



FranchiseBusinessREVIEW™
Sharing the franchise experience

2013

Veterans in Franchising

A PROGRESS REPORT

**Prepared by Franchise Business Review
for the International Franchise Association**

A report on the results of Operation Enduring Opportunity,
a campaign of the International Franchise Association's
VetFran Strategic Initiative

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Embargoed until 10:00 am, Tuesday, November 5, 2013.

EXECUTIVE SUMMARY

In 2011, the International Franchise Association (IFA) launched Operation Enduring Opportunity, the franchise industry's campaign to hire as employees or recruit as franchisees, 80,000 veterans, wounded warriors and military spouses by 2014. Operation Enduring Opportunity is built on IFA's VetFran strategic initiative, which has worked to make franchise ownership more accessible to veterans since 1991. Franchise Business Review was engaged for the second consecutive year to conduct an industry-wide survey between Oct. 3 and Oct. 25, 2013 to measure the campaign's progress.

The survey found that the franchise industry has enabled over 150,000 veterans, military spouses and wounded warriors to start careers in franchising since 2011. In total, 146,365 veterans found employment since 2011 across the 1,159 participating businesses, which include franchisors, franchisees, and franchising supplier companies. Additionally, the survey showed an increase in veteran franchise ownership, bringing the total of veteran franchise owners since 2011 to 5,192, for a total of 151,557 new veterans and military spouses in franchising since 2011.

While it is impossible to account for every veteran that has found an opportunity in the franchise sector since January 2011, based on these representative survey samples, Franchise Business Review estimates that over 200,000 veterans have been hired as employees or recruited as new franchisees in the last 34 months alone.

Methodology:

Covering a range of industries, business models, and company sizes in order to approximate the diversity of the franchise sector, IFA franchise members were invited to participate in an on-line survey conducted between Oct. 3 and Oct. 25, 2013. The survey was composed, constructed and distributed by Franchise Business Review, which also compiled and tabulated the results. Approximately 21 percent of franchisors invited to participate responded to the survey, and 12 percent of franchisees contacted participated.

Key findings:

- 151,557 veterans have started careers in franchising since 2011.
- 5,192 veterans became franchisees among companies according to industry surveys.
- Veterans hire veterans. Veteran franchise owners were 30 percent more likely to have hired a veteran than non-veteran-owned franchise businesses.
- 36 percent of franchisors surveyed indicated that they had hired at least one veteran/spouse of a veteran as a corporate employee since 2011.
- 32 percent of franchisees surveyed indicated that they had hired at least one veteran/spouse of a veteran since 2011.
- Most popular franchise industries among veterans coming into franchising include Automotive (16%), General Services (15%), Food (15%), Residential/Home Services (11%), and Business Services (8%)*. *(Based on an independent Franchise Business Review survey of 739 veteran franchisees that purchased a franchise within the last 2 years, completed 9/30/12.)*

- 97 percent of franchisees surveyed believe that veterans are a good fit for employment within their franchise business.

BACKGROUND

With nearly 1 million veterans transitioning out of military service over the next five years, the International Franchise Association (IFA) answered First Lady Michelle Obama's call to assist in the transition effort through the White House Joining Forces initiative. On November 10, 2011, IFA President & CEO Steve Caldeira joined the First Lady to announce Operation Enduring Opportunity, an unprecedented commitment by the franchise industry to hire as team members and recruit as franchise business owners 80,000 veterans, wounded warriors and military spouses through 2014. Operation Enduring Opportunity expanded IFA's VetFran strategic initiative, launched in 1991 to help veterans of the first Gulf War, adding a hiring component in addition to its original franchise owner development mission, to address the immediate needs of returning veterans. Veterans have a proud history of success and service in franchising.

According to an analysis of the 2007 Census Bureau Small Business Owner survey by PricewaterhouseCoopers for the IFA, there were 66,275 veteran owned franchises, supporting 814,600 jobs, generating \$139.3 billion in sales and contributing \$41.6 billion in contributions to GDP, at that time.

The PwC study showed that the average veteran-owned franchise businesses compared very favorably to all veteran owned businesses, generating average gross receipts of \$2.1 million compared to \$445,487 for all veteran-owned businesses. Veteran-owned franchises also employed more workers (12.3) than the average veteran-owned business (3), indicating that veteran franchisees are stronger job creators than their non-franchised peers in business ownership.

Since the launch of Operation Enduring Opportunity, over new 250 franchise companies have joined VetFran, for a total of over 600 companies now actively hiring and developing veterans as franchise business owners.

Why are veterans successful in franchising?

- Veterans acquire strong leadership skills and a thorough understanding of teams. Military experience includes leading people, improving processes, and accomplishing the mission. Just like in the military, in franchising, the mission is accomplished by the team.
- Franchises run on systems. Implementing systems and following procedures with precision, emphasized in military training, leads to success in franchising.
- Franchises provide training. Veterans are trained and taught very specific skills to be used to carry out very specific tasks. Franchises have comprehensive training and support built into their opportunities. This means a veteran can enter into a completely new field, follow the franchisor's proven business model, and receive the training, guidance, and support a new business owner needs to succeed.
- Franchises offer support. In franchising, veterans are business "for" themselves, but not "by" themselves.

SURVEY RESULTS

Results include survey findings from franchisors, franchisees and suppliers, as well as veteran satisfaction and performance statistics from Franchise Business Review:

Key Findings from the Franchisee Survey

- 32 percent (293) of franchisees surveyed indicated that they had hired at least one veteran/spouse of a veteran since 2011.
- The most popular industry sectors for hiring of veterans/spouses of veterans by franchisees are food (33%), Automotive (20%), Residential/Home Services (10%), General Services (9%), and Commercial Services (7%).
- 97 percent of franchisees surveyed believe that veterans are a good fit for employment within their franchise business.
- Nearly half (49%) of franchisees surveyed did not know whether or not their franchisor was a member of VetFran or not, while another 24 percent indicated that their franchisor was NOT a VetFran member.
- 80 percent of franchisees surveyed are NOT aware of any special tax credits available to employers that hire veterans.
- 70 percent of franchisees surveyed indicated that they are single-unit operators, and the remaining 30 percent indicated that they are multi-unit operators. Not surprisingly, multi-unit operators were nearly twice as likely to have hired a veteran as single-unit owners: 40 percent of multi-unit operators indicated hiring at least one veteran, vs. only 23 percent for single-unit owners.
- 22 percent of franchisees surveyed indicated that they are veteran business owners themselves. The research results also showed that veteran franchise owners are 30 percent MORE likely to have hired a veteran. Franchisee survey findings continued...

General Franchisee Demographics

- Business Tenure – Nearly half (49%) of franchisees surveyed have owned their business more than five years. 24 percent have been in business over ten years, 27 percent have owned their business less than two years.
- Units of Operation – 70 percent of franchisees surveyed indicated that they were single-unit operators.
- Geographic Distribution – Of franchisees surveyed, 18 percent were from the Northeast, 26 percent from the Midwest, 34 percent from the South, and 22 percent from the western US.
- Market Size – Of franchisees surveyed, 30 percent were based in small markets (under 100K population), 29 percent were in medium-size markets (100K – 250K population), 19% were from large markets (250K – 500K population), and 22 percent from major metro areas (500K+ population).
- Gender – Of franchisees surveyed, 74 percent are male and 26 percent are female.
- Age – The majority of franchisees surveyed (62%) are between the ages of 45 – 64 years old. Median age is approximately 50 years old.

- Ethnicity – Of franchisees surveyed, 80 percent indicated that they are Caucasian, 8 percent Asian, 4 percent Hispanic, 2 percent African American, and 7 percent Other.
- Education – 56 percent of franchisees surveyed indicated that they held a bachelor's degree or advanced degree.

Key Findings from the Franchisor Survey

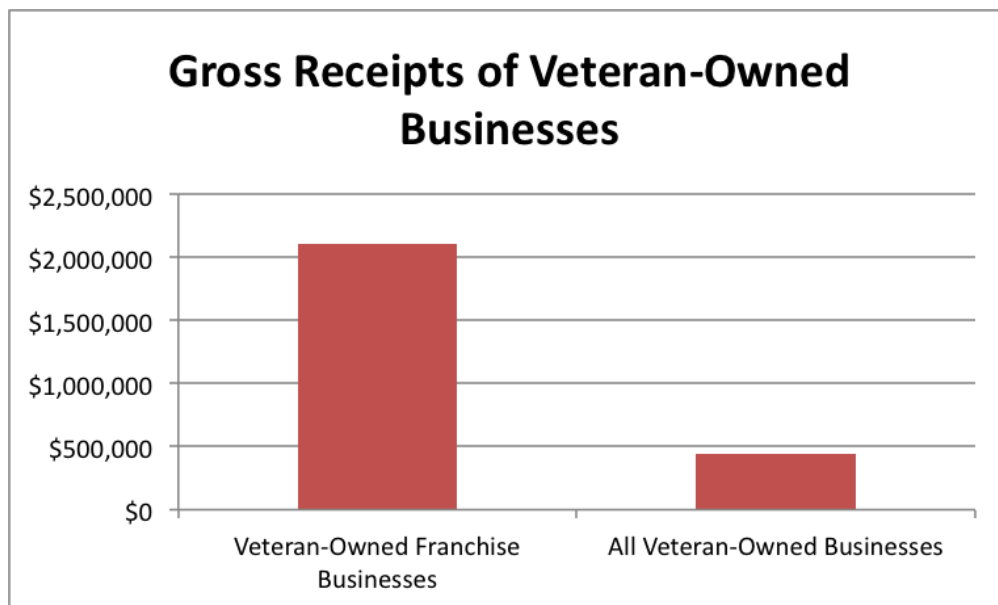
- 36 percent of franchisors surveyed indicated that they had hired at least one veteran/spouse of a veteran as a corporate employee since 2011.
- Franchisors stepped up efforts to recruit veterans as franchise owners, bringing the industry total to 5,192 new veteran franchise owners since 2011.
- Most popular franchise industries among veterans coming into franchising include Automotive (16%), General Services (15%), Food (15%), Residential/Home Services (11%), and Business Services (8%). Based on an independent Franchise Business Review survey of 739 veteran franchisees that purchased a franchise within the last 2 years (completed 9/30/12).
- 79 percent of franchisors surveyed indicated that the total number of veterans being recruited into their company has increased in the last 34 months. 31 percent said the rate has increased significantly in the last 34 months.
- 98 percent of franchisors surveyed indicated that veterans are a good fit as employees. The 2 percent of franchisors indicating that veterans were not a good fit were brands that did not require any employees.
- 97 percent of franchisors surveyed indicated that veterans are a good fit as franchisees within their company. Of the 3 percent that indicated that veterans were not a good fit to be franchisees, "required specialized industry/professional training not common among veterans," or "high level of investment being a barrier" was given as the underlying reason.
- 84 percent of franchisors surveyed indicated that they DO have specific programs in place for recruiting veterans for franchisees.
- 70 percent of franchisors surveyed indicated that their company IS aware of special tax credits available for hiring veterans.

General Franchisor Demographics

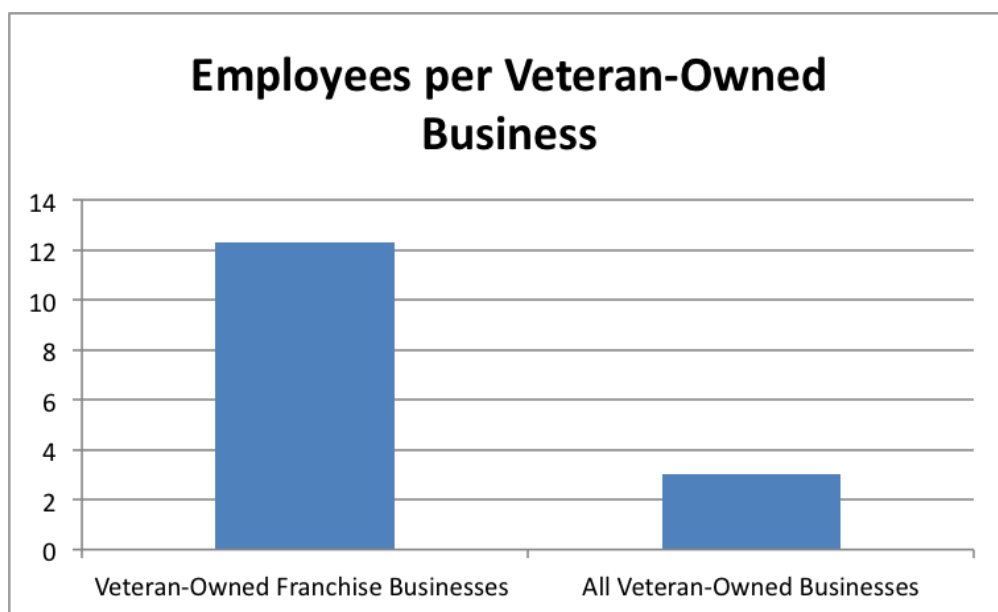
- Industry – Franchisors surveyed by industry: 15 percent business services, 24 percent food, 14 percent home services, 8 percent retail (non-food), 7 percent automotive, 6 percent commercial services, 3 percent health & beauty, 3 percent child services, 2 percent hotels & lodging, 18 percent from other industry categories.
- Investment Level – Median franchise investment level: \$100K - \$250K. 37 percent of respondents have an investment level under \$100K, while 28 percent of respondents have an investment level over \$250K.

VETERAN FRANCHISEE PERFORMANCE

The average veteran-owned franchise businesses compares very favorably to all veteran owned businesses, generating over four times greater with average gross receipts of \$2.1 million compared to \$445,487 for all veteran-owned businesses -- according to a 2011 study by PricewaterhouseCoopers.



Veteran-owned franchises also employ more workers (12.3) than the average veteran-owned business (3), demonstrating that veteran franchisees are stronger job creators than their non-franchised peers in business ownership, according to the PwC study.



INDUSTRY PARTICIPATION

The following International Franchise Association member companies are currently engaged in veteran hiring and recruiting and/or are members of VetFran:

@WORK Franchise, Inc.
@WORK HelpingHands Services
@Work Medical Services
@WORK Personnel Services, Inc.
1-800-DryClean, LLC
1-800-GOT-JUNK?
1-800-JUNKPRO
5 Day Kitchens, LLC
7-Eleven, Inc.
911 Restoration
A Caring Home Care Services
AAMCO Transmissions, Inc.
Aarons
Above Grade Level, LLC
Abrakadoodle Remarkable Art Education
ACFN Franchised, Inc.
ActionCOACH USA, Inc.
AdvantaClean Systems, Inc.
AdviCoach®
Aero Colors, Inc.
Age Advantage Home Care Franchising, Inc.
Agile Pursuits
AIM Mail Centers
Aire Serv Heating & Air Conditioning
Aladdin Doors Franchising Inc.
All American Ice Cream & Frozen Yogurt Shops
All American Specialty Restaurants, Inc.
All Team Franchise Corporation Home of Med Team & Food Team
Allegra Marketing-Print-Mail
Alliance Franchise Brands LLC
AlphaGraphics, Inc.
Alta Mere Window Tinting and Auto Alarms
Always Best Care, Inc.
American Haircuts Franchising Inc.
American Poolplayers Association
American Prosperity Group (APG)
America's Taco Shop
AmeriCop Franchising Inc.
AmeriSpec, Inc.
Amorini Panini Franchising, LLC
Anago Cleaning Systems
Annex Brands, Inc.
Anytime Fitness LLC
Araya Clean
Arby's Restaurant Group, Inc.
Archadeck
Arooga's Franchising LP
Ascend Hotel Collection
Assisting Hands Home Care LLC
ATAX
ATL International, Inc.
Auntie Anne's, Inc.
Auto-Lab Franchising, LLC
Automotive Technologies, Inc.
AutoQual USA
Bach to Rock
Back Yard Burgers, Inc.
Bananas
Baskin-Robbins Incorporated
Batteries Plus Bulbs
Beauty Supply Outlet
BedBug Chasers
Benetrends, Inc.
Bennigan's Franchising Company
Better Deal Printing, LLC
Bevintel, LLC
Big Al's Steaks
Big Boy Restaurants International LLC
Big Frog Franchise Group
Big O Tires, LLC
Billboard Connection
BizCard Xpress
BizNextGen
Blimpie America's Sub Shop
BlueGrace Logistics
Bonanza Steakhouse
Bonus Building Care
Bookkeeping Express Enterprises, LLC
Border Magic
Boulder Designs
BrightStar Franchising, LLC
British Swim School
Brothers Est. 1967® Bar & Grill
Buck's Pizza Franchising Corp., Inc.
Buddies Franchising LLC
Budget Blinds
Burger 21 International, Inc.
Business Financial Services
Business Partner Marketing Coach®
Cafe2U International Pty Ltd
Cambria Suites
Camp Bow Wow
Captain D's, LLC
CareBuilders at Home
Caring Senior Service
Caring Transitions
Cartridge World
Carvel Corporation
Cellairis Franchise, Inc.
Central Bark Doggy Day Care
Century 21 Real Estate Corporation
Cereality Cereal Bar & Café
CertaPro Painters
Checkers Drive-In Restaurants, Inc.
Cheeburger Cheeburger Restaurants, Inc.
Childrens Lighthouse
Choice Hotels International
CHORE Masters
Christian Brothers Automotive Corporation
Chronic Tacos Enterprises, Inc.
CiCi Enterprises, LP
Cinnabon International Inc.
Circle K / TMC Franchise Corporation
City Looks Salons International
City Wide Franchise Company
CivilianJobs.com
CKE Restaurants, Inc.
Clarion
Cleaners Depot Franchise, LLC
Clear Lights Franchising Corporation
ClosetsbyDesign Franchising, Inc.
CMIT Solutions, Inc.
Coca-Cola
Coffee News
Coit Services, Inc.
Cold Stone Creamery
College Hunks Hauling Junk
College Hunks Moving
Color-Glo International
Colors On Parade
ColorTyme, Inc.
ComForcare Senior Services
Comfort Inn
Comfort Keepers
Comfort Suites
Complete Music Video Photo
Computer Explorers
Cookies by Design
Corrigo Incorporated
Cost Cutters Family Hair Care Shops
Cousins Subs Systems, Inc.
Coverall Health-Based Cleaning System
Craters & Freighters
Creative Colors International, Inc.
Crescendo USA
Crestcom International, LLC
Critter Control, Inc.
Cruise Holidays
Cruise Planners / American Express
CruiseOne
Crunch Franchising
Curves International, Inc.
Dale Carnegie & Associates, Inc.
D'Angelo Grilled Sandwiches
Decor&You®
Decorating Den Interiors
Deja Vu Franchise Group, LLC
Delta Disaster Service
Dental Fix RX
DIGIKIDS®
Direct Capital Franchise Group
Direct Connect Ventures, Inc.
Direct Link
DirectBuy
Doc Popcorn
Dogtopia
Domino's Pizza LLC
Dr. G's Franchising Companies, LLC
Dream Dinners
DreamMaker Bath & Kitchen
Driven Brands, Inc.
Dryer Vent Wizard
DryPatrol Franchise Group
Ductz International
Dunkin' Donuts
Dunn Bros Coffee
E & G Franchise Systems, Inc.
EagleRider, Inc.
EarthFruits Yogurt
East Coast Wings & Grill
EcoBizCheck, Inc.
Econo Lodge
Econo Lube N' Tune, Inc.
Edible Arrangements International, LLC
Elements Therapeutic Massage
EmbroidMe
Engineering For Kids
Executive Care
Expedia® CruiseShipCenters®
Expense Reduction Analysts, Inc.
Expense Reduction Coaching®
Express Services, Inc.
Eye Level Learning Centers
Faegre Baker Daniels LLP
Family Fare, LLC
Famous Brands International
Fancy Art, N.F.P.
Fantastic Sams
Fast Aid Success Systems
FASTSIGNS International
FASTSIGNS National Accounts
Fetch! Pet Care, Inc.
Fibrenew International Ltd.
Figaro's Italian Pizza, Inc.
Filta Environmental Kitchen Solutions
Firehouse Subs
Firestorm
First Choice Haircutters (U.S.) Inc.
FirstLight HomeCare
Fish Window Cleaning Services, Inc.
Fit Body Boot Camp
FixRim Mobile Wheel Repair
Flip Flop Shops Franchise Co.
FlipFlop® Dogs, LLC
FOCUS Brands Inc.
Foot Solutions
Franchise America Finance
Franchise Paths to Success
FranNet Franchising, LLC
Fresh Coat
Frullati Cafe & Bakery
Fun-Brands
Furniture Medic, Inc.
Game Truck LLC
General Nutrition Centers
Genuine Parts Company
Get in Shape for Women
Glass Doctor
Global Franchise Group, LLC
Goddard Systems
Gold's Gym
Good Feet Worldwide, LLC
Granite Transformations
Granny NANNIES Licensing Group, LLC
Grease Monkey International, Inc.
Great American Cookies
Great Clips, Inc.
Great Play
Great Steak
Green Leaf's Beyond Great Salads
Griswold Home Care, Inc.
GROUT Doctor Global Franchise Corp.
Guard-A-Kid
Guidant Financial Group, Inc.
Gymboree Play & Music
Hair Saloon For Men
Hand & Stone Massage and Facial Spa
Handyman Connection
Handyman Matters, Inc.
Happy & Healthy Products, Inc.
Happy's Pizza Franchise, LLC
Hardee's Food Systems, Inc.
Harris Research, Inc.
High Touch Investment Corp.
HKP
HobbyTown USA
Home Franchise Concepts, Inc.
Home Helpers
Home Instead Senior Care
HomeTask, Inc.
Homewatch International, Inc.
HomeWell Senior Care, Inc.
Honest-1 Auto Care
HoneyBaked Ham Company and Café
Hood Cleaners of America, LLC
Hoodz
House Doctors & House Medic
HouseMaster Home Inspection Services
How Do You Roll?
Huddle House, Inc.
Human Healthy Vending
Hungry Howie's Pizza
Huntington Learning Centers, Inc.
i9 Sports
Ice House America
IKOR®USA Incorporated
Instant Imprints
Intelligent Office
Interim HealthCare Inc.
In the Cards
International Center for Entrepreneurial Development
Intuit, Inc.
IslandTime Treasures
J Dog Junk Removal
Jake's Wayback Burgers
Jani-King International, Inc.
Jan-Pro Franchising International, Inc.
Jan-Pro Master Franchise
Javelin Solutions
Jet-Black International
Jewelry Repair Enterprises, Inc.
Jiffy Lube International, Inc.
Jomsom Staffing Services
JumpBunch, Inc.
K & N Mobile Distribution Systems®
KC Franchises Inc.
Kiddie Academy
KidzArt
Kilwin's Chocolates Franchise, Inc.

INDUSTRY PARTICIPATION *continued*

Kinderdance International Inc.
 Kitchen Solvers
 Kitchen Tune-Up
 Kwik Kopy Business Centers
 La Quinta Inns & Suites
 Labor Panes Franchising, Inc.
 Lawn Army
 Lawn Doctor, Inc.
 Learning Express, Inc.
 LearningRx Franchise Corporation
 Lemon Heaven International Inc.
 Lenny's Sub Shop
 Liberty Tax Service
 LINE-X Franchising LLC
 Link Staffing Services
 Liquid Capital of America Corp.
 Liquid Nutrition Group, Inc.
 Little Caesar Enterprises, Inc.
 LivHOME
 LLJ Franchise, LLC
 Lucille Roberts Fitness For Women
 MAACO Franchising, Inc.
 Mac Tools
 Made In Japan Japanese Restaurants Ltd.
 Made in the Shade Blinds & More, LLC
 Maggie Moo's Ice Cream & Treatery
 Magicuts
 Maid Brigade, Inc.
 Maid Right Franchising, LLC
 Maid Simple House Cleaning
 Maid to Perfection Global, Inc.
 MaidPro Franchise Corporation
 MailCoups, Inc.
 MainStay Suites
 Marble Slab Creamery, Inc.
 Marco's Pizza
 Marriott
 Martin Franchises, Inc.
 Martinizing Delivers
 Massage Envy Franchising LLC
 Massage Heights Corporate LLC
 Matco Tools
 Mathnasium Learning Centers
 Maui Wowi Franchising, Inc.
 Max Muscle Sports Nutrition
 McAlister's Corporation
 McDonald's
 McKeeCo Services
 Medifast Franchise Systems, Inc.
 Meineke Car Care Centers
 Men In Kilts Franchise Services, Inc.
 Menchie's Frozen Yogurt
 Merlins Franchising, Inc.
 Merry Maids, Inc.
 Metal Supermarkets Franchising America Inc.
 Miami Subs Franchising Corporation
 Microtel Inns & Suites
 Milex Tune-Up and Brakes
 MilliCare Textile and Carpet Care
 Miracle Method Surface Refinishing
 Miracle-Ear, Inc.
 Moe's Southwest Grill
 Molly Maid, Inc.
 Money Mailer Franchise Corp.
 Money Pages Franchising Group, LLC
 MOOYAH Franchise LLC
 Moran Family of Brands
 Mosquito Joe Franchising
 Mosquito Squad
 Mr. Appliance
 Mr. Electric
 Mr. Handyman
 Mr. Rooter Plumbing
 Mr. Transmission
 MRINetwork
 Mullin Law, PC
 Multistate Transmissions
 Murphy Business and Financial Corporation
 National Fundraising Partners, LLC
 National Maintenance Contractors, LLC
 National Property Inspections Inc.
 Naturalawn of America, Inc.
 Nature's Table
 Navis Pack & Ship
 Nestle Toll House Cafe by Chip
 Next Day Access LLC
 N-Hance
 NiteLites Outdoor Lighting
 NOVUS Franchising, Inc.
 NRgize Lifestyle Cafe
 Nutty Scientists
 NYS Collection Eyewear, Inc.
 Office Pride Commercial Cleaning Services
 OneClick Cleaners
 OpenWorks
 OrderUp
 Our Town America
 Outdoor Lighting Perspectives
 Outdoor Living Brands, Inc.
 Oxi Fresh Franchising Co.
 OXXO Care Cleaners
 Packaging Store
 Padgett Business Services
 Pak Mail Centers
 Papa Gino's Inc.
 Papa John's International, Inc.
 Papa Murphy's International, Inc.
 Parcel Plus
 Paul Davis Restoration / Paul Davis Emergency Services
 PDH Pubs
 PepsiCo
 Pestmaster Franchise Network
 Pet Butler
 Pet Supplies Plus
 Philly Pretzel Factory
 Pillar To Post
 PIP Printing and Marketing Services
 Pirtek USA
 Pita Pit, Inc.
 Pizza Factory Inc.
 Pizza Fresh
 Pizza Inn, Inc.
 Pizza Rustica
 Plan Ahead Events
 Planet Beach Franchising Corporation
 Planet Smoothie
 Pollo Campero
 Ponderosa Steakhouse
 Pop-A-Lock
 Popeyes Louisiana Kitchen
 Port of Subs, Inc.
 Postal Connections of America
 PostNet International Franchise Corp.
 Precision Door Service
 Precision Tune Auto Care
 Premier Home Furnishings, Inc.
 Premier Rental-Purchase
 Premier Wheel Workz
 Pretzel Time, Inc.
 PretzelMaker
 Pro-Cuts
 Proforma
 Pronto Insurance
 Property Management, Inc.
 Proshred Franchising Corp.
 ProTect Painters
 Pudge's Franchise Corporation
 PuroClean, Inc.
 Qualicare
 Quality Inn
 Quizno's
 RadioShack Corporation
 Rainbow Academy
 Rainbow International Restoration & Cleaning
 Rainbow Station, Inc.
 Ram Jack Systems Distribution, LLC
 Ranch One Grilled Chicken
 Rapid Refill
 Real Property Management
 Re-Bath LLC
 Red Mango Frozen Yogurt & Smoothies
 REGIS Corporation
 Relax the Back Corporation
 Rent-A-Wreck of America
 Restoration Specialties Franchise Group
 Right At Home, Inc.
 RimTyme Custom Wheels and Tires
 Rise & Dine Restaurants, Inc.
 Rita's Franchise Company
 Ritter's Frozen Custard
 Robeks Premium Fruit Smoothies
 Rodeway Inn
 Rollerz
 Russo's New York Pizzeria
 Sadkhin Franchising Company, LLC
 Sales Consultants
 Salsarita's
 Samurai Sam's Teriyaki Grill
 Sandler Training
 Sargo's Subs
 Sarku Japan
 Savory Franchising Team LLC
 Schlotzsky's
 Schmizza International, Inc.
 School of Rock
 Scooter's Coffee & Yogurt
 SealMaster
 Sears
 Seattle's Best Coffee
 Senior Helpers
 Sertinos Cafe
 Sertinos Coffee
 Servant Systems
 ServiceMaster Company
 Seva®
 ShelfGenie
 Shoebox New York
 Showhomes Franchise Corporation
 Signal 88 Franchise Group Inc.
 Sign-A-Rama, Inc.
 Signs By Tomorrow
 Signs Now
 Sir Speedy, Inc.
 Sitters Etc. Franchising, LLC
 Sky Zone Franchise Group LLC
 Sleep Inn
 SmartView Window Solutions
 Smoothie King Franchises, Inc.
 Snap Fitness, Inc.
 Snap-on-Tools Company, LLC
 Soccer Shots Franchising, LLC
 Solar Universe, Inc.
 South Philly Steaks & Fries
 Sparkle Wash International, Inc.
 Spherion Staffing
 Sport Clips, Inc.
 Sports Image
 Spring-Green Lawn Care Corp.
 Star Wellness Franchising, LLC
 Stay at Home
 Steak-Out Franchising, Inc.
 Steamatic, Inc.
 StearClear Holdings, LLC
 Storm Guard Franchise Systems, LLC
 Stratus Building Solutions
 Structura Franchise LLC
 Suburban Extended Stay
 Subway
 Sunshine Pack And Ship
 Supercuts
 SuperGreen Solutions
 Surf City Squeeze
 Swiss Farm Stores
 Sylvan Learning, Inc.
 Synergy HomeCare Franchising, LLC
 Taco Time
 Tailored Living
 TapSnap Ventures Inc.
 Tasti D-Lite
 TBC Corporation
 TCBY Enterprises, Inc.
 TD Bank
 The Alternative Board (TAB)
 The Beef Jerky Outlet Franchise, Inc.
 The Cleaning Authority
 The Coffee Beanery, Ltd.
 The Decor Group
 The Entrepreneur's Source®
 The Grounds Guys
 The Growth Coach
 The Haagen-Dazs Shoppe Co.
 The HomeTeam Inspection Service, Inc.
 The Interface Financial Group
 The Johnny Rockets Group, Inc.
 The Little Gym International, Inc.
 The MAIDS International, Inc.
 The Melting Pot Restaurants, Inc.
 The Original Brooklyn Water Bagel Franchise Company
 The Spice & Tea Exchange Franchising LLC
 The Team Makers
 The UPS Store
 Tim Hortons USA, Inc.
 Tinder Box International
 TINT WORLD
 Togo's Franchisor, LLC
 Toppers Pizza Inc.
 Totally Accessible Homes
 Touching Hearts, Inc.
 Town Money Saver
 Town Planner
 Transworld Business Advisors
 Tropical Smoothie Cafe
 TruBlue House Care
 TruFoods, LLC
 TSS Photography, Inc.
 Tutor Doctor Systems, Inc.
 Two Men And A Truck International, Inc.TM
 US Bank
 U.S. Lawns
 Uniglobe Travel International Limited Partnership
 Unishippers Global Logistics, LLC
 USA Insulation Franchise Corporation
 USA Mobile Drug Testing
 Valpak
 Vanguard Cleaning Systems, Inc.
 Victory Media, Inc.
 Villa Enterprises
 Vino 100
 Visiting Angels
 VivoPools Franchise Company, LLC
 Vom Fass USA
 VooDoo BBQ & Grill
 VR Business Brokers
 Waiting Game Publications, LLC
 Wall Street Deli, Inc.
 Watermill Express Franchising, LLC
 We Olive & Wine Bar
 Weed Man
 Wells Fargo
 Welcomemat Services
 Welcyon, Fitness After 50
 WellBiz Brands, Inc.
 Which Wich Franchise, Inc.
 Whiskers and Paws Catering
 Wild Bird Centers of America
 Wild Birds Unlimited, Inc.
 Wild Wing Cafe
 WIN Home Inspection
 Window Genie
 Window Universe
 WineStyles Tasting Station
 Wing Zone Franchise Corporation
 Wingstop Restaurants
 Woodhouse Spas
 WOW Cafe and Wingery
 WSI
 WSR Franchise LLC
 Yogurt Mountain
 Young Rembrandts Franchise, Inc.
 Ziebart International Corporation
 ZIPS Franchising LLC
 Zoomin Groomin

ABOUT VETFRAN



IFA's VetFran strategic initiative includes over 600 IFA member companies offering financial incentives, training and mentoring to veterans interested in small business ownership and/or a career path in franchising. VetFran was

founded by the IFA in 1991 in an effort led by Don Dwyer, Sr. (USAF, Ret.), founder of The Dwyer Group, to support veterans returning from the Gulf War transition to the civilian economy.

As hundreds of thousands of young men and women return from Iraq and Afghanistan, including many wounded warriors, the International Franchise Association and franchised businesses in 2011 launched Operation Enduring Opportunity, a campaign to hire, and recruit as franchise business owners, 80,000 veterans, wounded warriors and their spouses, through 2014.

The IFA partnered with the White House Joining Forces Initiative, MOAA, VFW, the U.S. Department of Veterans Affairs, the Small Business Administration, the U.S. Chamber of Commerce and others in this unprecedented recruitment effort. Members set company targets through the VetFran program, which offers recruitment tools and solutions as well as outreach to veterans.

VetFran resources include a VetFran Toolkit with online courses, finance assessments and education, and partner links. U.S. military veterans can also access the VetFran Mentor Network. Please visit www.VetFran.com.

ABOUT FRANCHISE BUSINESS REVIEW

FranchiseBusinessREVIEW™
Sharing the franchise experience

Franchise Business Review is a national franchise market research firm that performs independent surveys of franchisee satisfaction and franchise buyer experiences. The firm's services include commissioned franchise research projects, CEO performance groups, and industry-wide studies of franchisee satisfaction. Franchise Business Review is headquartered in Portsmouth, NH, and can be reached at (603) 433-2270. Visit www.franchisebusinessreview.com for more information.

ABOUT THE INTERNATIONAL FRANCHISE ASSOCIATION



The International Franchise Association (IFA) is the world's oldest and largest organization representing franchising worldwide. Celebrating over 50 years of excellence, education and advocacy, IFA works through its government relations, media relations and educational programs

to protect, enhance and promote franchising. Through its media awareness campaign highlighting the theme, Franchising: Building Local Businesses, One Opportunity at a Time, IFA promotes the economic impact of the franchise industry, which supports nearly 18 million jobs and \$2.1 trillion of economic output for the U.S. economy. IFA members include franchise companies in over 300 different business format categories, individual franchisees and companies that support the industry in marketing, law and business development.