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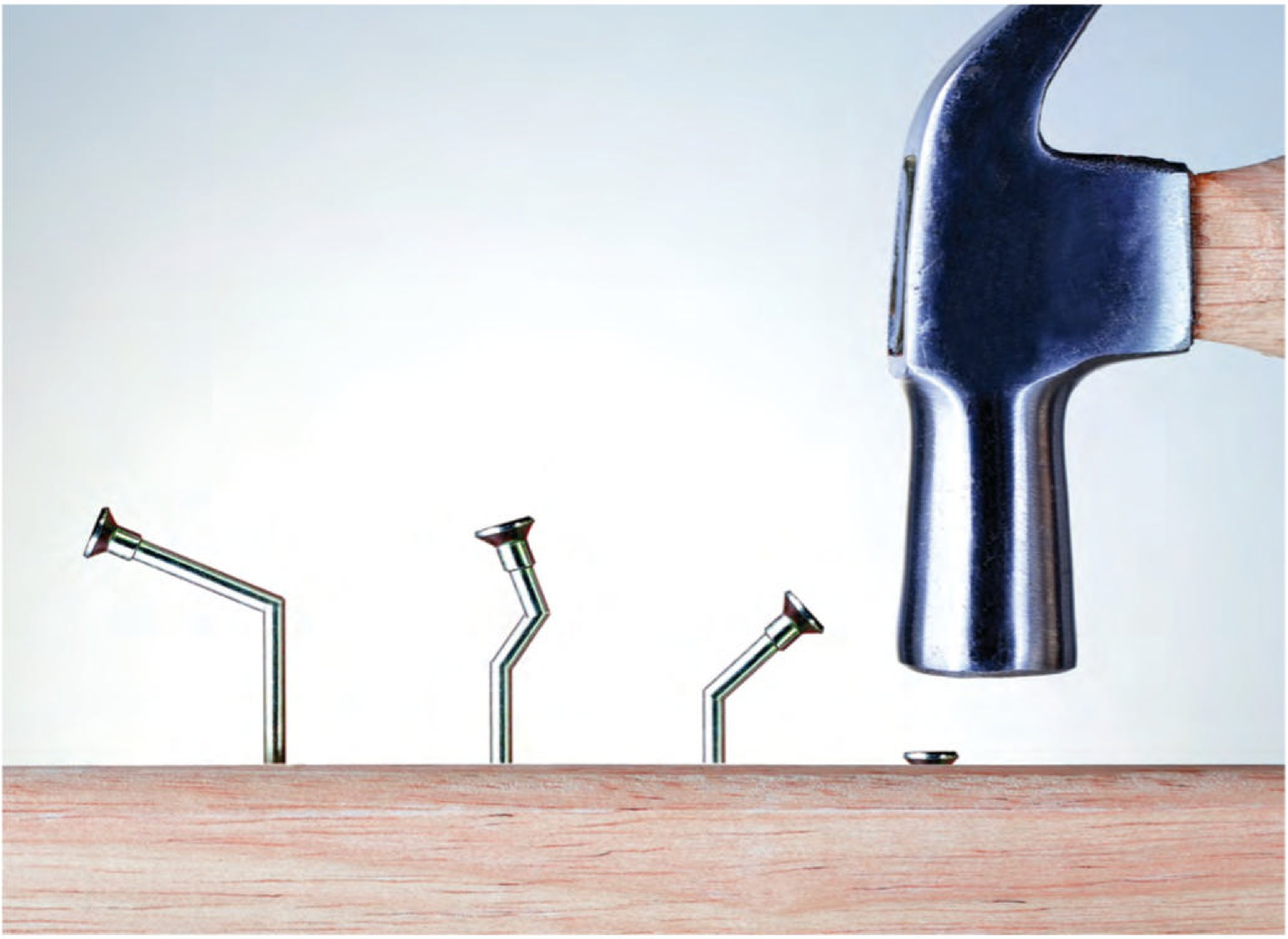

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LESSONS LEARNED

Don't Repeat My 3 Biggest Business Mistakes

Want to succeed in franchising, or business in general? Here's what I learned through failure.

by KALPESH PATEL

I was always interested in business as a kid, and I knew I would become an entrepreneur one day. What I didn't realize was that becoming an entrepreneur entails much more than just starting a business.

When I moved to Fort Collins, Colorado, back in 1997, I wanted to start a T-shirt business. I borrowed $30,000 from friends and family and found a location to lease in the center of downtown. I spent days completing paperwork and nights doing the tenant finishes, and I screen-printed T-shirts in between. I hired two employees, and it took me about two months to get the store up and running. It was a fun business, but I quickly realized I didn't have the knowledge that I needed to be successful as a business owner.

That experience eventually catapulted me into the hotel industry and then into real estate and inspections. Here are the mistakes I made along the way and the valuable lessons I learned during my entrepreneurial journey. ▶

Ultimately, having a proven franchise system isn't enough... you also should be well-versed in the day-to-day operations.

1 ► Leverage a proven operating system.

During my time running the T-shirt business, there were many aspects—such as accounting, human resources, and contract negotiations with vendors and suppliers—that I truly didn't understand. I didn't hire the appropriate people to help me, because I thought I could do it myself. Also, I dreamed about opening several more locations before I even got the first one going. A year and a half after opening, I realized I was going nowhere. I sold the store for what I had originally put into it.

I made a little money, but it wasn't even the equivalent of what I would have made as a manager of a retail store. Looking back, it's clear to me that being a part of a proven franchise system would have been the best way to prevent many of the mistakes I made. In hindsight, I should have either partnered with a successful franchisor or hired a consultant to help set up the systems that would have made me successful.

2 ► Get into the weeds.

In 1999, I decided to go into the hotel business. Along with a few others, I bought the franchise rights to build a Days Inn & Suites by Wyndham (at the time they were known as Cendant). I borrowed money from friends and family for my share and was on my way to developing, owning, and operating the property. This was my first true experience with a franchise system, and I thought it was the best thing ever. The franchisor provided training, procedures, property management systems, guidance, and an operating manual.

I thought this was going to be a home run—but within a year and a half, I realized that these systems wouldn't just take care of everything for me. I hadn't put in the work to learn what I needed, and I hadn't figured out how to use the systems properly. I ended up losing money on this venture, and I had to pay my friends and family back. This was a huge setback.

To anyone who is either in a similar position or is looking to become a franchisee, I advise that you understand the ins and outs of your industry. Ultimately, having a proven franchise system isn't enough. Not only do you need to immerse yourself in the business, but you also should be well-versed in the day-to-day operations. Visit several existing franchisees and shadow them for some time to fully understand the business.

3 ► Plan for failure.

In 2003, I was looking for my next venture. My mentor told me about the real-estate inspection industry, and I was intrigued. After doing my research and taking on about $5,000 in credit card debt, I launched a company called 1st Ohio Inspection Services.

I focused a lot on marketing and networking, and that attracted a lot of customers. But even though I hired a few other inspectors, I still did a lot of the inspections myself. One day, about a year and a half in, I was doing an inspection on the roof when the ladder slipped, and I fell about 18 feet onto a concrete driveway. I landed on my right wrist and elbow and had to have nine surgeries over a period of several months.

During this time, both my mentor and my wife told me to shut the business down. After all, I couldn't physically do inspections anymore—so how could the business continue? But here's where all my previous failures saved me. This time, I had a plan: I'd been running the business under the presumption that I would one day franchise it, which meant I'd been building systems to allow the business to operate without me as an inspector.

This saved the business, and it also propelled its growth. I eventually dropped "Ohio" from the name, called it "1st Inspection Services," sold my Cincinnati corporate store to a franchisee, and continued to grow the franchise system. Today, I have 11 locations open and two more coming soon.

Now that I'm a franchisor, all my career experiences are coming together. I can provide a playbook for my franchisees to follow, and I provide them with the brand awareness and operational know-how that they need to succeed. Business is not easy; you will stumble and fall many times. But when you take a system seriously, and really put in the effort to understand the business you're in, there can be so much success ahead.

Kalpesh Patel is a serial entrepreneur and is currently the CEO of 1st Inspection Services and Crestpoint Companies.

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BUYING

The Upside of a Down Market?

Yes, the economy is a little spooky. But that means a lot of big opportunities in franchising.

by DAN ROWE

There's no denying it: Times are tough. Inflation is up. The economy could be on the verge of a recession. But where other franchisees see disaster, you should see opportunity.

The economy is cyclical. What has gone down will go up—which means that if you have the means to buy a franchise during a downturn, when prices are low, you can reap big rewards in the future. Whether you currently have a franchise or are considering becoming a franchisee, here are five reasons to be bullish even now.

1 ► Real estate
During challenging times, businesses go under. This leads to real estate opportunities on three fronts. First, there are more physical spaces open for conversions, which can cost hundreds of thousands of dollars less than a new build-out. Plus, in a down market, landlords tend to be in a negotiating mood. And finally, for a developer to continue to get funding, their current properties need to maintain a certain occupancy level. All of this means that now is the time for both new franchisees and franchisees with existing leases to negotiate concessions and better terms.

2 ► Labor
In 2021, 47.8 million workers quit their jobs, with accommodation and food service workers leading the exodus with a 6.9% quit rate. During a recession, workers seek security and are historically less likely to leave a job. That may help slow the revolving staff door that restaurateurs and many other employers have struggled with over the past two years. And as other businesses close, now is the time to find top talent looking for a new opportunity.

3 ► Food costs
This one is also especially important for restaurateurs. Since the pandemic, food costs have skyrocketed. But now there is finally some good news: According to a November report by Maloni Intelligence, wholesale food costs are dropping. In October 2021, a pound of chicken breast was $1.907, and in October 2022, it was $1.177. It goes without saying that lower prices like these make a huge difference for any franchisee's balance sheet.

4 ► Customer acquisition
During challenging times, the first cost that businesses often cut is marketing—which is exactly the *wrong* thing to do. This is the time to double down on marketing. It's cheaper to retain a customer than get a new one, and a down economy is the time to market to your existing guests to entice them to come in for new items or special offers.

When competitors go out of business, capitalize by turning their customers into yours. Create a competitor campaign in Google Ads using their keywords and URLs, and direct their customers to a landing page offering a targeted promotion. Advertise on social media using location and demographic filters. Monitor the competitor's social accounts and respond to posts suggesting your business as an alternative for consumers.

5 ► Vendor relations
While supply chain issues continue, a down economy means vendors are more cognizant of keeping their existing customers. Now is the time to strengthen relationships with suppliers and negotiate better rates. During the pandemic, businesses that had strong relationships with vendors were better able to manage supply chain disruptions because they knew in advance that they were coming. The same should prove true in a recession.

No matter what the economy is doing, savvy entrepreneurs can make money, and franchising is one of the safest ways to do it. Historically, the average S&P 500 stock market return is about 10% per year. Multi-unit restaurant franchisees can easily have a 40% to 50% return on investment a year. The key right now is to manage cash flow, capitalize on opportunities, and get ready to reap the rewards when the economic cycle returns to a bull market.

Dan Rowe is the founder and CEO of Fransmart.

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MARKETING

These Videos Can Close the Deal

If you're a franchise looking to attract franchisees, here's how to roll camera strategically.

by TREVOR RAPPLEYE

Over the past decade, selling franchises has become an extremely competitive business. Any advantage that one brand can develop, cultivate, and deploy can make or break its success. And now more than ever, video marketing and production is a critical piece of franchise growth.

According to an internal survey from Franchise IQ, 87% of its customers indicated that the use of video—especially testimonials—was an important factor in their decision to purchase a franchise opportunity. Why? Because videos create lasting impressions in the minds of current and future franchisees.

Visuals are an incredibly powerful tool for conveying information and creating a connection with franchisee candidates—which isn't surprising, considering people spend a third of their time online watching videos. But to make them a powerful part of your marketing mix and help fuel your sales funnel, you need to know the specific type of video content to deploy at each stage. Here's what to do.

Top of the funnel

Early on, the most valuable videos simply introduce prospects to your brand. Videos featuring the brand's CEO or founder can be great, since they give viewers an understanding of who is behind the company. It can also be effective to feature current franchisees who have developed and maintained a successful operation.

Beyond that, videos can respond to common objections potential buyers may have, or they can cover different candidate personas with the hope of establishing a personal connection with your next franchisee.

Middle of the funnel

Now is the time to focus on building potential candidates' trust. Franchisee testimonial videos are great for this; they demonstrate how real entrepreneurs have benefitted from becoming part of your franchise family. You should also consider videos that showcase the actual support candidates can expect from your brand, because they'll show exactly who the prospective owners could be working with on a day-to-day basis. And "day--in-the-life" montages give candidates a sense of what their own lives might look like.

One caveat: Don't skimp on the storytelling at this stage. You don't exactly want a movie-length segment, but if done right, these videos can really paint a picture that convinces a candidate that they can succeed as a franchise owner and enjoy a better life. Make sure you don't only film at HQ; show the life of the franchisee at home with their family and kids, too.

Bottom of the funnel

This is your chance to create hype about the impending discovery day. Why is this important? Because it's the moment when potential candidates decide whether to join your growing franchise family!

Some of these videos can be all about the details, including the nitty-gritty about systems and operations. (Quick cuts of interrelated scenes can be effective and entertaining as well!) But the greater message of these videos should be that your potential customers will feel at home in the organization right away. A great example is a quick sizzle-style highlight reel showcasing all of the corporate employees working as a team. Then, a big, warm welcome montage could be the emotional closer you need to get that candidate to sign on the dotted line. After all, you want to demonstrate to prospects that they aren't just buying into a concept—they're buying into a family that cares about their success.

Trevor Rappleye is founder and storyteller at FranchiseFilming.com.

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RESEARCH

6 Questions to Start Your Franchise Search

Are you interested in becoming a franchisee? These questions will help guide your first steps.

by CLARISSA BUCH ZILBERMAN

Starting a business from scratch can be daunting, and many people don't know where to start. That's why some aspiring entrepreneurs choose to invest in a franchise—but that's not to say the decision is easy. Not all franchises are created equal, so it's important to do your due diligence when exploring franchise opportunities. Not sure where to start? Begin by asking yourself these six questions.

1 ► Do my personal goals and skills align with the franchises on my shortlist?

Having an honest conversation with yourself can narrow down your search to the franchise that best aligns with your objectives. Ask yourself questions like: *Do my aspirations and interests align? What do I want to achieve through business ownership? Am I looking for financial gains, a better work-life balance, or the satisfaction of running my own business? Do I enjoy the industry that the franchise is in?* You want your hopes and abilities to match up with the values of the franchise.

2 ► Is there a need for a certain business in my area?

When considering franchise ownership, you want to steer clear of markets that are oversaturated. It's also smart to conduct market research to ensure there's an interest in the type of franchise you're thinking of opening. For example, if you want to open a fitness franchise but your city already has several cycling and Pilates studios within a 10-mile radius, you might consider opening a location in a neighboring town or looking at other workout concepts.

3 ► What is the franchise's reputation?

Look for franchises that have a positive reputation in their industry and a history of success. Online reviews and ratings are a good place to start. You can also talk to current and former franchisees to learn about their personal experiences with the franchisor's support, training, and overall business model. A reputable franchise will be transparent about its financials, marketing strategies, and expectations for potential franchisees.

4 ► What are the investment costs?

Investing in a franchise typically requires a significant amount of capital, and it's important to have a good grasp of the total costs as well as the potential return on investment (ROI). The upfront investment will include the initial franchise fee, ongoing royalties, advertising fees, brick-and-mortar costs, and other expenses. Reputable franchises will offer a detailed breakdown of their investment costs and fees plus a realistic projection of your ROI. Be wary of franchises that make unrealistic promises, downplay risks, or are not forthcoming about their fees.

5 ► Can I count on the support and training?

One of the biggest advantages of becoming a franchisee is the ongoing support and training provided by the franchisor. Look for franchises that offer initial comprehensive training programs and continuous support for operations, marketing, and management, be it with detailed manuals or on-call teams for answering questions. After all, this might be your first business venture—which means you'll likely need some help navigating the experience.

6 ► Have I reviewed the franchise agreement?

Before officially signing with a franchise, you should carefully review the franchise agreement. It's a legal document that details the rights and responsibilities of both the franchisor and the franchisee. It's critical to understand the terms and conditions, as there might be clauses that dictate the level of control you will have, the duration of the agreement, the fees involved, and restrictions on your ability to sell or transfer the franchise. It's advised to consult with a lawyer or other professional to ensure you fully understand all aspects of the document. After all, your future success or failure could be right there in the fine print.

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STRATEGIES

You Don't Have to Start Fresh

Instead of buying a new franchise location, have you considered buying an existing one?

by ALICIA MILLER

When most people think about buying a franchise, they imagine opening a brand new one: new location, new staff, new everything. But if you want to be a franchisee, don't forget that you can also buy an existing franchise location from a franchisee who's looking to sell—and it might end up being a better deal.

When you start a franchise from scratch, there are lots of unknowns. Will the concept resonate? Will you find a good location? You must hire and train an entire team. The whole process can take up to three years to ramp up. But with a resale, you can tour an existing site or territory. You can assess existing marketing campaigns and spending and revenue. You can review multiple years of business results. You can even "mystery shop" and potentially meet the staff.

This can be a lot—but it can also improve your chances of success. And if your goal is to own many units, don't forget that a resale franchise unit has existing cash flow. That can help you either acquire more units or build out new ones much faster than if you had started from scratch.

So, how do you get started? Let's break it down.

Between 3% and 4% of franchise units were transferred in 2020, according to FRANdata's research. FRANdata forecasted that 2022 would end with more than 792,000 franchise units in the U.S. If we assume 3% to 4% will transfer again this year, that's 23,760 to 31,680 potential resales coming available. Many of those will end up as multi-unit acquisitions, especially in legacy systems. But there should still be a robust number of units available for you to consider.

Franchisees exit for many reasons: retirement, burnout, relocations, and changes in personal circumstances. In healthy franchise systems, the transfer cadence is relatively predictable, because it's tied to renewal schedules and lease expirations.

As you examine resale options, make sure that system churn is due to normal retirements and not a red flag about system profitability. Speak to as many franchisees as possible to understand whether they are growing and investing in expansion units, including resales. Try to talk to other owners who have acquired resales in that system.

You can learn so much about a system by looking at resales. What do units sell for when owners retire? Is the brand too young to have much of a resale history? Are resales going to existing owners who want to expand (because they've had a positive experience as a franchisee), or only to new operators (who don't know the brand as well)? Are owners exiting after a long tenure with good cash flow, or soon after joining because it didn't work out?

Large franchise systems often have well-established resale processes. (Though franchise salespeople usually earn a commission on new unit sales—so take their advice on resales with a grain of salt.) But smaller brands tend to take a while to handle transfers. Don't be put off if a younger system doesn't have a smooth resale program just yet. There are also business brokers in every community with franchise resale options. You can even approach owners directly.

Finally, as you're talking through resale options, listen closely to what the corporate team says about the exiting franchisee and the reasons for system turnover. Turnover is natural in a franchise system—but corporate defensiveness about turnover is not. During mystery shops, I hear that "it was just a bad fit" more than 95% of the time. But if that's the case, it reflects poorly on corporate's approval process.

Focus on resales in strong systems and ensure fit. And if you can find it, then you've bought more than just a good opportunity: You've also bought a head start.

Alicia Miller is cofounder and managing director of Catalyst Insight Group.

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SALES

How to Stop Getting Ghosted

You think the sale is in the bag, and then your prospect goes dark. Why? Check your process.

by RICK GROSSMANN

Here's a situation familiar to anyone in franchising: You (or someone in your sales team) are in touch with a potential customer. Maybe you're a franchisee trying to sell them a product. Maybe you're a franchisor trying to sell a franchise. Either way, you're in touch and the prospect seems interested—but then they disappear. You've been ghosted. And you're left asking why.

I've been involved in franchising since 1994, am now a coach to franchise executives, and have seen this problem repeatedly. Here it is: You lost control of the sales process. That's an easy mistake to make, particularly given our bounty of modern communication tools. You might think that digital tools make sales easier, but it's often the opposite. Technology has shifted the control to buyers, and it allows them to drive the sales process or stop it altogether. They can find information without your help, which means they're making decisions without your guidance, and they have a plethora of tools to block or delete your follow-ups.

But all is not lost. To land the sale and avoid being ghosted, you need to build a sales process that you *can* control.

In many ways, this now starts before you've ever been contacted. A prospect is likely to visit your website and learn information themselves before they ever reach out to you—so don't let your site do all the selling for you. Sometimes franchisors try to stuff their site with information, which can cause people to lose interest or draw the wrong conclusions. Consider the goal of your site: It isn't to convert people on the spot; it's to encourage them to engage with you! So put just enough information on there to grab your ideal candidate's interest and drive them to take action—often by inquiring and engaging.

Next, you need to develop a step-by-step sales process—literally everything that happens from the moment you make contact through to the final sale. Describe this process to your prospect in the very first conversation; this keeps them looking forward to learning more, reduces stress, and avoids the dreaded "process fatigue."

Here's an example: If you're trying to sell a franchise to a prospective franchisee, you might begin by having them fill out an application. But if the prospect isn't told what comes *next*, they may be less motivated to fill out the forms. People want to know how long things will take and what kind of progress they're making. When you give them a preview of every step along the way, you also give them a reason to stay engaged.

This saves your sales team from making traditional follow-up calls—something that is likely to only annoy prospects. After all, an eager voice message is never going to land the sale. When you instead give people a compelling reason to participate in your process by showing them the benefit that they'll receive at each step, they become more of a partner with you in the process. It also allows you to better respect their time: You can keep calls between 15 and 30 minutes, which won't tire them out or make them worry about how time-consuming your process is.

And here's one final fault line: Once you lay out a process, you cannot deviate from it. No surprise twists and turns. No extra conversations. A step-by-step process is almost like an informal contract—it is the agreement you're making with your prospect about how to get to the finish line. Not everyone will get there, of course. But if you stay on track, your success rate will increase and you will waste less time chasing after deals that never close.

Want to start or buy a franchise? Rick Grossmann can help. Reach him at entrepreneur.com/franchise-advisors.


PRESERVE
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PEOPLE

How to Attract Diverse Owners

The old fixes aren't enough. To diversify franchising's ranks, we need to start rethinking big parts of the business.

by ALEXANDER MIRZA

The franchising industry is actively recruiting more diverse owners and managers, but the numbers show how far we have to go. According to recent data, 67.2% of franchise owners and 67.5% of franchise managers are white.

So what's stalling progress? Among the problems, underrepresented communities receive less information about franchising opportunities—and because franchise ownership isn't as deeply rooted there, it can take longer to build relationships. There's also the capital gap, as people of color often start out with an economic disadvantage. But having built and advised franchise businesses across industries for over 25 years, I believe it's a solvable problem.

As a double immigrant (I moved from India to Canada, then from Canada to the U.S.), I'm now the founder of MogulRecruiter, a technology company that aims to drive diversity and meritocracy in the hotel industry. By 2020, roughly 81% of branded hotels were franchised operations, so the industry is a telling microcosm of franchising at large. My company gathers data on diversity in the hotel industry, and I've identified three key patterns that can help our industry diversify.

1 ► We must share our data. Traditionally, corporations don't share diversity data on their workforce. That's understandable (it feels risky!), but it's also counterproductive. Recent studies show that businesses with diverse employees mirroring their communities outperform their peers.

Comparatively, consider the function of customer reviews. Some major hotel brands have been known to reject negative reviews on their websites, and their lack of transparency has allowed Tripadvisor and Google to establish trust with consumers. Regular reports on diversity gaps are just as important as customer reviews—and the more these brands share their data, the more it drives policies at the franchise level. This is in everyone's best interests, from the shareholders on down.

2 ► Rethink how we filter candidates.

As franchisors seek new franchisees or executives, they may put candidates through corporate filters like résumé-parsing software and assessments. But even if these filters are not inherently racially or gender biased, they stand in the way of attracting diverse talent. They do not measure drive, resilience, or human potential, for example, and they can be used to wrongly label people and homogenize workplace cultures. Assessments should be reserved for highly technical roles or to de-risk hiring candidates from another industry.

Franchisors should take cues from colleges and universities, which have decreased their reliance on standardized testing. In 2020, for example, the University of California Board of Regents eliminated the standardized testing requirement and UCLA saw a historic increase in Black applicants, up 48% for fall 2021, with gains across many racial and ethnic groups.

3 ► We need new scouting systems.

As franchise brands seek to increase diversity, they often look to promote from within their brand or industry rather than drawing people in from outside. Yet internal promotions alone cannot solve the problem; the talent pool just isn't big enough.

According to our talent-ranking algorithm, 15% of the hotel industry's already-small diverse talent pool is ready to be promoted to senior positions. Accelerating diversity requires experimentation to identify up-and-coming diverse talent from a wide range of sources, including adjacent industries. For example, in 2020, only 1.6% of U.S. hospitality executives (at the director through CEO level) were Black, whereas in retail management in 2019, it was 6%. That's an area to build a talent pipeline from.

Of course, these ideas are just the start. I'm heartened by how seriously the franchise industry takes this problem. There's much progress being made, and to address a problem this big, we're going to have to think even bigger.

ILLUSTRATION BY SHUTTERSTOCK/MELITAS

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LISTINGS

The Hottest Business Opportunities of 2023

Looking to buy a business? These are the most exciting franchise trends—and brands!—that you should consider.

by TRACY STAPP HEROLD

Where are the best business opportunities of 2023? We have some ideas.

Each year, we at *Entrepreneur* project where franchising is going. To do this, we start with some big questions: What's happening in the world, and what's predicted to happen? Which industries are attracting new franchises? Which established industries are experiencing high unit growth? Where's the most spending and excitement? Then we add a bit of the intuition we've gained over decades of covering this industry—and identify 10 categories we believe will thrive in the coming year.

This year's list includes some categories that are regular winners, like chicken, health and wellness, pets, and restoration. But it also includes some that haven't been on our radar in a few years, like breakfast, fitness, and recreation.

From there, we look at all available franchises within those categories—which, in this case, includes more than 500 individual brands. Your next big opportunity might be in one of them. But keep in mind that inclusion in this listing is not a recommendation of any particular franchise. It's always important to do your homework before investing: Read the company's legal documents, consult with an attorney and an accountant, and talk to as many current and former franchisees as you can.

FOR MORE INFORMATION ON BUYING A FRANCHISE, VISIT ENTREPRENEUR.COM/FRANCHISES.

PHOTOGRAPH BY SHUTTERSTOCK/R.CLASSEN

LISTINGS

BREAKFAST

Breakfast is back! The most important meal of the day struggled during the heaviest COVID days, as people were stuck at home and not grabbing coffees and bagels en route to the office. But now it's rebounded, as grab-and-go and sit-down meals are increasing once again.

Another Broken Egg Cafe
Breakfast, brunch, and lunch cafes

STARTUP COST
$847.1K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
45/37

Aroma Joe's
Coffee, espresso, tea, energy drinks, baked goods

STARTUP COST
$494.3K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
101/0

Barry Bagels
Bagels, sandwiches, soups, salads

STARTUP COST
$96K-$505K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/6

Beans & Brews
Coffee, tea, specialty drinks, food

STARTUP COST
$400K-$647K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
45/25

Between Rounds Add-On Kiosk
Bagels, sandwiches, baked goods, coffee, hot and frozen drinks

STARTUP COST
$45.5K-$61K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/0

CINNABON

Between Rounds Bakery Sandwich Cafe
Bagels, baked goods, deli items, sandwiches

STARTUP COST
$165.5K-$525K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/3

Big C Waffles
Waffles

STARTUP COST
$197K-$352K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Biggby Coffee
Specialty coffee, tea, smoothies, baked goods

STARTUP COST
$276K-$517.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
304/0

Big O Bagels
Bagels, bagel sandwiches, bagel dogs, pizza bagels

STARTUP COST
$273K-$477K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/4

Brunch
Breakfast and lunch restaurants

STARTUP COST
$557.5K-$1.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Cactus Coffee Shop
Coffee, beverages, food

STARTUP COST
$204.5K-$332K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Cinnabon
Cinnamon rolls, baked goods, coffee

STARTUP COST
$112K-$546.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,805/2

Cinnaholic
Cinnamon rolls, brownies, cookies, coffee, catering

STARTUP COST
$238K-$499.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
95/1

The Coffee Peddlers
Mobile coffee bikes/carts

STARTUP COST
$17.3K-$68.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/3

PHOTOGRAPH COURTESY OF CINNABON

Cultivate Food + Coffee
Breakfast/brunch food and coffee
STARTUP COST
$970.3K-$1.9M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/1

Donut Distillery
Mini doughnuts, coffee, craft beer, wine, spirits
STARTUP COST
$198.2K-$329.9K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
1/2

DonutNV
Mini doughnuts, juices, coffee drinks
STARTUP COST
$185.1K-$253.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
43/1

Dot & Dough
Doughnuts
STARTUP COST
$148.1K-$383K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/3

Doughnuttery
Mini doughnuts
STARTUP COST
$175.4K-$321.7K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
1/4

Duck Donuts
Doughnuts and coffee
STARTUP COST
$376.6K-$562.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
112/1

Dunkin'
Coffee, doughnuts, baked goods
STARTUP COST
$437.5K-$1.8M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
12,957/0

EggBred
Breakfast sandwiches
STARTUP COST
$275K-$499.8K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/1

Eggs Up Grill
Breakfast, brunch, and lunch restaurants
STARTUP COST
$412.9K-$764.6K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
56/1

Ellianos Coffee
Specialty coffee and smoothies
STARTUP COST
$397.5K-$690K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
26/0

Emma's Tea Spot
British-themed tea rooms serving breakfast, brunch, and lunch
STARTUP COST
$157K-$316K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/1

Famous Toastery
Breakfast, brunch, and lunch restaurants
STARTUP COST
$575.5K-$999.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
19/6

The Flying Biscuit Café
Southern food and breakfast restaurants
STARTUP COST
$645.3K-$944.4K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
20/4

Front Porch Cafe
Coffee
STARTUP COST
$189.1K-$347.7K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/3

Grumpy's Restaurant
Breakfast, brunch, and lunch restaurants
STARTUP COST
$574K-$1.3M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
3/1

H&H Bagels
Bagels
STARTUP COST
$474.5K-$865K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/3

The Human Bean
Specialty coffee
STARTUP COST
$386.4K-$937.97K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
135/13

Hurts Donut Company
Doughnuts and coffee
STARTUP COST
$502K-$819K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
18/2

Just Love Coffee Cafe
Coffee and food
STARTUP COST
$333.5K-$565K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
25/0

Kolache Factory
Kolaches, pastries, coffee
STARTUP COST
$431.9K-$709.4K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
31/28

Ohanalulu
Doughnuts, ice cream, coffee
STARTUP COST
$283.5K-$733.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/2

Peace, Love and Little Donuts
Doughnuts and coffee
STARTUP COST
$121.2K-$235.1K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
24/3

PJ's Coffee of New Orleans
Coffee, tea, pastries, sandwiches
STARTUP COST
$406K-$1.1M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
161/0

Popping Yolk Cafe
Breakfast
STARTUP COST
$240.3K-$483K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/3

Randy's Donuts
Doughnuts, breakfast items, coffee
STARTUP COST
$526K-$1.2M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
13/7

The Rush Coffee
Mobile coffee, tea, smoothies, Italian sodas, baked goods
STARTUP COST
$47.1K-$202.3K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
3/2

Scooter's Coffee
Coffee, espresso, smoothies, pastries, breakfast items
STARTUP COST
$797K-$1.3M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
525/30

Shipley Do-Nuts
Doughnuts, kolaches, pastries, coffee
STARTUP COST
$525K-$1.2M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
324/11

Southern Grounds
Coffee, pastries, breakfast, lunch, and dinner
STARTUP COST
$456.5K-$999.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
1/3

Sugar Tree Cafe
Coffee, tea, milkshakes, brunch
STARTUP COST
$155.3K-$281.5K
TOTAL UNITS (FRANCHISED / CO.-OWNED)
0/1

Sweet Paris Creperie & Café
Crepes, waffles, salads, panini, milkshakes, coffee, alcohol
STARTUP COST
$819.3K-$1.2M
TOTAL UNITS (FRANCHISED / CO.-OWNED)
7/4

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

Tim Hortons
Coffee, baked goods, soups, sandwiches

STARTUP COST
$246.5K-$2.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5,287/4

The Toasted Yolk Café
Breakfast, brunch, and lunch restaurants

STARTUP COST
$740K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/6

Toastique
Toast-style meals, fruit bowls, juices, smoothies

STARTUP COST
$367.6K-$695.98K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/4

Turning Point Breakfast, Brunch & Lunch
Breakfast, brunch, and lunch restaurants

STARTUP COST
$695K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/21

The Urban Bean
Coffees, beverages, snacks, meals

STARTUP COST
$261.1K-$491.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Vogue Bubble Tea & Coffee Bar
Coffee and bubble tea

STARTUP COST
$180.9K-$330.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/0

Ziggi's Coffee
Coffee, specialty drinks, breakfast and lunch items

STARTUP COST
$386K-$1.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
62/8

CHICKEN

People love chicken—and as it turns out, there are endless ways to cook a bird. New concepts continue to appear with their own twists on chicken sandwiches, tenders, and wings, including what might be the "hottest" trend-within-the-trend right now: Nashville hot chicken.

Big Chicken
Chicken sandwiches and tenders, salads, sides, desserts

STARTUP COST
$673K-$1.6M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
4/2

Big Shake's Nashville Hot Chicken
Nashville hot chicken, fried chicken, sides

STARTUP COST
$321.9K-$535.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Bojangles
Chicken and biscuits

STARTUP COST
$577K-$3M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
496/277

Bonchon Korean Fried Chicken
Korean fried chicken

STARTUP COST
$483.2K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
385/5

Boss Bird Kitchen
Chicken sandwiches, tenders, waffles, wings

STARTUP COST
$239.1K-$494.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Buffalo's Cafe
Chicken wings and tenders, steaks, burgers, salads

STARTUP COST
$564.6K-$1.98M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/0

Buffalo Wild Wings
Wings, bar food, alcohol

STARTUP COST
$2.5M-$4.6M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
596/662

Champs Chicken
Fried chicken, seafood, sides

STARTUP COST
$9K-$349K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
424/0

Chester's
Chicken

STARTUP COST
$15.95K-$288.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,098/0

CHESTER'S

PHOTOGRAPH COURTESY OF CHESTER'S CHICKEN

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

EL POLLO LOCO

Chicken Salad Chick
Chicken salads, soups, sides

STARTUP COST
$742.3K-$980.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
157/63

Chick-In Waffle
Chicken and waffles

STARTUP COST
$198.2K-$320.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1

Church's Chicken
Chicken

STARTUP COST
$681.5K-$1.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,346/158

Dave's Hot Chicken
Nashville hot chicken

STARTUP COST
$626.3K-$1.4M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
66/4

Detroit Wing Company
Chicken wings

STARTUP COST
$506.4K-$662.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
15/1

East Coast Wings + Grill
Wings, burgers, craft beer

STARTUP COST
$427.97K-$981.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
30/2

El Pollo Loco
Fire-grilled chicken

STARTUP COST
$781.5K-$2.6M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
294/189

Epic Wings
Chicken wings and tenders, fries, breadsticks, sauces

STARTUP COST
$454.2K-$1.3M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26/0

Golden Chick
Chicken

STARTUP COST
$982.5K-$1.7M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
198/11

Helen's Hot Chicken
Hot chicken sandwiches

STARTUP COST
$170.6K-$313.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/3

Hurricane Grill & Wings
Chicken wings, tenders, sandwiches, salads

STARTUP COST
$459.2K-$1.98M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
41/0

KFC
Chicken

STARTUP COST
$1.4M-$3.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26,277/221

Layne's Chicken Fingers
Chicken tenders

STARTUP COST
$656K-$1.3M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
4/4

Lee's Famous Recipe Chicken
Chicken, biscuits, sides

STARTUP COST
$352.4K-$1.9M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
119/12

Los Pollos Bros
Roasted chicken

STARTUP COST
$244.8K-$532K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Nick and Moes
Convenience stores offering fried chicken

STARTUP COST
$104.5K-$900.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/5

Pollo Campero
Chicken

STARTUP COST
$1.3M-$2.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
74/279

Popeyes Louisiana Kitchen
Fried chicken, seafood, biscuits

STARTUP COST
$383.5K-$3.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3,810/41

The Red Chickz
Nashville hot chicken

STARTUP COST
$398.5K-$856.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Rise Southern Biscuits & Righteous Chicken
Biscuits and chicken

STARTUP COST
$370.5K-$543.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/4

Slim Chickens
Chicken tenders, chicken wings, salads, sandwiches, wraps

STARTUP COST
$1.3M-$4.1M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
152/10

Starbird
Crispy chicken tenders, salads, sandwiches, tacos, and wings

STARTUP COST
$1.1M-$1.6M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/10

Tez Wingz
Chicken wings, fries, catfish, shrimp

STARTUP COST
$153K-$231K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

VooDoo Wing Company
Wings, salads, sandwiches, sides, desserts

STARTUP COST
$205.5K-$471.95K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/5

We Dat's
Cajun wings, catfish, fries

STARTUP COST
$181.2K-$282K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/9

Wingers Restaurant & Alehouse
Casual-themed restaurants and bars

STARTUP COST
$389K-$1.1M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/8

PHOTOGRAPH COURTESY OF EL POLLO LOCO

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LISTINGS

HOTTEST BUSINESS OPPORTUNITIES **2023**

Wing Ferno
Wings, salads, beer

STARTUP COST
$351.5K-$504.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Wing It On!
Chicken wings, sandwiches, and tenders

STARTUP COST
$220K-$449.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/1

Wings and Rings
Sports restaurants and bars

STARTUP COST
$1.4M-$1.98M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
79/8

Wings Etc.
Restaurants and pubs

STARTUP COST
$358.3K-$2.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
55/22

Wing Snob
Chicken wings and tenders, sides

STARTUP COST
$255K-$475K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
30/0

Wingstop
Chicken wings, fries, sides

STARTUP COST
$315.3K-$948.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,841/32

Wing Zone
Chicken wings, tenders, and sandwiches

STARTUP COST
$420.8K-$751K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
59/1

Zaxby's
Chicken fingers, Buffalo wings, sandwiches, salads

STARTUP COST
$501.7K-$950.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
768/144

CHILDREN'S EDUCATION/ ENRICHMENT

As life returns to something resembling the pre-pandemic "normal," parents are eager to get their kids back on track, both academically and socially. A wide variety of franchise businesses are ready to help, offering everything from tutoring and education to childcare, art classes, and sports clubs.

Abrakadoodle
Art education programs for children

STARTUP COST
$38.1K-$81.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
483/2

Adventure Kids Playcare
Hourly childcare centers

STARTUP COST
$482.5K-$874K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
17/0

Amazing Athletes
Educational sports programs

STARTUP COST
$32.8K-$65.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
124/22

Apex Leadership Co.
Elementary-school fundraising and fitness programs

STARTUP COST
$80K-$114.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
96/8

A Place to Grow
Childcare

STARTUP COST
$122.3K-$306K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1

GOLDFISH SWIM SCHOOL

PHOTOGRAPH COURTESY OF GOLDFISH SWIM SCHOOL

Aqua-Tots Swim Schools
Swimming lessons

STARTUP COST
$520.1K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
125/1

Art Paper Scissors
Art classes, programs, and parties

STARTUP COST
$86.5K-$144.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Baby Power Forever Kids
Play and enrichment programs

STARTUP COST
$111K-$158.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
41/0

Bach to Rock
Music schools for children and adults

STARTUP COST
$241.5K-$440K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
44/11

Best Brains Learning Centers
Learning centers

STARTUP COST
$16.5K-$80.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
131/3

Big Blue Swim School
Swimming lessons for ages 3 months to 12 years

STARTUP COST
$2.5M-$3.97M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/10

British Swim School
Swimming lessons for ages 3 months and older

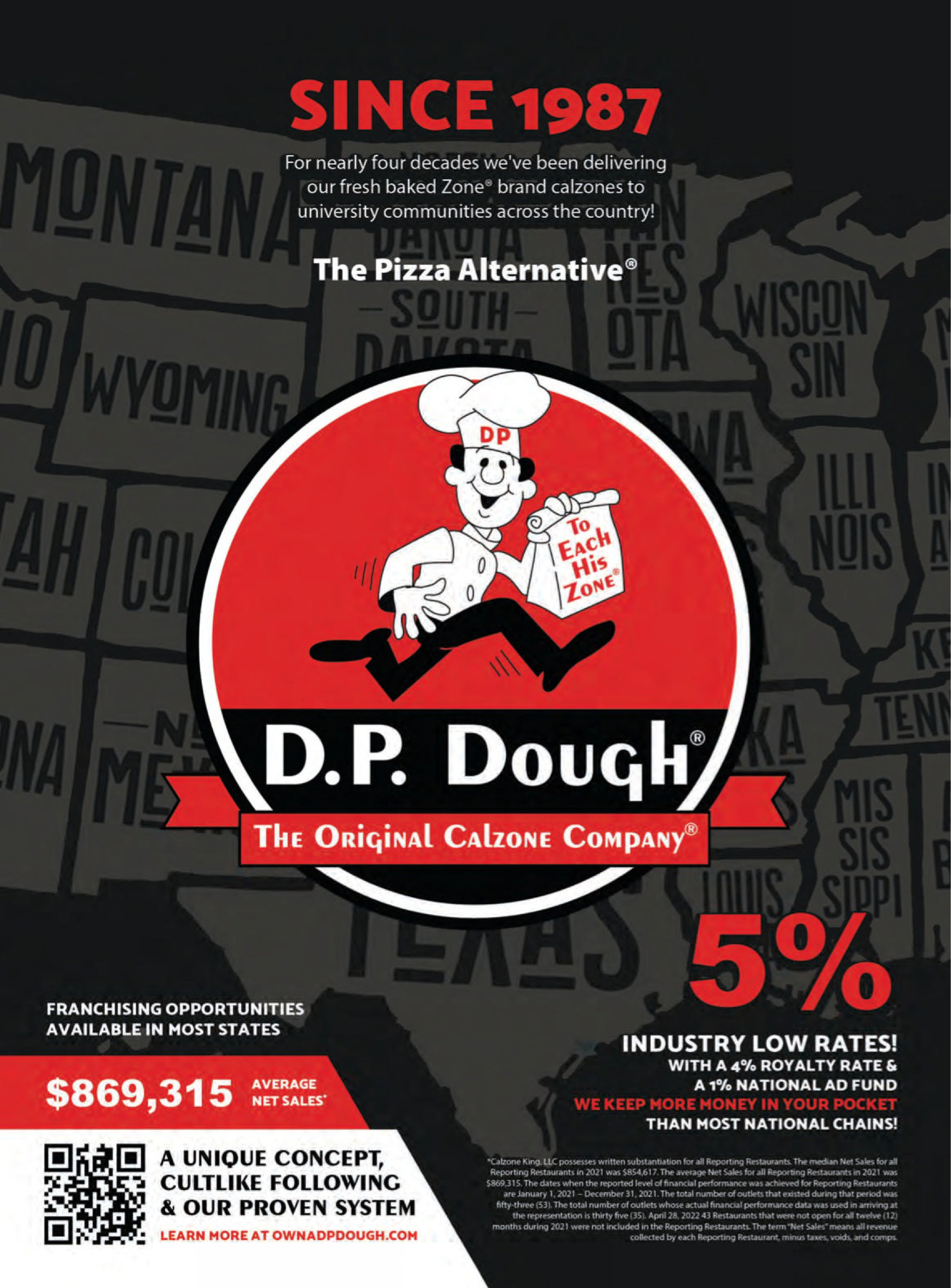
STARTUP COST
$93.7K-$125.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
155/0

Brooklyn Robot Foundry
Robotics and engineering enrichment programs

STARTUP COST
$74.5K-$100.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1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WITH A 4% ROYALTY RATE & A 1% NATIONAL AD FUND
WE KEEP MORE MONEY IN YOUR POCKET THAN MOST NATIONAL CHAINS!
FRANCHISING OPPORTUNITIES AVAILABLE IN MOST STATES
$869,315 AVERAGE NET SALES*
A UNIQUE CONCEPT, CULTLIKE FOLLOWING & OUR PROVEN SYSTEM
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*Calzone King, LLC possesses written substantiation for all Reporting Restaurants. The median Net Sales for all Reporting Restaurants in 2021 was $854,617. The average Net Sales for all Reporting Restaurants in 2021 was $869,315. The dates when the reported level of financial performance was achieved for Reporting Restaurants are January 1, 2021 – December 31, 2021. The total number of outlets that existed during that period was fifty-three (53). The total number of outlets whose actual financial performance data was used in arriving at the representation is thirty five (35). April 28, 2022 43 Restaurants that were not open for all twelve (12) months during 2021 were not included in the Reporting Restaurants. The term "Net Sales" means all revenue collected by each Reporting Restaurant, minus taxes, voids, and comps.

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

CHALLENGE ISLAND

Building Kidz School
Preschool/educational childcare
STARTUP COST
$214K-$856K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
33/4

Bundles of Tumbles
Mobile preschool gymnastics and dance classes
STARTUP COST
$46.1K-$59.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Casa de Corazón
Spanish immersion early learning programs
STARTUP COST
$738K-$3.9M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/3

Celebree School
Early childhood education and childcare
STARTUP COST
$740.2K-$963.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
15/26

Challenge Island
Educational enrichment programs
STARTUP COST
$50.2K-$68.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
179/7

Chef It Up!/Chef It Up 2 Go!
Allergy-friendly cooking parties, classes, and events
STARTUP COST
$28.6K-$71.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
17/1

Children's Art Classes
Children's art education studios
STARTUP COST
$94.4K-$193.96K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/3

Children's Lighthouse
Childcare
STARTUP COST
$4.3M-$6.6M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
66/0

Club SciKidz
STEM enrichment programs
STARTUP COST
$58K-$63.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/0

Club Z! In-Home Tutoring Services
In-home tutoring
STARTUP COST
$33.5K-$57.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
371/0

Code Ninjas
Computer-coding learning centers for ages 5 and up
STARTUP COST
$181.2K-$451.95K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
385/6

theCoderSchool
Coding education for ages 7 to 18
STARTUP COST
$77.7K-$163.95K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
53/3

Code Wiz
Coding, robotics, and STEM enrichment classes and camps for ages 7 to 17
STARTUP COST
$120.3K-$199.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/2

CompuChild
Entrepreneurship and STEAM enrichment classes
STARTUP COST
$19.9K-$34.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/7

D-BAT
Indoor baseball and softball training, batting cages, merchandise
STARTUP COST
$536.5K-$1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
114/0

Discovery Point
Childcare
STARTUP COST
$1.4M-$6.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
42/1

Drama Kids
After-school drama classes and summer camps
STARTUP COST
$33.8K-$73.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
206/0

Ducklings Early Learning Center
Early education and childcare
STARTUP COST
$656.4K-$1.7M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/4

Eye Level Learning Centers
Supplemental education
STARTUP COST
$52.3K-$121.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
567/744

The Goddard School
Preschool/educational childcare
STARTUP COST
$818.3K-$7.4M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
600/0

Goldfish Swim School
Infant and child swimming lessons
STARTUP COST
$1.7M-$3.7M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
142/4

HappyFeet
Soccer programs for ages 2 to 18
STARTUP COST
$22.5K-$29.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
60/4

Hi-Five Sports
Youth sports programs and facilities
STARTUP COST
$25.5K-$554.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
16/2

Hudson Valley Swim
Swimming and water safety lessons for all ages
STARTUP COST
$60.4K-$76.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

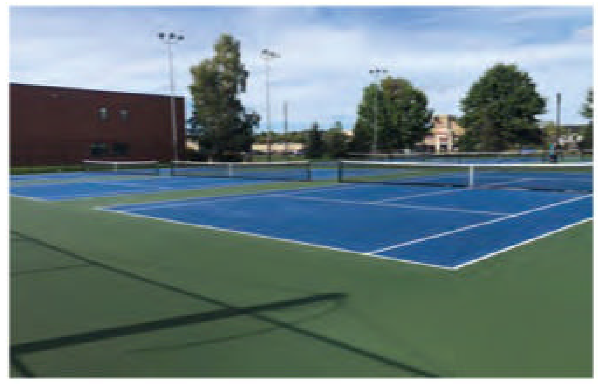
Huntington Learning Center
Tutoring and test prep
STARTUP COST
$148K-$263.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
277/12

iCode School
Computer science education for children in grades K to 12
STARTUP COST
$198K-$360K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
19/3

PHOTOGRAPH COURTESY OF CHALLENGE ISLAND

FRANCHISE OPPORTUNITY

Invest in Your Future Financial Success with Innovative Sport Surfacing



Franchise Facts

1. Introduction and Discovery Day
2. Site Selection
3. Classroom and On-Site Training
4. Ongoing Support

Franchise Fee

The franchise fee is $50,000.

Investment Range

The inital investment range is between

$238,100 and $532,500, including the franchise fee.

Royalty Fee

The royalty fee is 6% of gross sales.

Steps to ownership

INNOVATIVE

Sport Surfacing

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

i9 Sports
Youth sports leagues, camps, and clinics

STARTUP COST
$59.9K-$69.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
201/1

Ivybrook Academy
Preschool

STARTUP COST
$365K-$525K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
22/1

Ivy Kids Systems
Childcare and early learning

STARTUP COST
$1.1M-$5.4M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/5

JEI Learning Center
Individualized supplemental education

STARTUP COST
$59K-$109.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
180/247

Jovie
Childcare, nanny placement, babysitting

STARTUP COST
$105K-$163K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
181/18

Kidcreate Studio
Children's art enrichment

STARTUP COST
$64.5K-$295.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
19/2

Kiddie Academy
Educational childcare

STARTUP COST
$370K-$6.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
300/1

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

STARTUP COST
$261.3K-$449.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
20/1

KidzArt
Art-education programs, products, and services

STARTUP COST
$23.8K-$37.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/0

Kinderdance
Children's dance, gymnastics, movement, fitness, and yoga programs

STARTUP COST
$18.2K-$47.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
228/3

KLA Schools
Preschool/childcare

STARTUP COST
$1.1M-$5.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
17/7

The Knight School
Chess enrichment activities

STARTUP COST
$450-$25.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
18/2

Kumon
Supplemental education

STARTUP COST
$67.4K-$145.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26,486/41

LeafSpring Schools
Educational childcare

STARTUP COST
$4.9M-$8.96M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/1

The Learning Experience Academy of Early Education
Preschool/educational childcare

STARTUP COST
$589.4K-$5.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
287/41

LearningRx
One-on-one cognitive training for all ages

STARTUP COST
$125K-$175K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
44/1

Lightbridge Academy
Childcare/early learning

STARTUP COST
$621.2KK-$5.1M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
47/17

The Little Gym
Child-development/fitness programs

STARTUP COST
$320.1K-$508.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
345/0

Little Kickers
Preschool soccer programs

STARTUP COST
$25.2K-$37.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
339/2

Little Kitchen Academy
Children's cooking classes

STARTUP COST
$382K-$640.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
11/2

Little Medical School
Healthcare-themed after-school and summer camp programs

STARTUP COST
$38.2K-$221.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
38/1

Little Yogis Academy
Yoga-based programs for children and teens

STARTUP COST
$29.7K-$42.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/2

Mathnasium
Math tutoring

STARTUP COST
$112.9K-$149.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,105/3

Mighty Kicks
Mobile soccer programs for ages 2 to 8

STARTUP COST
$20.5K-$30.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
27/2

Nutty Scientists
Science enrichment and entertainment programs

STARTUP COST
$35.5K-$149.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
309/4

N Zone Sports
Sports leagues and preschool programs for ages 3 to 16

STARTUP COST
$41.1K-$58.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
53/0

Overtime Athletics
Youth sports programs

STARTUP COST
$45.9K-$73K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
36/0

Parker-Anderson Enrichment
Enrichment programs

STARTUP COST
$50.98K-$116.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
17/1

Prepaze Academy
In-person and online tutoring

STARTUP COST
$156.5K-$318.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Primrose Schools
Educational childcare

STARTUP COST
$651.9K-$8.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
472/0

Redline Athletics
Fitness and athletic training for ages 8 to 18

STARTUP COST
$350K-$700K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
51/0

Rockstars of Tomorrow
Music lessons and music equipment

STARTUP COST
$169.7K-$453.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
4/3

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES **2023**

SafeSplash/SwimLabs/Swimtastic
Child and adult swimming lessons, parties, summer camps
STARTUP COST
$47.5K-$2.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
176/16

School of Rock
Music education
STARTUP COST
$395.8K-$537.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
275/46

Seashore Academy
Private education
STARTUP COST
$98.2K-$275.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Six Pixels Studios
STEAM classes, camps, special events, and parties
STARTUP COST
$33.7K-$75.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/1

Skill Samurai
STEM and coding academies
STARTUP COST
$104.1K-$307.95K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/0

Skyhawks Sports & Supertots Sports Academy
Children's fitness programs
STARTUP COST
$30.3K-$89.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
157/74

Snapology
STEAM education programs
STARTUP COST
$73.7K-$497.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
160/3

Soccer Shots
Soccer programs for ages 2 to 8
STARTUP COST
$43K-$55.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
257/12

SCHOOL OF ROCK

STEM For Kids
Biomed, coding, and engineering programs for ages 4 to 14
STARTUP COST
$49.5K-$83.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
130/5

Stemtree
Science, coding, robotics, electronics, and math programs
STARTUP COST
$83.8K-$179.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/1

Sticky Fingers Cooking
Mobile cooking schools for children
STARTUP COST
$77.4K-$125.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/5

Super Soccer Stars
Soccer programs
STARTUP COST
$68.1K-$89.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/13

Sylvan Learning
Supplemental education, STEM camps, college prep
STARTUP COST
$98.1K-$199.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
556/6

Talk to the Camera
STEAM-based filmmaking and video creation enrichment programs
STARTUP COST
$48.3K-$65.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/4

Taste Buds Kitchen
Cooking classes, camps, and parties for children and adults
STARTUP COST
$368.2K-$556.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
10/2

TGA Premier Sports
Youth sports programs
STARTUP COST
$33.8K-$125.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
76/7

Tierra Encantada
Spanish immersion daycare and preschool
STARTUP COST
$1.5M-$2.9M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/9

Tippi Toes
Children's dance classes
STARTUP COST
$51.1K-$69.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
33/0

Tutor Doctor
Tutoring
STARTUP COST
$94.3K-$138.99K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
734/0

Tutu School
Children's ballet schools
STARTUP COST
$88.6K-$150.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
54/3

Twinkle Star Dance Academy
Dance studios for ages 2 to teens
STARTUP COST
$104.4K-$167.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/4

USA Ninja Challenge
Youth fitness programs
STARTUP COST
$276.8K-$376.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
19/0

Wize Computing Academy
Coding, robotics, and design classes, camps, and competition prep
STARTUP COST
$40K-$70K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
17/2

XP League
Youth esports leagues
STARTUP COST
$58.2K-$224.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
29/0

Young Chefs Academy
Cooking schools for children and adults
STARTUP COST
$140.4K-$196K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26/1

Young Rembrandts
Drawing classes for ages 3 to 12
STARTUP COST
$45.5K-$53.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
55/0

PHOTOGRAPH BY MICHAEL DELEON PHOTOGRAPHY/SCHOOL OF ROCK

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

FITNESS

The last few years were challenging for the fitness industry, but the businesses that survived lockdowns have come out stronger—and are ready to help customers old and new take off those pandemic pounds. Boutique concepts seem especially poised for success going forward.

CYCLE BAR

AKT
Dance cardio and strength fitness studios
STARTUP COST
$320.6K-$495.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
31/1

Anytime Fitness
Fitness centers
STARTUP COST
$381.6K-$783.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5,056/16

The Bar Method
Barre fitness studios
STARTUP COST
$237.6K-$499.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
82/1

The Barre Code
Barre-based fitness and workout studios
STARTUP COST
$268.2K-$420.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/3

Basecamp Fitness
Fitness studios
STARTUP COST
$435.9K-$846.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/5

Bodybar Pilates
Reformer Pilates studios
STARTUP COST
$310.4K-$588.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/0

Body Fit Training
Functional fitness training
STARTUP COST
$362.7K-$548.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
195/0

Body20
Fitness training using electrical muscle stimulation
STARTUP COST
$409K-$478.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
15/1

Burn Boot Camp
Gyms
STARTUP COST
$200.3K-$486.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
310/9

The Camp Transformation Center
Fitness/weight-loss services
STARTUP COST
$238K-$336K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
107/3

Club Pilates
Reformer Pilates classes
STARTUP COST
$185.8K-$388.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
750/0

Crunch
Fitness centers
STARTUP COST
$398.5K-$6.99M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
360/48

CycleBar
Indoor cycling classes
STARTUP COST
$346.9K-$487.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
260/3

Discover Strength
Personalized strength training
STARTUP COST
$322K-$502K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/6

D1 Training
Athletic training
STARTUP COST
$127.5K-$634.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
77/0

Eat The Frog Fitness
Fitness studios
STARTUP COST
$384K-$631K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
27/1

Elite Home Fitness
In-home personal training; small group training; corporate wellness
STARTUP COST
$69K-$135.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

The Exercise Coach
Personal training
STARTUP COST
$148.4K-$381.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
199/0

F45 Training
Fitness studios
STARTUP COST
$350.2K-$565.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,749/0

Fitness Premier 24/7 Clubs
Fitness and wellness facilities
STARTUP COST
$279.8K-$575.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
15/2

Gold's Gym
Health and fitness centers
STARTUP COST
$1.5M-$3.6M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
529/67

The Gravity Vault
Indoor rock-climbing gyms
STARTUP COST
$1.2M-$3.3M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/4

GYMGUYZ
Mobile personal training
STARTUP COST
$82.6K-$147.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
156/1

PHOTOGRAPH COURTESY OF CYCLEBAR FRANCHISING LLC.

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LISTINGS

HOTTEST BUSINESS OPPORTUNITIES 2023

HiitCore Fitness
High-intensity interval-based workouts
STARTUP COST
$157.8K-$240.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

iFlex Stretch Studios
Assisted stretching
STARTUP COST
$169.4K-$293.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

iLoveKickboxing
Kickboxing fitness classes
STARTUP COST
$218.9K-$499.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
91/0

Iron BodyFit
Fitness studios using electrical muscle stimulation
STARTUP COST
$251.3K-$440K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
115/1

ISI Elite Training
Athletic-based conditioning fitness programs
STARTUP COST
$295.6K-$495.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/5

Jabz Boxing
Boxing fitness studios
STARTUP COST
$196.3K-$337.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/1

Jazzercise
Dance fitness classes
STARTUP COST
$2.4K-$21.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7,759/2

KickHouse
Kickboxing fitness studios
STARTUP COST
$104.5K-$495K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26/0

F45 TRAINING

Legends Boxing
Boxing fitness programs
STARTUP COST
$220.3K-$573.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
16/1

MADabolic
Strength-based fitness gyms
STARTUP COST
$308.8K-$603.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
21/0

Mayweather Boxing + Fitness
Boxing group fitness
STARTUP COST
$299.7K-$595.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
48/3

Meld Fitness + Wellness
Personal training
STARTUP COST
$119.9K-$272.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Moms on the Run
Fitness programs for women
STARTUP COST
$8.1K-$15.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
37/12

Neighborhood Barre
Barre fitness classes, apparel, merchandise
STARTUP COST
$78.1K-$248K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
22/2

9Round Fitness
Kickboxing fitness circuit-training studios
STARTUP COST
$113.3K-$266.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
596/6

Orangetheory Fitness
Heart-rate-based group interval workout classes
STARTUP COST
$589.1K-$1.6M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,489/21

Oxygen Yoga & Fitness
Yoga and fitness classes
STARTUP COST
$300K-$450K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
64/0

P-Fit the Platinum Standard of Fitness
Fitness, health, and weight-control services
STARTUP COST
$155.5K-$370K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/3

Planet Fitness
Fitness clubs
STARTUP COST
$1.6M-$4.9M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2,091/233

Powerflex Gym
Fitness training facilities
STARTUP COST
$193.1K-$314.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/4

Pulse Performance
Personal training using electrical muscle stimulation
STARTUP COST
$227.3K-$491.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Pure Barre
Barre fitness classes and apparel
STARTUP COST
$214.3K-$457.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
619/2

Retro Fitness
Health clubs
STARTUP COST
$1.3M-$2.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
89/0

RockBox Fitness
Boxing, kickboxing, and functional strength training fitness studios
STARTUP COST
$252.3K-$588.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
40/0

Row House
Indoor rowing classes
STARTUP COST
$247.1K-$483.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
86/7

Rumble Boxing
Boxing fitness studios
STARTUP COST
$393.7K-$4M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
23/0

Send Me A Pro
In-home services
STARTUP COST
$49.1K-$84.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
57/0

PHOTOGRAPH COURTESY OF F45 TRAINING

LISTINGS

HOTTEST BUSINESS OPPORTUNITIES **2023**

Snap Fitness
24-hour fitness centers

STARTUP COST
$354.7K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,022/29

Special Strong
Adaptive fitness for individuals with physical, mental, and cognitive challenges

STARTUP COST
$56.9K-$68.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/1

Spenga
Fitness studios

STARTUP COST
$288.6K-$858.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
63/1

StretchLab
Assisted stretching

STARTUP COST
$160.3K-$299.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
208/0

StretchMed
Assisted stretching

STARTUP COST
$86.7K-$182.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/1

Stretch Zone
Assisted stretching

STARTUP COST
$107.5K-$209.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
202/3

Stride Fitness
Treadmill-based interval training

STARTUP COST
$372.4K-$533.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
16/0

Striking Beauties
Women's boxing and fitness studios

STARTUP COST
$169.1K-$253.95K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1

Studio Pilates
Reformer Pilates studios

STARTUP COST
$286K-$563.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
64/4

Studio 30, The Kettlebell Fit Club
Fitness studios

STARTUP COST
$44.3K-$84.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Sweat440
Fitness studios

STARTUP COST
$262.9K-$597.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
10/2

TBT Gym
Family-friendly gyms

STARTUP COST
$127.5K-$379.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

30 Minute Hit
Boxing/kickboxing circuit-training programs for women

STARTUP COST
$123.2K-$325.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
76/0

Training Mate
Gyms

STARTUP COST
$181K-$346.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Workout Anytime 24/7
24-hour health clubs

STARTUP COST
$967.4K-$2.1M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
181/0

YogaSix
Yoga studios

STARTUP COST
$294.8K-$499.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
154/1

HEALTH & WELLNESS

Health is more top-of-mind than ever for most people, and the number of franchise concepts tapping into this trend has expanded greatly in the last few years. In particular, alternative wellness offerings such as CBD, cryotherapy, IV therapy, and massage therapy are gaining ground through franchising.

Ageless Forever Institute
Cosmetic and body fitness therapies and medical aesthetic procedures

STARTUP COST
$403.5K-$784.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

American Family Care
Urgent care/primary care centers

STARTUP COST
$1.1M-$1.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
205/79

Amramp Accessibility
Wheelchair ramp rentals and sales; other accessibility solutions

STARTUP COST
$130.8K-$211.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
53/2

Any Lab Test Now
Health and wellness, drug and alcohol, and DNA lab testing services

STARTUP COST
$133.9K-$227.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
220/8

ApexNetwork Physical Therapy
Physical therapy

STARTUP COST
$149.2K-$347.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
29/61

ARCpoint Labs
Medical testing

STARTUP COST
$103.9K-$308.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
112/5

Array Skin Therapy
Narrowband UVB light therapy

STARTUP COST
$139K-$195K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/5

Back Solutions Clinic
Physical therapy and exercise to relieve back and neck pain

STARTUP COST
$60.9K-$109.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/0

BeBalanced Hormone Weight Loss Centers
Weight-loss and wellness services

STARTUP COST
$155.7K-$208.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
26/1

beem Light Sauna
Infrared sauna suites, red light therapy rooms, related services/products

STARTUP COST
$187.4K-$442.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Beverly Hills Rejuvenation
Medical aesthetic, health, and wellness services

STARTUP COST
$698.6K-$1.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/5

Bodenvy
Body sculpting services; weight management and nutrition supplements and products

STARTUP COST
$713.8K-$1.9M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

BodyWorkz
Chiropractic, acupuncture, and massage services

STARTUP COST
$127K-$197K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

LISTINGS

Cereset
Neurotechnology to assist with relaxation, self-improvement, sleep, and mood stability

STARTUP COST
$104.4K-$226.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
43/2

CROM Rehabilitation
Physical therapy and related services

STARTUP COST
$327.1K-$608.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

The DripBar
IV vitamin therapy

STARTUP COST
$136.5K-$338.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
28/1

Elements Massage
Therapeutic massage services

STARTUP COST
$332.8K-$559.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
242/2

Ellie Mental Health
Outpatient mental health services

STARTUP COST
$138.8K-$404.96K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/18

Facial Mania Med Spa
Spa, esthetic, and med spa services

STARTUP COST
$260.3K-$698.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/2

Fastest Labs
Drug, alcohol, and DNA testing, background screening

STARTUP COST
$91.2K-$122.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
74/1

Florida Anesthesiology & Pain Clinic
Pain management

STARTUP COST
$186K-$321.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/7

4Ever Young
Preventative health, wellness, and aesthetic services

STARTUP COST
$325K-$535K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/3

Franny's Farmacy
CBD products and accessories

STARTUP COST
$135.95K-$263.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/3

Fyzical Therapy & Balance Centers
Physical therapy, balance and vestibular therapy, preventive wellness services

STARTUP COST
$180.8K-$473K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
416/57

GameDay Men's Health
Men's hormone replacement, erectile-dysfunction therapy, and aesthetic services

STARTUP COST
$185.3K-$556.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

The Good Feet Store
Arch supports, related products

STARTUP COST
$137.2K-$396.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
184/23

GreenLight Mobility
Home modifications for safety and accessibility

STARTUP COST
$94.8K-$138.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1

Hand & Stone Massage and Facial Spa
Massage, facial, and waxing services

STARTUP COST
$591.2K-$740.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
524/15

Health Atlast
Medical care, chiropractic care, physical therapy, acupuncture, massage therapy, vitamin injections

STARTUP COST
$121.8K-$304K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
10/1

HealthSource America's Chiropractor
Chiropractic, rehabilitation, spinal decompression, laser therapy, and wellness services and products

STARTUP COST
$61.1K-$344.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
149/0

Hydrate IV Bar
IV therapy spas

STARTUP COST
$213.6K-$424.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/4

PHOTOGRAPH COURTESY OF MASSAGE LUXE INTERNATIONAL, LLC.

iCryo
Cryotherapy, body sculpting, IV infusions and vitamin shots, light therapy, pain management and recovery services
STARTUP COST
$427.5K-$1.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
20/3

The Joint Chiropractic
Chiropractic services
STARTUP COST
$215.3K-$476.99K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
724/127

LaVida Massage
Massage and wellness services
STARTUP COST
$293.3K-$499.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
47/3

Let Mommy Sleep
In-home newborn and postpartum care
STARTUP COST
$38.6K-$57.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/0

Lifeologie
Mental-health therapy services
STARTUP COST
$85K-$150K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/2

Little Red Day Spa
Spa services for couples
STARTUP COST
$334.7K-$558.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Massage Envy
Massage therapy, stretch therapy, skin care, facials
STARTUP COST
$614.9K-$927K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,103/0

Massage Heights
Therapeutic massage and facial services
STARTUP COST
$452.4K-$532.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
115/3

MassageLuXe
Therapeutic massage, facials, waxing
STARTUP COST
$387.8K-$732.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
74/0

Miracle Leaf Health Centers
Health centers providing medical marijuana cards
STARTUP COST
$140.4K-$201.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
38/3

Mobility City
Mobility equipment repair, rentals, and sales
STARTUP COST
$146.9K-$376.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
32/1

Mobility Plus
Sales, rentals, installations, and repairs of mobility products
STARTUP COST
$249.99K-$391.99K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
60/0

My Eyelab
Eye care and eyewear
STARTUP COST
$299.9K-$601.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
86/71

Nani Massage
Massage services
STARTUP COST
$206.3K-$360.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Natural Life
CBD, kratom, kava, and related products
STARTUP COST
$191.9K-$306.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/4

Natural Rejuvenation MedSpa
Skincare and body contouring
STARTUP COST
$555K-$868.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Next Day Access
Sales and rentals of accessibility and mobility products
STARTUP COST
$144.2K-$261.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
22/2

The Now Massage
Massage services
STARTUP COST
$477.5K-$819.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
41/4

NuSpine Chiropractic
Chiropractic and hydrotherapy services
STARTUP COST
$207.9K-$377.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
16/1

NutritionHQ.
Health, weight-loss, and sports nutrition supplements and related products
STARTUP COST
$172.5K-$290.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/1

100% Chiropractic
Chiropractic services, massage therapy, nutritional supplements
STARTUP COST
$331.1K-$694.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
97/4

101 Mobility
Mobility and accessibility equipment sales and services
STARTUP COST
$120.8K-$218.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
181/15

On Point Acupuncture and Wellness Center
Acupuncture, massage, and yoga wellness centers
STARTUP COST
$101.3K-$173.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Pearle Vision
Eye care and eyewear
STARTUP COST
$70.2K-$978.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
460/111

Perspire Sauna Studio
Infrared and red-light-therapy sauna studios
STARTUP COST
$444.1K-$590.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/0

Physical Therapy Now
Physical therapy
STARTUP COST
$183.9K-$308.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
39/6

Profile Plan Nutrition + Wellness
Weight-loss and wellness services
STARTUP COST
$399K-$656K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
31/36

QC Kinetix
Regenerative medicine and non-surgical pain management therapies
STARTUP COST
$220.1K-$328.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
128/10

Relax The Back
Wellness and back-related equipment, furniture, and products
STARTUP COST
$186.6K-$381.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
79/2

Restore Hyper Wellness
Wellness services
STARTUP COST
$641.96K-$1.2M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
138/17

The Salt Suite
Salt therapy
STARTUP COST
$218.2K-$467.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7/1

LISTINGS

Saunatica
Far infrared saunas, red-light therapy, halotherapy
STARTUP COST
$396.2K-$597.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Skinovatio Medical Spa
Medical spas
STARTUP COST
$124.9K-$196.97K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/1

Smokers Goods
CBD dispensary
STARTUP COST
$134K-$242.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Spavia Day Spa
Massage, facials, waxing, skin care
STARTUP COST
$295.5K-$595.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
52/0

Squeeze
Massages
STARTUP COST
$493.6K-$662.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Success on the Spectrum
Autism treatment services for children and young adults
STARTUP COST
$265.1K-$719.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/2

The Tox
Detox and massage services and related products
STARTUP COST
$213.7K-$362.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/12

True REST Spa
Floatation therapy
STARTUP COST
$368.4K-$857.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
43/3

VIO Med Spa
Skincare, cosmetic health, and wellness products and services
STARTUP COST
$938K-$1.2M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/1

The Vitamin Shoppe
Vitamins, minerals, supplements, sport nutrition products
STARTUP COST
$492.9K-$944.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
30/675

Weighless MD
Weight-loss and wellness centers
STARTUP COST
$114.3K-$196.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Woodhouse Spa
Spa treatments
STARTUP COST
$1.4M-$2.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
74/2

Your CBD Store
CBD stores
STARTUP COST
$69.8K-$90.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
275/0

Zen Massage
Massage and skin care services
STARTUP COST
$132.3K-$275.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/0

Zion Healing Centers
Mental and behavioral health services
STARTUP COST
$320.2K-$508.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7/1

Zivel
Cryotherapy, float therapy, infrared sauna, cryoskin
STARTUP COST
$271.9K-$510.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/2

MEXICAN FOOD

Americans are said to eat more than 4.5 billion tacos every year, and the popularity of tacos—and burritos, nachos, fajitas, and more—keeps on growing. Franchises serving up these dishes (and some creative spins on them) keep on growing as well.

Barberitos
Southwestern food
STARTUP COST
$159.2K-$584.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
42/3

Blue Margaritas
Mexican food
STARTUP COST
$206.6K-$371.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Bubbakoo's Burritos
Mexican food
STARTUP COST
$316K-$672K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
73/13

Burrito Shak
Burritos, tacos, quesadillas, nachos
STARTUP COST
$324.7K-$797K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/1

Cantina Laredo
Mexican restaurants
STARTUP COST
$1.9M-$2.6M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
10/9

Carnitas el Taste
Mexican food
STARTUP COST
$195.5K-$347.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Chino-Mex
Mexican food and Chinese food
STARTUP COST
$170.7K-$410.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Chronic Tacos
Mexican food
STARTUP COST
$294K-$886K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
43/6

Del Taco
Mexican/American food
STARTUP COST
$862.7K-$2.4M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
306/294

Fajita Kings
Latin-American and American food
STARTUP COST
$318.8K-$546K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Fatima's Grill
Lebanese-Mexican fusion food
STARTUP COST
$175.6K-$297.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Fuzzy's Taco Shop
Baja-style Mexican food
STARTUP COST
$370.5K-$1.2M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
134/3

Jose Chiquito
Mexican and American food
STARTUP COST
$113.2K-$164.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

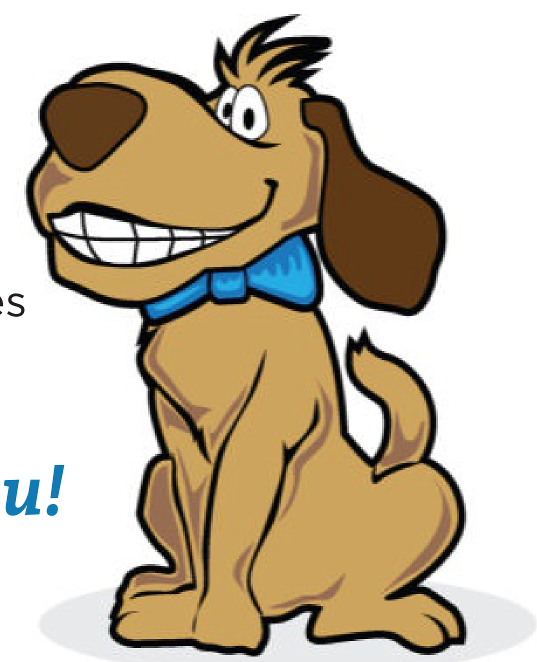
Moe's Southwest Grill
Mexican food
STARTUP COST
$566.3K-$1.6M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
641/1

Turn Your Passion For Pets
Into A Business Strategy

Searching for more?

- More Family Time
- More Freedom
- More Wealth
- More Opportunities

...then this is a business for you!



Pet Butler takes great pride in Serving Pets and Their People. Pet Butler businesses provide **Pet Waste Removal, Pet Care and Pet Shuttle Services** for residential and commercial customers.

If you enjoy working with pets and would like to partner with an organization that shares that passion, this may be the business for you. Learn more about the recurring revenue, and a fun active lifestyle that is a part of Pet Butler ownership.

Call or Text
815.977.7970
franinfo@petbutler.com
www.PetButlerFranchise.com

PetButler®
Serving Pets & Their People

*See 2023 FDD for details

LISTINGS

QDOBA MEXICAN EATS

On the Border
Mexican and Tex-Mex restaurants
STARTUP COST
$2.5M-$4.3M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
25/109

Ori'Zaba's Scratch Mexican Grill
Mexican food
STARTUP COST
$379.6K-$793.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/1

Pancheros
Mexican food
STARTUP COST
$460.8K-$1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
45/27

Qdoba Mexican Eats
Mexican food
STARTUP COST
$476.8K-$1.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
354/289

Quesada Burritos & Tacos
Mexican food
STARTUP COST
$243.5K-$415.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
170/2

Quesadilla Gorilla
Quesadillas
STARTUP COST
$417.3K-$772.1K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/4

Rusty Taco
Tacos
STARTUP COST
$531.9K-$897.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
32/4

Sr. Ozzy's
Mexican food
STARTUP COST
$163.5K-$329.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Taco Bell
Mexican-inspired food
STARTUP COST
$575.6K-$3.4M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7,435/465

Taco Casa
Mexican food
STARTUP COST
$615K-$2.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
91/0

Taco John's
Mexican food
STARTUP COST
$603K-$1.96M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
364/5

The Taco Spot
Tacos
STARTUP COST
$177.9K-$294K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/4

Taco Works
Mexican food
STARTUP COST
$134.8K-$290.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/5

Talkin' Tacos
Mexican food
STARTUP COST
$256K-$560K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Tio Juan's Margaritas Mexican Restaurant
Mexican restaurants and bars
STARTUP COST
$1.5M-$2.8M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7/19

Uberrito Fresh Mex
Mexican food
STARTUP COST
$151.1K-$985K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/3

PETS

No matter the economic conditions, people never seem to skimp on spending for their furry, feathered, and scaly friends. The American Pet Products Association reports that the pet industry hit a record $136.8 billion in sales in 2022, and it projects that number will be even higher in 2023.

Aussie Pet Mobile
Mobile pet grooming
STARTUP COST
$179.98K-$198.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
78/0

Bark Busters Home Dog Training
In-home dog training
STARTUP COST
$65.7K-$99.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
124/0

Bubbly Paws
Pet grooming and self-service pet washing
STARTUP COST
$197.4K-$370.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/5

Camp Bow Wow
Dog daycare, boarding, training, grooming
STARTUP COST
$928K-$1.7M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
195/7

Central Bark
Dog daycare
STARTUP COST
$552.8K-$934.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
35/0

PHOTOGRAPH COURTESY OF QDOBA MEXICAN EATS

PHOTOGRAPH BY ERIK WEBER - WEST CHESTER VIEWS/SALTY PAWS

Dogdrop
On-demand dog daycare
STARTUP COST
$259.4K-$425.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

The Dog Stop
Dog care services and products
STARTUP COST
$289.5K-$813.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
18/4

Dogtopia
Dog daycare, boarding, and spa services
STARTUP COST
$688.3K-$1.8M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
226/2

Dog Training Elite
Dog training
STARTUP COST
$126.9K-$147.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
243/10

Doo Doo Blues
Pet waste removal
STARTUP COST
$39.2K-$78K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

DoodyCalls
Pet waste management
STARTUP COST
$73K-$91.99K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
68/2

EarthWise Pet
Pet food and supplies, daycare, grooming, self-wash, training, walking
STARTUP COST
$214.5K-$1.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
152/1

Happy Cat Hotels & Spas
Luxury cat boarding, grooming, and retail
STARTUP COST
$303.5K-$428K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/2

Hot Diggity Dog Resort
Dog boarding, daycare, training, and grooming
STARTUP COST
$319.1K-$468.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Hounds Town USA
Dog daycare, pet boarding, pet grooming
STARTUP COST
$358.9K-$770K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
31/1

K9 Resorts Luxury Pet Hotel
Luxury dog daycare and boarding
STARTUP COST
$1.1M-$2M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/5

Pet Butler
Pet waste removal
STARTUP COST
$36.96K-$44.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
35/2

Pet Evolution
Healthy pet food, pet products, grooming, self-wash stations
STARTUP COST
$498.5K-$676.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/2

Petland
Pets, pet supplies, boarding, daycare, grooming
STARTUP COST
$300.5K-$1.1M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
222/27

Pet Passages
Pet funeral and cremation services and products
STARTUP COST
$45.5K-$405K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
11/2

Pet Supplies Plus
Pet food and supplies, pets, bathing/grooming services
STARTUP COST
$454.9K-$1.5M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
428/234

Pet Wants
Natural pet-food stores/delivery
STARTUP COST
$70.3K-$202K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
146/0

PetWellClinic
Walk-in pet clinics
STARTUP COST
$203.9K-$487.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
10/4

The Poo Crew
Dog waste removal and waste-bag distribution
STARTUP COST
$80.1K-$150K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Salty Dawg Pet Salon
Dog grooming, food, treats, and accessories
STARTUP COST
$145.3K-$414K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Salty Paws
Dog ice cream shops
STARTUP COST
$99.3K-$175.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/2

Scenthound
Routine dog care and grooming services
STARTUP COST
$311.2K-$485.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
44/5

Scoop Soldiers
Pet waste removal
STARTUP COST
$61.3K-$111.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
21/13

See Spot Grooming
Pet grooming
STARTUP COST
$150.4K-$252.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/3

Sit Means Sit Dog Training
Dog training
STARTUP COST
$29.3K-$128.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
157/0

Three Dog Bakery
Baked goods for dogs, dog food and treats, accessories
STARTUP COST
$285.9K-$404.96K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
44/2

LISTINGS

Vanity Fur
Mobile pet grooming services and products

STARTUP COST
$73.7K-$92.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Wag N' Wash
Self-service pet bathing, grooming, pet supplies

STARTUP COST
$296.7K-$960.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
14/0

Wild Birds Unlimited
Bird-feeding supplies and nature gift items

STARTUP COST
$197.9K-$325.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
357/0

Woof Gang Bakery & Grooming
Pet stores and pet grooming

STARTUP COST
$155.3K-$280.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
155/0

Woofie's
Pet sitting, dog walking, mobile pet grooming

STARTUP COST
$125.3K-$209.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/1

Zoomin Groomin
Mobile pet grooming

STARTUP COST
$52.9K-$147.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/0

Zoom Room
Indoor dog training and socialization, pet products

STARTUP COST
$271.7K-$407.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
37/1

RECREATION

Our world is full of stress, so everyone deserves a chance to escape and relax. Perhaps that's why these franchises are booming—helping create some family-friendly fun (adventure parks and campgrounds!) or just new ways for adults to blow off steam (with ax-throwing, rage rooms, brewery tours, and more).

Altitude Trampoline Park
Family entertainment centers

STARTUP COST
$1.5M-$3.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
81/2

American Poolplayers Association
Recreational billiard leagues

STARTUP COST
$22.9K-$29.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
332/6

AR Workshop
DIY home decor workshops, parties, and kits; gift boutiques

STARTUP COST
$89.7K-$164.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
137/1

Blue Ox Axe Throwing
Indoor ax-throwing

STARTUP COST
$94.4K-$174.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/2

Board & Brush Creative Studio
DIY wood-sign workshops

STARTUP COST
$64.6K-$93.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
252/3

Bud's Place
Social cannabis consumption lounges

STARTUP COST
$600.4K-$1.4M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/0

Buzz Worthy Pub Trivia
Hosted trivia and game events for bars, fundraisers, and private parties

STARTUP COST
$25.95K-$38.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

SKY ZONE

Child's Play Challenge Courses
Portable obstacle courses

STARTUP COST
$140.5K-$186K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

City Brew Tours
Educational craft brewery tours

STARTUP COST
$68.2K-$91.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
6/11

Complete Weddings & Events
Event photography, DJ, video, photo-booth, and coordination services

STARTUP COST
$56.8K-$81.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
107/2

Craft Axe Throwing
Ax-throwing venues

STARTUP COST
$116.97K-$528.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/12

Creatif
DIY art projects, art classes, parties, summer camps, kits

STARTUP COST
$209.9K-$340.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Cruise Planners
Travel agencies

STARTUP COST
$6.99K-$23K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2,584/1

Ctrl V
Virtual reality arcades

STARTUP COST
$178.3K-$272.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
9/1

Damn Good Beer Bus
Guided brewery tours and charter services

STARTUP COST
$52.2K-$136.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

PHOTOGRAPH COURTESY OF SKY ZONE

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*Figure reflects the average annual gross sales for 77 Pollo Campero Restaurants (60 corporate and 17 franchise) in the system that were open in the United States during the measured period from January 1, 2021 through December 31, 2022, as published in item 19 or of our June 13, 2022 Franchise Disclosure Document. Of these 77 restaurants, 32 (41.5%) had higher gross sales during the reported period (9, or 52.9%, of franchise restaurants and 23, or 38.3%, of corporate restaurants). The financial performance representation contained in Item 19 of our June 13, 2022 Franchise Disclosure Agreement, also includes the average and median annual gross sales information (1) separately for all franchised Pollo Campero Restaurants, and (2) separately for all company-owned Pollo Campero Restaurants as well as median annual gross sales for all Pollo Campero Restaurants, in operation in the United States during the referenced period. A new franchisee's resuts may differ from the represented performance. There is no assurance that you will do as well and you must accept that risk.

LISTINGS

Dart Wars
Indoor Nerf battle arenas

STARTUP COST
$228.1K-$553K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Deja Hue Art
Paint-and-sip studios

STARTUP COST
$48.8K-$74.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Destination Athlete
Equipment, apparel, fundraising, and performance solutions for youth, high school, and college athletic teams

STARTUP COST
$28.3K-$93.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
207/0

DivaDance
Dance classes and parties for adults

STARTUP COST
$42.3K-$65.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
23/4

Dream Vacations
Travel agencies

STARTUP COST
$1.8K-$21K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1,618/0

Duff's Cakemix
DIY cake and cupcake decorating studios

STARTUP COST
$271.8K-$414.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

810 Billiards & Bowling
Bowling, billiards, restaurant and bar

STARTUP COST
$1.1M-$2.2M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/6

Escapology
Escape rooms

STARTUP COST
$186.9K-$698.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
52/7

Expedia Cruises
Retail travel agencies

STARTUP COST
$167.3K-$292.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
246/0

Flexirocks
Installation of rubber flooring and pour-in-place playgrounds

STARTUP COST
$76.4K-$138.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

The Foam Garage
Foam party venues and equipment rentals

STARTUP COST
$75K-$500K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Freedom Boat Club
Membership boat clubs

STARTUP COST
$222.5K-$500.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
247/117

Freedom Fun USA
Mobile party and event services

STARTUP COST
$67.3K-$140.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/1

FunBox
Outdoor bounce parks and indoor inflatable amusement parks

STARTUP COST
$434.9K-$682.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/4

Get Up And Go Kayaking
Guided clear kayak tours

STARTUP COST
$53.6K-$87.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
21/2

Gigglewaters
Restaurants with bars and movie theaters; food trucks

STARTUP COST
$685.5K-$1.1M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/2

Hawaii Fluid Art
DIY art studios

STARTUP COST
$113.3K-$194.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
8/3

Infinite Events
Wedding and event planning

STARTUP COST
$43.2K-$69.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/3

Innovative Sport Surfacing
Playground equipment and safety surfacing

STARTUP COST
$238.1K-$532.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

iSmash
Entertainment centers offering rage rooms, splatter paint, and ax-throwing

STARTUP COST
$171.5K-$563.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/2

Kampgrounds of America (KOA)
Campgrounds and RV Parks

STARTUP COST
$441.95K-$12.7M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
457/47

Launch Entertainment
Family entertainment centers

STARTUP COST
$1.9M-$4.5M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
18/5

Museum of Illusions
Interactive illusions museums

STARTUP COST
$450K-$3.7M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
39/1

My Backyard Sports
Residential and commercial custom sport facility design and installation

STARTUP COST
$104.4K-$180.7K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/1

Nautical Boat Club
Membership boat clubs

STARTUP COST
$551.4K-$936.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
21/0

Ninja Nation
Obstacle course arenas for youth and adults

STARTUP COST
$791.5K-$1.3M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/3

Painting with a Twist
Paint-and-sip studios

STARTUP COST
$121.5K-$261K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
224/1

Pinspiration
DIY studios

STARTUP COST
$108.9K-$228K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
32/1

Play It Again Sports
New and used sporting goods/equipment

STARTUP COST
$292.5K-$401.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
284/0

Shoot Indoors
Indoor shooting ranges

STARTUP COST
$661.3K-$1.6M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
4/0

Sky Zone
Trampoline parks/entertainment centers

STARTUP COST
$2.3M-$2.8M

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
139/41

Smash Labs Rage Rooms
Rage rooms and ax-throwing
STARTUP COST
$128.5K-$182.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Snip-its Haircuts for Kids
Children's hair salons, party services
STARTUP COST
$168.1K-$281.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
43/1

Stumpy's Hatchet House
Ax-throwing venues
STARTUP COST
$313.96K-$451.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
30/2

Sweet & Sassy
Children's salon, spa, and party services
STARTUP COST
$274.1K-$475.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
13/1

Team Up Athletics
Team sport jerseys, apparel, and equipment
STARTUP COST
$71.5K-$239.2K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
5/1

Urban Air Adventure Park
Adventure parks
STARTUP COST
$3.4M-$7.2M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
155/4

X-Golf
Indoor golf entertainment centers
STARTUP COST
$609.7K-$1.4M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
59/0

Yogi Bear's Jellystone Park Camp-Resorts
Family camping resorts
STARTUP COST
$108K-$11.3M
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
82/0

RESTORATION

What do water, fire, smoke, and mold have in common? They can be messy disasters—and they'll happen regardless of economic conditions. That's why restoration is often touted as a recession-resistant industry, and why the category is expected to see continued strong growth.

AdvantaClean
Residential and commercial restoration services
STARTUP COST
$166.9K-$258.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
165/1

Affordable Remediation
Mold remediation, water evacuation, trauma- and crime-scene cleanup
STARTUP COST
$183K-$235.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

All Dry Services
Water and mold remediation and restoration
STARTUP COST
$86.9K-$212K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
115/1

Bio-One
Crime-scene and trauma-scene cleaning
STARTUP COST
$105.4K-$153.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
125/0

Blue Kangaroo Packoutz
Contents restoration
STARTUP COST
$177.9K-$381.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
16/1

Disaster Blaster
Property damage mitigation and reconstruction
STARTUP COST
$136.3K-$242.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

DRYmedic Restoration Services
Residential and commercial restoration services
STARTUP COST
$133.5K-$317K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
27/16

Green Restoration
Restoration and cleaning
STARTUP COST
$35K-$275.3K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2/0

911 Restoration
Residential and commercial property restoration
STARTUP COST
$83.6K-$227.4K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
258/6

1-800-Textiles
Textile restoration
STARTUP COST
$70.5K-$922.5K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
45/0

1-800-Packouts
Contents packing, cleaning, storage, and restoration
STARTUP COST
$71.5K-$234K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
64/0

1-800 Water Damage
Property restoration
STARTUP COST
$50.8K-$294.98K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
172/0

Paul Davis Restoration
Insurance restoration
STARTUP COST
$191.7K-$517K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
277/0

Preservan
Wood rot repair
STARTUP COST
$78.6K-$177.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/1

Prism Specialties
Restoration of electronics, textiles, documents, and artwork
STARTUP COST
$167.2K-$551.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
157/3

PureOne Services
Crime-scene, biohazard, and hoarding cleanup; property restoration
STARTUP COST
$86.8K-$140.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
1/4

PuroClean
Property damage restoration and remediation
STARTUP COST
$88.8K-$231.7K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
377/0

Rainbow Restoration
Indoor cleaning and restoration
STARTUP COST
$156.7K-$260.9K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
380/0

Restoration 1
Water, fire, smoke, and mold restoration
STARTUP COST
$95K-$225.6K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
281/0

Rytech Restoration
Water, mold, fire, and smoke restoration; Covid-19 sanitation
STARTUP COST
$135.3K-$170.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
87/3

ServiceMaster Restore
Commercial/residential disaster restoration
STARTUP COST
$252.7K-$358.8K
TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2,300/0

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

STARTUP COST
$216.9K-$270.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
2,050/0

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

STARTUP COST
$95.4K-$160.95K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
51/3

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

STARTUP COST
$220.1K-$414.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
131/1

True North Restoration
Restoration services

STARTUP COST
$83.5K-$190K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
7/2

United Water Restoration Group
Water, fire, and mold restoration

STARTUP COST
$122.2K-$508.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
22/12

VetCor
Emergency restoration services

STARTUP COST
$163.9K-$372.3K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
23/1

Vital Restoration
Disaster restoration

STARTUP COST
$143.8K-$310.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
3/0

STAFFING/ RECRUITING

In a time of labor shortages and "quiet quitting," leaders in nearly every industry have struggled to hire. That's why we expect staffing/recruiting franchises to continue thriving: The need for them has never been greater. Franchises specializing in healthcare staffing are experiencing especially strong growth right now.

EXPRESS EMPLOYMENT PROFESSIONALS

All Med Search
Health care industry recruiting and placement services

STARTUP COST
$61K-$83K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
12/1

American Recruiters
Recruiting/staffing

STARTUP COST
$85.99K-$142.4K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
11/0

ATC Healthcare Services
Medical staffing

STARTUP COST
$132.9K-$214.2K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
64/0

AtWork Group
Temporary, temp-to-hire, and direct-hire staffing

STARTUP COST
$161K-$223K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
91/3

Express Employment Professionals
Staffing, HR solutions

STARTUP COST
$140K-$400K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
857/1

Fortune Personnel Consultants (FPC)
Executive recruiting

STARTUP COST
$74.7K-$133.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
61/1

i4 Search Group
Healthcare recruiting

STARTUP COST
$51.8K-$109.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
20/0

Jomsom Staffing Services
Temporary staffing, direct hire, and payroll services

STARTUP COST
$86.8K-$147.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
4/1

Labor Finders
Industrial staffing

STARTUP COST
$128.5K-$221.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
185/0

Nextaff
Staffing

STARTUP COST
$121.8K-$156.9K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
33/2

Patrice & Associates
Hospitality, executive search, retail, and sales recruiting

STARTUP COST
$86.1K-$88.8K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
205/0

PrideStaff
Staffing

STARTUP COST
$161.2K-$235.1K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
82/3

Sanford Rose Associates
Executive search and recruiting

STARTUP COST
$108.3K-$143.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
163/0

Snapchef
Staffing and training for commercial kitchens

STARTUP COST
$137.1K-$197.6K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
0/4

Spherion Staffing & Recruiting
Flexible staffing, recruiting, workforce management solutions

STARTUP COST
$143.1K-$352.5K

TOTAL UNITS
(FRANCHISED / CO.-OWNED)
215/0

PHOTOGRAPH COURTESY OF EXPRESS EMPLOYMENT PROFESSIONALS

Join the #1 Paint & Sip Franchise *in the world!*

At Painting with a Twist, guests come together and sip on their favorite beverage while they paint step-by-step along with our artist-entertainers. No art experience necessary!

As a franchise owner, you are set up for success with:

- Multiple revenue streams
- Ongoing support & training
- Easy to execute marketing programs
- State-of-the-art technology
- Painting with a Purpose philanthropic brand
- And so much more!

Our franchise owners come from many different backgrounds. From accountants and teachers to medical professionals and retired military. Our low cost franchise concept makes owning your own business attainable!

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Ready to join the Twist movement?
Download our FREE Franchise Report.
Scan the QR code, visit paintingwithatwistfranchise.com
or email franchising@paintingwithatwist.com.

WHO WANTS TO BE FRANCHISEE No. 1?

Being a brand's test case requires a leap of faith. Here's why some entrepreneurs are willing—and even standing in line—to go first. **by KIM KAVIN**

The beauty of buying a franchise is that you can bank on other people's experiences. If a brand already has 50 or 100 units up and running, then there are 50 or 100 examples to gauge the way that company works with its franchises, what monthly costs to expect, how day-to-day operations will look, and where the profits are likely to stand.

But if you're a brand's first franchisee—or even its second or third—the metrics of past performance are nonexistent. So why would anyone go first?

Obviously someone has to, and those who do believe there are opportunities and benefits worth grabbing. In fact, as we emerge from the pandemic with a new understanding about what it means to be financially resilient, more and more people are *trying* to snag the first franchises. They have many reasons, which you'll read about in the following pages. But here's the big picture: They're seeing franchising more as a modern way to be an entrepreneur.

"Some of the realities with the older brands [are] that the territories aren't available, or the brand has antiquated technology, or maybe the food isn't healthy," says Rick Grossmann, who does franchise executive coaching and brand development through his company, Franchise Bible Coach. "Younger franchisees are less worried about being an early adopter and are more excited about being tech-enabled, flexible, and different."

PHOTOGRAPH BY SHUTTERSTOCK/FRAN_KIE; PHOTOGRAPH COURTESY OF ERIC WILKENING

► Is There a 'NUMBER ONE' Type?

When he thinks about franchise buyers, Grossmann sees two categories: early adopters and proof-of-concept types. People have a different tolerance for risk, and that tends to determine which group they fall into.

"An early adopter is excited about being in on the ground floor, about being a part of the group as the company continues to form. They usually have more direct access to the team, and they understand there's going to be some hiccups and some edges to smooth out," he says.

"The proof-of-concept buyers," he adds, "are everybody else."

Another way to think about the difference is that entrepreneurs buy emerging franchises, while investors purchase seasoned ones, says Hossein Kasmai, who has founded successful franchises like Combo Kitchen and Guard-A-Kid as well as Franchise Creator, which helps companies expand through franchising.

"When you buy into a Subway or a McDonald's, you know what your investment is and what you're going to make," Kasmai says. "But when you buy into an emerging franchise, you're an entrepreneur. You're taking a risk. These people want to turn around and say to their friends, 'I was franchisee number five of this company that now has 2,000 franchisees.' They take great pride in that."

If entrepreneur-style franchisees were few and far between in the past, the pandemic has shifted the mix. Since COVID hit, we've seen a burst of new entrepreneurs, with a 53% jump in Americans starting their own businesses in 2021 compared with 2019. That surge includes franchising. H&H Bagels, which has been a beloved brand in New York City since 1972—so much so that it became a plotline in a *Seinfeld* episode—has had a line of would-be franchisees out the door since it announced a nationwide program in September 2021. And that's despite its steep requirements: $500,000 net worth, $250,000 in liquid capital, and the ability to begin development within three to six months. And two-thirds of the early interest was from entrepreneurs who would run the franchises themselves, says CEO Jay Rushin.

A FIRST FRANCHISEE SAYS...

In 2018, **ERIC WILKENING** became the initial franchisee of New Again Houses, which flips homes—buying, renovating, and then renting or selling them. After working for the company in Bristol, Tennessee, he agreed to "be the guinea pig" to see if the business would transfer to other markets. No money exchanged hands.

What did you think of the deal?
It was a fair trade. The first couple houses, I didn't make any money, [but] they learned a lot. We were able to pick out what went wrong.

What happened after you went full-on franchisee?
The first two years were much rougher than I thought they'd be. The market has experienced a big shift this past year, but I'm excited to fine-tune strategies to succeed.

Would you recommend being first?
It's been a good marriage of personal ambition and having those guardrails and guidance there when I need it. Starting a business is lonely. But having a person to call and say, "Hey, what's your wisdom about this?" really helps.

Can You Get a BETTER DEAL?

"The least amount you will ever invest is with these new franchise systems," says Jerry Clum, founder of the franchises Hommati and Comfort Keepers. That's because as franchisors sell more territories, they need to start making national advertising buys. "The franchise fee has to continue to go up. And typically, it's because the cost of advertising keeps increasing."

On top of buying in for less, early adopters get the pick of the litter in terms of territories. If you're the thousandth franchisee, it's likely that most of the major, desirable territories are taken. But when you set up the first unit, you can snag whatever location promises the greatest opportunity.

"If you're successful," Kasmai says, "within a year, you can buy a second or third or fourth one and continue to expand. A lot of these franchisors are willing to entertain the idea of a right of first refusal on adjacent territories." Many initial franchisees have taken them up on that. Pete Harman, who was KFC's first franchisee in 1952, for example, owned more than 300 stores before he passed away, according to the *Deseret News*. And Richard Hassur, who opened Pizza Hut's first franchise in 1959, amassed 150 stores in 20 years across the U.S., Canada, and Mexico—businesses that were worth around $3 billion in today's currency.

Now, some early adopters want to snatch up multiple territories immediately. After H&H Bagels announced its franchise program, for example, Rushin saw more requests for multi-unit purchases than for single ones. "We have a couple groups interested in multi-unit development deals—one of which has never owned a franchise in his life, but he grew up on the Upper West Side and loves the brand," Rushin says. "And then we have some multi-unit operators of other franchises that [want to add] this bagel brand to their portfolio."

A FIRST FRANCHISEE SAYS...

TANYA LEE, who worked in corporate jobs for 29 years, couldn't find a mobile groomer for her dog, Mandy. Friends raved about a place called Woofie's, but it didn't service her area in Reston, Virginia. That got her thinking.

How did you become the first Woofie's franchisee?
I started to stalk their website. At first, I thought maybe if I did this from scratch, I could model myself after them. One day, it just popped up that they were franchising. And I thought, *This is meant to be.*

You opened in April 2019—before the pandemic, when demand for Woofie's services like dog-walking and pet-sitting plummeted.
What did boom was mobile grooming. Everybody was home with their dogs, and the dogs were getting stinky. I was able to get an amazing groomer.Now I have 10 [groomers] and five vans.

How's business?
Last year, we did $1.49 million. This year, the goal is $1.9 million.

PHOTOGRAPH BY SHUTTERSTOCK/FRAN_KIE; PHOTOGRAPH COURTESY OF TANYA LEE

A FIRST FRANCHISEE SAYS…

SCOTT UPRIGHT was a dentist for more than 20 years, and he eventually needed lower back and neck fusions. "The doctor looked at me and said, 'If you want to play with your kids, you can't do this anymore,'" he recalls. Upright was retired and living in Florida with his wife, Debbie, and bought one of the first Grain & Berry franchises in 2018. Two years later, they opened a second.

What made you take the leap?
Debbie went into the Palm Harbor store, had one of their bowls, and the lightbulb went on.

Are you glad you did it?
Being part of an emerging franchise, it's not cookie-cutter. I like that I get input from [the franchisors]. They listen to me, and we're growing together. I think we're just scratching the surface. I believe there's a whole new market for this.

Do you still love the food?
I've had a bowl probably every day for the past four years. The [one] with berries and a little peanut butter, Nutella, and granola—that's heaven.

PHOTOGRAPH BY SHUTTERSTOCK/FRAN_KIE; PHOTOGRAPH COURTESY OF SCOTT UPRIGHT

Aren't You Taking a BIG GAMBLE?

The risks of being an early adopter aren't necessarily as prohibitive as people think they are—and in most cases are still lower than the risks of starting a business from scratch.

A company that's deciding to franchise likely has a track record of knowing the consumer demand for its products or services and the best way to meet that demand. "Most brands didn't come out of nowhere and become franchises. They have gone through potentially hundreds of thousands of dollars of investments, and hours and hours of preparation," says Grossmann. "They're not just popping up and saying, 'Hey, let's try this.'" H&H Bagels, for example, has been a New York City staple for more than 50 years. "No matter where we go," says CEO Rushin, "brand awareness is extremely high, and that certainly helps in a situation like this."

Often, Kasmai says, it's the act of entrepreneurs themselves asking for the opportunity that makes a brand decide to franchise. "There are companies we have franchised that come to us and say, 'We already have multiple people—our customers, our employees—and the minute we are a franchise, these are going to be our first potential franchisees,'" he says.

Kasmai also points out that early adopters get more of a voice in building out the system, which gives them a greater sense of control over risk than they would have with an established franchise that's set in its ways. Being able to contribute ideas—and having them heard—can mean the difference between *some* success and *huge* success for the brand overall. McDonald's Big Mac and Filet-O-Fish sandwiches both came from early franchisees, as did KFC's bucket of chicken.

"You never hear that franchisee number 10,000 came up with an idea that's now on the menu at every McDonald's," Kasmai says.

► Are there HIDDEN BENEFITS?

One of the main attractions of buying franchise number one versus 10,000 is access. In a large, established system, says Kasmai, “you’ll never get to talk to the founder or the CEO. Whereby in an emerging franchise, you most likely can reach them on a Saturday with a text.” Not only are the company owners more likely to listen to your ideas, they’re also much more motivated to invest time in you and offer support. “Everybody on their team knows how important it is to get those first franchises up and running—it’s mission critical,” Grossmann says. “If they get the first few on board and they don’t do well, the whole deal can be for naught. So there’s going to be extra attention.”

Early franchisees also get to act more like founders. Clum, who has owned more than 10 franchises, witnessed that firsthand. “When I was a franchisee of a fairly new concept, I had a much bigger voice in the system,” he says. “You can really play a part in creating the vision of the company.” And the opportunity to build that future with the bigger brand—along with the extra support, access to prime territories, and lower entry cost—is why an increasing number of people are jockeying to get to the front of the line as franchise buyers.

Finally, the lack of past performance data can play to your strengths. Without metrics to confine your expectations, it’s easier to open your imagination to what success might look like. “I myself have been an entrepreneur all my life. I’d much rather invest in an emerging franchise than in a seasoned franchise,” Kasmai says. “The sky’s the limit. You have no idea how big it can get.”

PHOTOGRAPH BY SHUTTERSTOCK/FRAN_KIE

PHOTOGRAPH COURTESY OF LEKSHMI NAIR KIRAN

A FIRST FRANCHISEE SAYS...

LEKSHMI NAIR KIRAN spent 16 years in corporate business and IT and then wanted out. Her friends needed help with their business, Wize Computing Academy, which teaches tech skills to kids, so Kiran began overseeing some of the schools.

What made you decide to open Wize Computing Academy's first franchise in 2019?
After a few months, maybe a year [of working together], they talked about franchising. I thought it was a great idea. I wanted to be more involved.

Looking back, would you do anything differently?
I wish I had done it a little earlier. Owning something, running your own business–you get that monthly income, but you are doing it for a larger reason. We are now in our fifth year and have been doing great. We have a lot of students.

What's your favorite part of the business so far?
I've been able to give jobs to so many people—especially women. This is a very good opportunity for them to make a decent income.

Big Brands, First Franchisee

MCDONALD'S
Neil Fox, oil executive from Phoenix, 1953

TACO BELL
Kermit Becky, retired Los Angeles police officer, 1964

KFC
Pete Harman, restaurant owner, 1952

PIZZA HUT
Dick Hassur, pizza store manager, 1959

CHICK-FIL-A
Doris Williams, small business owner, 1967

HOWARD JOHNSON'S RESTAURANTS
Reginald Sprague, yacht captain, 1935

ARTHUR MURRAY DANCE STUDIOS
Doris Travis, Ziegfeld Follies chorus girl, 1938

MIDAS
Hugh Landrum Jr., owner of auto parts and repair shops, 1956

BUDGET RENT A CAR
Irwin 'Bick' Bickson, owner of currency exchanges, 1959

SONIC
Charles Woodrow Pappe, entrepreneur, 1956

Wan Kim went from franchisee in Korea to owner & CEO of Smoothie King.

WHO TRANSFORMED SMOOTHIE KING?

He more than doubled the company's size.
He made the drinks healthy again.
And he's an unlikely franchisee from Korea
with an incredible story to tell.

by PAUL KIX

Illustration ZOHAR LAZAR

Wan Kim has this strange ability to raise the gooseflesh. He doesn't look like he could do it. He's all slight build with glasses and mild manners. And yet: Goosebumps. Every time you talk to him.

He's the owner and CEO of Smoothie King, which, again, doesn't suggest a hair-raising lifestyle. But the business of blending fruits and protein powders is also, in its own way, the business of life and how to lead it. For Kim, it goes way beyond some "healthy-first" influencer-speak, or even the actual nutrition his smoothies provide at more than 1,300 locations around the world. For him the business of life and how to lead it is about pursuing something almost transcendent, the oldest of human quests: Our need to evolve, to rise above our origins and refuse what society deems acceptable for our lives.

Wan Kim has, after a long trial, succeeded in this quest.

When he tells you how–well, goosebumps.

PHOTOGRAPH COURTESY OF SMOOTHIE KING

WE SHOULD probably start at the beginning. That's in South Korea, during the Korean War. Wan's grandfather died in the war when Wan's father, Hyojo, was only eight. It's hard to imagine the deprivations of that war: just death and scorched earth everywhere. Hyojo had to scrounge for food every day amid the dead bodies.

But it fueled him. As an adult, Hyojo built a company, Kyung In Electronics, that became a manufacturing behemoth, with Sony and Samsung as clients and profits north of $200 million a year–and ultimately, while Wan was growing up, an initial public offering on the South Korean stock market. Hyojo wanted to give his two sons the childhood he never had. In return for his first-class plane rides and postsecondary U.S. education, Wan knew Hyojo expected from him an undying fealty.

For a while, Wan acceded. After receiving an undergraduate degree in business from Boston University in 1995, he flew to San Diego the following year to oversee the company's plant in Tijuana. This was Wan's first test as heir apparent. He told Hyojo that the company should grow, expanding its customer base to include rising firms in China.

Hyojo refused. Growth meant change. Change meant debt. And debt was forbidden. Hyojo had built Kyung In without the help of any bank or outside financier. "From his perspective, I am a very fortunate boy," Wan says. In fact, for Wan to suggest the company grow like this was really to suggest he was not grateful for the life Hyojo had given him.

From Wan's perspective, though, Hyojo's refusal was the latest example of a father denying his son the chance to author his own life. Wan was self-reliant, too, or at least ached to be. So after two years in San Diego, he told his father he was leaving the company. He was going to business school.

"Are you kidding me?" Hyojo asked, as Wan remembers the conversation. "Are you just going to abandon your dream?" As if being the heir apparent for Kyung In was a dream job, a dream *life*.

"It is *your* dream," Wan said. "Not my dream."

SO BUSINESS school at the University of California, Irvine, and then–in those frothy days of the late '90s in Silicon Valley–the founding of a VC firm that had Wan on pace to outearn in a couple of years what Hyojo had spent decades

There was no problem Wan couldn't address once he realized it was his to solve. This idea of ownership, of owning even your failures, he realized, was very powerful.

accruing.

Until it crashed. All of it.

By this point, Wan was approaching 30. He had a wife and two children, and every friend and family member was telling him he should apologize to Hyojo and accept whatever position his father would grant him.

Wan refused.

He had another venture in mind.

Back in those undergraduate years in Boston, fattened from the fast food he and his American dormmates ate, Wan had found one day a most curious offering: A store that sold smoothies. He had never heard of it, this "smoothie," but when he walked in and ordered one, he thought the blended fruits, yogurt, and vegetables were delicious. More than that: Good for him.

He hit up that smoothie shop almost every day until he graduated. Along the way, he lost the 15 pounds that the fast food had put on his frame.

South Korea didn't have smoothies. Wan was convinced that once South Koreans discovered them, though, they would reach the same conclusion he had. So he did something even bolder than refusing to ask Hyojo for work: He invited his father to invest in his smoothie idea.

Wan explained that the proliferation of Subway franchises worldwide and the ascendance of Whole Foods in the U.S. meant people were becoming more health-conscious. What's more: Korea was becoming a developed country. By the early 2000s, the average Korean made roughly 39 million won a year (almost $30,000 in U.S. dollars). That was a middle-class life. The Kims could ride these waves and create a new market with the introduction of smoothies.

Hyojo kept listening.

Wan didn't know how to make smoothies, but he would rely on the expertise of the largest smoothie franchise in America, Smoothie King, and would become a franchisee. The more success he had, the more Smoothie Kings Wan could open in Korea, and the more money the Kim family could make.

Where do you intend to put this first Smoothie King? Hyojo wanted to know.

Myeongdong, Wan told him. It was Seoul's equivalent of Times Square.

Introduce a completely untested store, in a completely untested business sector, in the most expensive neighborhood in the country? Hyojo asked.

Wan nodded.

Don't focus on the risk, Wan said. *Focus on the opportunity*.

THE SHOP IN Myeongdong opened on May 31, 2003, with the help of a loan from Hyojo. Should Wan's plan actually work, Hyojo could convert his loan into an equity position. Wan manned the store and got his hands dirty—or at least stained with blueberry juice. It was amazing. It was exactly what he wanted: to not only run a business but work in it every day.

It was not successful, though. June rent was more than its sales. "I used the F-word a lot," Wan says. He tried 100-hour workweeks, in-store promotions. He hired an outside marketing agency. But his shop, in a good month, only inched toward and never reached profitability. Wan took that as progress and expanded to a second location in Seoul, then a third. But with all that, the Korean public never really moved from its indifference to Wan's grand vision. Even Hyojo still referred to smoothies as "juice drinks." A smoothie was not a Snapple!

Wan pitied himself. Blamed his plight on the ignorance of the public. Blamed his father. The commercial leases, the weather. His life got so stressful from three underperforming stores that one night in 2005, while he slept, he unwittingly ground his teeth to the point that he cracked one of them—just split the tooth wide open.

He yelped awake. When he looked in the mirror, the man he saw there appalled him even more than the cracked tooth. That man was haggard, cynical, and weighing the world by its risks instead of its opportunities.

What am I doing? Wan thought.

He stared longer: The one person he wasn't blaming was himself.

He had to own his shortcomings, he realized. It was the only way he'd find solutions for them.

What can I do, today, to change the business? he thought.

THE ANSWER started with a good attitude, which then spread to his employees. It was amazing how they'd been modeling his behavior all this time. *What can I do, today, to change the business?* was then applied to the Smoothie King near one of Seoul's subway stations. The city had begun a reconstruction project there, effectively closing the traffic on which the store relied. Wan's revenue was down 70% at that store.

What if we opened a catering business at that location? Wan thought. *They order their drinks, and we find ways to deliver it to them—either around the construction or at their offices.*

It worked. Sales crept back up.

It turned out there was no problem Wan couldn't address once he realized it was his to solve. This idea of ownership, of owning even your failures, Wan realized, was very powerful.
As a result, by 2007, his stores posted their first yearly profits.

"It was like a sunrise," he says.

From there he was unstoppable. Three stores became 10, and 10 became two dozen, with all of them flourishing. As he continued to expand, Smoothie King executives from the corporate office in New Orleans flew to Seoul.

Who is this Wan Kim guy? they wondered. They had to see for themselves.

"So they all came back [to New Orleans] and were like, 'I worked my ass off,'" says Katherine Meariman, who is now Smoothie King's vice president of training and operations services. By 2010, Wan had 120 Smoothie Kings in South Korea, nearly 20% of the brand's worldwide stores. He'd created the success that allowed him to buy out Hyojo's equity. Now Wan had an idea even bolder than the proposal he'd once offered his father.

He had two ideas, in fact.

He flew to New Orleans.

WAN SAW this visit in 2010 as the trip that would either change his life forever or stop it from evolving any more.

It played out one day at a restaurant just off the French Quarter. He sat down to lunch with Smoothie King's founder, Steve Kuhnau. The two had been exchanging emails, so Kuhnau sensed what they might discuss.

Kuhnau had grown up allergic to dairy, wheat, and lots of nuts. To sate his hunger and give his body nutrients, he had grabbed his mom's blender one day as a teenager and dumped in fruits and vegetables and vitamins. When he poured his drink, he loved it. He began to make it all the time. Later, in his 20s, working as a nurse in the burn unit of Brooke General Hospital in San Antonio, Texas, he thought his concoction might help patients' wounds heal. The result was promising enough that Kuhnau left healthcare to open The Original Smoothie Bar in 1973 in his native New Orleans.

From that day to this lunch, a lot had changed. The Original Smoothie Bar had become Smoothie King, and then a franchise corporation, and then lost its way. The brand's drinks in the U.S. were no longer healthy. They dumped in additional sweeteners and ice cream and inorganic protein powders that expanded its customer base beyond the health-conscious, which—OK, great, made for more profitable stores, but also offered up Big Macs you sucked through a straw. This affected perception. People close to Kuhnau, like Meariman, openly wondered by 2010 what the brand even stood for. Another issue with Smoothie King was what *hadn't* changed since 1973: Kuhnau had no obvious successor.

So as the lunch progressed, Wan broached his first proposal.

Let me buy you out, Mr. Kuhnau.

Both men knew Kuhnau had been reluctant to sell—it was the theme of their previous emails—so Wan moved to the second of the day's proposals.

Let me also return Smoothie King to its former glory: A healthy *drink.*

Wan remembers Kuhnau staring at him.

The truth was, Kuhnau was ready to retire. And here was Wan, a man who certainly had executive skills—120 stores in eight years!—and endless passion for the brand.

Kuhnau took out a check from his wallet. He told Wan this check had been in various wallets of his since the 1970s. It looked the part: grimy and almost translucent. But it represented in 2010 what it would take for Kuhnau to sell Smoothie King.

He slid the check across the table.

Wan picked it up.

It was for $50 million.

WITH THE HELP of a private equity investment, Wan Kim became Smoothie King's CEO and chairman of the board. He moved his wife and three children to New Orleans, and then, in 2018, he relocated the corporate headquarters to Coppell, Texas, outside Dallas. Once he installed his own leadership team, he took on the brand's largest issue—the hardest issue, the one he had vowed to solve: overhauling its U.S. menu.

But franchise businesses are hard. You have to please millions of customers and hundreds of franchisees. All of these people had been loyal to the old Smoothie King. Franchisees, for one, did not exactly appreciate the new guy coming in from Korea—a guy who didn't speak English fluently, saying he wanted to lower the calorie counts and clean up the menu and almost certainly nosedive their sales to live up to some mission statement of his: *Inspire people to lead a healthy and active lifestyle*.

"Franchisees were like, 'I'm gonna kill Wan Kim,'" he says, only half joking. Because it got very testy in meetings.

"Some of the things franchisees said to us—they were awful. Awful," says Dan Harmon, who became Smoothie King's new president and COO in 2019 and left the company in February 2023.

There was no one thing Wan Kim did to convince reluctant customers...there was only the question that had guided Wan's career: *What can I do, today, to change the business?*

Wan tried to stay firm. He told the franchisees that Smoothie King would now use whole fruits and organic vegetables, and remove added sugar and unhealthy additives. And somehow, amid all this change, his hope was to not alter the flavor profile of the smoothies.

But expenses rose. Because real fruit is costly.

And sales plummeted. Because new drinks taste different.

Customers and franchisees alike wanted Wan to return to the old methods.

The thing is, they had a point. "Numbers are a universal, unemotional language," says Thomas Kim (no relation), the CFO that Wan brought in after the move. Profits were down about 5%, with no bottom in sight.

"I was scared," Wan says.

What if his success in Korea was just that? What if he couldn't lead in the U.S.? What if he couldn't oversee a worldwide brand?

THERE IS NO one thing Wan Kim did to convince reluctant customers to return or franchisees to quiet down. There was only the question that had guided Wan's career: *What can I do, today, to change the business?*

For years, he and his team taste-tested everything. That meant hundreds—maybe thousands—of sips of every iteration of each smoothie on the menu, tinkering with recipes and fruit and vegetable blends along the way. By October 2019, they had not only made the menu healthier by overhauling 70% of it but, to their minds, they had improved the flavor of each drink, too.

Then the pandemic hit. Wan and his team met every day, even weekends, for two months, trying to figure out how to keep the stores open, thinking about what they had to do to evolve, which again meant what they had to do, today, to improve the business.

Out of that came online ordering and contactless delivery and ultimately, a subscription program, where Smoothie King sent customers the healthy ingredients the stores themselves used.

Sales skyrocketed. In the past three years the average annual revenue per store has gone from $300,000 to $600,000. "The franchisees that were against [the changes]," Thomas Kim says, "are now like, 'Man, it's doubled? You can't knock that.'" The brand today has around $600 million in annualized systemwide sales. Year-over-year sales have increased by 11% in the first quarter of 2023.

In other words: Wan Kim succeeded in completing that oldest of quests: to evolve, to rise above what society deems acceptable, and to convince others to do the same. Harmon, the former president, likes to tell a story about Wan, because it raises the gooseflesh on *his* arms.

One day, the two were talking sales figures and franchisees. They saw numbers in the spreadsheets they didn't like. Sales weren't where they needed to be in a test market.

Wan looked at Harmon. "Do you think it's my fault?"

Harmon made a face. *Are you crazy?* he seemed to ask. Wan was the CEO of a corporation with more than 1,300 locations, each with its own issues and staffed by its own franchisees. "No," he said. "I'm not trying to blame anyone."

Wan nodded his head. A moment passed between them.

"What about: Is it *your* fault?" Wan asked.

"Oh," Harmon said, and stumbled a bit, because he saw himself as an accountable person but also someone who could assess a situation objectively. "I don't—I'm not thinking that it is."

Again: This was one problem existing within a small subset of stores, in an almost innumerably faceted company.

Wan looked at him. "I think you need to rethink that."

That evening, Harmon says, recounting the episode, "I was like, if the health reward [for a customer] isn't working, or the team member at the front doesn't know how to operate it or explain it, that really does come back to me."

He had to own what was in his dominion. And pretty much everything was.

So Harmon went back to work the next day, telling Wan he was grateful for the question and ready to execute and—

Wan interrupted him. "Dan, it's not your fault. It's really my fault, because I should have probably noticed sooner. I should have asked more questions."

And that's when Harmon realized: Wan had wanted him to rethink, trusting he would reach the conclusion Wan had, that this was a way to approach all the company's failures.

What can I do, today, to change the business?

"It's a powerful idea in *any* business," Wan said. ■

Paul Kix writes This Week Paul Likes, *a newsletter on creative types who inspire him, in the hope they'll inspire you.*

Franchise CONVERSATIONS

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

PHOTOGRAPHS COURTESY OF YUM! BRANDS

A One-Company Kind of Guy

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

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

Many franchisees come to own units of multiple brands, but Shariff decided to expand exclusively inside his corporate parent. KFC is owned by Yum! Brands, which also owns Pizza Hut, Taco Bell, and The

Habit Burger Grill. Shariff became the first franchisee to own all four brands in Southern California, and now operates three locations in Universal CityWalk Hollywood: a Habit Burger, a Taco Bell, and a KFC/Pizza Hut. He says he has had plenty of opportunities to expand beyond Yum! but has stayed loyal because the parent company always extended him generosity in hard times—and Shariff has been able to pass that generosity along to his employees.

Why have you stuck with the same franchisor all these years?
If you have something good, why rock the boat? I know the brand. I can open [a location] and not be worried about how the operation is going to run. I feel that if I were to go to another brand, I would be downgrading myself. All the franchise coaches we have are really nice people. I'm a three-store operator, but I've got 40 people working behind me.

How has Yum! Brands been there for you as a franchisee?
They're always coming up with new stuff, which helps us bring in more customers. And then there's the support you get. For instance, when COVID started, right away KFC and Taco Bell emailed all franchisees saying, "You can postpone your royalty sale for 60 days or 90 days. Don't worry about it; run your restaurant and do whatever you can." That was very touching for me, because I got really hurt in 2020 when Universal Studios closed. We still paid a lot of people while we were closed. It's like a pass-it-forward—if the brand does good things for you, then you do the same things for your employees.

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

"Don't screw anybody over. Just do your best. If you owe your employees 50 bucks, give them 55. It's not the end of the world."

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

'I Am Strong Enough'

Not sure you can take on a new challenge like franchising? **Shea Coleman** has advice she learned from the military: You've got this.

by MADELINE GARFINKLE

Shea Coleman is no stranger to new situations. She joined the military out of high school and was regularly outnumbered by men on her teams. That included her stint doing airfield security during the Obama administration, protecting high-level officials as they flew in and out.

When she left the military in 2014, she pursued what seemed like it would be familiar territory: She became a physical fitness trainer at The Camp Transformation Center, which at the time was a small fitness program chain designed to help people lose weight and improve their health. Then the company grew and started to franchise—and Coleman stepped out of her comfort zone to become one of its first franchisees. "I was a little nervous," she says, because she had no prior business experience. But by relying on her military training and building her self-confidence, she and a business partner now own two locations.

What major lesson did you take away from working presidential security?
Teamwork. When we would travel, we were on small teams and had to lean on each other and work through different conflicts. The rest of the team on the aircraft had to help and support each other through the mission.

How did you make the mental transition to franchising?
Being in the military definitely helped me prepare—especially working security, which is even more male-dominant. Leading a team is hard, but I think it's all about earning respect and valuing each person. Even though you're in a leadership role, you need to learn the ins and outs of what you're doing, and guidelines and procedures. Then people see you leading from the front. You have to work hard and let people see your hard work. Earning that respect has helped me as a female, all in all.

What was it like being a business owner for the first time?
Nerve-racking. I needed to build the confidence in myself, having never run or owned a business before. I had to delegate and get help with things like taxes and bookkeeping. But The Camp did a great job with the training programs. They taught everything over a two-week course at the corporate locations. That really helped.

What advice do you have for other women when they feel like an outsider in a new situation?
Remember you are worthy. Sometimes our confidence is low or is not there. Maybe that's just me, but sometimes I had to struggle to think, like, *Am I worthy of doing something like this? Am I strong enough?* But I just have to remind myself: I am strong enough. I am worthy of this. This is something that I can do, and just push towards it, no matter what people think or even what you're thinking. Just go for it.

Did you have an instance when it was particularly hard to remind yourself of that?
Early in my training career, it was hard to come in as a female trainer. There were a lot more men on the team. It's a little harder on females to get respect there. I always had to take that negativity out of my head and just focus on the clients and creating the best experience possible for them. I noticed that when I did that, everything was okay. I just needed to not think of what others thought or compare myself and just push forward.

PHOTOGRAPH COURTESY OF THE CAMP TRANSFORMATION CENTER

The Expansion Plan Man

Yogurtland's founder doesn't just open new units. He opens new food concepts, too. Here, **Phillip Chang** explains how to grow by expanding your mission.

by MADELINE GARFINKLE

How can a brand expand?

Phillip Chang has wrestled with this question many times—like in 2004, when his bubble tea franchise, Boba Loca, hit a wall. "I couldn't solve the problem by just adding another drink," he says. "I wanted something more, something bigger." So he created Yogurtland, a self-serve frozen yogurt brand that sparked an international craze (and many copycats).

Seventeen years later, Yogurtland is still going strong—no small feat in the ever-changing food world. And Chang is ready to expand again. Over the past two years, he's introduced two new concepts within the Yogurtland brand: Holsom by Yogurtland—a fast-casual, healthy meal joint—and Egg N Bird, which specializes in Southern-meets-Asian-inspired food, like its signature namesake sandwich. Here, Chang discusses the art of innovation, diversification, and gaining a competitive edge.

You approach expansion very carefully. Tell me about that.

I do not like expansion for no reason. My philosophy is: *Why am I doing this business and what's the end goal?* That has to be very formed. Without that, everybody is just chasing money. If you don't have your own philosophy or a good foundation of who you are, it's nothing. Identity is so critical. You have to start from there.

So where did the Holsom and Egg N Bird concepts come from?

Before we expanded, I wanted to build strong roots with Yogurtland. Doing that gave us lots of great ideas. I thought, *How can we make it better?*

We started with quality. That's how I came up with Holsom. It's very light and nutritional food. But with Holsom, there is still a connection to yogurt. I wanted to go beyond that—explore a real meal. So for Egg N Bird we did lots of research to ask, *What is the demand out there?*

The beef market is huge, but I thought people maybe missed the chicken opportunity, and chicken is a healthier option. I'm Korean, and there are lots of chicken restaurants in Korea. I knew how they served the chicken, and so with our amazing team, we put together the demand for our market and came up with this amazing chicken sandwich.

How do you think innovation and continual diversification have contributed to the success of your brands?

In the restaurant industry, we think of trends in terms of cycles. There's challenging times, but one thing that never changes is that a top brand can win in any kind of cycle.

With Yogurtland, frozen yogurt consumption is constantly going up and down, but we have such great quality that we continue to thrive. We are taking over a big portion of the ice cream market.

The same thing is true with Holsom and Egg N Bird. When we have top quality and provide worth to our customers, we can dominate the market.

What advice do you have for business owners going through a not-so-great sales cycle? How do you stay motivated in times when it's not the best?

All entrepreneurs should have their own philosophy and beliefs—an identity, and a clear idea of who you are. *What do you want to achieve out of this?*

Always try to look at the whole picture. When a leader is so into little operations, they miss big trends. You have to understand if a market is turning from a typical beef hamburger to a chicken sandwich—there are lots of signs. If they read them ahead of time, then they can plan. Take a step back. And always make time for meditation—about your life, your family, your goals, the people around you, and what you're trying to achieve.

PHOTOGRAPH COURTESY OF YOGURTLAND

David Long and his cofounders started Orangetheory Fitness in Fort Lauderdale, Florida, in 2010.

PHOTOGRAPH COURTESY OF ORANGETHEORY FITNESS

Fixing the First Big Stumbles

Orangetheory's first franchise units weren't working. Here's how the brand stepped back, readjusted, and unlocked massive growth.

by JASON FEIFER

Expansion can either be the best thing for your business, or the absolute worst. It all comes down to this question: *Are you really prepared for your new locations to be successful?*

Back in 2010, when Orangetheory was a new company entering the franchise fitness space, its cofounders *thought* they'd prepared for success. But then their new units started failing.

"We just weren't getting the same traction, and we weren't happy with the level of the customer experience," said CEO and cofounder David Long in a 2019 interview. "We were alarmed and questioning whether or not we could really scale this brand."

To fix the problem, they had to pause expansion, step back, and deeply investigate what was going wrong. What they discovered changed the course of Orangetheory—and ultimately put it on track to become one of the dominant players in the fitness space.

Here, Long explains the problem they faced, how they solved it, and why their experience is an important lesson for anyone looking to franchise.

Orangetheory started with a single, successful fitness studio—but when you opened your first franchise locations, you couldn't replicate the success. What did you do?

We stopped opening any more franchise stores for a period of time. We did consumer serving and net promoter score serving very early on. We were getting initial feedback. We were going into the studios with our team.

And what did you see?

At the time, coaches at each location helped develop their programming for each day. Some of their workouts were just too advanced for the audience. The modifications to make it more accessible just weren't being utilized. You can imagine that a coach could drive a consumer away from the brand, because the workout was too hard in the beginning.

That's when we realized we just needed a more centralized approach to curating the programming. Then we had to find a way to empower those coaches before they step into the studio that day, to know those workouts inside and out, know the modifications, and know the way to present it so that our audience was comfortable.

So it was a standardization problem. But standardizing workouts must be tough, if you have coaches who pride themselves on developing their own workouts.
Our number-one challenge as a brand is making people feel comfortable to try us. The public is intimidated by exercise and intimidated by trying a new gym or a new class. We had to overcome those barriers. If we weren't delivering a comfortable experience for them to come back, obviously they weren't going to.

What was the timeline and process for understanding the problem and building the solution?
We analyzed over a course of a few weeks, and came to a few conclusions. We needed more training [during] prelaunch, more training during launch, and additional touch points. There needed to be more time to get the content and the essence of the brand across. We needed more detail, and more layers in the actual training materials.

So it was probably a month of identifying the problem, and starting to work on solutions simultaneously. It was everything from the training for the manager that runs the studio, to the employees, the coaches, the trainers, and the front-of-house employees that do all the customer service.

Looking back on it, why do you think you had this problem?
It's a couple things. We underestimated the complexity of the business. The other piece was, we were in the mix of having a really successful pilot studio and then starting to franchise. As we realized later, there were still a lot of things that needed figuring out. Stuff was happening and it wasn't necessarily all translating to the training system in real time. We had to catch up everybody who was already in flight and get them up to speed.

Fortunately, we were very small at the time, and it was literally a handful of individuals who we had to get up to speed, get buy-in from, and get firing on all cylinders.

Looking back now, what advice would you give to entrepreneurs who want to scale their businesses?
We started growing the brand very shortly after we opened the first location. I don't know that there's a finite timeline around it. It might be six months for one person and five years for someone else. There's a process that anybody with a startup can follow to make sure that they're going through a few iterations, innovations, improvements, and understanding their customer before they start scaling. It's going to vary, but we didn't do enough of that.

"We were in the mix of having a really successful pilot studio and then starting to franchise. As we realized later, there were still a lot of things that needed figuring out."

When you hit pause and started changing things up, how did your early franchisees feel?
We had pretty good buy-in. During all this, our very first location just continued to grow, and grow, and grow. So that obviously helps with confidence around the brand. All but one of the initial group got on board and excelled, and they ended up seeding a lot of the development that grew Orangetheory land.

How did you roll out the new changes?
It wasn't a big-bang approach. We soft-launched the changes to show the amazing content that the coaches could use each day. Then we brought all those frontline coaches together and did what was really our first training summit. It was probably 30 people. We brought them in, and instead of focusing on the negative—some of them were really upset about losing the ability to create their own program—we focused on giving them good tools for commanding the room, managing a class, and better connecting with the members.

On the training system side, we identified some low-hanging fruit. We started hosting training webinars, which we still do to this day, around sales and operations. We started reeducating and going deeper on some of the topics that we needed to get the field to pivot on.

We also launched a centralized training that was a multiday training—more about running the business and operations—and invited everybody. That process also gave us a foundation for how to develop a training system to really scale the brand.

How long did you have everything on pause before you started expanding again? And did the machine work as programmed?
It was right around six months. And it did. We'd identified the real foundational things that make the brand what it is today, and made sure that we focused on that core: making a person feel comfortable trying to work out, and then just giving them a really amazing experience with the results-based programming. Our operators built up a lot of confidence when they saw it work, and just doubled down on commitment to the brand.

Then we started to tackle the question of, "How do we become more successful with presale, which is when people engage with the brand at the brick-and-mortar store?" So we developed that side of the business. And those two things really started to fast-track growth.

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

A Golden Opportunity in the Golden Years

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

by CHLOE ARROJADO

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

Since the business, based in Reading, Pennsylvania, began franchising in 2006, it has expanded to 135 franchisees throughout the U.S., the U.K., and Malta. Yocom's daughter, Namrata Yocom-Jan, is now president of the company. Striking a balance between truly compassionate care and profitable business strategy isn't always easy, but Yocom says the key is finding franchisees with a heart for the business. Here, mother and daughter share how they've done it.

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

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

How did you navigate the pandemic when your employees were at risk but clients still needed care?

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

How do you develop a franchise base that strikes the right balance of living out the brand's values and being business-minded?

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

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

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

PHOTOGRAPHS COURTESY OF SENIORS HELPING SENIORS

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PHOTOGRAPHS COURTESY OF KUNG FU TEA

The Bubble Gets Bigger

Want to capitalize on a booming trend? There's a lot to learn from **Kung Fu Tea**.

by TRACY STAPP HEROLD

Marketing Manager, Matthew Poveromo

The drink goes by many names: bubble tea, boba tea, pearl milk tea, tapioca tea. But whatever you call it, you've surely seen it all across America—with its colorful liquids and tapioca balls. The drink originated in Taiwan in the 1980s and then made its way to America, where brands are now recognizing its huge consumer demand.

One of the leaders in the space is Kung Fu Tea—a brand founded by four Taiwanese entrepreneurs who opened their first store in April 2010, spent a year perfecting the concept, opened for franchising in 2011, and now have more than 300 locations. Marketing manager Matthew Poveromo spills the tea on how it happened.

What's fueling bubble tea's popularity in America?
It was traditionally very big in cities, and it still is. But as people are leaving those cities, they're bringing this culture with them. And with bubble tea, you can control the sugar level and ingredients. It can be a very guilt-free indulgence, so it's kind of riding the health trend.

How does Kung Fu Tea stand out from the crowd as more brands enter this space?
Some of the other brands have a much larger global footprint, but maybe not necessarily in North America. Kung Fu Tea is focused on being "America's Bubble Tea," so everything we do, from menu design and flavor profiles to brands we partner with, has this goal in mind. We're focused on providing an authentic Asian and Asian American experience, while at the same time helping the drink become more mainstream in American culture.

What does Kung Fu Tea look for in its franchisees?
When we onboard franchisees in our corporate office in New York, we always ask them, "Why Kung Fu Tea?" and the biggest thing is just their experience with the drink. They're very passionate about the industry, the product, and specifically our brand and the quality we put behind our fresh tea. We're not exclusively looking for people with franchise history or business history. What we *are* looking for is adaptability. The industry is always changing, so having store owners who understand that and are there to grow with us is priority number one.

What are your goals for 2023?
The number [of open stores] we're circling on our whiteboards is 410. And for systemwide sales, we're aiming for $240 million.

What strategies do you have for hitting those numbers?
In 2022, we partnered with Nintendo to promote their newest Kirby game. We developed a custom cup and a custom flavor called Kirby's Fruity Flurry that was available for a limited time. People made fan art and comics based on it. You know it's a successful program when people don't just like what *you* created, but it inspires *them* to create as well. So those are the types of partnerships we're looking to continue in 2023, with iconic brands and household names.

We're also excited about our app. We're overhauling our reward system and streamlining the ordering process. Ordering bubble tea can be intimidating because you can control the ice level, sugar level, toppings, and flavors. So having an app that breaks that down in a simple way is very important.

Finally, we also have two other concepts: TKK Fried Chicken and Yasubee (a ramen brand). We're really excited to expand our portfolio for both our franchisees and customers.

BACK PAGE

Are You Productive?

Maybe you think you are. I did. But to avoid burning out, we may need to think differently.

by JASON FEIFER

What does productivity mean to you? Like, literally? What does it mean for you to have a productive day?

Here's my answer, which is typical: "Productivity" means I complete a list of tasks. That's because I organize my day around my to-do list, and I feel productive when I check stuff off.

But what if…there's another way to look at it?

"To me, productivity is about energy management—*not* time management," says my friend Katherine Morgan Schafler, a psychotherapist and author of the great book *The Perfectionist's Guide to Losing Control*.

To appreciate that, start by considering the days when you are *not* productive. Why didn't you finish more tasks? "It's not really because we run out of the time to do them," Katherine says. "We run out of the energy to do them."

That's why we must reframe our idea of productivity. Katherine first encountered this in the work of consultants Tony Schwartz and Catherine McCarthy, and she said it changed her life. Consider it: What if productivity is about managing your *energy*, not just about managing your *time*? What if it's about doing things to keep ourselves functional tomorrow—not just burning ourselves out trying to maximize today?

When we think this way, many "unproductive" things suddenly become productive. Sleep is productive. A bike ride is productive. Sharing your new favorite songs with a friend is productive. "Just one hour of premium-quality energy," Katherine says, "is going to serve you better than 10 hours spent doing something resentful, rushed, exhausted, confused, disoriented in some way."

When Katherine told me all this, I replied, "Look, this makes sense. I relate to it. But also, entrepreneurs might have 12 hours to complete 14 hours' worth of tasks. What is someone to do when they feel a crushing weight of responsibility, and the only way to get things done is to relentlessly do them?"

Katherine's response changed the way I think. She said, "What's the point of building something if you can't maintain it?"

Let it sink in.

I was recently at a bar with an entrepreneur friend. He's wildly stressed. He has new ideas for products—including one that I think can make him a lot of money, and save him a lot of time, and make his life a lot more manageable. But he struggles to explore this great new idea because he's so consumed with other commitments. He doesn't want to give any of it up, even as he reaches a breaking point.

To which I said, with credit to Katherine, "What's the point of building something if you can't maintain it?"

My friend paused. "You're right," he said.

Are there times when we must work hard? Work to exhaustion? Sure. But the point is to build a system—or at least, make sure we're building *toward* a system—that doesn't demand relentlessness. The point is to build something we can maintain.

If you read this magazine, it's probably because you are a task-oriented person. I am too. I don't think a lot about energy, truth be told. But I heard Katherine's words when I needed them—because I have been working nearly nonstop for months, and that has meant seeing fewer friends, taking fewer walks, and reading fewer things. I once thought I could do this forever if I needed to, but I was starting to realize that I couldn't, and now it also occurs to me that I don't have to.

That's why, more recently, I've had lunch with old and new friends—right there, in the middle of the afternoon, while tasks could otherwise be completed! I've gone on hour-long walks. I have just…taken some time.

Today, tomorrow, two days from now, whenever you can manage it—step away for a moment. Do something that doesn't feel "productive." And then tell yourself: *Yes, this is productive.*

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