking, 'You know what, I've been here three years and it's time for me to move on,'" McCoy said. "I thought about my life and the fact that for the majority of my life I've protected other people, but not the people in my community. The next morning, I basically did a Google search for security franchises, and Signal 88 popped up."

McCoy spent 20 years in the Army—ten years on active duty and ten in the Army Reserve. While on reserve, he was a police officer in Hawaii, so it's no surprise he was drawn to Signal 88. That didn't make the decision to leave the Army easy, however. In fact, he spent nearly five months exchanging daily emails with Signal 88 CEO Reed Nyffeler before committing.

"I was nervous about leaving Afghanistan. I was very comfortable with a contractor's salary. At the time, I could have picked up and gone on a vacation anywhere in the world for a month at a time without worrying at all about money. To leave all that and try to start a business back in the United States was pretty mind-rocking," McCoy said.

McCoy's investment in Signal 88 was somewhat of a leap of faith, he says, since, at the time, there were only a few other franchises up and running. He didn't have a big franchisee network to turn to for advice or for validation, but he did have Nyffeler and those five months of daily emails. That's what really sold him on the franchise—and why he recommends that any prospective franchisee get to know not just the franchise sales team but the system's leadership.

McCoy sold his franchise in 2012 and briefly worked for Signal 88's corporate office, helping to run the company-owned locations. Today, he is managing partner at Signal 88 Phoenix, where he is in charge of operations.

WHAT IT TAKES TO BE SUCCESSFUL

Running a franchise requires many skills—the ability to follow the franchisor's established process, the ability to lead under pressure, and the ability to work with many types of people.

In many ways, the military cultivates the ideal franchisee.

"When you open a new business, it's going to be longer hours and harder work than just having a job. Our folks who have served in the military are not afraid of hard work. That kind of perseverance and commitment is what it takes to own a business," added Catherine Monson, CEO of **FASTSIGNS**, which offers a 50% discount on its franchise fee for qualified veterans.

However, while vets can be a great fit for franchising because they are used to following a set process and structure, it's important to note that most franchisees need to learn additional skills to run their business.

Franchisors told us they frequently need to train franchisees of *all* types in basic business principles, marketing, and sales.

Our franchisees with military backgrounds are really nice people with very strong customer service skills and people skills—that is very important in a service business like TeamLogic IT," Lennon said. "What we need to teach them is how to turn those people skills into effective ways to ask for the business and close sales."

What some vets may lack in sales and marketing experience, they make up for in drive, says Ron Taylor, vice president of franchise development at **Sandler Training**, which offers vets a $5,000 discount on its franchise fee.

"When talking to prospects, our franchisees need to be able to handle the word, 'No.' Some of our non-military franchisees come in and can't take that, but military guys just don't care. A 'No' doesn't discourage them—they're bulldozers, and they'll just keep going," Taylor said. Even though he already had an MBA when he purchased his franchise, **CertaPro** franchisee Steve Carey backs up the notion of franchisees needing additional business training and says that's why choosing the right franchisor is so important.

"Sure, I had a master's degree and I understood marketing, but the reality is I didn't understand it the way a small business owner should. There is a difference between academia and reality. That's where CertaPro mentors and guides us pretty well during our formative years.

For veterans coming straight from active duty to franchising, there may be an adjustment period. Army vet and former **Signal 88 Security** franchisee Bill McCoy (he still works closely with the brand) told us it can be difficult to adjust to the freedom of civilian life while under the pressure of starting and running a new business.

"The reality here is you have to listen. You have to do what people who have built a business and done it before you tell you to do. But when it's your name and your business, it's extremely easy to forget that these people are here to help you. It's a completely different set of instructions."

This is true of any franchisee—military trained or not—but it's something McCoy says veterans should be aware of.

Another challenge for some veterans in business is learning not to react too quickly.

"Flying an F16, there were times I had to make pretty quick decisions," Carey said. "I make quick decisions in business, too, but you have time to sort out facts. There's a balance. You want to respond to customers, but the first step is to listen and then offer suggestions or action plans."

TeamLogic IT franchisees Mark and Dawn Kelly (both Air Force vets) say the tendency to react quickly is actually an advantage in their business because they respond more quickly than their competitors.

"It makes our customers happy. They see it as good customer service, but we see it as something that has to happen—that's the military," Dawn said.

Continued on page 10.

In The Trenches

MARK AND DAWN KELLY —
U.S. Air Force Veterans & TeamLogic IT Franchisees



For most military veterans, "retirement" doesn't mean golf and early bird specials. For vets like Mark Kelly, it means diving into a whole new career after spending your entire adult life following very specific procedures and being part of a tight-knit team. It's not always an easy transition.

"It was a little difficult to come back and enter straight into the job market," said Kelly, who retired in 2009 after 25 years flying planes for the U.S. Air Force.

Kelly and his wife Dawn (also a vet) started exploring business opportunities in 2011 and happened upon franchising after hearing a presentation by a franchise broker. Franchising immediately made sense. Both Kellys had joined the Air Force right out of high school, so systems, checklists, and procedures were an integral part of most of their adult lives.

"The military is a large corporation with its own systems and processes," Mark said. "Typically, when you spend a whole career there, you get used to working with systems. You develop a great appreciation for what a system can do for you."

The Kellys were drawn to TeamLogic IT because of its technology-focus (Dawn worked with computers in the Air Force, and Mark has computer science and engineering degrees), but the biggest reason for selecting their franchise was the corporate office, Mark said.

"When I was doing my due diligence and talking to other franchisees, the one thing they all mentioned was the supportiveness of the franchisor," Mark said. "This has proved true since we signed on—the corporate team bends over backward to help us out in so many ways—especially in marketing and sales."

Like many vets going into franchising, the Kellys didn't have much experience in the marketing and sales side of running a business so TeamLogic's support in this area was critical to their success.

While no career will ever be *exactly* like military service, the Kellys say franchising reminds them of their days in the military.

"In the military, you are connected everywhere and their goal is to make you successful. TeamLogic's goal is also to help you do well. It reminds you of being part of something like the military," Dawn said.

THE LIST

Best of the Best: Top 100 Franchises for Veterans

***View this company's full satisfaction report at: www.FranchiseBusinessReview.com**

"It really does boil down to the leadership of Weed Man. Each person we work with from the top down, truly cares about us personally and professionally. It has been over 10 years, and they actually get better and better every year!"

– Weed Man franchisee

	VetFran Member	Startup Investment	Cash Requirement	Domestic Franchises
* **Heaven's Best Carpet Cleaning** Carpet cleaning		$28,900 – $64,000	$15,000	1,248
* **CertaPro Painters** — *ad on p. 16* Painting	★	$129,000 – $158,500	$75,000	411
* **Visiting Angels** Senior homecare	★	$59,335 – $81,085	$33,950 – $41,950	475
Kona Ice Mobile shaved ice		$99,800 – $120,000	$20,000 – $25,000	408
* **Christian Brothers Automotive** Auto repair	★	$350,000 – $419,000	$70,000	120+
* **ActionCOACH** Business coaching	★	$61,250 – $108,441	$40,000	234
Proforma Print & promotional product supplier	★	$0 – $29,500	$0 – $29,500	750
* **Weed Man** Lawn care	★	$40,000 – $60,000	$50,000	240
Sotheby's International Realty Luxury real estate		$194,050 – $619,500	$50,000 – $100,000	415
* **Home Instead Senior Care** Senior homecare	★	$100,000 – $115,000	$44,000	647
Sir Speedy Printing & marketing services		$275,000 – $350,000	$100,000	245
Fitness Revolution Fitness health club		$16,278 – $119,409	$16,278 – $119,409	173
* **Two Men and a Truck** Moving services	★	$173,000 – $578,500	$150,000 – $600,000	214
American Poolplayers Association Pool league	★	$16,720 – $19,890	$16,720 – $19,890	293
* **FocalPoint Coaching** Business coaching		$49,950	$49,950	72
TeamLogic IT Computer & network services	★	$130,000	$50,000	50
Budget Blinds Custom blinds & window coverings	★	$89,000 – $187,000	$74,950	790
* **Signal 88 Security** Security services	★	$85,000 – $105,000	$50,000	260
Auntie Anne's Quick-service bakery	★	$194,875 – $367,600	$40,000 – $80,000	1,022
Cruise Planners Travel agency	★	$495 – $9,995	$10,000	900+
* **Firehouse Subs** Fast casual restaurant	★	$178,376 – $625,801	$80,000 – $100,000	676
1-800-GOT-JUNK? Junk removal services	★	$30,000 – $100,000	$90,000	164
* **MaidPro** House cleaning & maid services	★	$30,000 – $114,509	$30,000	135
United Country Real Estate Real estate		$13,790 – $35,350	$12,500	500
Color Glo International Color restoration & repair specialists	★	$44,500 – $49,800	$44,500 – $49,800	111

	VetFran Member	Startup Investment	Cash Requirement	Domestic Franchises
HouseMaster Home inspections	★	$60,100 – $106,100	$45,000	287
* **Window Genie** Window cleaning	★	$80,000 – $130,000	$50,000 – $75,000	148
Surface Specialists Systems Bathroom & kitchen remodeling		$46,200 – $77,000	$25,000	44
A All Animal Control Wildlife control & removal		$10,750 – $41,615	$5,000	39
* **CruiseOne** Travel agency	★	$4,575 – $9,800	$9,800	825
* **FirstLight HomeCare** — *profile on p. 15* Senior homecare	★	$70,146	$99,889	109
PIP Printing & Marketing Services Printing & marketing services		$275,000 – $350,000	$100,000	104
Pinch A Penny Pool supplies retailer		$250,000 – $350,000	$50,000	215
Tint World Automotive styling	★	$99,974 – $178,818	$50,000	25
Anago Cleaning Systems (master franchisors) Commercial cleaning	★	$105,000 – $146,000, Units: $1,000+	$100,000 – $150,000, Units: $1,000+	35 Masters
* **Wild Birds Unlimited** Nature retailer	★	$96,997 – $165,295	$25,000 – $35,000	290
Miracle Method Surface Refinishing Bathroom & kitchen remodeling	★	$85,000 – $125,000	$67,500 – $107,500	130
* **Sandler Training** Business consulting & coaching	★	$83,150 – $100,125	$100,000	175
G.J. Gardner Homes Home building		$70,000	$109,700 – $115,200	24
Coldwell Banker Commercial Commercial real estate		$327,950 – $781,000	$50,000 – $100,000	156
Wingstop Quick-service restaurant	★	$252,621 – $554,898	$200,000	590
Culver's Fast casual restaurant		$1,439,000 – $3,087,000	$350,000	488
* **FASTSIGNS** — *profile on p. 19* Visual business communications	★	$171,197 – $276,965	$80,000	542
Mathnasium Math learning center	★	$82,250 – $136,000	$37,000 – $55,000	406
Real Property Management Property management		$75,000	$75,000	240
Aire-Master of America Commercial hygiene service		$20,400 – $34,000	$20,000 – $40,000	100
Sit Means Sit Dog training		$21,125 – $93,850	$15,000	71
Liberty Tax Service Tax preparation services	★	$56,800 – $69,900	$56,800 – $69,900	4,259
Realty Executives International Real estate		$20,400 – $119,000	$1,000 – $50,000	480
Boulder Designs Residential & commercial landscape design	★	$54,725 – $65,675	$40,000	54

"All I can say is that they have been excellent since Day 1 — giving us a great path to follow."

– Window Genie franchisee

"Sandler understands their success depends on our success, and they equip us with the tools necessary to succeed."

– Sandler franchisee

"The information sharing between franchise owners is what I like the most."

– G.J. Gardner franchisee

THE LIST

Best of the Best: Top 100 Franchises for Veterans

***View this company's full satisfaction report at: www.FranchiseBusinessReview.com**

	VetFran Member	Startup Investment	Cash Requirement	Domestic Franchises
Happy and Healthy Products Frozen novelty retailer	★	$34,508 – $89,045	$34,508 – $89,045	56
*** Homewatch CareGivers** — *profile on p. 16* Senior homecare	★	$77,750 – $125,000	$50,000	208
*** Snap-on Tools** — *ad on Inside Front Cover* Tool & equipment solutions	★	$143,683 – $307,700	$30,095 – $79,265	3,622
Cash Plus Financial services		$198,200 – $539,800	$100,000	53
Pop-A-Lock Locksmith services	★	$100,000 – $120,000	$62,000	328
*** U.S. Lawns** Commercial grounds care	★	$51,500 – $79,300	$30,000	264
Brickhouse Cardio Club Fitness club		$6,350 – $30,250	$8,000	56
*** Checkers & Rally's** Quick-service restaurant	★	$111,000 – $825,000	$250,000	447
FranNet Franchise consulting		$44,310 – $81,360	$44,310 – $81,360	56
LaRosa's Pizzeria Full service restaurant		$500,000 – $850,000	$150,000 – $255,000	49
Stay at Home Senior homecare		$65,900 – $88,900	$95,000	11
Coldwell Banker Real estate		$170,170 – $496,050	$75,000+	2,290
AdvantaClean Cleaning services	★	$92,000 – $366,905	$75,000 – $300,000	135
Honest-1 Auto Care Automotive care	★	$169,750 – $398,750	$100,000	35
ERA Real estate		$47,700 – $209,900	$75,000	560
Sport Clips Hair cutting	★	$156,000 – $200,000	$100,000	960
Alloy Wheel Repair Specialists Automotive wheel repair		$85,000	$150,000	130
*** The Maids** Cleaning & maid services	★	$95,645 – $123,395	$60,000	1,080
Jan-Pro (master franchisors) Commercial cleaning services	★	$100,000 – $500,000, Units: $2,800 – $44,000	$125,000+, Units: $2,520 – $44,000	90+ Masters/ 10,090 Units
Charley's Philly Steaks Quick-service restaurant		$101,572 – $465,282	$75,000 – $100,000	413
European Wax Center Waxing services		$292,200 – $374,897	$200,000 – $400,000	429
*** The Goddard School** Early childhood education	★	$701,400 – $721,400	$150,000	405
Help-U-Sell Real estate		$25,000 – $60,000	$17,500	103
Money Mailer Local marketing services		$50,000 – $70,000	$50,000	190
Murphy Business & Financial Business brokers	★	$45,750 – $113,600	$30,000	150

"One of the reasons I initially selected The Maids was the excellent franchisor support. Fourteen years later, I am glad to say that I am reaffirming that decision."

– The Maids franchisee

	VetFran Member	Startup Investment	Cash Requirement	Domestic Franchises
Complete Music Wedding & event services		$50,000	$30,000	200
Big Frog Custom T-Shirts Clothing retailer	★	$185,000 – $195,000	$75,000	55
Right at Home Senior homecare	★	$72,200 – $126,100	$150,000	300+
Penn Station Quick-service restaurant		$320,798 – $460,813	$175,000	254
Tropical Smoothie Cafe Quick-service restaurant	★	$166,750 – $424,200	$100,000	347
Valpak Marketing & advertising services		$75,000 – $500,000	$75,000	163
Ram Jack Building foundation repair services		$121,536 – $241,993	$60,000	22
Ziebart Automotive care	★	$95,000 – $325,000	$100,000	93
Unishippers Business shipping	★	$55,000 – $150,000	$75,000	290
9Round Kickboxing Fitness club		$52,700 – $70,800	$18,000	75
Rainbow International Cleaning & restoration services	★	$20,000 – $25,000	$30,000	316
Simple Simon's Pizza Full service restaurant		$89,500 – $593,500	$25,000	230
*** Synergy HomeCare** Senior homecare	★	$59,000 – $156,000	$50,000	140
ColorTyme Rent to own retailer	★	$479,825 – $705,250	$200,000	219
Always Best Care Senior Services Senior care	★	$56,225 – $104,100	$44,900	181
Computer Troubleshooters IT services		$17,200 – $67,900	$50,000	142
Quaker Steak & Lube Full service restaurant		$1,400,000 – $4,000,000	$500,000 – $1,000,000	65
Value Place Travel lodging		$3,388,800 – $4,987,300	$3,388,800 – $4,987,300	131
Precision Door Service Door repair	★	$60,579 – $332,274	$50,000	73
Oxi Fresh Carpet Cleaning Carpet cleaning	★	$38,345 – $60,115	$38,345 – $60,115	232
McAlister's Deli Fast casual deli		$177,000 – $1,383,500	$30,000 – $35,000	278
Cheeburger Cheeburger Fast casual restaurant	★	$215,250 – $577,500	$150,000 – $200,000	69
Hooters Full service restaurant		$911,500 – $3,310,000	$1,000,000	166
Martinizing Dry Cleaning Dry cleaning services	★	$305,000 – $617,500	$125,000	210
The Krystal Company Quick service restaurant		$867,500 – $1,465,500	$250,000	137

Question from 2013 survey: What advice would you give your franchisor?

"I'd like to see **more frequent continuing education type programs** such as conference calls, webinars, video conferencing, etc."

"**Stores need fresh product ideas** to up-sell existing customer base."

"I would like to see **more regional marketing** that directs consumers to local franchises."

"I truly feel the franchise as a whole does care about us but often gets tunnel vision and forgets **they need to work to accommodate a wide variety of needs**."

"**All the opportunity and support is here**, but not every franchisee will use it. Some are way too independent in their thoughts and opinions."

"I think we could use **better communication in the area of major decisions** and direction the company goes."

"**We don't utilize technology all that well** — especially SEO and rankings on a local level."

Continued from page 5.

RESEARCHING A FRANCHISE

There are countless franchise opportunities for veterans, and with close to 600 brands offering special incentives specifically for vets, deciding on just the right franchise can be an arduous task.

The 100 franchise companies listed in this report are a great place to start, because these are the brands rated highest for franchisee satisfaction by actual veteran franchisees. This goes beyond incentives and sign-on discounts and really provides the true story of what it's like to be a franchisee. Another resource is IFA's VetFran which has a number of research tools and resources for vets and active-duty military to help research brands.

Many prospective franchisees begin their search for a franchise while still on active duty. This can make the due diligence process especially difficult and long (franchisors tell us the sales cycle for an active-duty soldier is twice as long as the typical sale). It's not easy for an enlisted prospect to pick up the phone and call a franchise development person or 20 current franchisees for validation. They need online tools—on-demand webinars, a PDF of franchisee satisfaction reports, easy-to-access educational materials—that they can look at wherever and whenever they want.

If a franchise doesn't offer these materials on their site, prospective franchisees should ask for them. Many franchisors told us they will go out of their way to provide materials and schedule calls and visits if a candidate is based overseas.

"We certainly work to be as convenient on scheduling time to visit with military candidates as possible. Sometimes that means facilitating an interview late in the evening or hosting a Discovery Day outside of our regular schedule," said Josh Wall, vice president of franchise and strategic development for **Christian Brothers Automotive**, which offers a $12,500 discount to qualified vets.

In The Trenches

STEVE CAREY —
Air Force Veteran & CertaPro Painters Franchisee



As a fighter pilot then colonel in the United States Air Force, Steve Carey relished strategy, leadership, and taking calculated risks. When it came time to retire from the military in 2007, he was drawn to business ownership because it required those same skills.

"My wife and I went through a multitude of options on what we could do as business owners. Should we start our own niche store somewhere? Or did we want to go to corporate America? Or did we want to follow along with a franchise?" Carey explained. "We came to the resolution that we didn't want to start a brick-and-mortar business where we were tied to it from 8-5. We wanted something that was engaging, where we could connect with people, and where we had the decision-making ability to grow the business to whatever level we chose."

That something was franchising, the Careys decided. Soon after, a franchise headhunter introduced them to several franchise opportunities, and they quickly settled on CertaPro Painters, even though they hadn't been looking specifically for a painting business.

"I saw things in CertaPro that paralleled my vision, both at the corporate level and franchisee level. They were focused on ensuring success for franchisees, and they were a people-oriented organization in which it was very easy to connect with people at the corporate level. They were really focused on trying to grow a culture of good businessmen and women."

Carey's first impression of CertaPro proved true, and five years later, he's still relishing the opportunities to lead, strategize, and take risks in his Alabama-based painting business—even as he follows the CertaPro model and system.

"At no point have I felt like the corporate office was going to come in and say, 'No, don't do that,' if I wanted to do something," Carey said. "They understand it's my business, but they do a great job of mentoring us."

Top 5 Franchise Industries for Veterans

1. Services
2. Food
3. Home Services
4. Travel Services
5. Business Services

CONCEPTS/SECTORS

Our research on veterans in franchising falls closely in line with our research on franchising in general—the most successful franchisees don't necessarily have direct experience in their particular industry sector, and they aren't necessarily drawn to sectors or services that match their military specialties.

The most popular industries for veterans mirror those of franchisees in all of franchising with services and food being the most popular.

The franchisees we interviewed for this report emphasized the importance of prospective franchisees looking first at the business model and corporate structure of a franchise and *then* at the service offering because not all franchise concepts require the franchisee to actually *do* the service they provide.

Case in point: Chris Parker, a 22-year Air Force vet, who bought a **Sport Clips** franchise with no prior experience running a salon or cutting hair. Parker and his wife Karen ended up working with a business ownership coaching firm and researched dozens of franchise opportunities before settling on Sport Clips.

"It was a giant step for us because neither Karen nor I had any experience in either business or hair care. For us to do this, we needed to make sure we were comfortable enough to execute the game plan," Parker said.

CertaPro Painters franchisee Steve Carey has a similar story. He came to franchising after 30 years in the Air Force. He had no experience painting, but he was drawn to the CertaPro system and the life of a franchisee.

"I would recommend when you choose a path, don't focus on the exact nature of the industry; focus on what you have to do in that



Jarrad Boever, a U.S. Lawns franchisee, served 4 years in the Marine Corps.

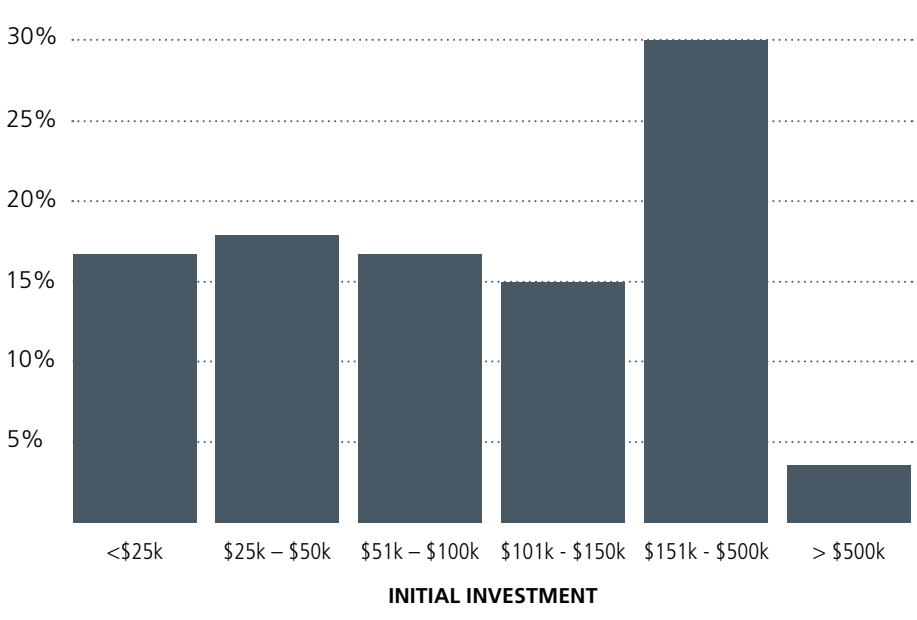
industry. Be sure that the industry represents the things you enjoy doing. I spend a tremendous amount of time on the road talking to folks—it can be exciting if you enjoy that," Carey said. (Both CertaPro and Sport Clips offer 10% discounts for qualified vets.)

Of course, many vets *are* drawn to hands-on concepts that require skills similar to what they did in the military. This is true of Team-Logic IT's Dawn Kelly, who was a computer technician in the Air Force before opening her computer consulting business with her husband.

INVESTMENT

Franchise Business Review's 2013 Top 100 list includes a diverse group of investments, starting as low as $4,575 for a **CruiseOne** franchise and exceeding $3 million for a food concept like **Culver's**. The median investment level is just over $100,000 before any special veteran discounts.

Veterans in Franchising: Average Initial Investment





Left: Steve Grimes, Honest-1 franchisee for 6 years, served 25 years in the Army National Guard.

Generally speaking, we see younger vets (or those with shorter military careers) investing in lower-priced franchises because they've had less time to save a substantial amount of money and because many of the hands-on service concepts that are popular with this group cost less to launch and run. [See more on concepts popular with vets under *Concepts/Sectors*.]

It is critical that prospective franchisees (vets and non-vets) know exactly what they are getting into financially when they buy a franchise. Franchisees often have unrealistic expectations going into a business, especially related to their earnings and expenses, which is reflected in their overall satisfaction later on.

"Culturally, running a franchise is quite different from the military," said TeamLogic IT franchisee Mark Kelly. "Regardless of what you do, there's a basic safety net in the military. When you go into any small business, it's all you. You have to be prepared for that safety net to be gone and be able to work without a net."

If you're considering a franchise opportunity, you should be very familiar with the company's franchise disclosure documents (FDD) but especially two sections within that document: Item 7 and Item 19.

Item 7 outlines the estimated expenditures needed to establish a business, but all Item 7s are not equal. Some companies will outline the necessary working capital, but others—who might want to keep the stated investment level as low as possible—don't. Investors must understand and plan for the fact that it might cost three to four times more than what is listed in the Item 7 to actually run the business. If you're considering a franchise opportunity, be sure to ask the franchisor and current franchisees about the company's cost-cutting initiatives that directly relate to franchisees.

Item 19 is optional for franchisors and, therefore, isn't always included in a company's FDD. However, we recommend all potential franchisees thoroughly review and understand this document, if available. Like Item 7, every Item 19 is different, but it can provide invaluable information related to your potential business profitability if the franchise company publishes accurate revenue and cost figures.

In The Trenches

CHRIS PARKER — Air Force Veteran & Sport Clips Franchisee



On the surface, Chris Parker's life as a Sport Clips franchisee seems worlds away from the 22 years he spent in the Air Force (mostly flying planes), but it's not as far away as it seems. That's because Sport Clips CEO Gordon Logan was actually a pilot like Parker before starting the franchise, and the sports-oriented hair business is run more like a fighter jet than a barber shop.

"Gordon and his team did a great job making sure that everything was planned out. He was a pilot like I was, and our lives depended on checklists. Everything was dictated to us. If regulations say we can do something, we can. That's the type of thinking that Gordon put into this franchise," Parker said.

Parker and his wife, Karen, (who's also his business partner) opened their San Antonio-based Sport Clips franchise in 2008. Although they had no previous experience in hair care before buying the franchise, they liked the way it was set up and felt it would be easy to run.

"For us to do this, we needed to make sure we were comfortable enough to execute the game plan. It is a very simple concept—it's one thing," Parker said. "We liked that it was an owner investment and that we were building equity in the future."

Even with a simple concept, Parker said the early days of running his franchise were scary. He and his wife spent many hours in the store, and when they weren't there, they were thinking about it.

"Basically what you're doing is marrying the franchise, and your kid is the store. You're always checking to make sure they're well and they're fed," Parker said. "If you don't like being a parent, you shouldn't be a franchisee."

That's why he recommends prospective franchisees take their time to find a franchise that will provide the support and guidance—or in Parker's case, the checklists—that will make the early days of business ownership less stressful.

FRANCHISEE SATISFACTION

In our recent survey of close to 3,000 military-trained franchisees, we found ten brands that especially stand out when it comes to franchisee satisfaction: **Heaven's Best Carpet Cleaning**, CertaPro Painters, **Visiting Angels**, **KONA Ice**, Christian Brothers Automotive, **ActionCOACH**, **Proforma**, **Weed Man**, **Sotheby's International Realty**, and **Home Instead Senior Care**. Not surprisingly, many of these names are the same brands that top our annual list of Top Franchises for all of franchising. It makes sense that brands focused on overall franchisee satisfaction would also have high satisfaction among franchisees who are veterans.

In terms of overall satisfaction industry wide, veterans tend to rate their satisfaction about the same as non-vets on average. That said, certain brands have much higher

satisfaction than others. In fact, veteran owner satisfaction is up to 30% higher among the Top 100 brands featured in this report. The areas where satisfaction runs the highest include advertising & promotional programs, effective use of technology, ongoing support, and system-wide communications.

Eighty-two percent of all veterans said they enjoy being a part of their franchise organizations, and 80 percent say they would recommend their franchise to others. These numbers are roughly the same as non-vet franchisees. For the top 100 brands, 87 percent enjoy being a part of the organization, and 88 percent would recommend it to others. Seventy-four percent of all vets (up from 72 percent in 2012) said "they would do it again today" related to investing in their franchise (84% of franchisees at the top companies said they would do it again.)

In terms of financial performance, veterans rank their franchise systems almost exactly the same as non-vets. Thirty-nine percent of veterans (compared with FBR's benchmark of 40 percent for all franchisees) said their overall financial picture is "Strong" or "Very Strong", and 21 percent said their overall financial picture is Weak or Very Weak (exactly the same as the benchmark). Sixty percent of veterans rated the long-term growth of their franchise as "Strong" or "Very Strong," compared with our benchmark of 63 percent.

SUMMARY

Hundreds of franchise brands offer special discounts and incentives to prospective franchisees with military experience, making it an excellent time for veterans to consider a franchise opportunity. Franchise brands recognize the significant strengths and related skills that veterans can bring to a business—especially a franchising business, which is built around systems, teamwork, and following a step-by-step protocol. Franchisees with military experience aren't necessarily guaranteed success, but they may have more characteristics for success than non-veterans.

Although many companies aggressively recruit veterans through discounts and other special offers, it's important to note that not all of them provide great opportunities for vets. Only thorough due diligence—especially research into how other vets have fared in the system—is still a requirement for anyone considering a franchise opportunity.

> It is critical that prospective franchisees know exactly what they are getting into financially when they buy a franchise. Franchisees often have unrealistic expectations going into a business, especially related to their earnings and expenses, which is reflected in their overall satisfaction later on.

Prospective franchisees (especially those stationed abroad) should ask franchisors for online company materials and financials, franchisee satisfaction reports, webinars, and anything else you need to make the research process easier from afar. Perhaps most importantly, you should contact existing franchisees who are veterans to get the true picture of how well the system supports vets.

Most of all—and this is true whether you're a veteran or not—it's important you have realistic expectations for your business—what the lifestyle will be like, how much money you'll make, and what your expenses will be. This will have a huge impact on your overall satisfaction as a franchisee.

In the words of CertaPro franchisee Carey, "Running a business is not as easy as you think. If you think it's an easy cash gainer, odds are you don't fully understand the business. You need to know basic fundamentals—the demographics of your area and your competitors—and then come up with a strategy that makes sense for you personally and your family."

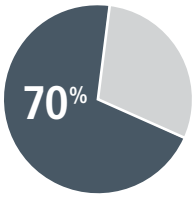
For more detailed research on specific franchise brands, please visit us online at **www.FranchiseBusinessReview.com**.

A Look at Veteran Franchisees

Median age is 55 – 64

26% are 45-54 **30%** are 55-64 **26%** are 65+

Only 4% are under 35



are single unit owners (which mirrors all zees)

34% have owned their franchise **for 10+ years**

23% have owned their franchise **for less than 2 years**

80% are male, **14%** are male/female partners, and just **6%** are female

86% are Caucasian

57% have at least a bachelor's degree

Average annual income:

$67,109

74% said they **"would do it again"** related to investing in their franchise

VET★FRAN

CertaPro Painters

Startup Investment: $129,000 – $158,500
Cash Requirement: $75,000
Domestic Franchises: 411

In business, reputation is king. Our customers have made the CertaPro brand the most trusted, most referred and most reliable in the $40-billion painting industry. Our name is synonymous with excellence, a position we've earned due to our hardworking franchisees and their commitment to redefining the home service industry. Recognized as a category leader by Entrepreneur magazine, as well as Franchise Business Review and the Canadian Franchise Association, for outstanding franchisee relations and support, CertaPro leverages the experience of nearly 20 years of leadership to start growing your own business.

Special Veteran Incentives: Offers preferred in-house financing for half the franchise fee (6% over 5 years), as well as 10% off the franchise fee of $52,500.

For more information on CertaPro Painters opportunities, call (800) 689-7494 or visit www.certapro-franchise.com.

VET★FRAN

Christian Brothers Automotive

Startup Investment: $350,000 – $419,000
Cash Requirement: $70,000
Domestic Franchises: 120+

Christian Brothers Automotive is a full-service auto repair franchise committed to operating with honesty and integrity. Our focus on superior customer service and "loving your neighbor as yourself," has allowed the company to grow with 100% store success in 16 years of franchising. At Christian Brothers, franchise owners have the benefit of owning their own faith-based business, with extensive support from the home office not only during start up but long term as well. You do not need previous automotive industry experience—our thorough training program and home office coaching will direct you with tools toward success.

Special Veteran Incentives: Offers $12,500 off the initial franchise fee.

For more information on Christian Brothers Automotive opportunities, call (855) 866-9222 or visit www.christianbrothersfranchise.com.

VET★FRAN

ActionCOACH

Startup Investment: $61,250 – $108,441
Cash Requirement: $40,000
Domestic Franchises: 234

ActionCOACH offers consultants an opportunity to become business and executive coaches and form a home-based company providing business and executive coaching services to other companies. ActionCOACH franchisees provide a valuable service to business owners and executives, offering unique perspectives in evaluating current company structure, while helping improve business profitability.

Special Veteran Incentives: Through the Free Franchise for the Forces campaign, ActionCOACH recently awarded franchises to appropriately qualified Vets, with a complete franchise fee ($50,000), training free ($25,000) and tech fee ($1,250) waiver of $76,250.

For more information on ActionCOACH opportunities, call (702) 795-3188 or visit www.actioncoachfranchise.com.

Our Town America is the Nation's Premiere Welcoming Organization.

Since 1972, we've been providing new movers with traditional hospitality by mailing warm gifts from neighborhood businesses in a premium gift certificate package. Thousands of satisfied business owners throughout the United States attest to the success and effectiveness of our program, while dozens of locally owned Our Town America franchises validate our success as a viable business opportunity.

The Our Town America Franchise program includes start-up training with a comprehensive 5-day training course at the corporate office (Saint Petersburg, FL or an approved franchisee training facility) with on-going support including weekly conference calls, Regional Director assistance, where applicable, intranet and our conventions. This can be a home-based business or larger office based, and we offer $10,000 off our franchise fee for honorably discharged veterans.



Our Town America
A FRANCHISING CORPORATION

1-800-497-8360 | franchising@ourtownamerica.com

VET•FRAN

TeamLogic IT

Startup Investment: $130,000
Cash Requirement: $50,000
Domestic Franchises: 50

TeamLogic IT franchisees provide advanced IT management services including managed services, consulting, and computer support to small- and medium-sized businesses. Franchise owners serve as the CEOs of their businesses and hire the IT staff to perform the work. The candidate for a TeamLogic IT business is a person who wishes to work in a business environment, likes technology, and enjoys working with other business professionals.

Special Veteran Incentives: Offers a $5,000 discount off the $40,000 franchise fee.

For more information on TeamLogic IT opportunities, call (949) 582-6300 or visit www.franserv.com/teamlogicit.

VET•FRAN

Firehouse Subs

Startup Investment: $178,376 – $625,801
Cash Requirement: $80,000 – $100,000
Domestic Franchises: 676

As one of the country's fastest growing restaurant brands and a leader in the fast casual industry, the demand for our uniquely prepared specialty subs is growing by leaps and bounds, opening up opportunities for expansion in new and existing markets. With our strong brand identity, exceptional franchisee relationships, high average unit volume, well-defined real estate guidelines, and passionate executive team, Firehouse Subs is perfectly poised for development with the right investor.

Special Veteran Incentives: Offers a $2,000 discount off the initial franchise fee.

For more information on Firehouse Subs opportunities, call (877) 887-8330 or visit www.firehousesubs.com/franchising.

VET•FRAN

MaidPro

Startup Investment: $30,000 – $114,509
Cash Requirement: $30,000
Domestic Franchises: 135

MaidPro prides itself on its proven ground-breaking technology and software, creative marketing efforts, established brand identity, and stellar support to its franchisees. The company is constantly trying to reinvent new practices and refine old ones to ensure its place in the rapidly growing house cleaning industry. MaidPro offers you the advantages of rapid growth, low startup costs, manageable hours, and recurring revenue. Join a franchise that gives you control and ownership of your business with unmatched 24/7 support!

Special Veteran Incentives: Offers a discount valued at $15,000. Qualified veterans receive $3,000 off of the franchise fee and then, on top of that, they get $100 per month credit for the life of the 10 year contract.

For more information on MaidPro opportunities, call (888) MAIDPRO or visit www.maidprofranchise.com.

VET•FRAN

HouseMaster

Startup Investment: $60,100 – $106,100
Cash Requirement: $45,000
Domestic Franchises: 287

HouseMaster has been helping entrepreneurs from all educational and business backgrounds realize their dreams for the past 33 years, and has collectively performed over 2 million inspections. It is our motto to go above and beyond in supporting our franchisees, providing training, comprehensive business planning, marketing and operations support, resources, and coaching in all areas of the business. Franchisee and customer satisfaction alike, along with the highest level of quality service, are why HouseMaster continues to be the recognized authority on everything home inspection.

Special Veterans Incentives: Offers a 15% discount off the franchise fee.

For more information on HouseMaster opportunities, call (732) 823-4087 or visit www.housemaster.com.

FEATURED Franchisee



Samuel Dan

FirstLight HomeCare
Bucks, PA

What was your military experience?
I spent a total of 4 years in the Army—3 years active duty and 1 year National Guard. I did a tour to Bosnia for 11 months as a Stabilization Force.

How long have you been a franchisee?
Since October 2011

What made you decide to buy a franchise?
I didn't have any experience in terms of sales or healthcare, so I needed the initial support and training to understand the industry itself. Instead of trying to do a brand new start-up, it made more sense to go with a franchise where there are established guidelines for success.

Why did you choose your franchise?
FirstLight HomeCare offers great support and really cares for franchisees' success. They are willing to go above and beyond to help us ramp up.

How has your military training helped with running a business?
The military trained me well in terms of attention to detail, being self-motivated, persistence, and dedication. In business, especially when starting out, you have to hold those characteristics high.

Where do you see yourself in five years?
I see myself owning 3 territories and doing about $3 million in sales.

What advice do you have for other vets considering a franchise?
Due diligence! Take your time, and make sure you look into all your options before committing to a franchise.

For more information on FirstLight HomeCare opportunities, call (513) 677-7789 or visit www.firstlightfranchise.com.

VET★FRAN

FirstLight HomeCare

Startup Investment: $70,146
Cash Requirement: $99,889
Domestic Franchises: 109

Designed from the ground up, FirstLight HomeCare is the new service leader in non-medical care franchises. With an unmatched approach for client satisfaction, caregiver retention, technology platform efficiencies, web marketing, extensive training and support "in the field," an unparalleled track record of success, and much, much more, FirstLight HomeCare is now the fastest-growing senior care franchise offering. No healthcare experience necessary, just strong presentation and communication skills with a desire to help others. Our foundation: Extraordinary People . . . Exceptional Care. In appreciation of your service, we offer a Veteran Discount as well. If you or someone you know are extraordinary and desire to join the service leader in senior care, call today.

Special Veteran Incentives: Offers $1,500 off the initial franchise fee.

For more information on FirstLight HomeCare opportunities, call (513) 677-7789 or visit www.firstlightfranchise.com.

Pinch A Penny

Startup Investment: $250,000 – $350,000
Cash Requirement: $50,000
Domestic Franchises: 215

America's largest retail pool supply franchise. With over 38 years of history and experience Pinch A Penny is the go-to place for pool care. Our history speaks for itself. We've grown from one store in 1975 to an entire network of stores in Florida, Georgia and Alabama. And we're still growing in leaps and bounds due to our diligence in helping franchisees grow their sales and profits. As you'd expect from a family approach to business, we're there each and every step of the way. We train you. Encourage you. Advise you. And give you the resources you need to carry on the Pinch A Penny tradition of quality, reliability and expertise in a fun, family oriented atmosphere. We are looking for qualified candidates to join our family friendly franchise. Locations available throughout Florida, South Georgia and Southern Alabama.

For more information on Pinch A Penny opportunities, call (727) 531-8913 or visit www.pinchapenny.com.

VET★FRAN

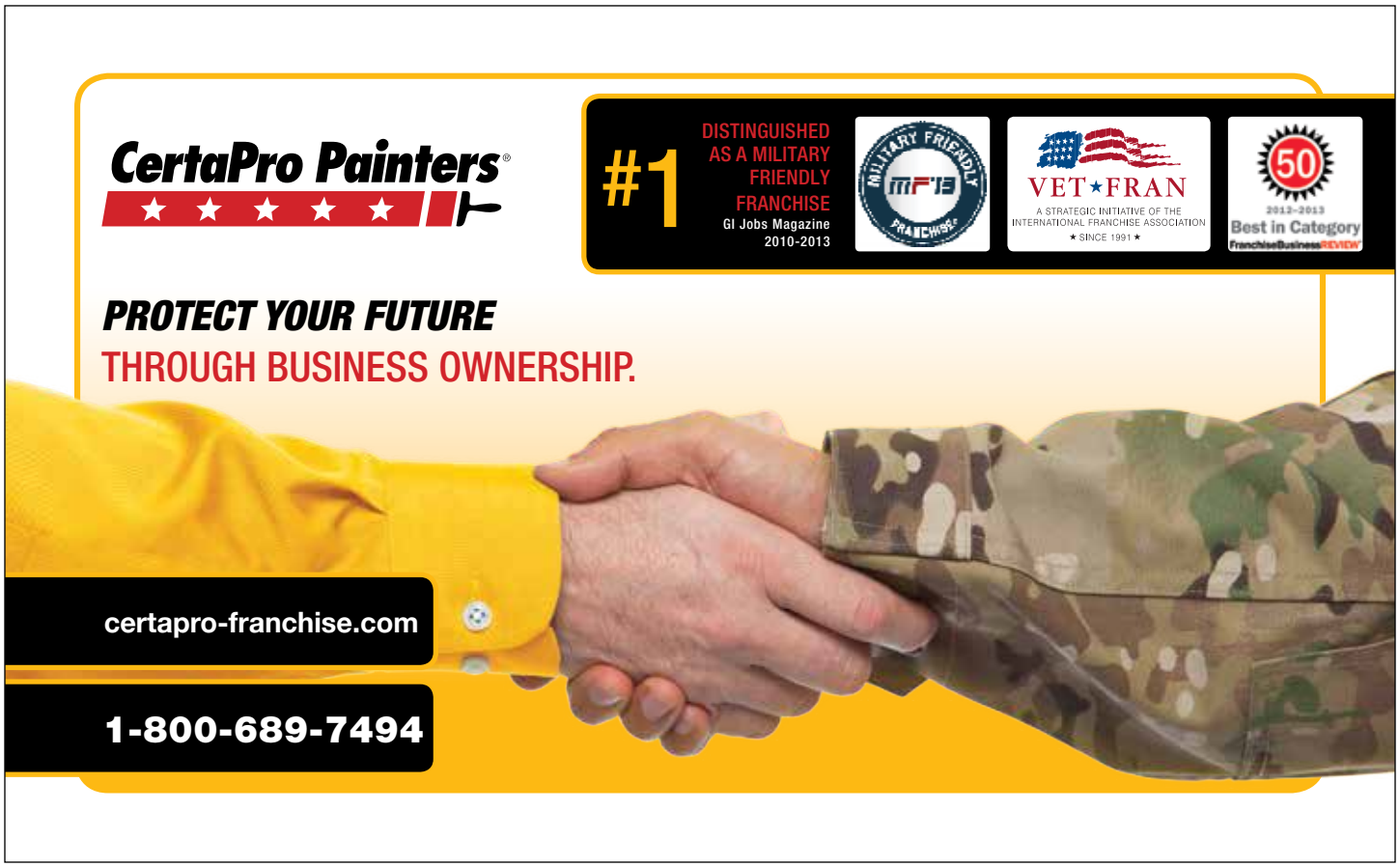
Sandler Training

Startup Investment: $83,150 – $100,125
Cash Requirement: $100,000
Domestic Franchises: 175

Sandler Training is the leader in innovative sales and sales management training. We have over 235 training centers in major cities throughout the country and around the world, offering instruction in a dozen languages. Entrepreneur Magazine has ranked Sandler as the No. 1 training franchise nine times. Our training is designed to create lasting performance improvement rather than the motivational "quick fix" typical of many seminar-based training programs. The demand for quality sales training has rarely been greater than it is today. As a Sandler franchisee, you can tap this vast market—and beyond.

Special Veteran Incentives: Offers $5,000 off the initial franchise fee.

For more information on Sandler Training opportunities, call (800) 669-3537 x2005 or visit www.sandler.com.



Culver's

Culver's
Startup Investment: $1,439,000 – $3,087,000
Cash Requirement: $350,000
Domestic Franchises: 488

Culver's franchise partners all have one thing in common, and that's a commitment to our founding principles of freshness and quality, hospitality and service to the community. Our franchise partners are critical to Culver's success because as owner-operators they're engaged in their business every day, working side-by-side with their team, leading by example. We're looking for franchise partners with the leadership skills to take a team of people and operate a Culver's according to our high standards. You need energy and enthusiasm. You have to be willing to work hard. You have to love people and believe, as we do, that having a great heart is also good business.

For more information on Culver's opportunities, call (608) 644-2600 or visit www.ownaculvers.com.

VET•FRAN

FASTSIGNS

More than fast. More than signs.®

FASTSIGNS
Startup Investment: $171,197 – $276,965
Cash Requirement: $80,000
Domestic Franchises: 542

Signage has never been more important. Right now, businesses are looking for new and better ways to compete. Industries are revamping to meet compliance standards. And advertisers are expanding their reach into new media, like digital signage, QR codes, and mobile websites. Join the franchise that's leading the next generation of business communication. Now more than ever, businesses look to FASTSIGNS for innovative ways to connect with customers in a highly competitive marketplace. Our high standards for quality and customer service have made FASTSIGNS the most recognized brand in the industry, driving significantly more traffic to the Web than any other sign company.

Special Veteran Incentives: Offers a reduced franchise fee from $34,500 to $17,500, a 50% discount . . . with reduced royalties and AD fund for the first 12 months of operations.

For more information on FASTSIGNS opportunities, call (800) 827-7446 or visit www.fastsigns.com.

REAL PROPERTY MANAGEMENT

Real Property Management
Startup Investment: $75,000
Cash Requirement: $75,000
Domestic Franchises: 240

Residential property management has become one of the fastest growing industries in the country. More than 30 percent of all residential real estate transactions in the U.S. are non-owner occupied and this percentage is growing. Plus, unlike many industries, in any economy, people need housing. Real Property Management is the nation's leading residential property management company, and the only national property management franchisor. Our experience spans 25 years and hundreds of offices across the country. Our track record is evidenced by our substantial growth in recent years—we've doubled in both size and revenue—and we're just getting started.

For more information on Real Property Management opportunities, call (800) 486-4383 or visit www.propertymanagementfranchise.com.

Aire-Master

Aire-Master of America
Startup Investment: $20,400 – $34,000
Cash Requirement: $20,000 – $40,000
Domestic Franchises: 100

Aire-Master is a unique system of odor control and restroom fixture cleaning developed over 54 years. Aire-Master deodorizers and deodorant products actually eliminate odors. We offer complete training to build a customer base in all industries: medical, food, real estate, retail, and more. We are FDA-registered and manufacture deodorants, cleaning products, and hand soaps. Special Veteran Incentives: Offers a 10% reduction of franchise fees.

For more information on Aire-Master of America opportunities, call (800) 525-0957 or visit www.airemaster.com.

FEATURED Franchisee



Malcolm Junior

Homewatch CareGivers
Southwest Houston, TX

Describe your past military experience.
I retired from the Army as a first sergeant after serving for 26 years.

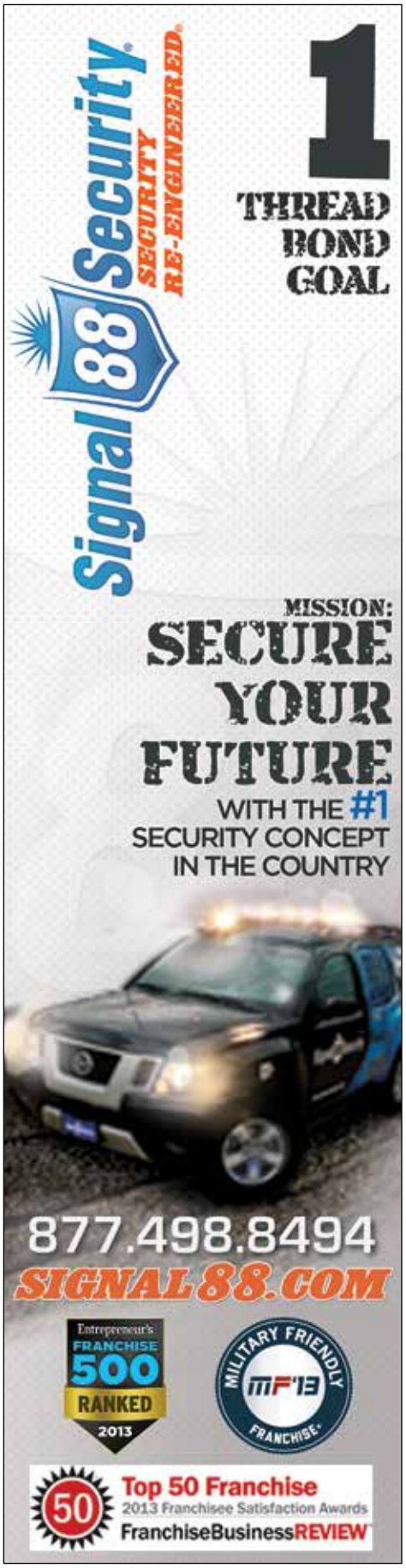
What made you decide to buy a franchise?
I bought a homecare franchise because I wanted to help people get the care they need. The principles in the military are all about being upfront and being a leader. Once you've been exposed to that, you want to keep doing it.

Why did you choose your franchise?
My job in the military as a sergeant was to take care of my soldiers and their families. The military recognized that you could gain more respect from soldiers if you made sure their families were taken care of—I had to help solve family problems. So when I learned what homecare can do for families and veterans, it just made sense to me. Maybe they need some help cleaning the house, or transportation to the VA, or something else that helps them live independently. They just need a little help from an agency like ours to come in and help them do that safely.

How has your military training helped with running a business?
The way my office is structured is very similar to how I operated as a first sergeant, in terms of policies and procedures. While my caregivers are not soldiers, as far as managing them—keeping them structured and accountable—it's all the same.

Where do you see yourself in five years?
Thousands of wounded warriors are coming home from combat now. They could really use the services we provide. This is a 20+ year problem. We know it's coming, and what's here right now is just a small percentage. When the masses hit, I hope I'm still making it easier for them.

For more information on Homewatch CareGivers opportunities, call (800) 472-2290 or visit www.homewatchcaregivers.com/franchise.



VET*FRAN

SIT MEANS SIT DOG TRAINING

Sit Means Sit

Startup Investment: $21,125 – $93,850
Cash Requirement: $15,000
Domestic Franchises: 71

You receive a lot more than just learning how to effectively train dogs; you learn how to make a living in the dog training business. There is a big difference. As a Sit Means Sit franchisee, you receive all the training protocols, business support, and knowledge developed over years of success. In addition to becoming a Sit Means Sit dog trainer, the franchise system includes branding, advertising and marketing help, sales training, add-on products, and more.

For more information on Sit Means Sit opportunities, call (702) 334-3076 or visit www.sitmeanssit.com.

VET*FRAN

Homewatch CareGivers®

Homewatch CareGivers

Startup Investment: $77,750 – $125,000
Cash Requirement: $50,000
Domestic Franchises: 208

Homewatch CareGivers was founded in 1980 on the principle of delivering high-quality and compassionate care to people who need home health care services. Today, this vision lives on in the hearts of our franchisees, who on a daily basis witness the power of care—from providing the assistance that helps people age or recover at home; to providing peace of mind for clients and their families; to leaving a lasting impact on their communities.

Special Veteran Incentives: Offers a 10% discount off franchise fee.

For more information on Homewatch CareGivers opportunities, call (800) 472-2290 or visit www.homewatchcaregivers.com/franchise.

VET*FRAN

Snap-on FRANCHISE

Snap-on Tools

Startup Investment: $143,683 – $307,700
Cash Requirement: $30,095 – $79,265
Domestic Franchises: 3,622

Snap-on Incorporated is a leading global innovator, manufacturer, and marketer of tools, diagnostics, and equipment solutions for professional users. Product lines include hand and power tools, and are sold through its franchisees, company-direct sales, and distributor channels, as well as over the internet.

Special Veteran Incentives: Offers honorably discharged military veterans a $20,000 discount on the initial startup inventory. (Approximately a 25% discount on the startup inventory.)

For more information on Snap-on Tools opportunities, call (877) 476-2766 or visit www.snaponfranchise.com.

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NATIONAL STRENGTH • LOCAL COMMITMENT
U.S. LAWNS
Commercial Landscape Management at its best

U.S. Lawns

Startup Investment: $51,500 – $79,300
Cash Requirement: $30,000
Domestic Franchises: 264

Commercial landscape management is one of the most sustainable new businesses you can start. Grass and plants grow every day, commercial property landscape must be maintained year round, and annual contracts produce recurring revenue. U.S. Lawns is the landscape industry's leading commercial landscape management franchise. We provide full service landscape services to commercial customers throughout the U.S.

Special Veteran Incentives: Offers a $5,000 discount off the franchise fee and up to 90% financing of the franchise fee.

For more information on U.S. Lawns opportunities, call (866) 781-4875 or visit www.uslawnsfranchise.com.

VET•FRAN

AdvantaClean

Startup Investment: $92,000 – $366,905
Cash Requirement: $75,000 – $300,000
Domestic Franchises: 135

AdvantaClean is a leading provider of environmental cleaning (i.e., Indoor Air Quality and Comfort services). Through a streamlined, low overhead business model that leverages real-time business analytics, AdvantaClean franchisees run recession-resistant businesses that offer non-discretionary services to property owners.

Special Veteran Incentives: Offers $2,500 off the initial franchise fee.

For more information on AdvantaClean opportunities, call (704) 975-7505 or visit www.advantacleanfranchise.com.

VET•FRAN

Ziebart

Startup Investment: $95,000 – $325,000
Cash Requirement: $100,000
Domestic Franchises: 93

What happens when you take control of your future with a Ziebart franchise? You get 54 years of experience, which translates into a business model that works, industry dominance with an established brand, an innovative line of profit driven proprietary products, a low start-up cost with approved financing , and ongoing support toward your success. Become part of a brand where over 20 percent of our franchisees gross over $1 million in sales annually.

Special Veteran Incentives: Waives the $25,000 license fee.

For more information on Ziebart opportunities, call (800) 877-1312 or visit www.ziebartinternational.com.

VET•FRAN

Unishippers

Startup Investment: $55,000 – $150,000
Cash Requirement: $75,000
Domestic Franchises: 290

For 25 years, this business-to-business franchise has been focused on selling and servicing discounted shipping services to small and medium-sized companies. Unishippers offers franchisees access to one of the most extensive shipping supplier networks available, including UPS, and more than 30 local, regional, and national freight carriers.

Special Veteran Incentives: Offers a 10% discount off the franchise fee.

For more information on Unishippers opportunities, call (801) 708-5822 or visit www.unishippers.com.

VET•FRAN

Rainbow International

Startup Investment: $20,000 – $25,000
Cash Requirement: $30,000
Domestic Franchises: 316

With Rainbow International's proprietary management systems, our franchisees can learn how to find new customers, gain market share over local competition, and operate a profitable and sustainable business. Rainbow Internationals' portfolios of services include fire, smoke, mold, and water damage restoration, as well as trauma scene cleanup and board-up and tarp over services for both residential and commercial clients. Each of our franchisees is unique and they decide on which of the areas they would like to concentrate.

Special Veteran Incentives: Offers a 25% discount on the initial base territory purchase and special vendor incentives for those who qualify.

For more information on Rainbow International opportunities, call (800) 280-9963 or visit www.rainbowinternationalfranchise.com.

FEATURED Franchisee



Doug Collins

Army Veteran & FASTSIGNS Franchisee
New Orleans, LA

Please describe your military experience.
I joined the United States Army in January of 1985 and served for six years.

How long have you been a franchisee?
We signed our franchise agreement on September 30, 2011, and opened our center August 20, 2012.

Why did you choose your franchise?
After evaluating numerous franchises, FASTSIGNS stood above all others in their support, knowledge, experience, and, most importantly, their commitment to the franchisees. With FASTSIGNS, we are not just a business; we are a family in business together. FASTSIGNS is "Second to None."

How has your military training helped with running a business?
The military instills discipline, organization, commitment, and honor. To run a business you must be disciplined to open your doors each and every day on time, maintain a professional and organized appearance, keep your commitment to your customers, and honor what you say to your customers.

What advice do you have for active military/ vets who might be considering a franchise?
There are no courses in the military for running a business, but the training you receive while serving prepares you mentally and gives you an edge. Having an understanding of the financial side of a business is important, but you need discipline, organization, commitment, and honor to succeed. Do your due diligence, call around, and talk to owners of the franchise you are considering, visit their establishments and see how they are run.

For more information on FASTSIGNS opportunities, call (214)346-5679 or visit www.fastsigns.com.

Simple Simon's Pizza

Startup Investment: $89,500 – $593,500
Cash Requirement: $25,000
Domestic Franchises: 230

Simple Simon's Pizza was founded in 1983 based on a simple philosophy to serve the best quality pizzas, calzones, and sandwiches at the most affordable price in a family atmosphere that people can enjoy. Once you become a member of the Simple Simon's organization, you will receive assistance in all important aspects of business operations both before opening a store and afterward. Whether a franchise or license operation, as a franchise owner you have the right and the awesome benefits of using our system that includes trademarks, protected logos, unique images, marketing techniques, special recipes and national account pricing.

For more information on Simple Simon's Pizza opportunities, call (800) 261-6375 or visit www.simplesimonspizza.com/franchise-info.

Always Best Care Senior Services

Startup Investment: $56,225 – $104,100
Cash Requirement: $44,900
Domestic Franchises: 181

Always Best Care provides non-medical in-home care, assisted living placement services and skilled home health care through a nationwide network of over 180 franchised territories with an additional 26 Master/Area Representatives. What's unique about this model is all three revenue streams come from the same referral source. No additional direct marketing is needed. Clients are usually referred by other healthcare professionals such as physicians, hospitals, skilled nursing facilities, etc.

Special Veteran Incentives: Offers 5% off initial franchise fee of $44,900. For a limited time, we're offering exclusively to veterans: free franchises! Our target is to provide a free franchise to veterans in every state and the District of Columbia.

For more information on Always Best Care Senior Services opportunities, call (916) 596-1822 or visit www.abc4free.com.

Hooters

Startup Investment: $911,500 – $3,310,000
Cash Requirement: $1,000,000
Domestic Franchises: 166

Hooters is looking for enthusiastic and HUNGRY franchise prospects with a passion for excellence. Join one of the world's most recognized brands with over 30 years of brand history, our world renowned Hooters Girls, and 420 locations in 27 countries! Experienced multi-unit restaurant operators preferred. Domestic, international, and refranchising opportunities are available.

For more information on Hooters opportunities, call (770) 951-2040 or visit www.hooters.com.

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