



2005 IFA Benchmarking Survey

GROWTH MILESTONES

# Franchisee Owned Units						
1-10	11-25	26-50	51-100	101-300	301-500	501+

Years in Business	0-5	6-10	11+

Unit Profitability	7% to 15% +	< 7%	7% to 15% +

Franchisor Profits	< \$1 million	\$1 - \$3 million	+\$3 million



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GROWTH MILESTONES - EMPLOYMENT

# Franchisee Owned Units						
1-10	11-25	26-50	51-100	101-300	301-500	501+

Total Corp. Employees	1-20		21-50		101+	
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Fran. Develop.	1-5			6-30		
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Use Brokers	Yes			No		
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Mktg./Adv.	1-5		6-10		11-30	
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Admin	1-5		6-10		11-40+	
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International	1-5			6-40		
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GROWTH MILESTONES - 2006 OUTLOOK

# Franchisee Owned Units						
1-10	11-25	26-50	51-100	101-300	301-500	501+

General Economy	Somewhat-Very Good	About Avg - Somewhat Good	Somewhat-Very Good	About Avg - Very Good		
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Franchising Economy	Somewhat-Very Good	About Avg - Very Good	Somewhat-Very Good	About Avg - Very Good		
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My Sales Increase	11%+	6%+	11%+	1% to 11%+		6%+
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My Unit Increase	11%+		6% to 11%+		1% to 11%+	
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My Employment	Increase		No Change to Increase		Increase	
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BASE COMPENSATION

Large (> 300 Units) Franchisors										
	No Answer	Less than \$75K	\$75K-\$100K	\$101K-\$150K	\$151K-\$200K	\$201K-\$250K	\$251K-\$300K	\$301K-\$350K	\$351K-\$400K	Greater than \$400K
CEO	1	-	1	-	1	6	1	-	1	7
COO	4	1	2	-	4	2	3	2	-	-
CFO	-	2	4	6	1	3	1	1	-	-
General Counsel	11	-	-	2	1	2	2	-	-	-
CIO	8	2	3	1	1	3	-	-	-	-
Senior VP Development	5	-	2	4	2	4	-	1	-	-
Senior VP Franchise Services	10	-	2	-	4	1	1	-	-	-
Senior VP Marketing	6	-	1	4	3	4	-	-	-	-
Senior VP Operations	10	-	3	-	3	1	1	-	-	-



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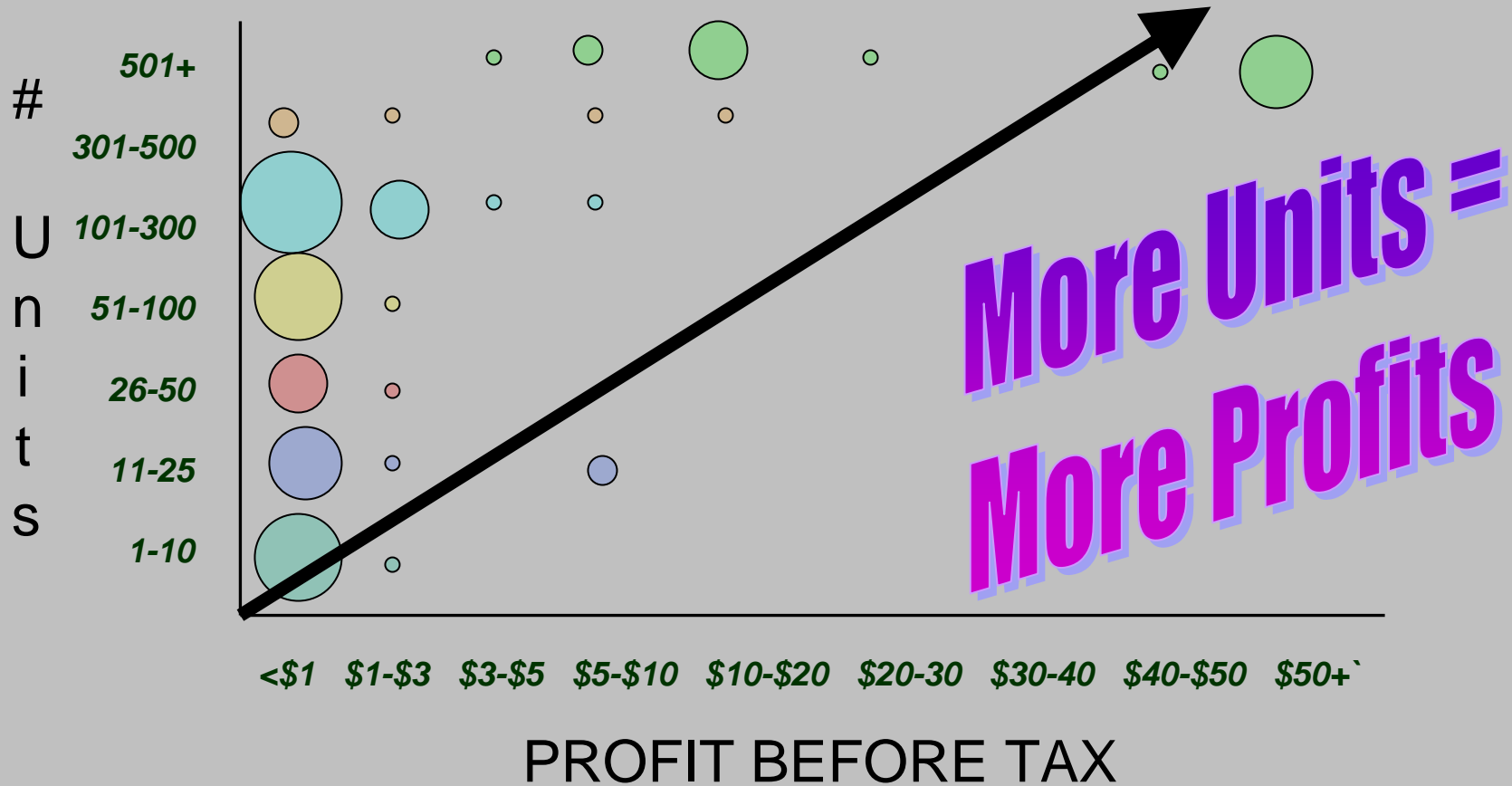
BASE COMPENSATION

Mid-Size (100 - 300 Units) Franchisors										
No Answer	Less than \$75K	\$75K-\$100K	\$101K-\$150K	\$151K-\$200K	\$201K-\$250K	\$251K-\$300K	\$301K-\$350K	\$351K-\$400K	Greater than \$400K	
CEO	-	-	3	5	3	4	-	1	2	-
COO	5	1	2	2	5	2	-	-	1	-
CFO	6	2	5	3	1	1	-	-	-	-
General Counsel	13	1	2	2	-	-	-	-	-	-
CIO	10	2	3	2	1	-	-	-	-	-
Senior VP Development	7	3	2	5	-	1	-	-	-	-
Senior VP Franchise Services	11	2	2	2	1	-	-	-	-	-
Senior VP Marketing	9	1	3	4	1	-	-	-	-	-
Senior VP Operations	16	1	1	-	-	-	-	-	-	-



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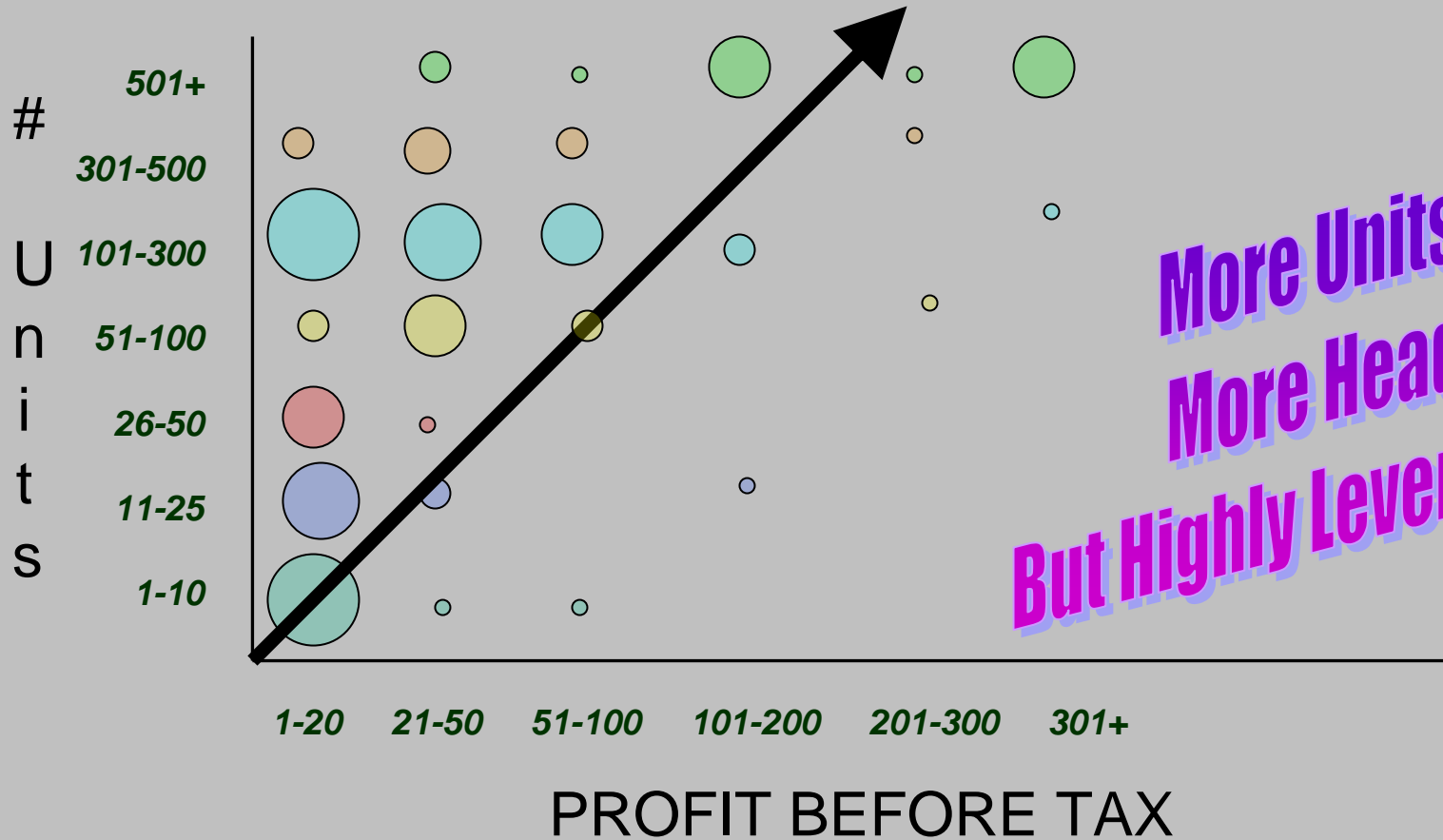
PROFITABILITY





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HEADCOUNT



**More Units =
More Heads
But Highly Leveragable**