Franchise Business
REVIEW
Ratings & Reviews of
Today's Top Franchises | 2014



Men in Kilts founder and franchisee Nicholas Brand operates the Vancouver location.

SPECIAL REPORT:

GUIDE TO TODAY'S TOP FRANCHISES

Christian Brothers Automotive Franchisees Answer Higher Calling
PAGE 27

50

A Look Inside Today's Top Franchises
PAGE 10



Two-Way Support: Interim Healthcare's Margaret Beck
PAGE 41

BIO-ONE

CRIME SCENE CLEANING

800-513-1424

Crime Scene Cleaning takes a special type of person.

Will you help others in their greatest time of need?

You want more than just a cleaning franchise?

Do you have what it takes?

This isn't for everyone.

BiOne

The World's First Crime Scene Cleaning Franchise

WWW.BIOONEINC.COM

Join us on Facebook & Twitter

#1 Ranked Sign Franchise

FASTSIGNS®

More than fast. More than signs.®

Top Ranked in Franchise Satisfaction

#1 Ranked Sign Franchise by *Entrepreneur* Magazine - 2011, 2012 & 2013

6 Million of Dedicated Financing for New Centers

Great Benefits for FASTSIGNS Franchisees:

Monday to Friday Business to Business Hours • Low Staffing Requirements
Professional Business Clientele • Attractive Margins



"FASTSIGNS continues to be the perfect business model for me to reach my personal financial goals. With our brand awareness, operational support, and training resources, FASTSIGNS positions me to be the predominant visual communications leader in the market."

Mark Glenn | FASTSIGNS of Carrollton, TX

"My career prior to FASTSIGNS required a lot of travel, so I was looking for a business opportunity that's open five days a week with regular hours. With FASTSIGNS I get to own my own business, my schedule is flexible and I don't have to work weekends. It's the best of both worlds."

Laurie Sigillito | FASTSIGNS of Durango, CO







For more information, contact Mark Jameson at 214-346-5679 or mark.jameson@fastsigns.com

www.fastsigns.com

©2013 Firehouse Subs



#1 Top Growth Chain in 2013
Nation's Restaurant News

#1 Brand in Sandwich Category
Nation's Restaurant News' Consumer Picks Edition

#1 Food Company in 2012 and 2013
Franchise Business Review's Top Franchise Awards

#1 in Taste and Flavor of Food
Technomic

FIREHOUSE SUBS

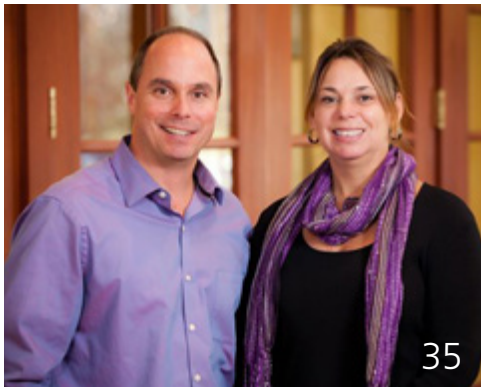
To own a franchise, visit FirehouseSubs.com/Franchising or call 877.887.8330.

VET★FRAN
A STRATEGIC INITIATIVE OF THE INTERNATIONAL FRANCHISE ASSOCIATION ★ SINCE 1991 ★

Features // 2014







4 Letter from the Editor
Start at the Top

5 Top Franchises 2014
An inside look at the best in franchising and what makes them tick

10 THE LIST
Best of the Best: Top 200 Franchises

24 Marketplace
More on the award-winning franchise opportunities for 2014

Franchisee Profiles

27 Eric and Lisa Lang,
Christian Brothers Automotive

35 Jim and Michelle Alex,
FirstLight Home Care

41 Margaret Beck,
Interim HealthCare

\+ Reviews, interviews, satisfaction awards and more resources available at:
www.FranchiseBusinessReview.com

Start at the Top

The annual search for our top franchises is an exciting time at Franchise Business Review. We know we'll see a lot of the same faces—brands we consider our friends after nine years of surveying their franchisees—but we also get to see new faces and learn about new brands (22 on this year's list).

2014 is particularly exciting. Countless CEOs told me 2013 was a record year for them—in terms of both franchise sales and unit-level success. Franchisees seem more focused on profitability and growth than ever before. And we're seeing more franchise companies that really "get it" when it comes to what makes and keeps franchisees satisfied.

The process of selecting a franchise is overwhelming—even when you're dealing with the best companies. You start with hundreds of opportunities; narrow your options down by brand, industry, investment level, and so on; and you're still left with dozens of options. This guide is designed to make that process a little easier.

We give you our list of top franchise brands for 2014 and provide some insight into what makes those companies so great. We also talk about some of the outside factors that could affect you as a franchisee—Obamacare, government shutdowns, transparency, the economy—and what questions you should ask of franchisors.

In the franchising world, there are a lot of "top franchise" lists based on system performance and size, but no others that tell the story of where franchisees are actually the most satisfied once they open their doors. Yes, you still need to get out there and do the legwork—study the franchise company's FDD, talk to current and former franchisees, learn about the culture and decide whether you'll fit—but we hope the information we provide will make your journey to franchise ownership a little easier.

There are a lot of "top franchise" lists based on system performance and size, but no others tell the story of where franchisees are actually the most satisfied once they open their doors.



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



Photo courtesy of Soccer Shots.

Top Franchises 2014

An inside look at the best in franchising and what makes them tick

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 and analysis, industry sector studies, executive networking groups, and other services aimed at driving franchise performance.

WHAT WE DO

To compile the data for this report, we surveyed close to 26,000 franchisees, representing more than 350 brands and 78,000 franchise units/locations. Our survey is open to all North America-based franchise companies at no cost.

We email our survey to all active franchisees within a system. 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 franchisees about their market area, demographics, business lifestyle, overall enjoyment running their franchise, and role in the franchisee community. From this data, we identify our list of Top Franchises, which includes companies with above average satisfaction among the companies we surveyed.

WHY SATISFACTION MATTERS

By all accounts, 2014 is a great time to buy a franchise. Many franchise companies are coming off of their best year since 2007, franchise operators are seeing increased profitability, and many economic experts have forecasted a much-improved economy. But, no matter how rosy things look for franchising as a whole, nothing guarantees a franchisee or a franchise concept will be successful. Prospective franchisees must thoroughly research every opportunity they are considering to determine if the concept is viable and the right fit for them.

One of the best ways to know if a franchise opportunity is really as good as it appears is to

2014 Most Satisfied Sectors

- Travel
- Real Estate
- Senior Care
- Advertising & Sales
- Sports & Rec

look at the company's franchisee satisfaction data. Not all brands survey their franchisees, but those who do offer a wealth of information on the system's leadership, culture, training and support, financial outlook, and franchisee community.

A CLOSER LOOK AT THE FRANCHISEE SATISFACTION AWARD-WINNERS

The 200 companies we feature in this report come in all different sizes, investment levels, and industries but have one thing in common—high franchisee satisfaction. These are the brands that exceeded our benchmark for satisfaction to make our annual list of award-winning companies.

Before we dig into the specific survey findings related to franchisee satisfaction, it's worth discussing some of the common themes for 2014 that emerged from our research.

WHAT'S HOT?

2013 brought an explosion of new brands and concepts to the franchising world, and there's no doubt that trend will continue in 2014. But the profitability and long-term staying power of these companies is yet to be determined. "Hot" doesn't always translate into satisfied, profitable franchise owners. For example, there has been an explosion of brands in the frozen yogurt segment, and yet only two brands (**Yogurtland** and **Zinga!**) made our list this year.

Senior care, child services and education, and food are all popular industries for 2014. In the past year, we've also seen an increase in the popularity of franchise concepts selling real estate (**Sotheby's International Realty**) and offering home services (**CertaPro Painters**).

Whatever the concept—traditional or out of the box—it's important to feel comfortable with the franchise's ability to survive tough times and stand out from competitors.

One concept that stands out on our list as being both unique and having high satisfaction is **Pinot's Palette**, a Houston-based "sip and paint" franchise. Pinot's debuted on our list in 2013 and has seen an explosion of competitors in the past year as the sip and paint industry has taken off. President Charles Willis says they are constantly expanding and improving their business offerings to stay on top, and ahead of their competition, in the industry. They've recently added a children's program ("Little Brushes"), a mobile offering (so franchisees can take the concept into existing bars and restaurants for special events), and a scotch and beer menu to increase male clientele.

Even if you're considering a more traditional franchise concept, you need to look at how the corporate office helps franchisees during rough times. For example, **Weed Man**, a lawn care business, works with franchisees to ensure they are prepared for all the outside factors impacting turf—including long winters, dry seasons, and unexpected storms.

Whatever the concept—traditional or out of the box—it's important to feel comfortable with the franchise's ability to survive tough times and stand out from competitors.

Men in Kilts, another top company on our list, is a window-washing franchise with a twist—technicians in kilts. The service approach may be cute, but CEO Tressa Wood says they work very hard to ensure the business behind it is serious.

"At some point, you have to get over the kilts and focus on differentiating the business. Our service goes far beyond the gimmick," Wood said.

From an investment standpoint, lower-cost concepts (those requiring an average initial investment of under $100K) like **Auto Appraisal Network** and **FocalPoint Coaching** are always well-represented in our list of award-winners, but we also see very high satisfaction among more expensive opportunities, such as our food brands (**Culver's** and **East Coast Wings & Grill**) and concepts like **The Goddard School**, which operates early education centers.

Generally speaking, we find lower-cost concepts tend to score a little better on the "quality of life" areas of our survey, and high-cost investments do a little better in the financial/profitability areas. Of course, many low-cost opportunities also have the potential for a high return on investment, and many high-cost concepts offer a work-life balance, but this is a generalization based on the thousands of franchisees we speak with each year.

Some franchisors of traditionally higher-priced concepts have expanded their model to include lower-priced options.

MaidPro introduced a lower-cost option—the "Select Model"—for candidates with less than $50,000 to invest in a franchise.

"We've seen that lowering the minimum investment and offering additional financing has really helped potential franchisees start a MaidPro, when in the past they would not have been able to do so," said CEO Mark Kushinsky.

East Coast Wings & Grill recently expanded its offerings to include QSR opportunities for franchisees who already own a flagship restaurant. Existing East Coast franchisees can open a QSR location for $325,000 (compared to around $650,000 for full service restaurant). CEO Sam Ballas told us they began researching and prototyping this model a few years ago in an effort to offer less expensive multi-unit opportunities for franchisees and to offset a projected real estate shortage.

"We've been closely studying real estate in the past years and see a real crunch coming in 2014 and 2015," said CEO Sam Ballas. "We're just not going to be able to find the 4,000 foot space that the food sector is going to need."

On the flip side, pest extermination franchise **Truly Nolen** actually increased its cost of entry to ensure new franchisees are properly capitalized for quick success.



Photo courtesy of Home Instead.

"We found that people who have the money to hire an extra salesperson right out of the gate perform better," said Scott Nolen of Truly Nolen. "We also insist franchisees have newer vehicles because old ones cause distractions and service breakdowns, which affects profitability in the long run."

Although the tightness of the lending landscape has leveled off, heightened lender expectations are here to stay. Along these lines, Weed Man recently launched an internal financing program to help qualified franchisees get into the system.

"When we were talking to candidates, we'd get them all the way down in the awarding process and we thought they were a good fit, and they'd come back and say we couldn't get the money from the bank. These were really strong candidates," said Jennifer Lemcke, Weed Man's chief operating officer.

Similarly, brands like **FirstLight HomeCare** and **Marco's Pizza** have added staff specifically to help franchise candidates navigate the lending waters.

"I have one person on the staff whose sole job is helping franchisees obtain financing. In a fast-growth environment like we're in, we need to do everything we can to help that process along," said Ken Switzer, vice president and CFO of Marco's.

It's worth noting that brands with higher satisfaction and a strong history of performance have a much easier time getting financing for prospective franchisees.

HAPPY DAYS ARE HERE AGAIN

Numerous brands tell us 2013 was their best year ever—for franchise development, profitability, and for franchisee performance. Brands like Men in Kilts and **Our Town America** have aggressively focused on franchise sales in the past year, and franchisees, more than ever, are looking to grow their existing businesses or expand into other territories (see more on multi-unit ownership on page 9).

This renewed focus on growth by the franchisor can impact the franchisee both positively and negatively, depending on the brand, and it's something prospective franchisees should consider in their due diligence. Is the franchise focused on smart growth or just fast growth? How will the brand's growth aspirations affect its culture, franchisee community, fees, and royalties? Is the parent company reinvesting some of its profits back into the business—e.g., ramping up operations and field support as they grow? (Looking at the franchisor's financials contained in their FDD will shed some light on this question.)

Along with the increased focus on growth, franchisors have increased their emphasis on marketing and advertising to consumers. Some brands that slowed down their advertising to reduce their franchisees' expenses have re-upped the required marketing contribution for franchisees, taking it back to where it was pre-2008—or even higher. Although increased marketing costs can cause dissatisfaction among franchisees, when done right, it can drive increased revenues at the unit level. A brand that charges franchisees less for marketing isn't necessarily a better brand for franchisees—nor is a



Photo courtesy of Just Between Friends.

Even if you're not interested in running more than one unit today, you may be in the future, so it's worth considering a brand's ability to support you as you grow.

brand that charges more. Potential franchisees need to carefully look at what a brand offers as part of its marketing program (Do they provide local support in addition to national? If not, do they give *you* guidelines for local marketing strategies and spending? Do they offer details of where the ad fund money is being spent?) and what current franchisees say about a brand's marketing support.

GOVERNMENTAL INFLUENCE

Government regulation at both state and federal levels can have a significant impact on franchisors and franchisees, so it's an important issue to consider as you research a franchise. In 2013, several states passed franchise-specific laws aimed at protecting franchisees (at least on face value). And federal issues—like Obamacare and the government shutdown—had far-reaching, long-term effects on franchisors and franchisees.

2014 will undoubtedly bring more change, regulations, and challenges to both franchisors and franchisees. The question for prospective franchisees is how will these changes affect your business?

The Affordable Care Act, for example, can make a significant impact on franchise operators (and prospective franchisees) who employ a lot of full-time equivalents because of the costs related to providing healthcare coverage.

Even if the latest round of regulations doesn't affect a particular franchise brand, prospective franchisees need to consider regulatory activity as part of their decision to buy a franchise. What's going on in the government? Where are the White House's priorities (e.g., education, defense, increasing minimum wage) and how will they affect business?

For some industries, you may want to consider how involved the franchisor is in government relations. Industries like senior care, child care, and food are more exposed to government regulations than others. In those industries that are heavily impacted by the government, does the franchisor provide additional support to franchisees?

For example, at **Homewatch CareGivers**, there's one person on staff (who Reynolds affectionately calls the "Master of Gloom and Doom") who focuses on all things rules and regulations.

TRANSPARENCY

Transparency is a key to franchisee satisfaction. In our experience, the more a franchisor shares, the stronger the brand and the more engaged the franchisee community. Transparency starts from Day One of your research into a brand—what do they offer you upfront? What data do they provide to assist you in your research? And then what do they do once you're a franchisee? What financial information do they share with franchisees?

For prospective franchisees, transparency comes down to having clear expectations. This may start with Item 19 in the franchisor's Franchise Disclosure Document (for more on Item 19, see sidebar on page 20), but runs into other areas: Does the franchisor share its franchisee satisfaction results—both good and bad? Does the franchisor connect you with current and former franchisees (many of our top brands require candidates to talk to a set number of franchisees before they can move forward in the sales process)?

"This isn't a sale; it's a marriage. We're really trying very hard to carefully disclose and have a great quality conversation about what we're offering," said Nolen of Truly Nolen.

Homewatch CareGivers provides candidates with a list of people who've left the franchise system. "We point those people out in our sales process because we want to be as clear as possible with candidates," Reynolds said.

You'll also want to ask questions about their transparency once you become a franchisee. What do they share about operations? Are their fees transparent? Is the performance of other franchisees shared with all?

Homewatch CareGivers shares its franchisee performance metrics with franchisees quarterly. Pinot's Palette does a monthly franchisee performance dashboard.

"It's good for new franchisees to see how other franchisees get over their first-year challenges. It motivates people to get up and going," said Willis of Pinot's Palette. They also facilitate conference calls between franchisees and encourage them to share best practices.

Weed Man also shares franchisee data and gives franchisees a copy of its national ad fund budget so franchisees can see exactly where their marketing contribution goes.

MULTI-UNIT OWNERSHIP

Multi-unit ownership has always been common among food franchisees, but lately we've seen an increased interest in multi-unit businesses by both franchisees and franchisors in *all* industries.

For franchisors, multi-unit ownership means more units with fewer franchisees to support. For franchisees, owning more than one franchise location (or multiple territories) can be very profitable because of the cost advantages and efficiencies that come with size and scale.

"Your profitability is better and your risk of having failure is lower because you are able to spread that risk across several locations," said Jennifer Durham, vice president of franchise development for **Checkers & Rally's**.

Investing in multiple franchise units requires even more due diligence than investing in just one (see sidebar below). Franchisees make a bigger investment, and, as a result, take a bigger risk than single-unit operators. Potential franchisees who want to own multiple units need to look closely at the franchise system and whether it's set up for multi-unit ownership. Does the franchise have the resources and systems in place to actually support multi-unit operators? Are the brand's

Continued on page 19.

So, you want to be a multi-unit franchisee?

There are basically two types of franchisees: those who own ONE franchise and those who own many. Knowing which one you are (or which one you intend to be) is as important as knowing what type of business you want to be in and how much money you want to spend on it. It might even be more important.

Investing in multiple franchise units requires even more due diligence than investing in just one. You'll be making a bigger investment, and, as a result, taking a bigger risk. Regardless of what franchise brand you're considering, if you want to own multiple units, here are some questions you need to ask:

Is the franchise system set up for multi-unit ownership? Is the concept scalable?
Most franchise systems WANT to sell multiple units (many even require it) but that doesn't mean they necessarily SHOULD. Does the franchise you're considering have the resources and systems in place to actually support multiple-unit operators? You're not going to be able to spend every day in every store. You need to make sure the brand's business plan, marketing, systems, corporate management, and culture are all set up in a way that supports your managing stores from afar (or at least not from the premises on a daily basis).

What do other multiple-unit franchisees say?
This seems like a no-brainer if you're considering buying a franchise and yet it doesn't always happen. Prospective franchisees start thinking, "I'm only opening one store now and the others in five years," so they only talk to single-unit owners as part of their due diligence. The only way to know whether the franchise system really does work for multi-unit operators is to ask multi-unit operators.

Will the CEO meet with you early in the process?
It's not uncommon to buy a single franchise store without meeting the company CEO of the brand until you're far along in the research process (if you meet him or her at all). But unavailable CEOs can be a dealbreaker if you're thinking of buying multiple units. As one franchisee put it, "If I'm going to drop millions on a franchise brand, the CEO better be willing to meet with me early in the process. If he's not, then I'm not investing." Depending on the brand, a CEO's willingness to meet with you may be an indication of corporate support and availability once you're an owner.

What do the numbers say?
Ask for an Item 19. Ask for a franchisee satisfaction report. This is true even if you only want to run one store, but if you're going to open multiples, you need to get your hands on every number you can. The most successful multiple-unit developers are constantly researching opportunities, reading everything they can, and looking at every detail.

THE LIST

Best of the Best: Top 200 Franchises

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

"As a franchisee, I am set up for success. I have been provided with all the resources and tools to succeed."

– Christian Brothers Automotive Franchisee

	Best in Category	Startup Investment	Cash Requirement	Total Units
ADVERTISING & SALES				
Proforma Print & promotional product supplier	50	$0 – $29,500	$0 – $29,500	750
*** Our Town America** — *more on p. 24* Advertising services		$74,800 – $105,450	$89,000	35
Money Mailer Local marketing services		$50,000 – $70,000	$50,000	190
Welcomemat Services Printing & marketing services		$52,400 – $79,550	$75,000	20
Viamark Advertising Marketing services		$37,000 – $66,050	$40,000	12
AUTOMOTIVE				
*** Christian Brothers Automotive** Automotive repair — *more on p. 27*	50	$369,200 – $434,200	$70,000	120
*** Snap-on Tools** — *more on inside back cover* Automotive services		$143,683 – $307,700	$30,095 – $79,265	3,641
Color Glo International Color restoration & repair specialists		$51,000 – $54,800	$51,000 – $54,800	126
Tint World Automotive styling		$99,974 – $178,818	$50,000	32
Auto Appraisal Network Automotive appraisal services		$12,000 – $30,000	$3,000 – $10,000	25
Honest-1 Auto Care Automotive care		$169,750 – $398,750	$100,000	37
J.D. Byrider Systems Automotive services		$675,480 – $5,277,500	$1,000,000	152
Ziebart Automotive care		$95,000 – $325,000	$100,000	93
BUSINESS SERVICES				
*** FocalPoint Coaching** Business coaching	50	$49,950	$49,950	122
*** Sandler Training** — *more on p. 26* Business consulting & coaching		$83,150 – $100,125	$100,000	175
*** FASTSIGNS** — *more on p. 1* Visual business communications		$171,197 – $276,965	$80,000	545
*** ActionCOACH** Business coaching		$61,250 – $108,441	$40,000	234
Sir Speedy Printing & marketing services		$275,000 – $350,000	$100,000	245
YESCO — *more on p. 26* Visual business communications		$66,500 – $240,000	$60,000	18
PIP Printing & Marketing Services Printing & marketing services		$275,000 – $350,000	$100,000	104
FranNet Franchise consulting		$44,310 – $81,360	$44,310 – $81,360	56
Unishippers Business shipping		$55,000 – $150,000	$75,000	290
InXpress Business shipping		$49,700 – $59,700	$80,000	86

	Best in Category	Startup Investment	Cash Requirement	Total Units
BUSINESS SERVICES (CONTINUED)				
Murphy Business & Financial Business brokers		$45,750 – $113,600	$30,000	165
The @WORK Group Recruiting services		$74,497 – $122,495	$50,000	59
Sanford Rose Associates Recruiting services		109,350 – $146,180	$109,350 - $146,180	53
Bevintel Hospitality profit solutions		$43,400 – $57,100	$40,000	267
PostNet Printing & marketing services		$160,667 – $197,650	$60,000	275
BlueGrace Logistics Business logistics		$65,000 – $146,250	$65,000 – $146,250	27
CHILD SERVICES				
* **Soccer Shots** Youth sports	50	$17,500 – $21,000	$16,500	137
* **JumpBunch** Youth sports & fitness		$30,600 – $69,500	$35,000 – $77,000	56
Young Rembrandts Children's art classes		$40,360 – $48,600	$50,000	81
Brilliant Sky Toys & Books Children's retailer		$196,000 – $424,000	$100,000	15
Images 4 Kids Photography		$45,600 – $67,100	$15,000	50
* **The Little Gym** Early childhood development		$157,500 – $294,000	$75,000 - $100,000	202
i9 Sports Youth sports		$44,900 – $69,900	$50,000	116
CompuChild Children's technology education		$18,300 – $33,600	$20,000	64
Amazing Athletes Early childhood development		$38,200 – $53,450	$18,500	66
Great Play Children's fitness		$169,000 – $394,000	$100,000	18
TGA Premier Golf & Tennis Youth sports		$13,150 – $62,200	$13,150 – $62,200	68
Engineering For Kids Children's engineering education		$31,850 – $88,050	$30,000 – $50,000	59
College Nannies & Tutors Childcare		$152,200 – $209,200	$50,000	75
CLEANING & MAINTENANCE				
* **Heaven's Best Carpet Cleaning** Carpet cleaning	50	$28,900 – $64,000	$15,000	1,248
* **MaidPro** — *more on p. 28* House cleaning & maid services		$30,000 – $114,509	$30,000	152
Aire-Master of America Commercial hygene service		$20,400 – $34,000	$20,000 – $40,000	100
Anago Cleaning Systems (master franchisors) Commercial cleaning services		$105,000 – $146,000	Masters: $100,000 – $150,000	35 Masters

"Everything that has come out in the last couple years has really helped to make The Little Gym even more unique, which has greatly increased our local competitiveness."

– The Little Gym Franchisee

"There is no hard sell, no 'pester power' and I am not judged by my profits."

– Heaven's Best Carpet Cleaning Franchisee

THE LIST

Best of the Best: Top 200 Franchises

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

	Best in Category	Startup Investment	Cash Requirement	Total Units
CLEANING & MAINTENANCE (CONTINUED)				
OMEX International Commercial cleaning services		$40,000 – $70,000	$25,000	20
* **The Maids** — *more on p. 28* Cleaning & maid services		$95,645 – $123,395	$60,000	1,080
Oxi Fresh Carpet Cleaning Carpet cleaning		$38,345 – $60,115	$38,345 - $60,115	247
Office Pride Commercial cleaning services		$14,000 – $59,900	$14,950	113
Jan-Pro (master franchisors) Commercial cleaning services		$100,000 – $500,000	$125,000+	91 Masters
DKI (Disaster Kleenup International) Disaster restoration		$7,145 – $117,535	$30,000 – $90,000	284
Molly Maid Cleaning services		$150,000 – $175,000	$65,000	450
EDUCATION				
Mathnasium Math learning center	50	$82,250 – $136,000	$37,000 – $55,000	406
* **The Goddard School** Early childhood education		$701,400 – $721,400	$150,000	405
UCMAS Mental Math Early childhood development		$40,000 – $50,000	$25,000	49
THE TUTORING CENTER Tutoring services		$90,000 – $115,000	$39,000	58
LearningRx Brain training		$209,000	$75,000	90
Above Grade Level In-home tutoring services		$51,515 – $76,595	$40,000	17
The Learning Experience Early childhood education		$495,299 – $1,040,049	$150,000	100
FINANCE & TAX				
Estrella Insurance Financial services	50	$49,000	$20,000 – $50,000	52
* **Padgett Business Services** — *more on p. 30* Financial services		$99,835	$99,835	400
Tax Centers of America Tax preparation services		$15,300 – $67,450	$5,000 – $35,000	165
Cash Plus Financial services		$198,200 – $539,800	$100,000	53
* **American Prosperity Group** Financial services		$78,300 – $121,000	$100,000	18
Liberty Tax Service Tax preparation services		$56,800 – $69,900	$56,800 – $69,900	4,262
FITNESS				
Fitness Revolution Fitness health club	50	$16,278 – $119,409	$16,278 – $119,409	168
Fit4Mom Fitness		$5,309 – $51,790	$5,000 – $25,000	294

	Best in Category	Startup Investment	Cash Requirement	Total Units
FITNESS (CONTINUED)				
Brickhouse Cardio Club Fitness club		$6,350 – $30,250	$8,000	56
Baby Boot Camp Fitness programs		$3,690 – $9,699	$2,900 – $5,299	115
9Round Kickboxing Fitness club		$52,700 – $70,800	$18,000	75
* **Crunch Fitness** Fitness club		$1,200,000 – $1,500,000	$300,000 – $1,000,000	51
FOOD & BEVERAGE				
Kona Ice Mobile shaved ice	50	$99,800 – $120,000	$20,000 – $25,000	432
* **Firehouse Subs** — *more on p. 2* Fast casual restaurant		$178,376 – $625,801	$80,000 – $100,000	676
Culver's Fast casual retaurant		$1,439,000 – $3,087,000	$350,000	482
* **HWY 55 Burgers** 50's style family restaurant		$191,280 – $342,130	$125,000	109
* **Checkers & Rally's** Quick-service restaurant		$111,000 – $825,000	$250,000	447
Auntie Anne's Quick-service bakery		$194,875 – $367,600	$40,000 – $80,000	1,054
LaRosa's Pizzeria Full service restaurant		$500,000 – $850,000	$150,000 – $255,000	47
Penn Station Quick-service restaurant		$320,798 – $460,813	$175,000	254
* **Marco's Pizza** Quick-service restaurant		$218,000 – $418,500	$110,000 – $120,000	278
Bahama Buck's Smoothies & shaved ice		$184,000 – $558,000	$90,000+	32
Tropical Smoothie Cafe Quick-service restaurant		$166,750 – $424,200	$100,000	347
* **Happy and Healthy Products** Frozen treats distributor		$34,508 – $89,045	$24,508 – $89,045	56
Bruegger's Bagels Bakery café		$389,600 – $591,600	$150,000	103
Charley's Philly Steaks Quick-service restaurant		$101,572 – $465,282	$75,000 – $100,000	426
Biggby Coffee Café		$161,100 – $340,100	$70,000	158
McAlister's Deli Fast casual deli		$536,000 – $1,383,000	$250,000 – $750,000	278
* **Taziki's Café** — *more on p. 31* Mediterranean café		$410,000 – $737,000	$250,000	23
* **East Coast Wings & Grill** — *more on p. 44* Full service restaurant		$245,050 – $873,374	$250,000 – $575,000	28
Yogurtland Quick-service frozen yogurt		$323,159 – $725,451	$400,000	235
Toppers Pizza Quick-service restaurant		$286,628 – $529,968	$100,000 – $150,000	57

"The training program has helped our employees be aware of our exceptional customer service and they know the expectations of our cafe.""

– Tropical Smoothie Café Franchisee

THE LIST

Best of the Best: Top 200 Franchises

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

	Best in Category	Startup Investment	Cash Requirement	Total Units
FOOD & BEVERAGE (CONTINUED)				
Zinga! Frozen Yogurt Quick-service restaurant		$267,000 – $497,500	$200,000 – $400,000	25
Chopped Leaf Quick-service restaurant		$215,000 – $370,000	$70,000 – $90,000	13
Zoup! — *more on p. 32* Fast casual soup		$365,900 – $558,900	$120,000	57
Jamba Juice Quick-service restaurant		$221,000 – $640,000	$221,000 – $640,000	747
Wingstop Quick-service restaurant		$252,621 – $554,898	$200,000	590
Captain D's Quick-service restaurant		$206,000 – $1,281,400	$350,000	240
Black Bear Diner — *more on p. 32* Full service restaurant		$544,300 – $1,353,700	$750,000 - $1,000,000	45
Billy Sims Barbecue Quick-service restaurant		$169,200 – $433,100	$250,000	36
Barberitos Quick-service restaurant		$114,800 – $521,025	$300,000 – $500,000	33
Fuzzy's Taco Shop Quick-service restaurant		$330,260 – $704,210	$330,260 – $704,210	61
Nothing Bundt Cakes Bakery		$339,800 – $440,700	$150,000	76
Village Inn Full service restaurant		$695,000 – $2,178,000	$140,000 – $440,000	89
Repicci's Italian Ice Quick-service shaved italian ice		$49,500 – $99,900	$15,000 – $40,000	48
Hurricane Grill Wings Full service restaurant		$297,000 – $847,000	$250,000	59
HEALTH & BEAUTY				
Palm Beach Tan Beauty services	50	$554,725 – $821,375	$250,000	192
Sport Clips Hair cutting		$158,300 – $306,500	$100,000	1,112
European Wax Center Waxing services		$292,200 – $374,897	$200,000 – $400,000	429
The Woodhouse Day Spas Spa services		$392,750 – $510,000	$200,000	28
*** Snip-Its** — *more on p. 43* Hair cutting		162,800 – $288,200		71
Massage Heights Beauty services		$224,100 – $818,150	$136,000 – $365,000	86
The Salon Professional Academy Hair cutting		$800,000 – $1,000,000	$350,000	26
HOME SERVICES				
*** CertaPro Painters** — *more on p. 33* Painting	50	$129,000 – $158,500	$75,000	411
Budget Blinds Custom blinds & window coverings		$89,000 – $187,000	$74,950	800

"The Snip-Its corporation is very hands-on with helping each franchisee."

– Snip-Its Franchisee

	Best in Category	Startup Investment	Cash Requirement	Total Units
HOME SERVICES (CONTINUED)				
Miracle Method Surface Refinishing Bathroom & kitchen remodeling		$85,000 – $125,000	$67,500 – $107,500	130
WOW 1 DAY Painting Painting		$90,000 – $140,000	$90,000	25
Surface Specialists Systems Home remodeling		$46,200 – $77,000	$25,000	44
ASP – America's Swimming Pool Company Swimming pool maintenance		$49,200 – $89,500	$25,000	137
AdvantaClean Cleaning services		$92,000 – $366,905	$75,000 – $300,000	150
*** Pillar To Post** Professional home inspections		$30,900 – $36,800	$25,000	425
HouseMaster Professional home inspections		$60,100 – $106,100	$45,000	287
Go Mini's Portable storage		$224,454 – $452,775	$100,000 – $300,000	66
*** ShelfGenie** Shelving solutions		$70,100 – $125,500	$45,000	125
HandyPro Handyman Services Home repair services		$68,530 – $107,333	$50,000	72
The Glass Guru Window restoration		$30,000 – $130,000	$15,000 – $65,000	73
Screenmobile Home products		$74,300 – $112,700	$25,000 – $50,000	86
Granite Transformations Bathroom & kitchen remodeling		$135,000 – $351,000	$100,000 – $351,000	81
PET SERVICES				
Sit Means Sit Dog training	50	$21,125 – $93,850	$15,000	82
Pet Butler Pet waste removal		$20,000 – $32,000	$20,000 - $32,000	104
REAL ESTATE				
Sotheby's International Realty Real estate	50	$194,050 – $619,500	$50,000 – $100,000	415
Better Homes and Gardens Real Estate Real estate		$65,170 – $540,000	$100,000	244
United Country Real Estate Real estate		$13,790 – $35,350	$12,500	500
Rapid Realty NYC Real estate		$90,000 – $150,000	$110,000	60
Coldwell Banker Real estate		$52,670 – $496,050	$75,000+	2,270
G.J. Gardner Homes Home building		$70,000	$109,700 – $115,200	24
*** HomeVestors of America** Realty renovation		$42,300 – $346,250	$42,300 – $346,250	403
Realty Executives International Real estate		$20,400 – $119,000	$1,000 – $50,000	480

Top 5 Areas for Franchisee Satisfaction

- Quality of the products/services
- Senior management promotes a clear vision for the company
- Senior management encourages a strong team culture
- Fellow franchisees are supportive of each other … and the brand
- Franchisees would recommend their franchise brand to others (prospective franchisees)

THE LIST

Best of the Best: Top 200 Franchises

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

	Best in Category	Startup Investment	Cash Requirement	Total Units
REAL ESTATE (CONTINUED)				
Help-U-Sell — *more on p. 34* Real estate		$25,000 – $60,000	$17,500	103
RETAIL				
*** Wild Birds Unlimited** Nature retailer	50	$96,997 – $165,295	$25,000 – $35,000	290
Rhea Lana's Children's consignment		$16,050 – $33,050	$8,000 – $10,500	69
*** Pinch A Penny** — *more on p. 36* Pool supplies retailer		$250,000 – $350,000	$50,000	215
Just Between Friends Children's consignment		$24,074 – $33,668	$14,900	138
Learning Express Children's retailer		$197,500 – $386,775	$100,000	129
Mainstream Boutique Clothing retailer		$43,650 – $129,500	$25,000	35
Big Frog Custom T-Shirts Clothing retailer		$185,000 – $195,000	$75,000	58
Sears Hometown & Outlet Specialty retailer		$177,500 – $1,013,500	$125,000 – $350,000	178
Kid's Closet Connection Children's consignment		$12,000 – $17,000	$12,000 – $17,000	40
NYS Collection Eyewear Eyewear retailer		$13,580 – $97,148	$13,580 – $97,148	50
SENIOR CARE				
*** Home Instead Senior Care** Senior homecare	50	$100,000 – $115,000	$44,000	646
*** Visiting Angels** — *more on p. 36* Senior homecare		$62,935 – $84,685	$34,950 – $42,950	453
*** Qualicare – Family Homecare** Senior homecare		$73,600 – $116,600	$75,000	41
*** FirstLight HomeCare** — *more on p. 35* Senior homecare		$70,146 – $99,889	$50,000	111
*** Homewatch CareGivers** — *more on p. 37* Senior homecare		$77,750 – $125,000	$50,000	208
Right at Home Senior homecare		$74,700 – $126,100	$150,000	350
Nurse Next Door Senior homecare		$118,350 – $164,150	$125,000	80
*** BrightStar** Senior homecare		$90,378 – $165,676	$100,000	264
Home Care Assistance Senior homecare		$150,000 – $200,000	$200,000	62
*** Synergy HomeCare** Senior homecare		$59,000 – $156,000	$50,000	140
Interim HealthCare — *more on p. 41* Senior homecare		$115,500 – $188,500	$115,500 - $188,500	325
Stay at Home Senior homecare		$65,900 – $88,900	$95,000	11

"They are generally ahead of the curve — anticipating what we will need and trying to provide it."

– FirstLight HomeCare Franchisee

	Best in Category	Startup Investment	Cash Requirement	Total Units
SENIOR CARE (CONTINUED)				
Caring Senior Service Senior homecare		$53,000 – $94,000	$35,000	51
101 Mobility Senior homecare products		$110,000 – $148,000	$150,000	52
CarePatrol Senior care communities		$45,000 – $72,000	$49,500	71
SERVICES				
* **Precision Concrete Cutting** — *more on p. 39* Concrete maintenance services		$130,000 – $144,500	$130,000	26
* **Weed Man** Lawn care		$40,000 – $60,000	$50,000	443
A All Animal Control Wildlife control & removal		$10,750 – $41,615	$5,000	40
* **Window Genie** Window cleaning		$80,000 – $130,000	$50,000 – $75,000	148
* **Two Men and a Truck** Moving services		$173,000 – $578,500	$150,000 – $600,000	214
The Traveling Photo Booth Photography		$27,200 – $45,150	$25,000	15
* **Truly Nolen of America** Pest control		$25,000 – $280,000	$25,000	30
1-800-GOT-JUNK? Junk removal services		$66,000	$45,000	164
* **Men In Kilts** Window cleaning		$43,400 – $119,400	$100,000	10
* **Signal 88 Security** — *more on p. 39* Commercial security services		$85,000 – $105,000	$25,000	263
Linc Service Network Commercial HVAC services		$118,580 – $210,960	$65,000 – $75,000	132
* **U.S. Lawns** Commercial grounds care		$51,500 – $79,300	$30,000	264
Paul Davis Emergency Services — *more on p. 40* Emergency home services		$41,784 – $147,824	$50,000	101
Pop-A-Lock Locksmith services		$100,000 – $120,000	$62,000	328
Boulder Designs Landscape design		$54,725 – $65,675	$40,000	54
Paul Davis Restoration — *more on p. 40* Home restoration		$186,740 – $383,277	$150,000	201
Complete Music Wedding & event services		$50,000	$30,000	200
Critter Control Wildlife control & removal		$12,250 – $80,500	$11,000 – $47,000	106
Zippy Shell Mobile self storage		$457,505 – $882,620	$204,450 – $399,000	15
Safe Ship Business logistics		$49,900 – $138,800	$49,900 – $138,800	28
FRSTeam Home restoration		$32,000 – $644,500	$25,000 – $35,000	47

"The training and support that I receive from Men In Kilts is exceptional. They are responsive, and if there are any issues, they work diligently to correct."

– Men In Kilts Franchisee

THE LIST

Best of the Best: Top 200 Franchises

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

	Best in Category	Startup Investment	Cash Requirement	Total Units
SERVICES (CONTINUED)				
Bin There Dump That Mini dumpster and environmental services		$150,000 – $225,000	$75,000	91
The Grounds Guys Landscape management		$60,660 – $185,160	$60,660 - $185,160	136
Ram Jack Building foundation repair services		$121,536 – $241,993	$60,000	22
Creative Colors International Furniture restoration		$79,600 – $107,250	$69,000	79
College Hunks Hauling Junk Junk removal services		$100,000 – $200,000	$100,000	50
Precision Door Service Door repair		$60,579 – $332,274	$50,000	74
SPORTS & RECREATION				
American Poolplayers Association Pool league	50	$16,720 – $19,890	$16,720 - $19,890	293
Pinot's Palette Painting classes		$74,700 – $172,000	$80,000	45
Kampgrounds of America/ KOA Camping services		$225,950 – $4,462,925	$7,500 - $30,000	485
KidsPark — *more on p. 40* Children's play park		$166,000 – $340,000	$65,000	15
Sky Zone Indoor trampoline park		$789,900 – $1,843,600	$500,000	95
TECHNOLOGY				
TeamLogic IT IT services	50	$130,000 –	$50,000	50
TRAVEL				
Cruise Planners Travel agency	50	$495 – $9,995	$10,000	900
***CruiseOne** Travel agency		$4,575 – $9,800	$9,800	825
Expedia CruiseShipCenters Travel agency		$102,000 – $180,000	$50,000	185



Photo courtesy of Christian Brothers Automotive.

Continued from page 9.

business plan, marketing, systems, corporate management, and culture set up in a way that supports managing stores from afar (or at least not from the premises on a daily basis)?

Even if you're not interested in running more than one unit today, you may be in the future, so it's worth considering a brand's ability to support you as you grow.

FOCUS ON PROFITABILITY

Unit-level profitability is something that is obviously important to franchisees but wasn't always top of mind for franchisors—at least until the recession hit. Since then, franchisors have had to focus more on what their franchisees are making (and how they could reduce their costs) just to keep them in business. In 2014, unit-level performance is a high priority for most of our top franchisors.

"We made a very concerted effort at the end of 2008—primarily for defensive measures—to use our support staff to approach our franchisees not only through annual planning but also through monthly trends and quarterly budget reviews. That has helped profitability at the unit level dramatically," said Rich Wilson, president and CEO of CertaPro Painters.

Again, this is where an Item 19 may come in—to give you a sense of how other franchisees are performing—but you'll also want to ask existing franchisees how quickly the business will break even (see more on this in "What's in an Item 19?) as well as how the franchisor has helped them reduce costs, increase revenues, and improve profitability. For businesses that are seasonal, these questions are even more important—how does the franchise brand ensure that franchisees are making enough money even when they're not making as much money?

"We've always, always, *always* been focused on unit-level profitability," said Weed Man's Lemcke. "Because we grew up in lawn care, we are very much in tune with where you need to have your EBIDTA."

74%
of franchisees have a positive outlook for the long-term growth opportunity of their franchise business.

INTERNATIONAL GROWTH

We've seen an explosion of international growth for U.S. franchises in the past few years, and not just among huge brands that have sold out of territories in the U.S. We're even seeing smaller brands—like **Wingstop** and **Fatburger**—go international. Alternately, we've seen international brands (like South Korean brand **Red Mango**) come to the U.S.

The challenge for franchisors is how to support their franchisees when they're based all over the world. Most rely on master franchisor agreements, but Sotheby's International Realty established three international servicing hubs—in London, Miami (for Latin America), and Hong Kong—to oversee their international franchisees.

If you're considering a franchise in the U.S. or Canada, their international efforts may not affect you but you may benefit from the increased visibility an international presence brings to your business's brand (as well as the potential for a higher valuation long-term when you sell). Either way, you'll want to know exactly where the corporate office is based and how they ensure franchisees are well-supported, whether they're located in another town, another state, across the country, or in another country all together.

2014 will undoubtedly bring more change, regulations, and challenges to both franchisors and franchisees. The question for prospective franchisees is how will these changes affect your business?

FRANCHISEE SATISFACTION

The franchise brands comprising our top franchises list are those companies whose franchisee satisfaction is above our benchmark score, which is an average of all the brands we survey each year. We've seen franchisee satisfaction increase in the past few years as franchisors pay more attention to unit-level economics, and the business outlook continues to improve. Many of the companies on our list make their full satisfaction reports available to prospective franchisees. You should ask for these reports, as they contain a wealth of detailed information about each section of our survey (Training & Support, Leadership, Franchisee Community, Financial Opportunity, and Core Values.

In general, the areas where we tend to see lower satisfaction are **marketing**, **financial performance**, and **communication**.

We often see lower satisfaction in marketing even among our top brands. (It's important to note that satisfaction in the area of marketing is 15% higher at our Top Franchises than satisfaction across all brands.) Common complaints related to marketing are that the franchise brand doesn't do enough marketing at the local level and marketing fees aren't justifiable (at least in the eyes of the franchisee).

When you're researching a franchise, the ins and outs of the marketing program might seem a long way off, but you need to make sure you're going into it with your eyes open. How does the franchisor approach marketing and does it meet your expectations? How is the marketing budget used (and do they share that budget with franchisees)? What do local and national efforts look like? Do they provide local support and training or do they leave that up to the franchisees (sometimes, it makes sense to leave local efforts up to the franchisee but you should know this going in). Are franchisees involved in the process of deciding how ad dollars are spent? (Some brands have franchisee ad boards that are very involved in budget allocation; other franchisors don't allow franchisee input.)

You'll also want to look at the franchise brand's long-term support and training. We often see franchisees at the 3- to 5-year mark becoming less satisfied or less engaged. When looking at a particular franchise concept, potential franchisees should carefully research what they'll be getting out of the brand not just at start-up but three, five,

What's in an Item 19?

The Item 19 in the Franchise Disclosure Document (FDD) is a great initial test of a franchisor's transparency.

First test: Do they even have one? The Item 19 is optional, but almost all CEOs we interviewed for this report include one in their FDD.

Next test: What's included in it? The Item 19 is intended to provide information on earnings, expenses, and other factors to help potential investors get a sense of what they can expect to make as franchisees, but all Item 19s are not equal.

Some include financial information from only a handful of high-performing franchisees (or corporate stores) while others include only gross revenues. As Weed Man COO Jennifer Lemcke told us, "A lot of people have Item 19s that look really good, but they don't necessarily tell the real story."

A good Item 19 should be a systemwide representation of earnings and include a breakdown of both gross and net earnings. It's okay for a franchisor to omit some information, but they should be upfront about those omissions. If, for example, they only include data from franchisees in business more than one year, make sure you know that (and ask lots of questions about what you can expect to earn *in* that first year). On the same note, if the only information they show is for franchisees of five years or with five or more units but neither of those is (or will be you), you'll want to ask for more information from franchisees who *are* like you plan to be.

Most importantly, if you're looking at an Item 19 that shows a picture that's all rosy, take a closer look at the numbers. They may not be as "transparent" as they appear.

and ten years out. Be sure to speak with current franchisees who've been operators for more than five years. Ask them what the long-term, ongoing support is like and what they get out of their royalties.

Perhaps the biggest area affecting satisfaction is communication, which is always a big topic of discussion in our survey. As a prospective franchisee, you should carefully research a franchisor's communication (methods, frequency, two-way communication, level of franchisee input, etc.). You may get a sense of a system's communication strengths and weaknesses as you conduct your research—are they quick to respond to your questions, do they provide lots of materials online and in-person? Remember, however, that the person you're communicating with is most likely a salesperson who has a stake in the game and who won't be your point of contact once you're a franchisee. Ask for examples of how the corporate office communicates with franchisees on an ongoing basis, and talk to current franchisees about the accessibility of the executive team and whether they listen as much as talk.

Last but not least, satisfaction in the area of Financial Opportunity took a big dip during the recession but continues to improve. While many franchisees may not be completely satisfied with their business's current financial performance, 74% of franchisees have a positive outlook for the long-term growth opportunity of their franchise business.

Here again, satisfaction has a lot to do with having realistic expectations. As discussed earlier, be sure you understand the profitability model of your business. Some of our top brands require prospective franchisees to devise a detailed business plan as part of the due diligence process. This is as much to ensure new franchisees have realistic expectations as it is to show their plans for the business.

Take a close look at the Item 19, if available, and be sure it tells the true story (again, see above for more info). Ask current and former franchisees what the ramp up is like, how long it took them to earn a salary, how they rate their franchisor's financial opportunity, and whether your financial expectations are realistic.

WHAT IT TAKES TO BE A SUCCESSFUL FRANCHISEE

CEOs at our top franchise brands tell us they are being more particular than ever about who they welcome as franchisees into their systems.

"We have very stringent criteria to become part of this network. You're only as strong as your weakest link," said Sotheby's International Realty CEO and president Philip White.

The skillsets and attributes of successful franchisees vary widely and may depend on the type of business and/or the industry. **Wild Birds Unlimited** franchisees, for example, need specific bird-related experience (or passion) to be successful whereas CertaPro franchisees don't necessarily need to know how to paint. Some sectors, like child services or senior care, are more people-driven and therefore require more in the way of empathy and interpersonal skills. Other sectors, like food, may require some knowledge and experience in the industry to succeed. (Brands like Culver's and East Coast Wings also require prospective franchisees [and sometimes spouses!] to work in their restaurants for a number of days as part of their research journey.)

Regardless of the sector or business model, there are certain necessary skills and attributes that carry across all of franchising. Franchise brands across the board tell us they look for people with strong people management skills, as well as networking, marketing, and operational expertise.

According to Weed Man's Lemcke, a common trait of their top-performing franchisees is passion—for people, selling the concept, providing good customer service, and treating people well.

"You can see the passion in their eyes," Lemcke explains. "They're sponge-like. They respect you for what you've done, and they want to learn to be better from other people."

It should go without saying that if you're buying into a franchise, you need to be passionate about following the franchise model, yet many franchisees tell us their biggest mistake in their first year of business was *not* following the system.

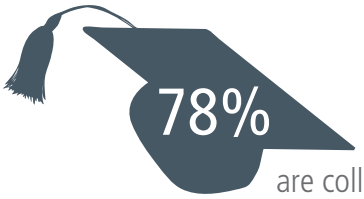
Older/bigger franchise systems are more likely to have a very clear, ingrained process for all aspects of running the business, so if you are someone who wants more involve-

What a Typical Franchisee Looks Like

Median age is 45 – 54

28% are 55 or older

12% are 34 or younger



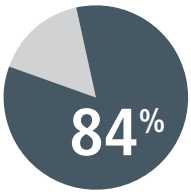
are college graduates

67% are male,
11% are male/female partners

82% are Caucasian



33%
own **more than** one unit



12%
are veterans

feel more **positive**, or equally positive about their business compared to one year ago

78%
would recommend
their franchise brand to others

Five Questions to Ask Before You Buy

If you're considering a franchise opportunity, asking a franchisor the right questions in the right way is critical to learning more about the brand and whether it will be a good fit for you. The trick is to ask open-ended questions that will really make franchisors think before they answer. Don't ask "Is your marketing program successful?"; ask "How do you ensure that your marketing program is successful?"

Keep in mind that becoming a franchisee is the start of a long-term commitment and relationship. Franchisors expect that you will have a long list of questions you need answered. (On the flip side, you should expect to answer lots of hard questions yourself.)

To get you started, here are a five questions you should ask any franchisor before you buy:

1.) What characteristics make your top-performing franchisees successful and what is it specifically about my background that you think makes me a good fit for your system?
This will let you know immediately if they have done their homework on you and think you are a good fit for their system or if they are just looking to sell you a franchise. The most successful systems are selective of who they accept as franchisees. Listen carefully to the franchisor's response. Make sure they are addressing items specific to you and your background and not just generalizing common traits.

2.) Even in the best business partnerships, disagreements and conflicts happen. If I am a franchisee and I have a problem, what processes do you have in place to come to a fair solution that works for both of us? Can you give me a couple of recent examples of issues with franchisees and how they were resolved?
It's common for a franchisor to only want to share its franchisee success stories, but every brand has the occasional conflict. It's important to know how they deal with franchisee-franchisor disagreements and if the resolution meets your expectations. And if they tell you everything is perfect all the time, don't believe it; it's not.

3.) I know that for at least the first few years I will be very dependent on you and your staff to help me succeed as a franchisee, and I think your fees are very reasonable given the support I will need. But in the future, when I am more self-supporting, where will I see the value from the fees that I am paying you?
One of the obvious values a franchisee receives from an established franchise system is the brand and system itself. But brand alone will not justify the ongoing royalties you will be paying over the long-term. Look for specific examples of programs and services that the franchisor is continually introducing to the system to provide added value for both new and old franchisees.

4.) What trends do you see in this industry that could have a negative impact on the business over the next decade, and what are you doing strategically to overcome these challenges?
Every business and industry has significant challenges to overcome in order to remain competitive. Look for honest and forthright feedback to real challenges. Ask franchisors how they've supported their franchisees during the recession and what strategic planning they've done to protect both their business and their franchisees in the future.

5.) Do you have a franchisee satisfaction report that is publicly available?
For obvious reasons, we're a big proponent of franchisee satisfaction reports, but we bet any franchisee who has used them to research an opportunity will tell you survey results were an important piece of their research. Survey results will highlight strengths and weaknesses in a system so you can focus your due diligence on the right areas. They will help you get better information from your own validation efforts.

On FranchiseBusinessReview.com, we list dozens of companies with surveys available. These are the ones who want to shout publicly that they have happy franchisees, but the truth is, we have surveyed hundreds of systems. Many franchisors will have their survey results to share with you if you ask for it, and if a franchisor hasn't surveyed, be sure to ask why.



Photo courtesy of Zoup!.

ment in the set-up and design of your business, you may want to consider a newer, smaller brand that encourages creative thinking and individuality.

"We hang our hat on innovation," said Pinot's Palette president Willis. "We have so many smart people coming into our system—people from corporate America and Fortune 500 companies, and we welcome their input."

Even with the most flexible brands, however, it's important that prospective franchisees know franchising really is about following a system.

"We're a really flexible franchise, and there are no two owners of our brand that have identical business plans. Our owners have great ideas to improve the business, most of which we implement, but it's important to their success that they are able follow our proven franchise systems as well," said MaidPro's Kushinsky.

Last but perhaps most important, prospective franchisees must have enough money—not just to buy into the franchise but to finance the start-up and the early months of running the franchise. Some concepts have a longer runway than others, meaning it can take several years for a store to sustain a healthy and stable cash flow.

"No opening is ever certain," said **Firehouse Subs** CEO Don Fox. "It's important franchisees have their eyes wide open. That's one of the reasons we scrutinize personal finances—what

do you really need to live on? Potential franchisees need to understand it may take lots of frugality and they may need to pull the reins in a little bit in the beginning."

PROS & CONS OF FRANCHISING

There are many advantages to buying a franchise versus opening your own business. Franchisees get an established brand, a pre-tested system that works, and the expertise, training, and support of an experienced corporate office.

"There's a huge amount of knowledge that's processed and organized so you don't have to go out and discover it yourself. This saves you time as well as money," said Nolen of Truly Nolen.

Many franchisees appreciate the "plug and play" nature of franchising—franchisors provide the technology platforms and materials operators need to handle tasks like invoicing, scheduling, marketing, and customer service. Franchisees tell us that purchasing a franchise enables them to stay out some of the more tedious parts of setting up a business so they can focus more on actually running the business.

Another huge advantage to franchising is the franchisee community. In franchise systems with a strong and active franchisee community, franchisees reap the benefits of learning from each other's mistakes and successes. Running any business can, at times, be a lonely endeavor, but in franchising, you are never alone.

"You have ongoing relationships with a group of people who are cohorts, not competitors," Nolen said.

"One of the big benefits of being a part of a franchise system is that there's someone else staying up nights, worrying for you," added Weed Man's Lemcke.

Many of the cons of operating a franchise are the same as running a non-franchise business. It's a lot of work, especially in the beginning; it can take a while to establish a strong customer base and a predictable salary; and there's no guarantee a business will be a success.

Some people turn to franchising thinking it will be easy. In many ways, it is easier than starting an independent business because of the systems and processes the franchisor provides, but starting a franchise is not *easy*.

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

As discussed earlier, being a franchisee requires a willingness to follow the franchise system's proven methods, which doesn't always come easy to everybody.

"If you're a 'my way or the highway' type of person, a franchise is not going to work for you," said MaidPro's Kushinsky. "Like any good partnership, franchising involves some give and take."

"Once you follow the system long enough, then you can innovate," added Nolen. "I'm not saying don't be innovative, but wait and make sure you know what the context is to make it most effective."

Perhaps the biggest "con" to consider as you look at different franchise systems is that in a lot of industries, the corporate brand can define you. You're no longer accountable for just your actions as a business owner so you want to find a franchise brand that has proven ethics and values similar to yours and a culture where you are comfortable. You also want to find a franchisor that is looking carefully at you—this ensures they are protecting the brand with each person they bring in. Ultimately, you want to know the corporate office will support you and look out for your best interests today and five years from today.

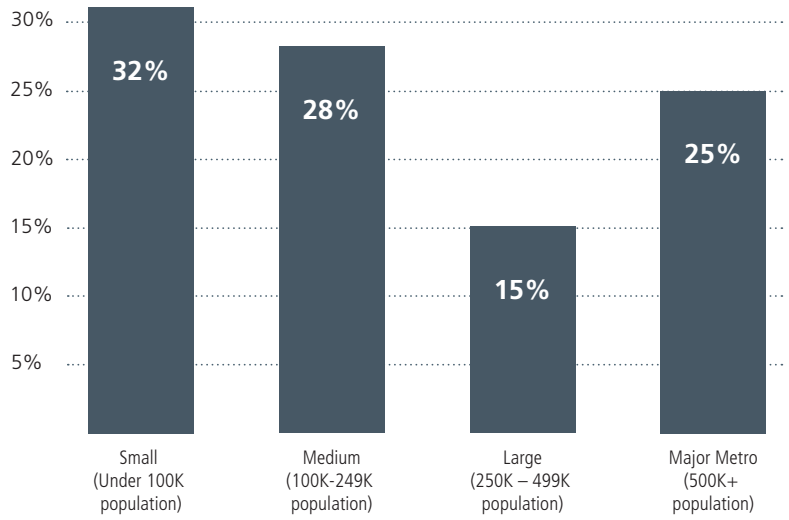
SUMMARY

2014 is a great year to buy a franchise—but it all comes down to being the right franchisee in the right system *for you*. Potential franchisees need to consider many factors as they narrow down their franchise search. Is the system set up to grow? How important are unit-level economics to the corporate office? Does the brand have a strong relationship with customers, lenders, AND franchisees? How will government regulation affect the industry in the future (and will the franchise system work to ease those effects)? Is transparency important to the brand (and do you see evidence in this in your research and discussions with franchisees)?

The 200 award-winning companies in this report provide a great starting point for someone looking to invest in a franchise opportunity. Nothing guarantees a franchise system will be the perfect fit, but talking to franchisees and looking at a brand's franchisee satisfaction data is a great way to learn the full story about a brand.

For more detailed information about researching a franchise brand or on the brands featured in this report, please visit us online at: **www.FranchiseBusinessReview.com**.

Market Size of Business Location



ADVERTISING & SALES

Our Town America

Startup Investment: $74,800 – $105,450
Cash Required: $89,000
Domestic Franchises: 35

Our Town is America's premier welcoming organization. Since 1972, we have been connecting new movers with the businesses they are searching for 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 franchises validate our success as a viable business opportunity.

For more information on Our Town America opportunities, call (727) 345-0811 x232 or visit www.ourtownamerica.com

ADVERTISING & SALES

Viamark Advertising

Startup Investment: $37,000 – $66,050
Cash Required: $40,000
Domestic Franchises: 12

Viamark Advertising, the leading advertising agency franchise company, is seeking strategic thinkers to own and operate their own advertising agency. Viamark's founders have developed a unique business model that allows our owners to get up and operational quickly. We provide the resources to help our franchisees offer media buying, creative services, ad production, and digital services to each of their clients. If you have ever dreamed of owning your own full-service ad agency, make your mark and contact us today.

For more information on Viamark Advertising opportunities, call (508) 746-1802 or visit www.viamarkfranchise.com

AUTOMOTIVE

Christian Brothers Automotive

Startup Investment: $369,200 – $434,200
Cash Required: $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.

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



AS SEEN ON FOX & FRIENDS

1-800-497-8360 | FRANCHISING@OURTOWNAMERICA.COM

AUTOMOTIVE



Snap-on Tools

Startup Investment: $143,683 – $307,700
Cash Required: $30,095 – $79,265
Domestic Franchises: 3,641

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.

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

AUTOMOTIVE



Color Glo International

Startup Investment: $51,000 – $54,800
Cash Required: $51,000 – $54,800
Domestic Franchises: 126

Color Glo has developed and provided exclusive proprietary products and patented methods that, today, provide our franchisees a quality of life most people can only dream of. By forming a "dynamic partnership" with each franchisee, we are positioned in these billion-dollar markets to grow well into the future. We serve numerous industries, including auto dealers and furniture retailers.

For more information on Color Glo opportunities, call (952) 835-1338 or visit www.franchisecolorglo.com

AUTOMOTIVE



Ziebart

Startup Investment: $95,000 – $325,000
Cash Required: $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.

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

BUSINESS SERVICES



FocalPoint Coaching

Startup Investment: $49,950
Cash Required: $49,950
Domestic Franchises: 122

FocalPoint Coaching, powered by Brian Tracy, specializes in training managers, entrepreneurs, and executives who are passionate about coaching, teaching, and mentoring others. Franchisees receive exceptional training, support, and the resources needed to be successful. At FocalPoint, you'll learn how to think and act like a business coach, how to find and acquire clients, and how to keep them!

For more information on FocalPoint Coaching opportunities, call (877) 433-6225/(702) 932-3870 or visit www.focalpointcoaching.com

BUSINESS SERVICES



Sandler Training

Startup Investment: $83,150 – $100,125
Cash Required: $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.

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

BUSINESS SERVICES



FASTSIGNS

Startup Investment: $171,197 – $276,965
Cash Required: $80,000
Domestic Franchises: 545+

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.

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





BUSINESS SERVICES

UNISHIPPERS
THE SHIPPING COMPANY THAT WORKS FOR YOU!®

Unishippers

Startup Investment: $55,000 – $150,000
Cash Required: $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.

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

BUSINESS SERVICES

@WORK GROUP℠

The @WORK Group

Startup Investment: $74,497 – $122,495
Cash Required: $50,000
Domestic Franchises: 59

The @WORK Group is an award-winning and nationally-known franchisor of staffing services including @WORK Personnel, @WORK Medical, @WORK HelpingHands, and @WORK Search under the umbrella of the @WORK Group. The foundation for @WORK began in the late 1980s, and today, @WORK has been named as one of Staffing Industry Analyst report's top U.S. staffing firms for 2013! From your first call to owning your own business can take as little as 45 days. Get started today and learn why @WORK has earned the Top 50 Franchisee Satisfaction Award, two years in a row.

For more information on The @WORK Group opportunities, call (800) 383-0804 or visit www.atwork.com

BUSINESS SERVICES

Bevintel

Startup Investment: $43,400 – $57,100
Cash Required: $40,000
Domestic Franchises: 267

Bevintel is the #1 franchise specializing in comprehensive bar profit management solutions for the food and beverage industry. For over 25 years, Bevintel franchisees have helped and consulted with thousands of restaurant and bar owners and executives to create profitable businesses using our technology and state-of-the-art assessment processes. Ideal candidates have strong management/sales backgrounds with the drive to build a successful business and a passion to be part of the industry solution to help owners and operators succeed.

For more information on Bevintel opportunities, call (888) 238-4626 or visit www.bevintel.com

CHILD SERVICES

i9 Sports

Startup Investment: $44,900 – $69,900
Cash Required: $50,000
Domestic Franchises: 116

i9 Sports franchise owners offer an alternative to the hyper-competitive, win-at-all-cost culture that pervades most youth sports programs today. Through the i9 Sports Experience, our franchisees offer customers an experience that focuses on fun, safety, and convenience.

For more information on i9 Sports opportunities, call (800) 975-2937 x7704 or visit www.i9sportsfranchise.com

CHILD SERVICES

CompuChild

Startup Investment: $18,300 – $33,600
Cash Required: $20,000
Domestic Franchises: 64

CompuChild is dedicated to preparing children for the academic challenges of tomorrow through technology education today. Classes are offered at existing child care centers, schools, and community centers. This easy to operate home-based business offers exclusive territories, low overhead and proprietary curriculum.

For more information on CompuChild opportunities, call (800) 619-KIDS (5437) or visit www.compuchild.com

CHILD SERVICES

Great Play

Startup Investment: $169,000 – $394,000
Cash Required: $100,000
Domestic Franchises: 18

Developed by three seasoned leaders in the fitness and technology industries, Great Play is redefining the youth physical development category with an award-winning collection of programs for kids, delivered in an amazing patented Interactive Arena.

For more information on Great Play opportunities, visit www.greatplay.com/franchise

FEATURED Franchisee



Eric and Lisa Lang

Christian Brothers Automotive
Oklahoma City, OK, and Yukon, OK

How long have you been a franchisee?
9 years.

Why did you decide to buy a franchise?
I had the entrepreneurial bug and I've always wanted to own my own business. When I learned about Christian Brothers, it drew me in. It's not just a chance to own my business, but an opportunity to honor and serve God openly while doing so.

What is the best part of your job?
The freedom to set the tone for my day and for the business, and interacting with my customers and employees are the best parts of the day. Taking customers home in the courtesy shuttle is one of the best things I do.

What keeps you up at night?
If a customer's expectations weren't met or if we have an occasional slow week and I'm thinking about my responsibility to my employees and their families. There are a lot of people counting on me.

What advice do you have for prospective franchise buyers?
Really ask yourself, "What do you like to do?" When you know that, pursue it and let that passion for what you love lead you to the right opportunity!

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



CLEANING & MAINTENANCE

maidpro

MaidPro
Startup Investment: $30,000 – $114,509
Cash Required: $30,000
Domestic Franchises: 152

MaidPro prides itself on its proven groundbreaking 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!

For more information on MaidPro opportunities, call (888) 624-3776 or visit www.maidprofranchise.com



CLEANING & MAINTENANCE

The Maids
Referred for a reason.

The Maids
Startup Investment: $95,645 – $123,395
Cash Required: $60,000
Domestic Franchises: 1,080

The Maids Home Services is the only residential cleaning franchise to clean for health using the company's exclusive and unique cleaning method, which provides customers with cleaner, healthier homes. With The Maids, you get a strong business opportunity, offering a highly needed service, all with no nights, weekends, or holidays!

For more information on The Maids opportunities, call (800) 843-6243 or visit www.maids.com

CLEANING & MAINTENANCE



Oxi Fresh Carpet Cleaning

Startup Investment: $38,345 – $60,115
Cash Required: $38,345 – $60,115
Domestic Franchises: 247

Oxi Fresh Carpet Cleaning is a business built simply on delivering our franchisees the ability to own their own business. We are committed to providing true time freedom with a centralized scheduling center so you can focus on growing your business or enjoying your family and friends. Limit your risk by taking advantage of our low-cost business model. Our franchisees can take pride in knowing their customers are getting a revolutionary cleaning that is environmentally friendly and will be completely dry within hours, not days like traditional cleaning systems.

For more information on Oxi Fresh opportunities, call (720) 763-8129 or visit www.oxifreshfranchise.com

EDUCATION



The Goddard School

Startup Investment: $701,400 – $721,400
Cash Required: $150,000
Domestic Franchises: 405

Goal-oriented entrepreneurs recognize Goddard Schools' successful combination of a proven business model, a record demand for child care, and fellow franchisees with a commitment to "doing good by doing well." Our goal is to provide our franchisees with an exceptional foundation to ensure consistency of programs and services for our customers as well as to provide guidance as they achieve their personal goals as business owners. Franchise owners benefit from the extensive support structure that Goddard Systems has developed over nearly 25 years in franchising.

For more information on The Goddard School opportunities, call (800) 272-4901 or visit goddardschoolfranchise.com

EDUCATION



THE TUTORING CENTER

Startup Investment: $90,000 – $115,000
Cash Required: $39,000
Domestic Franchises: 58

The Tutoring Center's ideal candidate seeks a balance between work and time with family and friends, and is an individual who possesses traits of integrity, quality, enthusiasm, service, and teamwork. We know these traits are what it takes to be successful! The Tutoring Center's ideal franchisee is a person passionate to help children succeed; possess an entrepreneurial spirit; the drive to do well in this industry; and change the lives of children in his/her community. Being a part of our elite franchise team means you will be appreciated for making a significant difference for the children in your neighborhood. No professional sales, business, or teaching experience required.

For more information on The Tutoring Center opportunities, call (562) 984-0830 or visit www.tutoringcenter.com

FINANCIAL & TAX



Estrella Insurance

Startup Investment: $49,000
Cash Required: $20,000 – $50,000
Domestic Franchises: 52

We are a property and casualty insurance agency that provides auto, home, and business insurance. With more than 75 locations, we are dedicated to the success of our franchisees. Franchise owners are assisted in every step prior to opening as well as the continual support from our management staff. Extensive training is provided periodically to enhance the owner's ability to maximize the income potential; we provide operations agency visits. We have developed a strong relationship with many major insurance companies giving us an edge above the competition, allowing our owners to provide quality to our clients.

For more information on Estrella Insurance opportunities, call (305) 443-2829 x103 or visit www.estrellainsurance.com

FINANCIAL & TAX



Padgett Business Services

Startup Investment: $99,835
Cash Required: $99,835
Domestic Franchises: 400

Over 25,000 small businesses rely on Padgett Business Services franchise owners for a wide array of business services, including accounting, financial reporting, tax, government compliance, payroll services, and general business consulting.

For more information on Padgett Business Services opportunities, call (866) 729-8725 or visit www.smallbizpros.com

FINANCIAL & TAX



American Prosperity Group

Startup Investment: $78,300 – $121,000
Cash Required: $100,000
Domestic Franchises: 18

American Prosperity Group (APG) is the premier retirement and estate planning franchise in the nation, with diversified products and services, a state-of-the-art business system, and an outstanding franchise opportunity. We are dedicated to our clients, focusing on their needs first and foremost, and we pride ourselves on being fully trained retirement and estate planning specialists—not stockbrokers. With an APG franchise, you have the opportunity to achieve your financial dreams while helping others reach their financial goals.

For more information on American Prosperity Group opportunities, call (877) 855-1APG (1274) or visit www.apgfranchise.com

Building
success stories...
one
entrepreneur
at a time.



Looking To Maximize Your Talents?

Take your firm to new heights. As a Padgett Business Services® franchise owner, you'll have a team and system behind you to allow you to focus on growth and client service. We offer state-of-the-art technology coupled with a support team committed to your success. Let us help you keep focused while you are keeping your clients focused. You have proven knowledge; give yourself the team you deserve.

WHAT WE DO:
Business Taxes
Payroll Services
Write up / Compliance
Business Advisory

WHAT WE OFFER:
- A professional business-to-business opportunity
- Low investment - Low overhead - High margin industry
- Industry-leading marketing programs with proven results
- Year-round business cycle - Not a seasonal business
- Whether you are a CPA, Enrolled Agent, or a person with strong tax experience, we provide the support you need to grow a successful practice

Call us today at 877-729-8725 ext-225 or visit us online at www.smallbizpros.com

PADGETT
BUSINESS SERVICES®

FOOD & BEVERAGE

Kona Ice

Startup Investment: $99,800 – $120,000
Cash Required: $20,000 – $25,000
Domestic Franchises: 432

Kona Ice is the number one, fastest growing franchise in the U.S.! With 400+ trucks in 42 states we are the most recognized brand in the shaved ice industry. We have a successfully proven business model that projects fun in every Kona and makes giving back to the community a top priority. If you want to be personally committed and actively involved, what are you waiting for? Success and fulfillment is just a shave away.

For more information on Kona Ice opportunities, call (800) 566-2423 or visit www.ownakona.com

FOOD & BEVERAGE

Firehouse Subs

Startup Investment: $178,376 – $625,801
Cash Required: $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.

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

FOOD & BEVERAGE

Checkers & Rally's

Startup Investment: $111,000 – $825,000
Cash Required: $250,000
Domestic Franchises: 447

Checkers/Rally's Drive-In Restaurants is the largest double drive-thru restaurant chain in the United States. Today, the Tampa-based company develops, owns, operates, and franchises nearly 800 Checkers and Rally's restaurants across the U.S. In recent years, the brand has received some of the restaurant industry's most prestigious awards including the "Hot! Again" award from Nation's Restaurant News.

For more information on Checkers & Rally's opportunities, call (813) 283-7049 or visit www.checkersfranchise.com

FOOD & BEVERAGE

Bruegger's Bagels

Startup Investment: $389,600 – $591,600
Cash Required: $150,000
Domestic Franchises: 103

Bruegger's Bagels, a leader in the fast-casual restaurant segment, has over 300 Bruegger's bakeries in North America with 104 of those operated by franchisees. Renowned for its award-winning bagels, Bruegger's offers a wide variety of freshly prepared breakfast and lunch options made with high quality, simple ingredients served with its unique brand of hospitality. Bruegger's Bagels is dedicated to the communities it serves and supports charitable causes locally and nationally. BEI's parent company, Groupe Le Duff, SA, is the world's second largest company in the café-bakery sector. Founded in 1983, BEI is headquartered in Burlington, VT.

For more information on Bruegger's Bagels opportunities, call (866) 660-4104 or visit www.brueggers.com/become-a-franchisee.

FOOD & BEVERAGE

Taziki's Café

Startup Investment: $410,000 – $737,000
Cash Required: $250,000
Domestic Franchises: 23

Taziki's focuses on chef-driven fare in a comfortable, casual environment, all served by a knowledgeable and friendly staff. Our food is prepared fresh daily—no freezers, no fryers, and no microwaves. Founded in 1998, Taziki's has established a strong following and has seen 60% growth from 20 to 32 locations in 2013. If you want to become a part of a family that takes pride in how each restaurant strives to become an integral part of their local community, then we want to talk to you.

For more information on Taziki's Café opportunities, call (205) 547-3634 or visit www.tazikiscafe.com/franchise

FOOD & BEVERAGE

East Coast Wings & Grill

Startup Investment: $245,050 – $873,374
Cash Required: $250,000 – $575,000
Domestic Franchises: 28

East Coast Wings & Grill has strong unit economics because we've created a formula that works! We offer a wide variety of fresh menu items and the nation's #1 wings in 75 flavors and nine heat indexes in a full-service, casual dining experience. By focusing on our delicious food in a friendly environment, we're taking a wing concept to new heights! Transparency and an open FDD show our true value and brand integrity. We maintain superior satisfaction ratings with our franchisees and support them at every level. Fresh food, friendly, fun environment and a financially sound investment...no wonder we're an irresistible opportunity for savvy investors looking for a proven concept.

For more information on East Coast Wings & Grill opportunities, call (800) 381-3802 or visit www.eastcoastwings.com

FOOD & BEVERAGE

Zinga! Frozen Yogurt

Startup Investment: $267,000 – $497,500
Cash Required: $200,000 – $400,000
Domestic Franchises: 25

Frozen yogurt is one of the hottest categories in franchising and it has been exploding in neighborhoods and communities all across the country. The people who created Zinga! are all extremely successful and experienced restaurant owners and business people with major national chains. We are looking for passionate and business savvy individuals committed to investing the time and effort necessary to establish and maintain a profitable operation.

For more information on Zinga! opportunities, call (703) 945-6300 or visit www.zingafroyo.com/franchise





FOOD & BEVERAGE

Zoup!
Startup Investment: $365,900 – $558,900
Cash Required: $120,000
Domestic Franchises: 57

Founded in 1998, Zoup! is the leading fast-casual soup concept restaurant. A dining experience that features 12 always-rotating soup varieties each day in an environment that focuses on comfort, satisfaction, and convenience. With the same "Everything Matters" philosophy that ensures quality, satisfaction, and convenience for customers, Zoup! has created the infrastructure, systems, and support programs that give franchisees the tools they need to build their own successful businesses.
In addition to the opportunity to own a one-of-a-kind, exciting business that has a proven record of success, Zoup! franchisees enjoy a strong niche positioning consistent with consumer preferences, and availability of great territories.

For more information on Zoup! opportunities, call (800) 940-ZOUP (9687) or visit www.zoupfranchise.com



FOOD & BEVERAGE

Jamba Juice

Startup Investment: $221,000 – $640,000
Cash Required: $221,000 – $640,000
Domestic Franchises: 747

Jamba's mission is to be the leading healthy lifestyle brand offering consumers great-tasting and better-for-you products. We believe our commitment to healthy living extends not only to our customers, but also to our franchisees. Jamba Juice is the category leader with over 700 units nationwide and unmatched brand recognition. The Jamba brand stands for fun, healthy, on-the-go products in an energizing unit environment. Jamba Juice is currently seeking qualified franchisees who are as passionate about the Jamba brand as we are.

For more information on Jamba Juice opportunities, call (510) 596-0100 or visit www.jambafranchise.com

FOOD & BEVERAGE

Black Bear Diner

Startup Investment: $544,300 – $1,353,700
Cash Required: $750,000 – $1,000,000
Domestic Franchises: 45

Black Bear Diner franchisees are proven restaurant operators whose passion, energy, and entrepreneurial spirit reflect that of our founders who opened the original Mt. Shasta location in 1995. Our franchise partners reflect this commitment by building successful teams who carry on our founding principles to serve our guests and their communities. Black Bear Diner is looking for owner-operators and multi-unit operators who are eager to introduce our unique culture to their community. If you are an experienced, capitalized restaurateur who has proven success in the industry and can meet our financial requirements, we would love to hear from you.

For more information on Black Bear Diner opportunities, call (530) 243-2327 or visit www.blackbeardiner.com

HEALTH & BEAUTY

Snip-Its

Startup Investment: $162,800 – $288,200
Cash Required: $162,800 – $288,200
Domestic Franchises: 71

Snip-its has changed the dynamic of children's haircare by turning what has traditionally been considered a mundane and often unpleasant experience into a fun-filled adventure. The Snip-its custom interior features our own cast of cartoon characters, interactive computer play stations, the Magic Box, and a complete line of haircare products formulated just for kids. These, along with our proprietary point of sale, proven marketing system, and specially trained stylists represent one of the most innovative franchise opportunities available.

For more information on Snip-Its opportunities, call (877) Snip-its (764-7487) or visit www.snipitsfranchise.com

OWNACERTAPRO.COM

#1 *IN FRANCHISEE SATISFACTION* Franchise Business Review home service category*

#1 *BY ENTREPRENEUR MAGAZINE* in a $40 billion service category

*CertaPro® is ranked #1 in franchisee satisfaction in the home service category based on franchisee market research from over 300 brands by Franchise Business Review.

TREMENDOUS GROWTH
$747,921
Average Gross Sales for 2012, with consistent growth from the average of $549,215 for 2009*

*These are Average Gross Sales for US CertaPro franchisees who were in operation for at least 12 months in the years listed. All figures are based upon information provided to CertaPro by US franchisees, who operated a CertaPro business for the full 12 months of the respective year, including those that are certified to perform commercial services. Some franchisees own more than one territory. For the period January 1 through December 31, 2009, there were 244 franchisees included and 70 or 28.7% were at/above the average; for the period January 1 through December 31, 2012, there were 272 franchisees included and 83 or 30.5% were at/above the average; also of the 272 franchisees included in the 2012 information, some are not the same as the 244 franchisees included in the 2009 information.

RIGHT NOW *this franchisee's business is painting three homes, a retail store, and a condominium complex.*

BUSINESS PROFESSIONALS…
a better fit than you ever imagined.

CertaPro Painters®

OWNACERTAPRO.COM
1-800-689-7494

Take a closer look at the business model, earning potential and culture of the market leader. It's the right time… the right opportunity…
IT'S THE RIGHT PATH FORWARD!





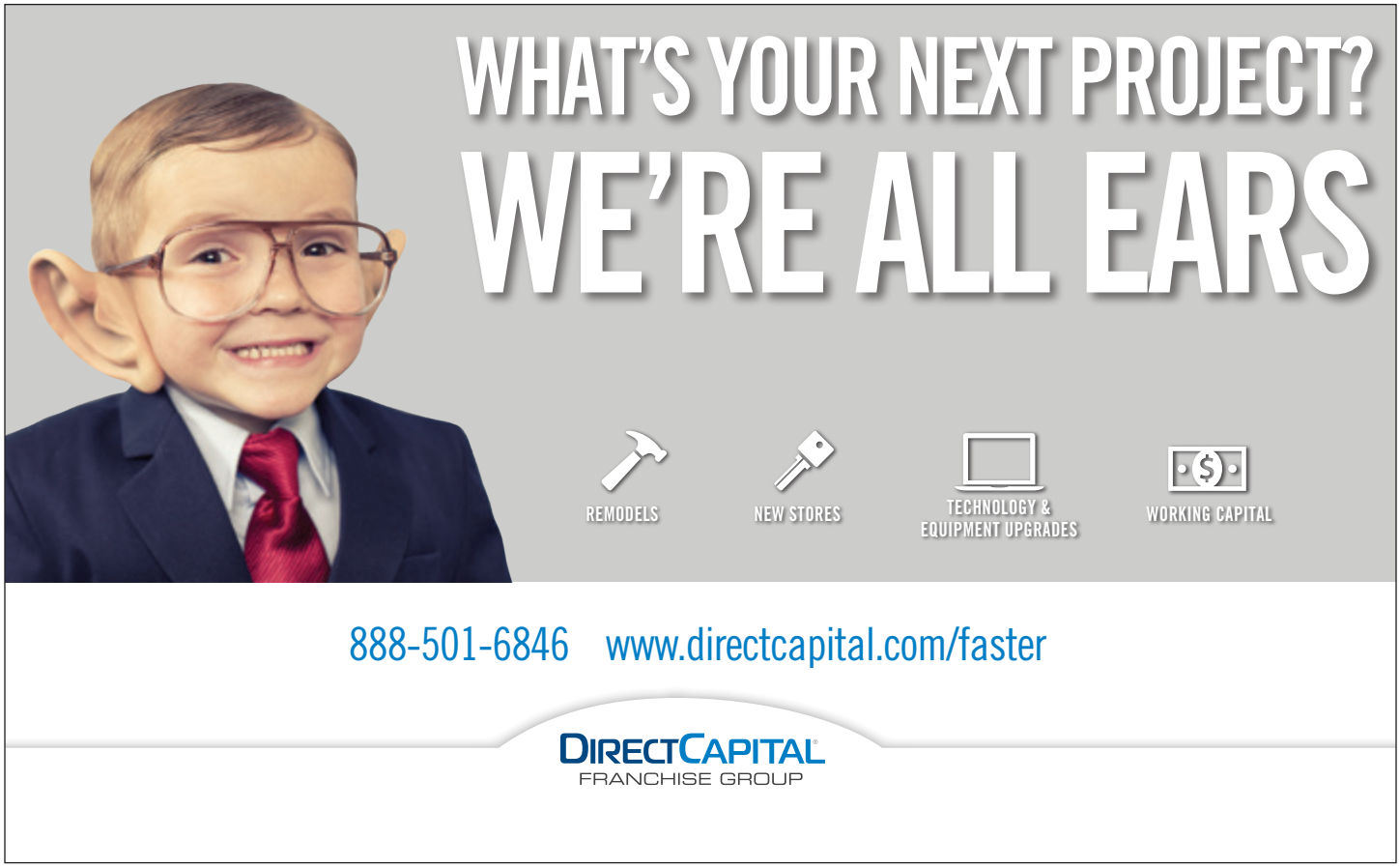
HOME SERVICES

CertaPro Painters

Startup Investment: $129,000 – $158,500
Cash Required: $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.

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



PET SERVICES

Pet Butler

Startup Investment: $20,000 – $32,000
Cash Required: $20,000 – $32,000
Domestic Franchises: 104

Pet Butler is looking for a franchisee who loves pets, has some business savvy, and is willing to work hard to achieve their dream of owning a small business. An ideal Pet Butler franchisee has some experience in pet care, on a personal or professional level, and loves to be around pets on a daily basis. Pet Butler franchisees should also have some leadership or business experience so that they can handle running a small business from the ground up. Finally, a Pet Butler franchisee must be a self-starter and hard worker, which will enable them to successfully run their own business.

For more information on Pet Butler opportunities, call (206) 763-6800 or visit www.hometask.com/brands

REAL ESTATE

HomeVestors of America

Startup Investment: $42,300 – $346,250
Cash Required: $42,300 – $346,250
Domestic Franchises: 403

We're America's #1 home buyer, instantly recognized across the country as the "We Buy Ugly Houses®" company. This strong brand awareness, together with our powerful marketing strategy, generates a steady stream of leads. We offer financing for buying and rehabbing qualifying houses, and an initial five day training class followed by ongoing support. HomeVestors offers a full-service franchise as well as an associate franchise, which is targeted to individuals and investors who want to work part-time in the business.

For more information on HomeVestors of America opportunities, call (800) 704-6992 or visit www.homevestorsfranchise.com

REAL ESTATE

Help-U-Sell Real Estate

Startup Investment: $25,000 – $60,000
Cash Required: $17,500
Domestic Franchises: 103

At Help-U-Sell Real Estate, we pride ourselves on efficiency, affordability, and satisfaction, for our franchisees and their clients. As one of our franchisees, you will receive support every step of the way—from one-on-one coaching to weekly training sessions. Your technology tools will include a free website, a lead-generation management system, a new mobile application, and in-house tech support. Plus, your low set-fee business model will attract sellers in today's equity-challenged market. It has never been a better time to join the Help-U-Sell family. We invite you to speak with us today.

For more information on Help-U-Sell opportunities, call (941) 951-7707 x2002 or visit www.helpusellfranchise.com

RETAIL

Wild Birds Unlimited

Startup Investment: $96,997 – $165,295
Cash Required: $25,000 – $35,000
Domestic Franchises: 290

Wild Birds Unlimited owners are their local communities' backyard bird feeding specialists and a premiere source for nature information as well as quality products. But who we are goes far beyond the items we sell. It's our owners' commitment to their customers that distinguishes them from other retailers, a fact that makes us very proud. Wild Birds Unlimited owners enjoy helping their customers understand birds and nature, swapping stories about the latest bird sightings and seeing other people share their excitement.

For more information on Wild Birds Unlimited opportunities, call (888) 730-7108 or visit www.wbufranchise.com

FEATURED Franchisee



Jim and Michelle Alex

FirstLight Home Care Franchisees
Valparasio, IN

How long have you been a franchisee?
Since April of 2012.

Why did you decide to buy a franchise?
We began researching franchises in 2010. When Michelle lost her job as a pharmaceutical rep in 2011, she was fortunate enough to find a position in sales and marketing for a home care agency. She immediately loved how she was helping clients improve their lives. I noticed her passion and suggested we do something like this on our own. After several conversations with numerous home care agencies, we decided on FirstLight.

Why did you choose your franchise?
The driving factor was the impression from every level of the organization that this was a company truly committed to doing "The Right Thing" and making a positive impact on people's lives. We also knew this would be a decision that would change our lives, and the confidence we had in the FirstLight support team would allow us to succeed.

What is the best part of your job?
The best part of providing this service has been realizing that we really make clients' lives better. We feel that our service is a life changer, just as much for the family as the client. On the same note, the relationship that we have forged with most of our caregivers has been an experience we did not expect. We realize we are helping them provide for their families, and they, in turn, are so appreciative and thankful. Our caregivers are the reason we exist.

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





RETAIL



Rhea Lana's

Startup Investment: $16,050 – $33,050
Cash Required: $8,000 – $10,500
Domestic Franchises: 69

Rhea Lana's is a national children's consignment franchisor, founded in 1997. Rhea Lana franchises host seasonal events while building meaningful relationships in the communities in which they serve. As the leader in the industry, Rhea Lana's offers trusted, upscale consignment opportunities to families across America. Rhea Lana's trademarked and innovative software provides real-time tracking of sales for consignors and complete management tools for franchise owners.

For more information on Rhea Lana's opportunities, call (501) 499-0009 or visit www.rhealana.com/franchise-opportunities

RETAIL

Just Between Friends

Startup Investment: $24,074 – $33,668
Cash Required: $14,900
Domestic Franchises: 138

Just Between Friends is seeking energetic, motivated bargain lovers committed to serving their families and communities. We are driven by our company's core concept of bringing high quality sales events to help families shop, sell, and save across North America. We are looking for individuals who are family-focused and community-involved, wanting to help others make money and save money, interested in running a business on a flexible schedule, financially stable with a positive net worth and computer savvy, outgoing, goal-driven with a get-it-done mindset.

For more information on Just Between Friends opportunities, call (918) 902-5673 or visit www.jbfsale.com

RETAIL

Learning Express

Startup Investment: $197,500 – $386,775
Cash Required: $100,000
Domestic Franchises: 129

Join the largest and most established specialty toy store franchise in America. Our team ensures that all franchisees benefit from a strong brand, group purchasing power, lease negotiation, store marketing & design, and business analytics. It's not all work though. Every franchisee understands that the right toys profoundly impact a child's development, and they have dedicated their working lives to play!

For more information on Learning Express opportunities, call (800) 436-8697 or visit www.learningexpress.com

SENIOR CARE

Visiting Angels

Startup Investment: $62,935 – $84,685
Cash Required: $34,950 – $42,950
Domestic Franchises: 453

Visiting Angels has established over 450 senior home care franchises (non-medical) in 47 states across the U.S. We advertise and market nationally for homecare client leads, and we distribute thousands of homecare client leads every month to our franchisees! Visiting Angels has been ranked by Franchise Business Review as #2 in the homecare industry and #10 in the Top 50 Best of the Best.

For more information on Visiting Angels opportunities, call (800) 365-4189 or visit www.livingassistance.com

SENIOR CARE

FirstLight HomeCare

Startup Investment: $70,146 – $99,889
Cash Required: $50,000
Domestic Franchises: 111

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 or email today.

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



SENIOR CARE

Homewatch CareGivers

Startup Investment: $77,750 – $125,000
Cash Required: $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.

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

SENIOR CARE

Synergy HomeCare

Startup Investment: $59,000 – $156,000
Cash Required: $50,000
Domestic Franchises: 140

Synergy HomeCare is one of the fastest growing franchisors in the nation's $84-billion-a-year non-medical home care industry. The concept boasts a perfected system for delivering competitively priced, premier non-medical home care services to clients of all ages catering to the explosive growing baby boomer population.

For more information on Synergy HomeCare opportunities, call (888) 659-7771 or visit www.synergyhomecarefranchise.com

SENIOR CARE

Interim HealthCare

Startup Investment: $115,500 – $188,500
Cash Required: $115,500 – $188,500
Domestic Franchises: 325

As the nation's first homecare franchise, Interim HealthCare's locally owned and operated medical and non-medical homecare, hospice, and medical staffing franchises have become a trusted source of care and services. Interim franchisees operate with a system that has been developed over time with input from professionals with decades of experience in all aspects of the healthcare business. Interim is the only homecare franchise model that supports services across the entire continuum of care.

For more information on Interim HealthCare opportunities, call (800) 840-6568 or visit www.interimfranchising.com

SENIOR CARE

Stay at Home

Startup Investment: $65,900 – $88,900
Cash Required: $95,000
Domestic Franchises: 11

It should come as no surprise, when given the option, most seniors would prefer to remain in the comfort of their own home rather than a retirement home or nursing facility. Our focus at Stay At Home is to provide "Compassionate and Dependable Care"...home care that provides clients and families with real peace of mind. Our franchise owners come from a wide variety of backgrounds where their skills are transferable to their Stay At Home franchise. The one thing they have in common is the passionate desire to give back to their communities. We are looking for seasoned professionals who want to "Do well for themselves, by doing good for others."

For more information on Stay At Home opportunities, call (888) 791-8449 or visit www.stayhomefranchise.com

SENIOR CARE

Caring Senior Service

Startup Investment: $53,000 – $94,000
Cash Required: $35,000
Domestic Franchises: 51

With 20 years of senior homecare experience, we offer a proven business model designed with your success at the forefront. Our comprehensive start-up, training, and ongoing support will set your business on the right track. Caring Senior Service offers a complete solution to help you hit the ground running after our robust training program. We are also your business resource center so you can focus on what is really important—growing your business. Please contact us to discover how you can Grow With Us. Care With Us. Change Lives With Us.

For more information on Caring Senior Service opportunities, call (866) 528-7905 or visit www.caringfranchise.com

SERVICES

Precision Concrete Cutting

Startup Investment: $130,000 – $144,500
Cash Required: $130,000
Domestic Franchises: 26

Precision Concrete Cutting (PCC) franchises fulfill the federally mandated need to maintain sidewalks and public walkways. Additionally, you help municipalities, property managers, and companies increase safety and bring the sidewalks into Americans with Disabilities Act compliance. Anywhere there is concrete, there is a need for our service. PCC is the market leader in both technology and price using its proprietary system and methods. As a franchise owner, you have the industry's best solution, recurring revenues from renewable clients, unlimited support, and a great network of other franchise owners.

For more information on Precision Concrete Cutting opportunities, call (801) 830-4060 or visit www.pccfranchise.com

SERVICES

Window Genie

Startup Investment: $80,000 – $130,000
Cash Required: $50,000 – $75,000
Domestic Franchises: 148

The Window Genie team is a tight-knit group of business men and women; all Window Genie Franchise Partners have the benefit of being in business for themselves, but not by themselves. By buying into a proven franchise system, on-going training systems and support are always just a phone call away.

For more information on Window Genie opportunities, call (800) 700-0022 or visit www.windowgeniefranchise.com

SERVICES

Two Men and a Truck

Startup Investment: $173,000 – $578,500
Cash Required: $150,000 – $600,000
Domestic Franchises: 214

Two Men and a Truck offers a full range of home and business moving services and has grown both domestically and internationally. The company strives to exceed customers' expectations every time it makes a move. Two Men and a Truck also sells boxes and packing supplies.

For more information on Two Men and a Truck opportunities, call (800) 345-1070 or visit www.twomenandatruckfranchising.com









SERVICES

The Traveling Photo Booth

Startup Investment: $27,200 – $45,150
Cash Required: $25,000
Domestic Franchises: 15

The Traveling Photo Booth helps take people with a passion for photo booths or for running their own business and transforms them into high-performance, photo booth experts. What we really need are people who are friendly, fun, and passionate about providing amazing event experiences. Our exclusive photo booths, software and product line, and brand make us leaders and innovators in the field of photo booth rentals. TTPB is looking for highly-motivated individuals with a great personality who love to have fun. Candidates should enjoy connecting with people, networking, making customers happy, and have a hunger for sales.

For more information on The Traveling Photo Booth opportunities, call (612) 605-9203 x3 or visit buy.thetravelingphotobooth.com

SERVICES

Truly Nolen of America

Startup Investment: $25,000 – $280,000
Cash Required: $25,000
Domestic Franchises: 30

Founded in 1938, Truly Nolen is an industry leader. Our Four Seasons residential pest control, Total Termite Protection, and Commercial Progressive programs provide unique solutions to combating pest problems. We are committed to resolving pest problems with innovation and a passion for exceptional customer service. As part of the Truly Nolen team, you'll harness the marketing power of the Truly Nolen brand, including our trademark mouse car, and have access to our outstanding training program, support, and resources.

For more information on Truly Nolen of America opportunities, call (855) 534-9139 or visit www.trulynolenfranchising.com

SERVICES

Signal 88 Security

Startup Investment: $85,000 – $105,000
Cash Required: $25,000
Domestic Franchises: 263

Signal 88 Security Group, the leading security service franchisor, was founded in 2003, in Omaha, Neb., where "signal 88" is police code for "situation secure." Signal 88 Security was created to bridge the gap between the large inefficient security company and the small, local security shop. Signal 88 Security provides a superior security services offering through the utilization of the latest technology and a management process with intrinsic efficiencies and capabilities powered by this technology—none of which is available to or utilized by the competition. This approach is unique in the industry and provides a competitive edge for the success of all Signal 88 Security franchises.

For more information on Signal 88 Security opportunities, call (877) 498-8494 or visit www.signal88.com

SERVICES

U.S. Lawns

Startup Investment: $51,500 – $79,300
Cash Required: $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.

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

SERVICES

Paul Davis Emergency Services

Startup Investment: $41,784 – $147,824
Cash Required: $50,000
Domestic Franchises: 101

Paul Davis Emergency Services is engineered as a modern, lean, technologically advanced business that can be run from your home and vehicle. With an average gross margin of 64.5%, you're looking at the potential for real financial success! Paul Davis Emergency Services provides rapid response water and fire damage cleanup, structural drying, and mold removal using the latest technology and procedures. Paul Davis has been in business since 1966 in what is now a $70-billion, need-based industry that is recession-proof and in consistent demand. The business model can be easily scaled to meet demand as you grow and succeed.

For more information on Paul Davis Emergency Services opportunities, call (800) 722-5066 or visit www.pauldavisbusiness.com

SERVICES

Paul Davis Restoration

Startup Investment: $186,740 – $383,277
Cash Required: $150,000
Domestic Franchises: 201

Want to be part of a $70-billion industry that isn't subject to the ups and downs of the economy? A business with tremendous growth potential? Paul Davis provides rapid response cleanup, restoration, and reconstruction services for properties damaged by flood, fire, smoke, mold, and natural disaster. In business since 1966, we have a trusted brand name in the insurance restoration category and work with most of the top insurance companies in the United States. This is a need-based industry with year-round demand, not a trend or a fad. Find out how a Paul Davis business can change your life.

For more information on Paul Davis Restoration opportunities, call (800) 722-5066 or visit www.pauldavisbusiness.com

FEATURED Franchisee



Margaret Beck

Interim HealthCare
Grand Rapids, MI

How long have you been a franchisee?
Since August 2011.

Why did you choose your franchise?
We were very impressed with Interim HealthCare after we went for a visit. They were organized; policies and procedures were thorough; and they took the time to find out about us. You are assigned a team to walk you through every step of the way. This team includes sales, business planning, marketing/advertising, legal, and human resources. Including the CEO and CFO, everyone is accessible. This support continues throughout your association with Interim.

What is the best part of your job?
I love going to do an assessment with a senior and explaining to them all of the things that our caregivers will do for them. People usually wait until everyone in the family is burned out before they ask for help. Our services make all the difference in the world to a family and client.

Where do you see yourself in five years?
We would like to open a hospice.

Who has most influenced your approach to business?
In 1985, both of my parents were ill, and my husband and I quit our jobs to take over their business. My dad came in everyday to mentor us. His advice and knowledge about operations and cost accounting has been invaluable. It applies to every business entity.

For more information on Interim HealthCare opportunities, call (800) 840-6568 or visit www.interimfranchising.com.

SERVICES

Zippy Shell

Startup Investment: $457,505 – $882,620
Cash Required: $204,450 – $399,000
Domestic Franchises: 15

Zippy Shell portable moving and storage containers have changed the way home and commercial business owners pack things up and securely store them away. Zippy Shells combine both a patent-pending technology and operating system, with a cost-efficient model designed to serve the mobile self storage market. We offer a low investment and competitive entry into the market!

For more information on Zippy Shell opportunities, call (202) 999-4740 or visit www.zippyshell.com

SERVICES

Safe Ship

Startup Investment: $49,900 – $138,800
Cash Required: $49,900 – $138,800
Domestic Franchises: 28

Your Safe Ship Store is designed to do all shipping business modes including U.S. Postal, air express, ground, freight, import, export, water, air and ground container, and LTL/LCL shipments. You will also be trained to do the most fragile packing using our patented high value BoxMakerPRO box making machine and more. We are grooming a network of forward thinking entrepreneurs to turn the packing and shipping industry upside down while growing their investment into a profitable and fun to run business.

For more information on Safe Ship opportunities, call (386) 677-7909 or visit www.safeship.com

SERVICES

Bin There Dump That

Startup Investment: $150,000 – $225,000
Cash Required: $75,000
Domestic Franchises: 91

Bin There Dump That is residential-friendly and customer service focused. We're the easy button—no hassles, on time, respectful of your property with clean, neat drivers, trucks, and compact bins that fit where you want them. We're in the residential side of mini-bin, small roll-off, and dumpster rental service business. We truly love our work and look forward to helping you achieve your dreams when you are ready.

For more information on Bin There Dump That opportunities, call (509) 396-6686 or visit www.bintheredumpthatfranchise.com

SERVICES

Creative Colors International

Startup Investment: $79,600 – $107,250
Cash Required: $69,000
Domestic Franchises: 79

Creative Colors International offers the motivated entrepreneur the opportunity to operate a proven business, which provides immediate income and unlimited potential for growth. CCI helps establish your client base so your franchise is generating revenues immediately. Franchisees receive intensive four weeks of training and ongoing consultation services to keep your business at peak performance. Our Start-Up Program includes an equipment package for operator convenience. With modest start-up costs, a complete training program, and support, we can put tremendous growth potential at your fingertips. Let CCI help create a successful opportunity for you!

For more information on Creative Colors International opportunities, call (800) 933-2656 or visit www.wecanfixthat.com

SPORTS & RECREATION

KidsPark

Startup Investment: $166,000 – $340,000
Cash Required: $65,000
Domestic Franchises: 15

If you are looking for an entrepreneurial opportunity to contribute a needed service to your community and are considering an overall investment between $166,000 and $340,000, take a close look at KidsPark. As a KidsPark owner, you will share a reputation for quality, a proven method of operation, and an innovative program.

For more information on KidsPark opportunities, call (408) 213-0970 or visit www.kidspark.com

TRAVEL

Expedia CruiseShipCenters

Startup Investment: $102,000 – $180,000
Cash Required: $50,000
Domestic Franchises: 185

Backed by the #1 brand in travel and our proven turn-key system, Expedia CruiseShipCenters Franchise partners enjoy a rewarding business and a great lifestyle. Our comprehensive training and 80+ member support team provides the knowledge and support you need to succeed—even if you're new to the travel industry! We're committed to meeting the needs of our franchisees with our "Stronger. Together" culture, massive buying power, award-winning marketing and industry-leading technology. Find out how you can get onboard with the fastest growing segment in travel through a self-guided, virtual tour of our franchise opportunity.

For more information on Expedia CruiseShipCenters opportunities, call (888) 783-0133 or visit www.expediafranchise.com



Snip-its®

Kids. Haircuts. Parties. Fun.

For Details:
SnipitsFranchise.com
inquiry@snipits.com
877-Snip-its

GET STARTED NOW!

INTRODUCTION

We've provided you a bit of information about our company and the franchise opportunity. Now we'd like to get to know you by submitting our Confidential Questionnaire. It is the first step to qualifying for franchise ownership and allows us to move to the next step.

DISCOVERY

Working with a member of our franchise development team, you will be guided through a comprehensive discovery process. Each of the six steps in the process provides in-depth information about our systems, programs and support.

FRANCHISEE CALLS

You will have the opportunity to speak with our franchisees about their experience with Snip-its, validate the information you've gathered and establish financial expectations.

DECISION DAY

You will be invited to visit our corporate office for a full-day of meetings with our Support Team Leaders. You have already learned "what" the Snip-its franchise program offers, now you will hear "how" we support our franchisees. The goal is to finalize our evaluation of each other and make a decision.

AWARD FRANCHISE

Upon approval by our executive review committee, we will walk you through the agreements and execute the paperwork. Welcome to the Snip-its family!



Get Started Now at www.SnipItsFranchise.com



OUR FRANCHISEES AVERAGED

$232,360 EBITDA

PER RESTAURANT LAST YEAR*

How's Your Bottom Line?

40+ quarters of positive same store sales
$7.5MM in financing available for our franchisees

Top 50 Franchise
2013 Franchisee Satisfaction Awards
FranchiseBusinessREVIEW

Join the leader of casual dining in the Buffalo wing space. Contact Dan Collins, CFE 954-263-2056 or dan@eastcoastwings.com

www.eastcoastwingsfranchise.com

This advertisement is not an offering of a franchise. An offering can be made only by prospectus. We only sell franchisees in states where our offering is registered. *EBITDA as submitted by our full service franchised restaurants operating in 2012 as published in Item 19 of our April 2013 Franchise Disclosure Document. Figures reflect Franchisee submitted on unaudited P&L's. Individual financial performance will vary. Bank Credit Report developed by Fran Data. ©2014 East Coast Wings Corporation. All rights reserved.



STOP DREAMING ABOUT YOUR PERFECT CAREER

OWN IT

Grab the wheel and find out what it's like to be in control of your own future. If you've got what it takes to run your own business, now is the time to learn more about the Snap-on Tools franchise opportunity:

- Seven time recipient of FBR Franchise Satisfaction Award
- Most in-demand product in the category
- Extensive initial training
- Financing available through Snap-on Credit
- Proven business model

Snap-on

SNAPONFRANCHISE.com

TRANSMISSIONS AAMCO TOTAL CAR CARE
CELEBRATING 50 YEARS

OWN YOUR BUSINESS. DRIVE YOUR FUTURE.

FRANCHISE WITH AAMCO

Over 50 years of industry leadership.
Over 90% brand awareness among transmission customers.
Ranked #1 in its category by Entrepreneur Franchise 500® Magazine.

No mechanical or technical experience required
Growing consumer demand | More services and revenue opportunities than ever
Few employees to supervise | Low inventory levels | Excellent training
Convenient Hours – No nights, limited weekends









800.523.0402
www.aamcofranchises.com