IFA
INTERNATIONAL FRANCHISE ASSOCIATION

Franchising
Building local businesses, one opportunity at a time.
Developing Your International Market Strategy and Site Selection Process

Ned Lyerly
SVP Global Franchise Development
CKE Restaurants, Inc.

Phil Thomison
VP of Worldwide Operations
Mail Boxes Etc./The UPS Store

David Solomon
President & CEO
NAI Restore
Discussion Topics

• Key Elements of Market Evaluation
• Developing a Plan – Doing Your Homework
• Applying Sound Real Estate and Development Principles in International Markets
• Market Realities – Flexibility & Adaptation
Rational Creating A Plan

• Identify Markets With The Greatest Potential
  • Outlets, Sales, Profitability
• Direct Sales and Recruiting Efforts
  • By Region / Country
  • Understanding of Market Potential
• Critical For Aligning Organizational Resources
• Sustained, Focused Growth Is Vital To The Health of A Brand
Development Planning Process

• Identify Critical Brand Success Factors
• Target Priority Countries
• Create A Market Optimization Plan By Market
• Identify Appropriate Trade Areas Within Market
• Implement Site Selection & Site Acquisition Process
SECTION THREE
Strategic/Financial Assessment & Selection of Expansion Models

SECTION TWO
The Franchise System (Micro-environment / Internal Factors)

SECTION ONE
Target Country (Macro-environment / External Factors)

MARKET RISK
Political/Economic & Legal/Regulatory

MARKET OPPORTUNITY
Market Size, Purchasing Power

DISTANCE
Cultural & Geographic

** Source Rosenberg International Center of Franchising
Market Planning

• Tools and Research Available In Many Markets:
  • Demographic and Geographic Information Systems
  • Competitive Intelligence
  • Primary and Secondary Consumer Research
  • In Market Observation and Validation
Market Planning

• Utilize Research and Analytical Tools to:
  • Understand Consumer Profile In Target Market
  • Determine Market Potential
  • Define Trade Area Profile
  • Develop Site Selection Criteria
  • Develop A Market Optimization Plan
  • Identify Trade Areas Within Market
Market Planning

• Utilize Broker Resources To:
  • Assist With Planning Process
  • Develop Site Selection Criteria
  • Develop Blueprint For Market Development
  • Initiate The Site Acquisition Process
  • Understand Local Market Realities
Market Planning

• Properly Executed Will:
  • Greatly Increase The Likelihood For Success
  • Avoid Critical Mistakes
  • Increase Speed To Market
  • Result In Meeting Penetration & Development Goals
  • Improve Sales, Royalties and Return On Investment
Phil Thomison
Vice President of Worldwide Operations, Mail Boxes Etc.®/The UPS Store®
Agenda

- Background of Mail Boxes Etc®./The UPS Store®
- Deciding to expand internationally
- MBE’s early approach to international expansion
- Current approach to expansion
- Case Studies
- Summary
About Mail Boxes Etc./The UPS Store

- Began franchising in 1980 in Carlsbad, CA
- Franchisor purchased by UPS in 2001
- Launched The UPS Store in 2003 (U.S.)
- 6,044 locations worldwide
  - 4,719 The UPS Store locations
  - 1,325 Mail Boxes Etc. locations
What We Do

• Full-Service Packaging and Shipping
• Full-Service Copying, Printing and Digital Document Services
• Mail Receiving Services
• Packaging and Office Supplies
• Other Business Services: (Fax, Rubber Stamps, Engraving, Stationery, Computer Rental, etc.)
• “World-Class Customer Service”
MBE Global Overview
18 ML’s representing 53 Countries and 5 Territories

6,044 Locations Worldwide

4,472 locations in the U.S.
928 locations in Central America/Caribbean
465 locations in South America
160 locations in Southeast Asia
18 ML’s representing 53 Countries and 5 Territories

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About Mail Boxes Etc./The UPS Store International

- International expansion via Master Licensing
- Began Master Licensing in 1988 – MBE Canada
- Launched The UPS Store in Canada in 2003
- Open in 32 countries and 1 territory
- Currently 1,553 international locations
  - 1,218 Mail Boxes Etc. locations
  - 335 The UPS Store locations
Deciding to Expand Internationally
Decision Factors for International Franchising

**Internal Culture**
- Is management prepared for international franchising?
  - What are the business goals & expectations?
  - Does this strategy have management support?
  - What type of governance model will be applied?

**Franchise System**
- Is the System prepared for international franchising?
  - Proven business model
  - Clearly defined brand and image
  - Knowledgeable staff
  - Operations manuals
  - Compliance standards

**Business Environment**
- 1. Cultural
- 2. Legal
- 3. Operational
- 4. Financial
The Business Environment

1. Cultural
   Language/Communications issues, Consumer buying habits, Localization of brand & concept, Finding the right partner

2. Legal
   Franchise Law, Intellectual Property/Trademarks, Local Laws & Regulations, Political Volatility, Enforcement

3. Operational
   Fit of U.S. business model, Availability of suitable retail sites, Access to skilled labor and supplies, Technology issues

4. Financial
   Start-up costs & ongoing expenses, Economic volatility, Currency exchange fluctuations, Taxes & Earnings Repatriation
MBE’s Early Approach to International Expansion
Initial Approach to Expansion

- Tactical approach
- Sales-focused
- Market validation provided by Master Licensee
- Mentored by U.S. Area Franchisees
<table>
<thead>
<tr>
<th>Year</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>Canada</td>
</tr>
<tr>
<td>1991</td>
<td>Mexico, Spain</td>
</tr>
<tr>
<td>1992</td>
<td>U.K., Australia &amp; New Zealand, Italy, France</td>
</tr>
<tr>
<td>1993</td>
<td>Thailand, Andean Region</td>
</tr>
<tr>
<td>1996</td>
<td>Portugal</td>
</tr>
<tr>
<td>1997</td>
<td>Portugal, Central America Region, Rep. of Ireland</td>
</tr>
<tr>
<td>1998</td>
<td>Japan, South Korea</td>
</tr>
</tbody>
</table>
Where they are today...

- 1988
  - Canada (340)
- 1991
  - Mexico (40)
  - Spain (131)
- 1992
  - U.K. (98)
  - Australia & New Zealand (48)
  - Italy (534)
  - France (4)
- 1993
  - Thailand (35)
  - Andean Region (50)
- 1996
  - Portugal (In transition)
- 1997
  - Central America Region (22)
  - Rep. of Ireland (4)
- 1998
  - Japan (57)
  - South Korea (1) (In transition)
Current Approach to Expansion
Current Approach

- Alignment with corporate structure
- Strategic international development
- Initial market research by Home Office
- Balanced sales and operations focus
- Pro-active Master Licensee support & visitations
- Ongoing consultations with Master Licensees to adapt MBE business model and retail format to local market conditions
Alignment with Corporate Structure

Corporate Structure
International Department aligned with the home office corporate structure

Benefits
Streamlined organizational expertise to ensure sharing of best practices through improvements in communication, strategic approach and accountability

Strategic Vision

- Winning Team
- Value-Added Solutions
- Customer Focus
- Enterprise Excellence
Establishing an Expansion Strategy

Development Intensity
- High
- Moderate
- Low

Market attractiveness (prioritization)
- High
- Medium
- Low

Competitive pluses:
- Size
- Growth
- Competitive structure
- Profit
- Trade
- Retail opportunity
- Cyclicality
- Regulation

Country “A”
Country “B”
Country “C”
Country “D”

- Current level of neighboring country development
- Brand strength
- UPS Presence
- Retail presence to potential
- UPS product portfolio
- Competitive position

Countries:
- Country “A” (High
  Development Intensity)
- Country “B” (Moderate
  Development Intensity)
- Country “C” (Low
  Development Intensity)
- Country “D” (Low
  Development Intensity)
Evaluating International Opportunities

1. Secondary Research
   - Online Research
   - Internal White Paper

2. Market Visits
   - Local Contacts
   - Franchise Shows
   - U.S. Consular Service

3. Primary Research
   - Customer intercept study
   - Competitor survey
Managing the Complexity

Our International Department’s strategy focuses on these 4 imperatives:

Winning Team
Developing an aligned strategic vision and expectations

Value-Added Solutions
Support the network by sharing franchising “know how” and best practices

Customer Focus
Understanding the needs of our internal and external customers and focusing on their success

Enterprise Excellence
Maintaining a dedication to the brand and operating system
Case Studies
Adapting to the Culture
MBE Japan

- Very high-cost market
- Limited packing and shipping opportunity
- Franchisee ≠ Owner/Operator
- Customer service and convenience is highly valued
- Significant language and cultural challenges
Adapting to the Culture
MBE Japan

- Licensed concept to existing office supply retailer – Office 24
- Enabled immediate retail expansion within existing locations
- Focused on establishing full-service B2B copy business
- Large network of business contacts
- Development of innovative new products and services
Adapting to the Culture

MBE Japan

- Licensed concept to existing office supply retailer – Office 24
  - Enabled immediate retail expansion within existing locations
  - Focused on establishing full-service B2B copy business
  - Large network of business contacts
  - Development of innovative new products and services

Lesson Learned: Finding the right Master Licensee can be the key to establishing a new market
Adapting the Format
MBE Thailand

- High real estate costs
- Sales mix focused on lower margin services
- Low turnover, low average sale per customer
- Limited potential for traditional sites
Developed new kiosk format for high-traffic areas
  • Convenient, accessible locations – shopping malls, train stations, hypermarkets
  • Low startup costs and ongoing expenses
  • Stores able to reach break-even at lower sales volumes
Adapting the Format
MBE Thailand

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  - Convenient, accessible locations – shopping malls, train stations, hypermarkets
  - Low startup costs and ongoing expenses
  - Stores able to reach break-even at lower sales volumes

Lesson Learned: International franchising requires a willingness to adapt.
Growing the Network

MBE Italy

- MBE’s fourth international Master Licensee in 1992
- Grew to 277 locations in Italy by end of 2000
- Formed partnerships to acquire MBE Spain in 1999, MBE Germany in 2002 and MBE Austria and Hungary in 2003
- Currently oversee 804 locations in 4 countries
Growing the Network
MBE Italy

• Question: What qualities did this Master Licensee have that expedited network growth?
• Answer: This ML owner had prior experience as a franchisor before joining MBE

Lesson Learned: Look for Master Licensee candidates with prior franchising experience
Growing the Network
Research Study

• Explores effect on new store sales of exactly duplicating the franchise model vs. adapting the model to each country
• Followed 52-week ML opening plan provided by MBE in 23 new ML countries over the period 1989-2003
• Hypothesis:
  • H1: A policy where knowledge is copied more exactly will decrease sub-unit performance
  • H2: A policy where knowledge is copied more exactly will increase sub-unit performance
  • H3: The benefits of copying knowledge more exactly decrease over time
Findings:

- **H1: Not Supported** - The data showed a positive effect from exactly copying the model.
- **H2: Supported** - The data indicated a positive effect from exactly copying the model through the initial years of Network growth.
- **H3: Supported** - Data suggests that decisions made at the beginning of a network’s life concerning transferred knowledge have a larger immediate impact that persists and even grows stronger, but over time, local effects play an increasing role in determining how fast a network grows.

In Summary...

- International expansion requires a strong, strategic commitment by the management team.
- One way to help minimize risk when getting started is to begin in countries that share a similar language and culture.
- Selecting the right Master Licensee is one of the most important factors when franchising internationally.
- Have a willingness to be flexible and to adapt the concept to the local culture and market conditions.
- New Master Licensees should start by following the franchisor’s Operating System and adapting it as they gain experience.
Thank You!
David Solomon
President & CEO NAI
ReStore
NAI ReStore

- Franchise Approach
- Technology/Data
- Market Analytics
- Local Area Market Planning
NAI ReStore: Global Reach, Local Touch

Over 375 offices in 55 countries
8,000 professionals

**NAI Global** ranks among the largest commercial real estate providers worldwide and is the world’s only *managed* network.

- $45 billion transactions completed annually
- 250 million SF managed globally
- Dedicated core staff around the world to *manage* and support our global network
- Award-winning REALTrac™ Online technology
- Proprietary STARS™ (Strategic Transaction Administration and Reporting System)
The Three Key Characteristics of the NAI ReStore Managed Network

Working Together
The innovative organizational structure of NAI facilitates highly collaborative and effective solutions delivery.

Deep Local Knowledge
We know not only what is available, we know what might be available.

Global Breadth
We have offices around the world and these represent the most respected names in their markets.
Franchise Delivery Process

Optimal Real Estate Locations
Franchise Tool Box

- Bring proven real estate technology in-house (Real Trac)
- Access market analytics (data and mapping) for over 65 countries.
- Purchase the geo-demographic data you only need.
- Local broker experience in over 375 offices.
Technology Tools

REALTrac™ Online – our award-winning transaction management system, with integrated CRM and e-marketing tools
Retail Data Center

Data is a commodity, it’s what you do with the data that is important!

Retail
- Consumer Expend Data
- Retail Potential
- Segmentation/Lifestyle
- Chain Store Data
- Shopping Centre Data
- Traffic Counts
- Aerial Photography
- Restaurant Trend Data

- Cost of Living
- Crime Index
- Employee Labour Pools
- Business Data
- # of offices, types, sales, occupation

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Market Analytics

Understanding who your retail customers are today, but more importantly, who they are tomorrow!
Retail Compass

- How to measure expectations?
- How big is the market?
- What is my client base?
- Can the market sustain one more?
- What types of uses to build?
### Customer Segmentation – Seamless International Reach!

<table>
<thead>
<tr>
<th>CAMEO ME XI CO TYPE</th>
<th>% OF HOHDS</th>
<th>CHILD AGE</th>
<th>RETIRED</th>
<th>HOUSEHOLD COMPOSITION</th>
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<tbody>
<tr>
<td>AFFLUENT SINGLES &amp; COUPLES IN EXCLUSIVE URBAN NEIGHBOURHOODS</td>
<td>1.98</td>
<td>FEW Children</td>
<td>160</td>
<td>Singles &amp; Couples</td>
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<td>HIGHLY EDUCATED COUPLES &amp; SINGLES IN EXECUTIVE URBAN AREAS</td>
<td>0.83</td>
<td>Few Children</td>
<td>93</td>
<td>Singles &amp; Couples</td>
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<td>PROFESSIONAL MATURE &amp; RETIRED HOUSEHOLDS IN URBAN AREAS</td>
<td>1.59</td>
<td>Few Children</td>
<td>200</td>
<td>Singles &amp; Couples</td>
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<tr>
<td>AFFLUENT FAMILY NEIGHBOURHOODS</td>
<td>2.97</td>
<td>0-14 yrs</td>
<td>50</td>
<td>Singles, Couples &amp; Families</td>
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<td>0-14 yrs</td>
<td>50</td>
<td>Singles, Couples &amp; Families</td>
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<td>Singles &amp; Couples</td>
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<td>0-14 yrs</td>
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<td>Singles &amp; Couples</td>
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<td>AFFLUENT FAMILY NEIGHBOURHOODS</td>
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<td>0-14 yrs</td>
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<td>Singles, Couples &amp; Families</td>
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<td>HIGHLY EDUCATED COUPLES &amp; SINGLES IN EXECUTIVE URBAN AREAS</td>
<td>2.06</td>
<td>Few Children</td>
<td>148</td>
<td>Singles &amp; Couples</td>
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<td>50</td>
<td>Singles, Couples &amp; Families</td>
</tr>
</tbody>
</table>

**CAMEO Mexico Profile Report (Penetration)**

**Scores**
- 100: Highest penetration
- 0: Lowest penetration

**Scores by Households**
- 100: Highest penetration
- 0: Lowest penetration

**Scores by Households**
- 100: Highest penetration
- 0: Lowest penetration
Retail Gap Analysis: Share of Wallet

### Measures Market Capacity

#### RMP Opportunity Gap - Merchandise Lines

<table>
<thead>
<tr>
<th>Merchandise Lines</th>
<th>Demand (Consumer Expenditures)</th>
<th>Supply (Retail Sales)</th>
<th>Opportunity Gap/Stakes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Sales - Ice Eating and Drinking Places</td>
<td>5,572,287.04</td>
<td>5,537,285.04</td>
<td>19,002.00</td>
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<tr>
<td>Groceries and Other Foods</td>
<td>637,210.34</td>
<td>647,000.00</td>
<td>9,997.00</td>
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<tr>
<td>Meats and Seafoods</td>
<td>657,210.34</td>
<td>682,000.00</td>
<td>29,997.00</td>
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<tr>
<td>Alcohol</td>
<td>357,210.34</td>
<td>357,210.34</td>
<td>0.00</td>
</tr>
<tr>
<td>Cigars, Cigarettes, Tobacco Accessories</td>
<td>70,000.00</td>
<td>69,000.00</td>
<td>1,000.00</td>
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<tr>
<td>Drugs, Health Aids and Beauty Aids</td>
<td>387,210.34</td>
<td>375,000.00</td>
<td>12,997.00</td>
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<tr>
<td>Soaps, Detergents and Household Cleaners</td>
<td>28,500.00</td>
<td>29,000.00</td>
<td>5,000.00</td>
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<tr>
<td>Paper and Related Products</td>
<td>35,400.00</td>
<td>35,000.00</td>
<td>4,000.00</td>
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<td>Meat/Cheese</td>
<td>130,000.00</td>
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<td>0.00</td>
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<tr>
<td>Women's, Men's and Mosses Wear</td>
<td>23,000.00</td>
<td>23,000.00</td>
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<tr>
<td>Children's Wear</td>
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<td>Footwear</td>
<td>17,000.00</td>
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<tr>
<td>Serving, Kitting and Needlework Goods</td>
<td>8,000.00</td>
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<td>0.00</td>
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<tr>
<td>Curtains, Drapes, Blinds, Upholstered Drapery</td>
<td>19,000.00</td>
<td>19,000.00</td>
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</tr>
<tr>
<td>Major Household Appliances</td>
<td>38,000.00</td>
<td>38,000.00</td>
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<tr>
<td>Small Electric Appliances</td>
<td>14,000.00</td>
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<tr>
<td>Electro-Mechanical, Video Recorders, Video Cameras</td>
<td>45,000.00</td>
<td>45,000.00</td>
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<tr>
<td>Audio Equipment, Musical Instruments</td>
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<tr>
<td>Furniture and Sleep Goods</td>
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<tr>
<td>Flooring and Floor Coverings</td>
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<td>Computer Hardware, Software and Supplies</td>
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<td>Kitchens and Home Furnishings</td>
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<td>Jewelry</td>
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<td>Books</td>
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<td>Photographic Equipment and Supplies</td>
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<td>Toys, Dolls, Goods and Games</td>
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<td>Optical Goods</td>
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<td>Sporting Goods</td>
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<tr>
<td>Building, Tools, Plumbing, Electrical</td>
<td>20,000.00</td>
<td>20,000.00</td>
<td>0.00</td>
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<tr>
<td>Hardware and Building Materials</td>
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<td>20,000.00</td>
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<tr>
<td>Paint and Stains</td>
<td>20,000.00</td>
<td>20,000.00</td>
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<tr>
<td>Cans, Trays, Oil and Painted Carpentry</td>
<td>20,000.00</td>
<td>20,000.00</td>
<td>0.00</td>
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<tr>
<td>Automotive Fuels</td>
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<tr>
<td>Automotive Lubricants</td>
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<tr>
<td>Pet, Pet Foods and Pet Supplies</td>
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<td>10,000.00</td>
<td>0.00</td>
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<tr>
<td>All Other Merchandise</td>
<td>225,000.00</td>
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</tbody>
</table>

### RMP Opportunity Gap - Retail Stores

<table>
<thead>
<tr>
<th>Retail Stores</th>
<th>Demand (Consumer Expenditures)</th>
<th>Supply (Retail Sales)</th>
<th>Opportunity Gap/Stakes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Sales - Ice Eating and Drinking Places</td>
<td>676,300.00</td>
<td>675,300.00</td>
<td>1,000.00</td>
</tr>
<tr>
<td>Motor Vehicles and Parts Dealers</td>
<td>11,000.00</td>
<td>11,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Appliance Dealers</td>
<td>11,000.00</td>
<td>11,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Other Vehicle Dealers</td>
<td>11,000.00</td>
<td>11,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>20,000.00</td>
<td>20,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>11,000.00</td>
<td>11,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Electronics and Appliances</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Appliances, TV, Electric, Consumer Appliances</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Household Appliances</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Radio, Television, Electronics</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Computer and Office Machines</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Cameras and Photographic Equipment</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Building Material, Garden, Home, Outdoor Furnishings</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Building Material and Supply Dealers</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Home Centers</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Paint and Wallpaper Dealers</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>HARDWARE</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Building Material Dealers</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Building Material, Landscaping</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Lumber, Garden Equipment, Supplies</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Outdoor Power Equipment and Supplies</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

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Store Blueprint

- **Store Capacity/Market Capacity:** Measure the size of your industry and your market!
- **Strategic Store Sequencing:** Know which markets to open in next and with a footprint that fits the need of the trade area.
International Franchise Expansion

- Market Understanding – Customer and Culture.
- Mitigate Risk.
- Reliable geo-demographic data.
- Instilling “best of breed” policies.
- L.A.M.P. (Local Area Market Plan). Need local expertise to execute a plan.
International Examples: UK/China
Local Area Market Plan: L.A.M.P.

• L.A.M.P. (Local Area Market Plan). Low level market analytics required to quantify market potential.
• Need local expertise to execute a plan.
• Develop a consistent methodology for reviewing potential locations (Store Attribute Survey).
### Site Attribute Surveying “SAS”

#### Site Plan/Layout:

![Site Plan/Layout Image](image)

---

#### Location

<table>
<thead>
<tr>
<th>Footprint Location</th>
<th>Visibility</th>
<th>Site Accessibility</th>
<th>Adequate Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free-standing</td>
<td>Highway</td>
<td>2-way</td>
<td>Yes</td>
</tr>
<tr>
<td>Strip Plaza</td>
<td>Main Intersection</td>
<td>1-way</td>
<td>No</td>
</tr>
<tr>
<td>Enclosed Mall</td>
<td>Secondary Roads</td>
<td>All Bad</td>
<td>N/A</td>
</tr>
<tr>
<td>City Centre</td>
<td>Limited to no Street Visibility</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Site Description

<table>
<thead>
<tr>
<th>SITE SIZE:</th>
<th>OPTIONS AVAILABLE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footprint:</td>
<td></td>
</tr>
<tr>
<td>Land Parcel:</td>
<td>Land Purchase</td>
</tr>
<tr>
<td>Land Parcel:</td>
<td>BTS for Lease</td>
</tr>
<tr>
<td>CURRENT ZONING:</td>
<td></td>
</tr>
<tr>
<td>Retail:</td>
<td>Building for Lease</td>
</tr>
<tr>
<td>Industrial:</td>
<td>BUILD TYPE:</td>
</tr>
<tr>
<td>Office:</td>
<td>New Build</td>
</tr>
<tr>
<td>Residential:</td>
<td>Redevelopment:</td>
</tr>
</tbody>
</table>

#### Data captured

- Consistent data captured for each site

---

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Franchise Cornerstones

- Market Analytics
- Real Estate Technology and Tools
- Global Network
- Local Market Experience
Build on the power of our network!

dsolomon@nairestore.com