



FBR Industry Report
Franchising Outlook 2022

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FBR Industry Report

Franchising Outlook 2022

Introduction



Franchise Business Review has a unique perspective on the franchise world. Our research covers the four primary stakeholders that drive the franchise economy... Franchisors, franchisees, franchise employees, and customers. Over the past year, we've surveyed nearly 30,000 franchise business owners, thousands of corporate and unit-level employees, and hundreds of franchise leaders to fully understand the current state of franchising.



The franchise economy sits at the intersection of small and big business. For the would-be entrepreneur, investing in a franchise business offers the opportunity of business ownership with a playbook, support, and guard rails. For the franchisor, licensing their brand and business model through franchising allows for faster, more sustained growth, with a vested local interest running the day-to-day operations. Today, there are an estimated 4,000 franchise companies operating in the U.S. with approximately 780,000 franchised business locations owned and operated by local franchisees. This franchise economy employs over 8 million workers and contributes an estimated \$780 billion to the overall U.S. economy¹.

It's important to note that the relationship between franchisors and franchisees is a unique and delicate one, bound by a lengthy legal document and often an individual's life savings (the franchisee). The very best franchise companies understand that their success depends highly on the success of their franchisees, and they treat their franchise partners with

great respect and professionalism. On the other hand, much has been written by the media about a few bad operators that have used the franchise model to enrich themselves at the expense of their franchisees.

At Franchise Business Review, we believe that franchising done right offers a great potential opportunity for investors at all levels – franchisees, franchisors, commercial lenders, private equity firms, and other financial institutions. The franchise business model has created great wealth for many individuals over the past 50 years. That said, franchising isn't perfect. Like any investment, franchising has risks and no guarantees of success. Franchise Business Review strongly recommends that anyone considering investing in a franchise should conduct thorough due diligence on the franchise company, the franchisee community, and your local marketplace.

So how do you tell the difference between the great franchise companies and the not-so-good ones? We believe that satisfaction is the ultimate measure of success – franchisee satisfaction, employee satisfaction, and customer satisfaction. Through the lens of our research, the very best franchise companies are easy to spot.

Michelle Rowan
President

Eric Stites
CEO

2021 in Review:

Franchise Companies Leading the U.S. Economic Recovery

While the pandemic has wreaked havoc on many small businesses across the globe, the franchise sector as a whole has remained strong, with many companies growing beyond their 2021 projections. 63% of franchise executives surveyed by FBR in December reported system-wide revenue was up 20% or more in 2021 compared to the previous year. Similarly, two-thirds (67%) of franchise organizations finished 2021 ahead of their franchise development goals (awarding and opening new franchise locations), with 33% reporting being over 20% ahead of goal for the year.

2021 will go down in the history books as the year many franchise companies and franchisees breathed a collective sigh of relief. To be clear, some sectors still face challenges (see **Recovering Sectors** section on page 8) but for most franchise businesses, 2021 was a strong rebound and year of significant growth.

84% of franchise companies report revenues are now equal to or higher than pre-pandemic levels with 51% of companies reporting revenues increases of 20% or more compared to 2019. Nearly half (46%) of franchise executives actually reported that the pandemic had POSITIVE impacts on their businesses. Additionally, business profits are solid, with franchisors reporting average net operating margins of 17%, and over a third of franchise companies (35%) reporting profit margins of 20% or higher.

Some of the top-performing industries include automotive services, business services, commercial cleaning, home services (repair, maintenance, and construction), health services (lab testing and urgent care clinics), senior/home care, QSR/ takeout/food delivery, and real estate.

84%

of franchise companies report revenues are now equal to or higher than pre-pandemic levels.

Real estate innovator **NextHome**, who earned the #1 overall ranking on FBR's 2022 Franchisee Satisfaction Awards list for the second year in a row, was well-positioned for the real estate boom brought on by the pandemic. Housing prices – and in return, realtor commissions – have risen significantly in many parts of the country. As of the close of 2021, NextHome had 512 franchise locations open (up 46% since the start of 2019) and is showing no signs of slowing down².

Best in Category and FBR Hall of Fame award-winner, **Christian Brothers Automotive**, continued to grow right through the pandemic. System-wide revenues were up 20% in 2020, with median sales of \$1.6 million across 210 Christian Brothers Automotive franchise locations³. With new locations continuing to open, the automotive services company will surpass 250 locations nationwide in early 2022.

And while many specialty retailers were shutting down during the pandemic, another Best in Category and FBR Hall of Fame award-winner, **Wild Birds Unlimited**, grew system-wide revenues by 30%⁴. “Lots of people have rediscovered their backyards and fallen in love with nature again,” said Paul Pickett, Chief Development Officer for Wild Birds Unlimited. “Our same-store sales were up 22% in 2020, and up another 17% last year. Average store sales system-wide have reached a record \$784,000, with the top 50% of our stores averaging over \$1 million in 2021.”

Key satisfaction points from franchise business owners:

- 88% Enjoy operating their business
- 86% Enjoy being part of their franchise organizations
- 84% Franchisee community supports fellow franchisees
- 82% Respect their corporate leadership
- 80% Would recommend their franchise organization to others

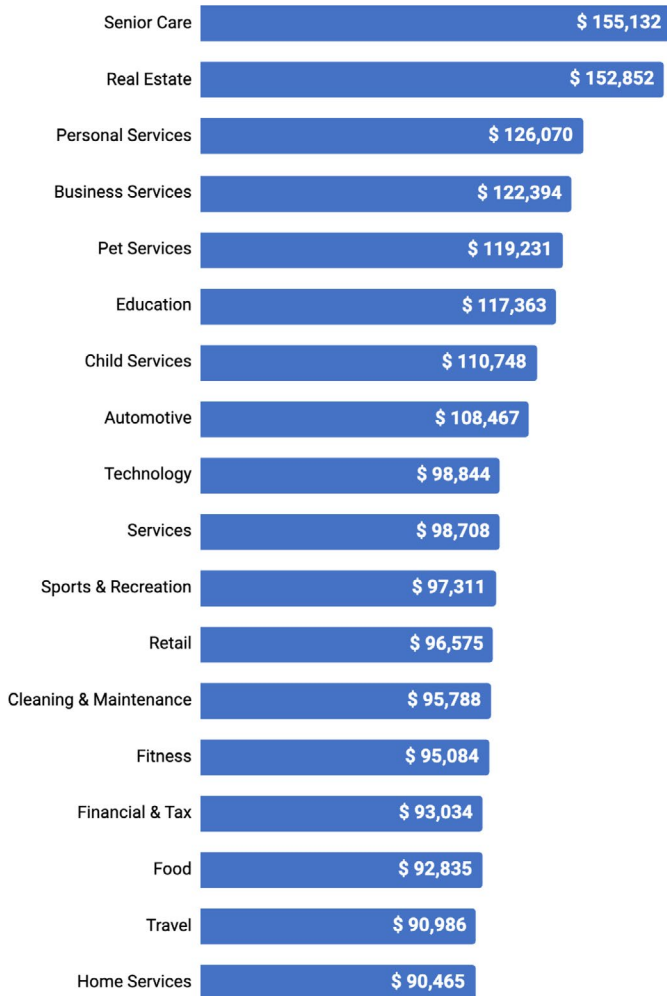
Franchisee Satisfaction Hits All-Time High

Franchise Business Review has been tracking satisfaction and performance across the franchise sector for over 17 years and in 2021 franchisee satisfaction hit an all-time high. Satisfaction actually increased 3% over pre-pandemic levels based on current surveys of nearly 30,000 franchise owners. “I’m not surprised,” says Franchise Business Review founder and CEO, Eric Stites. “The franchise business model has always been about ‘being in business *for* yourself, but not *by* yourself.’ This industry adage has never been more true and more valuable than today.”

“We’ve all seen the news and heard about the many struggles of business owners over the last two years,” continued Stites. “Most franchise owners realize just how lucky they are to be part of an organization that ‘had their backs’ and provided extra support and resources to ensure the survival of their businesses. Independent small business owners didn’t have that, and unfortunately, many of those business closed.”

Data on business failures due to the pandemic is still not fully clear, but there is strong evidence that franchised businesses had a significantly higher survival rate compared to independent, non-franchised small businesses.

Franchise Owner Income by Sector



Source: Annual franchisee satisfaction research by Franchise Business Review (December 2021).

Franchise Owners Report Strong Incomes

The average annual income (AAI) reported by the nearly 30,000 franchisees surveyed by Franchise Business Review is currently \$107,119, with the average for franchise business owners beyond the “startup period” (considered the first two years in business) reported as \$118,792. This is 84% higher than the average independent small business owner’s salary of \$64,432 reported by PayScale⁵.

\$107,119
average annual income for franchise owners.

According to FBR research, Senior Care (\$155,132) and Real Estate (\$152,852) were the two sectors with the highest average annual incomes for franchise owners. Not surprisingly, multi-unit franchise owners – individuals that own more than one location of a business – were found to be the highest earners. Single-unit owners reported average incomes of \$90,200, while owners with 2 - 4 units reported average annual incomes of \$132,400. Larger owners with 5 or more business units reported average annual incomes of \$204,800.

“The potential annual income that a franchise owner can earn is an important metric, but there are many factors that come into play,” said Stites. “Unlike employees, business owners build equity in their businesses. It’s important to look at the whole investment, and have a good understanding of the long-term value of a business, as well as the annual cash flow it may produce over time. Much of the wealth that many business owners ultimately realize comes in the form of equity, which they cash out when they sell the business.”

Opportunities for Continuous Improvement

Effectively running a successful franchise organization requires good planning, clear communication, and a lot of teamwork. Even the best franchise organizations struggle in some areas. While franchisee satisfaction overall has improved over the years, there are a number of areas where satisfaction scores are commonly low. The five lowest areas include marketing & promotional programs, effective use of technology, involving franchisees in important decisions, innovation of product & services, and the value received for ongoing fees paid by franchisees.

Five Lowest Areas of Franchisee Satisfaction

Marketing & Promotions	59.0 FSI*
Effective Technology	59.4 FSI
Involves Franchisees	59.6 FSI
Innovation	60.1 FSI
Fees	62.0 FSI

*Franchisee Satisfaction Index (FSI)™ is a benchmark of franchise owner satisfaction measured by Franchise Business Review research.

These low-scoring areas aren't surprising. After all, creative marketing, effective technology, product innovation, and involving your whole team in the decision-making process are the key drivers of any highly successful business. These issues tend to compound as organizations grow and become bigger and more "siloeed." Yet the best franchise organizations overcome these key challenges by setting clear goals and expectations, communicating clearly across the entire organization, and adjusting their game plan as required.

The Great Resignation Presents Opportunities & Challenges

"The Great Resignation" – where an estimated 70 million U.S. workers⁶ left their jobs last year in search of something better – has also spawned a renewed interest in entrepreneurship. The U.S. Census Bureau, who tracks business startups, has seen a nearly 50% increase in new business formations the past two years. A record 5.4 million new business applications were filed last year – an incredible 23% increase over the previous record set in 2020.

This growing trend of people leaving their jobs is good news for the franchise sector from a franchisee recruitment perspective, but bad news for franchise companies trying to recruit and retain the best talent to operate their businesses. 60% of franchise executives indicated that recruiting and retaining quality employees limited their growth last year (see chart on page 8) and has become a top priority for most franchise companies.

Power to the Workers

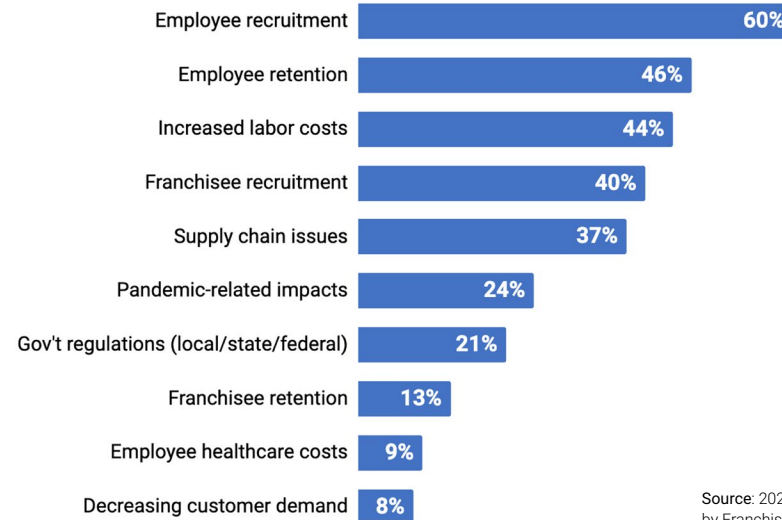
Pandemic-related labor shortages have pushed wages higher, as businesses everywhere are fighting to attract talent. According to the National Employment Law Project⁷, 25 states and another 56 municipalities will raise their minimum wage in 2022. And while the debate over a \$15/hour minimum wage rages on in many state houses across the country, the war for talent has made the debate a moot point, as many companies are taking the lead to offer entry-level workers at least \$15/hour out of necessity to attract the best talent.

Franchise business owners will have no choice but to increase wages in order to remain competitive and retain the best talent. This wage pressure will no doubt be passed onto consumers in the form of price increases, which will continue to contribute to rising inflation numbers for the foreseeable future.

Recovering Sectors

Despite our optimistic outlook for franchising over the next few years, we'd be remiss not to mention those business sectors that were most impacted by the economic effects brought on by the pandemic. Some of the hardest-hit sectors – table/full-service restaurants, personal services (i.e. fitness, massage, hair care, etc.), mall-based retail, hotels, and travel services – lost millions in revenue and shuttered thousands of locations. Newer franchisees and those who were struggling prior to the pandemic were among the most vulnerable. Additionally, many smaller franchisors and franchisees that didn't have substantial financial reserves to weather the crisis had to close down permanently.

Issues that Significantly Limited 2021 Growth:



Source: 2022 Outlook Survey of Franchise Executives by Franchise Business Review (December 2021).

Full-service restaurants like **Golden Corral** saw franchise royalties drop by an estimated \$50 million (down 77%) in 2020 and lost 55 of its 448 franchise locations⁹. Similarly, retail pretzel maker **Auntie Anne's**, which has many mall and airport-based locations, experienced a \$45 million drop in franchise revenues and lost 94 of its nearly 1,200 locations⁹.

For these impacted sectors, the past two years have been a roller coaster ride. Fitness industry leader **Planet Fitness** watched its stock price fall off the cliff in February and March of 2020, dropping over 60% in value. Planet Fitness's unique value-based consumer pricing model, along with fast actions by the corporate team to address pandemic-related health issues helped the chain battle through the crisis. While 2020

royalty revenues from franchise locations were down 24%, the fitness leader continued growing, adding 116 locations in 2020 and more in 2021, and its stock price has returned to near all-time highs¹⁰.

The pandemic created many challenges for businesses, but the best franchise organizations rose to the challenge. **Wetzel's Pretzels** was also facing significant revenue losses in 2020, but their corporate team double-downed on support to their franchisees. The investment paid a huge dividend to their franchise owners. Wetzel's recent franchisee satisfaction scores in training and support, communication, and leadership were off the charts – beating FBR's benchmarks by more than 20% and landing the pretzel maker on FBR's 2021 Top Food Franchises award list.

"We have that big brand strength but it's a small company feel," said Wetzel's CEO Jennifer Schuler, explaining Wetzel's Pretzels success with franchisee satisfaction and support. "Our franchisees know they can call us with questions, issues, etc. and someone here at corporate is going to answer the phone and provide them with personalized attention."

Schuler said that her company's ability to never lose its core values during the height of the COVID scare was a big reason why Wetzel's Pretzels handled the pandemic so well. That started with prioritizing the personal health of their franchisees, customers, and crew members, and continued with securing the financial health of the company by coordinating the renegotiation of franchise leasing and PPP loan process.

The Great Pivot

When it comes to being nimble and adjusting operations, franchise companies have a significant advantage over smaller, independent competitors. Many small business owners have been overwhelmed through the pandemic trying to keep up with changing rules, while also navigating the complexities of emergency funding, employee recruitment, Covid health issues, etc. Franchise companies on the other hand have the resources and corporate staff to innovate faster, and better support their local franchise operators through disruptions.

One food franchise that was spurred to innovate during the crisis was **Another Broken Egg Cafe**. The Orlando-based full-service restaurant was facing serious headwinds at the beginning of the pandemic. A pivot towards an off-premise business model combined with an innovative food and beverage program helped the brand navigate the complexities of COVID, while positioning the company for sustained success, said Chief Development Officer Jeff Sturgis.

"We're a brunch destination restaurant and so the biggest shift for us was shifting from a full-service restaurant with a bar that was almost exclusively dine-in, to adding a full suite of off-premise options, including, pickup and delivery," Sturgis said. "Luckily our CEO and head of marketing had experience in the off-premise world and the company was able to use their relationships with third-party delivery services and set up an online ordering platform quickly."

While thousands of independent "mom and pop" businesses have shuttered their doors, quick and innovative actions by franchise companies minimized failure rates and positioned

their brands and their franchisees for long-term success. Another Broken Egg Cafe, for example, experienced same-store sales increases of over 20% in 2021 vs 2019 – far better than many competitors. They opened 10 new restaurants in 2021 and are projecting further growth in 2022.

2022 Outlook:

Bright Future Ahead for Franchise Industry

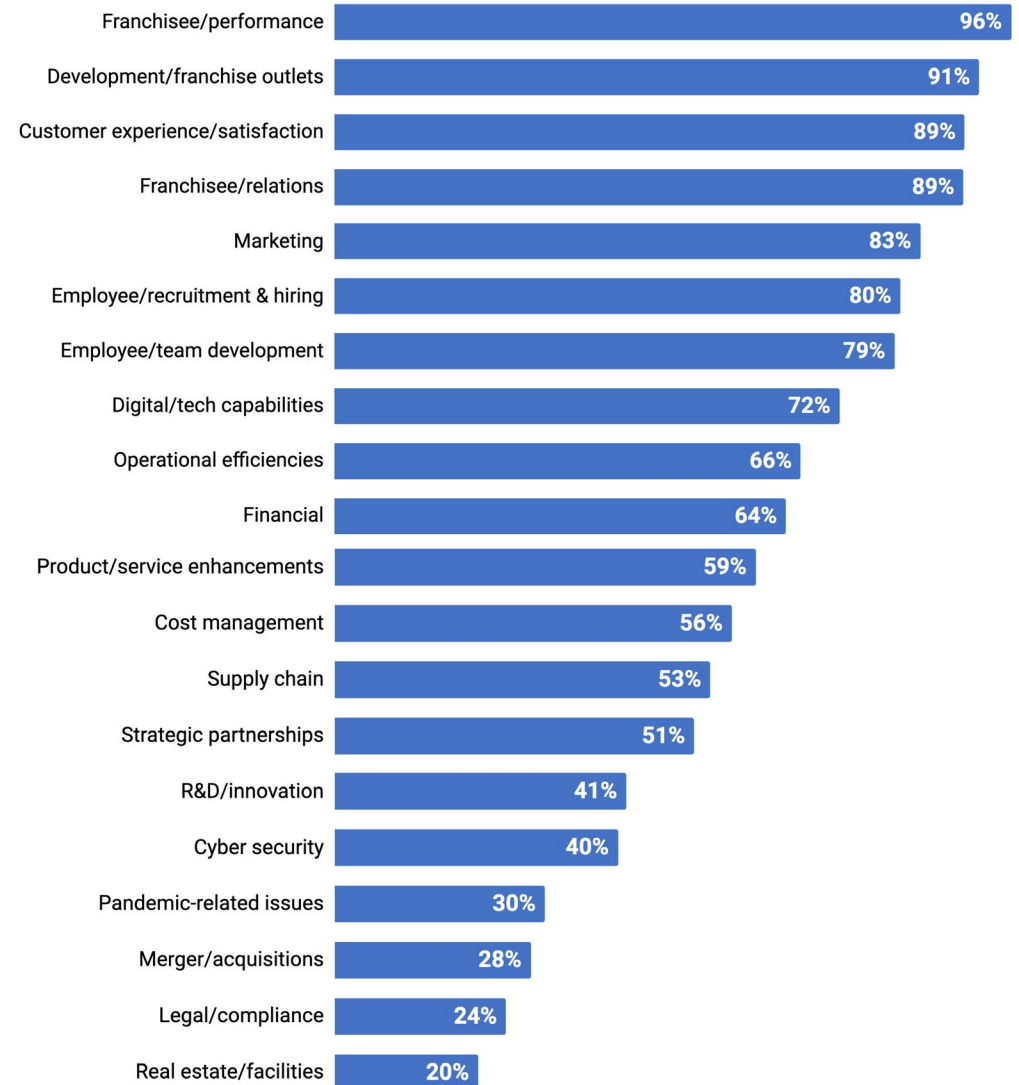
Franchise CEOs are bullish on further growth of the franchise economy in 2022. 84% of franchise executives rated their growth opportunity for this year as strong or very strong. Over half (53%) project total revenues to grow by 15% or more in 2022, with 36% projecting more significant revenue growth of 20% or more. Overall, for most industry sectors, 2022 should be a strong year.

Franchise leaders are focused on their three primary stakeholders to make growth happen in 2022: franchisees, employees, and customers. Improving franchisee performance was the #1 strategic priority cited by 96% of franchise executives. This was followed closely by franchise development (91%), customer experience/satisfaction (89%), franchisee relations (89%) and employee recruitment & hiring (80%).

Franchisees Are Highly Optimistic

Historically, there has been a significant gap between franchisors and franchisees when it comes to how they perceive the growth opportunity of their businesses. Franchise CEOs, who spend much of their time focused on the big picture vision of their brand, tend to be idealists and much more optimistic

Highest Strategic Priorities of 2022 for Franchise Leaders



Source: 2022 Outlook Survey of Franchise Executives by Franchise Business Review (December 2021).

about their growth potential. Franchisees on the other hand, who spend the bulk of their time “in the trenches” focused on the day-to-day operations of their business, tend to be more conservative when it comes to forecasting growth.

Optimistic about Growth

70% of Franchisees and 84% of Franchisors rated their opportunity for growth as strong or very strong.

Back in 2012, when Franchise Business Review conducted our first franchise industry outlook survey, we found that franchisors were twice as optimistic as their franchise owners. Today, that “optimism gap” has closed significantly with the majority of franchisors (84%) and franchisees (70%) feeling very positive about the growth opportunities ahead. The fact that both franchise leaders and franchise owners are optimistic about their growth is a very strong sign for the year ahead.

Potential Headwinds

Certainly, most in the franchise sector are very optimistic about the potential for growth ahead, but there are a number of key issues, both current and on the horizon, that could knock some franchise companies off track. Rising wages and employee recruitment & retention are clearly the top three concerns among franchise executives. Additionally, direct, pandemic-related issues were of lesser concern, but indirect pandemic issues in the form of supply chain and franchisee recruitment could impact both consumer sales and franchise development efforts.

The People Factor

Franchise executives understand that the success of their businesses depends highly on their ability to recruit and retain the best talent – both employees and franchise owners. Every organization is only as strong as its team. As the war for talent continues to get more competitive, company culture will play a larger role in franchise success.

In the *Franchising@WORK* employee engagement study completed by Franchise Business Review last year, overall employee satisfaction at the corporate level was extremely high overall, particularly among franchise brands that rated well on company culture. Organizational culture is often hard to define, but good managers are a critical component. In fact, employees who thought their managers “cared about their success” were more than twice as likely to give strong ratings to company culture, and nearly half as likely to consider leaving their jobs.

Frontline Workers Most Vulnerable

The past decade has seen many franchise organizations distance themselves from unit-level employees (employees of their franchisees) for reasons of vicarious liability given changing rule definitions by the National Labor Relations Board (NLRB). That said, the best franchise companies continue to instill the value of a strong brand culture – both at the home office and at the local business level – with leadership and culture training for franchise owners becoming much more common.

Clearly, wage increases for frontline employees will play a significant role in a brand's efforts to recruit and retain staff in the coming years. Still, the franchise organizations that are most successful in building a strong team culture, a positive, employee-centric experience, and career growth opportunities will ultimately win the war for talent.

Uncle Sam, Local Government, and the Battle Over Business Regulation

In a recent poll of business leaders conducted by Morning Consult, data showed that an overwhelming majority of business leaders surveyed (85%) believe capitalism in the U.S. depends upon a well-functioning democracy. Additionally, nearly 3 out of 4 business leaders (72%) believe American democracy is being threatened right now.

The problem lies in the definition of a “well-functioning democracy.” For many business leaders, a well-functioning democracy is one light on regulations and mandates put on businesses – to let capitalism do its thing and just keep

government out of the way. For many workers and leaders in public roles, the view is a little different, one where a well-functioning democracy is supported by private business through higher wages, higher taxes, and a more equitable distribution of wealth.

Business vs Uncle Sam

57% of franchisors stated that government regulation poses a significant risk to their business.

Franchise executives – like many business leaders across the country – also worry about the current state of our democracy and the potential long-term impacts on their businesses. The majority of franchisors (57%) stated that government regulation, at both the federal and local levels, poses a significant risk to their business. In the franchise world, “government regulation” translates into specific items such as minimum wage increases, unionization of workers, joint employer/vicarious liability, employee healthcare mandates, and higher taxes on business – many of which have been vigorously opposed by franchise companies in recent years.

These struggles between business and government – profits vs. “social welfare” – are certainly nothing new. But with the recent news of workers successfully unionizing at several Starbucks locations, and minimum wage rising in many markets across the country, workers are gaining power and some

franchise leaders have found themselves on the losing side of these issues.

Labor is certainly one of the biggest expense items for most businesses and the cost of labor will continue to climb. Many franchise organizations are already exploring ways to better leverage technology to deliver their goods and services more efficiently, and with fewer employees. This shifting balance between labor and technology will no doubt persist, and these short-term wins for workers may ultimately fade as more and more low-skilled jobs are replaced by automation.

Supply Chain Lifeblood

Supply chain disruptions have been a challenge for companies big and small. Many franchise companies rely primarily on domestic supply chains here in the U.S., but international supply chains issues have caused ripple effects across the globe. Half of all franchise executives surveyed (49%) indicated that supply chain issues pose a significant risk to their businesses over the next three years. While larger franchise companies typically hold a competitive advantage with their suppliers due to larger volumes, smaller franchise companies can often be more nimble and seek out alternative supplier options should the need arise. Overall, FBR is optimistic that we will see improvements in supply-related issues in 2022, especially among the vast domestic suppliers that are the lifeblood of many franchise companies.

Enhancing the Value Proposition for Future Entrepreneurs

As discussed earlier, there has been a large disruption in the careers of many individuals as a result of the pandemic. With a renewed focus on work-life balance, flexibility, and a career choice rooted in passion and purpose, franchisors will need to revisit how they position their business opportunity to potential franchisee candidates. Rightly or wrongly, many people equate franchising with big business and corporate America. The Great Resignation of 2021 was fueled in part by negative perceptions of big, “greedy” corporations that don’t really care about the health and well-being of their people. A further backlash against the corporate establishment could prove challenging for franchisors trying to pitch franchisee candidates on a vision of small business entrepreneurship.

The Best of the Best:

Top 200 Franchises of 2022

FBR’s [17th annual Franchisee Satisfaction Awards™](#) names the Top 200 Franchises based on owner satisfaction. There are thousands of franchise opportunities available today and many companies claim to be the “best franchise”, but our research delivers the most comprehensive list of today’s top franchise opportunities based on actual reviews from over 30,000 franchise owners across more than 300 leading franchise companies. Congratulations to all our 2022 winners listed on the following pages.

Franchisee Satisfaction Award Winners of 2022

Best in Category

NextHome

Real Estate
#1 Ranking Overall

Our Town America

Advertising & Sales

Payroll Vault

Financial Services

American Poolplayers Association

Recreation

Christian Brothers Automotive

Automotive

Planet Fitness

Fitness

Visiting Angels

Senior Services

FASTSIGNS

Business Services

Kona Ice

Food

TWO MEN AND A TRUCK

Services

Soccer Shots

Child Services

100% Chiropractic

Health & Personal Services

Wild Birds Unlimited

Specialty Retail

Anago Cleaning Systems

Cleaning & Maintenance

Premier Pools & Spas

Home Services

TeamLogic IT

Technology

Mathnasium Learning Centers

Education

Pet Supplies Plus

Pet Services

Cruise Planners

Travel

Franchisee Satisfaction Award Winners of 2022

30 Minute Hit	Checkers & Rally's	Ellianos Coffee Company
360clean	Chicken Salad Chick	Express Employment Professionals
A&W Restaurants	Clean Air Lawn Care	Fastest Labs
ActionCOACH	Clean Juice	Fazoli's Restaurants
Aire Serv	College Hunks Hauling Junk & Moving	Fibrenew
Aire-Master of America	Complete Weddings and Events	FirstLight Home Care
Alphagraphics	CompuChild	Fish Window Cleaning Services
Amazing Athletes	Concrete Craft	Five Star Painting
Another Broken Egg	Cousins Subs	Floor Coverings International
Any Lab Test Now	Creative World School	Footprints Floors
Aqua-Tots	Critter Control	FranNet
Assisting Hands	Culver's	Freedom Boat Club
ATAX Franchise	Dash in Food Stores	Frost Shades Window Tinting
AtWork Group	Discovery Map International	FRSTeam
Auto Appraisal Network	Dogtopia	Fuzzy's Taco Shop
Better Homes and Gardens Real Estate	Donatos Pizza	FYZICAL Therapy & Balance Centers
BIGGBY COFFEE	Dream Vacations-CruiseOne	Glass Doctor
Bloomin' Blinds	DreamMaker Bath & Kitchen	Golden Chick
British Swim School	Driverseat Inc.	Gotcha Covered
Capriotti's	Dryer Vent Squad	Grasons Co.
CarePatrol	East Coast Wings + Grill	Green Home Solutions
Caring Senior Service	Eggs Up Grill	Happy & Healthy Products

Franchisee Satisfaction Award Winners of 2022

Heaven's Best Carpet Cleaning
Home Instead
HomeSmart International
HomeWell Care Services
HOODZ
House Doctors Handyman Services
Huntington Learning Center
Image One
Intelligent Office
InXpress
JFE Franchising
JPAR Real Estate
Junk King
Junkluggers
K9 Resorts Luxury Pet Hotel
Kampgrounds of America
Kitchen Solvers
LaRosa's Pizzeria
LearningRx
MaidPro
Men In Kilts Window Cleaning USA
Miracle Method Surface Refinishing

Molly Maid
Monster Mini Golf
Mosquito Shield
Motto Mortgage
Mr. Appliance
Mr. Electric
Mr. Handyman
MY SALON Suite
Naturalawn of America
NerdsToGo
Network in Action
New Again Houses
NEXTAFF
Nothing Bundt Cakes
Nurse Next Door Home Care
Oasis Senior Advisors
Office Evolution
Office Pride Commercial Cleaning
Orangetheory Fitness
Oxi Fresh Carpet Cleaning
Palm Beach Tan
PatchMaster

Penn Station
Pinch A Penny
Pizza Factory
Pizza Ranch
PJ's Coffee
Precision Concrete Cutting
Precision Door Service
Premier Pool Service
Property Damage Appraisers
PuroClean
QC Kinetix
Qdoba
Real Property Management
Realty ONE Group
Rhea Lana's
Right at Home
RNR Tire Express
Robeks Fresh Juices & Smoothies
Sandler Training
School of Rock
Senior Care Authority
ShelfGenie

Franchisee Satisfaction Award Winners of 2022

Shine Window Care & Holiday Lighting
Showhomes Home Staging
Signal 88 Security
Sir Grout
Slim Chickens
Smoothie King
Snap-on Tools
Sola Salon Studios
Sotheby's International Realty
Spavia Day Spa
Spoiled Rotten Photography
Storm Guard Roofing & Construction
Streamline Brands
Stretch Zone
Supporting Strategies
Surface Specialists Systems
SYNERGY HomeCare
Teriyaki Madness
The Entrepreneur's Source
The Glass Guru
The Grounds Guys
The Haagen-Dazs Shoppe

The Human Bean
The Joint
The Lash Lounge
The Learning Experience
The Wendy's Company
Tint World
Town Money Saver
Tropical Smoothie Cafe
Truly Nolen of America
United Country Real Estate
USA Insulation
Verlo Mattress Factory Store
Walk-On's Bistreaux
We Insure
Weed Man
Weichert Real Estate
Wetzel's Pretzels
Window Genie
Wings Etc.
Wingstop
Wireless Zone
WOW 1 DAY PAINTING

YESCO
Yogi Bear's Jellystone Park Camp Resorts
Your CBD Store
Zaxby's
Ziebart

**Congratulations
to all of this year's
Franchisee
Satisfaction Awards
Winners!**

franchising@WORK

2021 Employee Engagement Finalists

Large Franchisors (100+ employees)

Cruise Planners, an American Express Travel Representative
Jason's Deli
Papa Murphy's
WellBiz Brands, Inc.

Medium Franchisors (25 - 99 employees)

College Hunks Hauling Junk & Moving
Global Franchise Group
Home Helpers Home Care
Junk King
School of Rock
The Scout Guide
Wild Birds Unlimited

Smaller Franchisors (Under 25 employees)

30 Minute Hit
360clean
DreamMaker Bath & Kitchen
East Coast Wings + Grill
FRSTeam
Green Home Solutions
Nathan's Famous
Payroll Vault
Showhomes Home Staging

Suppliers

Curious Jane
FranNet
IFPG

Survey Methodology

Over the past 17 years, Franchise Business Review has surveyed more than 200,000 franchisees representing over 1,100 of today's leading franchise brands. When we survey a franchise company, all current franchise owners who have been in business for six months or longer are invited to participate. We contact each franchisee and provide them with a unique login to complete their individual survey. We make at least five attempts to reach each franchise owner directly by email, text and/or by telephone. Our standard satisfaction survey includes 33 benchmark questions relating to the franchisee's experience and satisfaction, as well as market area, business lifestyle, and other demographic questions.

While many franchise organizations purchase our annual research and benchmarking data, any North American-based franchise company can participate in our research and awards program at no cost.

Survey Sample Sizes

This report references the most current research conducted by Franchise Business Review over the past 18 months (June 2020 - December 2021). Our findings on franchise owner satisfaction are based on surveying **31,150 franchisees** across nearly 350 leading franchise brands. This data includes North American-based companies from dozens of industry sectors, as well as small, medium, and some of the largest franchise organizations in the world.

Additionally, we included data from our *Franchising@WORK™* employee engagement research from 2021, that includes data from over **6,000 employees** at both the corporate office and unit-level.

Finally, this report also includes data and insights from franchise executives collected as part of our annual *Franchise Outlook Survey™* conducted in early December 2021 in which over **200 franchise executives** from development, operations, and C-level roles.

References and Outside Sources

- 1 International Franchise Association's 2021 Economic Outlook for Franchising prepared by FranData.
- 2 Franchise outlet information reported in NextHome, Inc. Franchise Disclosure Document issued 12/30/21.
- 3 Median sales and system-wide revenue growth as reported in Christian Brothers Automotive 2021 Franchise Disclosure Document.
- 4 System-wide revenue growth from 2019 to 2020 as reported in Wild Birds Unlimited 2021 Franchise Disclosure Document.
- 5 Current small business owner/operator salary data reported by Payscale (12/19/21).
- 6 Job resignation estimates based on data from U.S. Department of Labor as of December 2021.
- 7 National Employment Law Project minimum wage tracking data for 2022.
- 8 Franchise outlet and company financials reported in Golden Corral's 2021 Franchise Disclosure Document.
- 9 Franchise outlet and company financials reported in Auntie Anne's 2021 Franchise Disclosure Document.
- 10 Franchise outlet and company financials reported in Planet Fitness 2021 Franchise Disclosure Document.

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