

The New Era of **FRANCHISING**



*How **Inspire Brands**' six-brand portfolio
creates opportunities for franchise growth.*

IN PARTNERSHIP WITH **INSPIRE BRANDS**



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INSPIRE BRANDS, THE LARGEST RESTAURANT COMPANY IN THE U.S. BY UNITS, IS REDEFINING FRANCHISING IN THIS NEW ERA.

Restaurant guests today want more than a meal—they’re looking for seamless technology, convenience any time of day, and brands that fit right into their busy lives. And as their expectations evolve, franchising is transforming, too—powered by digital innovation on the customer side and more flexibility than ever for operators. Enter Inspire Brands. Inspire Brands, the largest restaurant company in the U.S. by units, is redefining franchising in this new era. With a portfolio that spans six category-leading brands—Arby’s, Baskin-Robbins, Buffalo Wild Wings (including the rapidly-growing Buffalo Wild Wings GO format), Dunkin’, Jimmy John’s, and SONIC—the company boasts a platform of powerful shared services and operational innovation. Its tech-centered, forward-thinking strategies are designed to create long-term value and economic resilience for franchisees.

Delivering seamless experiences at every guest touchpoint is core to Inspire’s vision.

“Digital engagement is the future of how guests connect with our brands,” said Paul Brown, co-founder and CEO of Inspire Brands. “We’re not only advancing front- and back-end technology, we’re building a unified digital platform that powers all of our brand apps. That shared foundation gives us the flexibility to innovate quickly and the scale to deliver personalized, seamless experiences at every guest touchpoint.”

Delivering seamless experiences at every guest touchpoint is core to Inspire’s vision. This philosophy drives the commitment to equipping franchisees with the tools to thrive in 2025 and beyond. With six iconic brands, Inspire offers franchisees diverse pathways into multiple segments, while providing guests the flexibility and variety they expect across every daypart.

Arby's

Founded in 1964, Arby's is built on premium sandwiches and known the world over for “We Have the Meats®.” The brand’s appeal lies in its ability to combine innovation with value—expanding beyond roast beef to offer other premium proteins and culinary innovations that only Arby’s can.

For franchisees, the brand’s strength lies in its broad consumer base and high brand awareness. With flexible restaurant formats—including freestanding units, endcaps, inline, and non-traditional locations—the brand continues to grow in urban, suburban, and rural markets alike. Its legacy, paired with Inspire’s infrastructure, makes Arby’s a scalable option for multi-unit operators.



Arby's strength lies in its broad consumer base and high brand awareness

INSPIRE BRANDS / ARBY'S



From scoops to sundaes and custom cakes, Baskin-Robbins connects deeply with guests during both everyday indulgences and milestone celebrations.

INSPIRE BRANDS / BASKIN-ROBBINS

Baskin-Robbins

The world’s largest chain of ice cream specialty shops, Baskin-Robbins, is known for its “31 flavors” heritage, allowing guests to try a different flavor every day of the month. Now, the flavor library is much larger, and its innovation pipeline consistently delivers new taste experiences. From scoops to sundaes and custom cakes, the brand connects deeply with guests during both everyday indulgences and milestone celebrations.

“Baskin-Robbins connects you to your guests on a deeper level,” says Michigan-based franchisee Mandy Ristic. “You are there for them in those special moments, and they trust you with those memories, especially through our custom cakes.”

Franchise opportunities benefit from a variety of store formats, including inline shops, kiosks, and multi-brand spaces. This flexibility has helped Baskin-Robbins remain relevant for 80 years.



Buffalo Wild Wing's GO is a streamlined format offering the same wings and sauces, but in a smaller footprint.

INSPIRE BRANDS / BUFFALO WILD WINGS GO

Buffalo Wild Wings & Buffalo Wild Wings GO

Sports fans have long flocked to Buffalo Wild Wings for its signature wings, wide beer selection, and immersive game-day atmosphere. The brand’s positioning as the “ultimate sports bar” has cemented its popularity nationwide, while its flexible menu and LTO innovation keep customers returning even outside major sporting events.

Recognizing the surge in off-premise dining, Inspire launched Buffalo Wild Wings GO, a streamlined format offering the same wings and sauces, but in a smaller footprint optimized for takeout and delivery. GO locations require less real estate and lower investment, which appeals to franchisees eager to enter the thriving wings segment with reduced overhead.

Dunkin'

With more than 14,000 locations worldwide, Dunkin' is one of the most recognizable brands in the world.

Dunkin's appeal lies in its consistent product quality, high-frequency guest visits, and innovative beverage platform. Flexible restaurant formats—which range from traditional freestanding drive-thrus to non-traditional airports, travel centers, and c-store locations—allow franchisees to tailor the format to their market.

Jimmy John's

Known for its “Freaky Fast” service, Jimmy John's has carved a niche in the sandwich category with a focus on speed, freshness, and delivery. The brand's digital integration, streamlined operations, and efficient labor model make it an attractive option for franchisees in both urban and suburban markets.

Inspire recently expanded Jimmy John's menu with innovations like toasted sandwiches, keeping the brand competitive in the fast-casual sandwich space. Franchisees benefit from simple operations and a loyal guest base, strengthened by Inspire's shared marketing and supply chain capabilities. Jimmy John's is highly complementary with Inspire's other brands and has flexible formats ranging from a kiosk to freestanding to airports to multi-brand.



Dunkin's appeal lies in its consistent product quality, high-frequency guest visits, and innovative beverage platform.



Jimmy John's menu with innovations like toasted sandwiches, keeping the brand competitive in the fast-casual sandwich space.

SONIC

Known for its drink innovation and drive-in experience, SONIC builds on its heritage while embracing modern technology through a popular mobile app, digital ordering, and menu innovations that appeal to younger audiences.

For franchisees, SONIC offers flexibility with formats that range from traditional drive-ins to drive-thrus, and non-traditional footprints. Its appeal stretches across demographics, anchored by a playful marketing voice and customizable menu of drinks, slushes, and burgers.

As part of Inspire's portfolio, Sonic franchisees benefit from shared resources while maintaining a unique identity rooted in Americana.



Inspire's Mission and Future

When Inspire Brands was founded in 2018, the vision was clear: build a multi-brand restaurant company that harnessed the power of scale while preserving each brand's unique culture. That strategy continues to evolve with an emphasis on innovation, technology, and franchisee flexibility.

"Our tightly-integrated portfolio of brands with a shared set of capabilities leverages the combined investments across the entire platform," Brown says. "We are seeing the benefits of this integrated model in our apps, menu development, and operational efficiency."

Looking forward, Inspire is investing in data analytics, real estate flexibility, and multi-brand co-location opportunities that open doors to new markets. Its franchisees are empowered by cutting-edge digital tools, streamlined site selection processes via dedicated real estate teams, and the ability to operate complementary brands under one roof.

Inspire is investing in data analytics, real estate flexibility, and multi-brand co-location opportunities that open doors to new markets.

In an environment where consumer expectations and economic pressures are shifting rapidly, Inspire Brands is positioning its franchisees to adapt to and overcome systemic industry challenges. With a diverse portfolio, a forward-looking strategy, and a relentless focus on innovation, Inspire sets the bar for the future of franchising.

INSPIRE



BR



DUNKIN'

JJ



The Inspire Method

Why the shared service platform leads to franchisee success.

Inspire Brands has engineered a fundamentally different approach to franchising that sets the company apart in the industry. By tightly integrating six iconic brands around a shared platform of industry-leading capabilities, the company has created a model that transforms how franchisees operate, compete, and grow in today's marketplace.



The foundation of this approach stems from a simple but powerful concept: together, these strategically selected brands can achieve far more than they ever could alone. This philosophy has proven transformative in the restaurant space. Rather than each brand duplicating efforts and investments, they pool resources to create capabilities that rival or exceed those of much larger competitors. The result is a sophisticated ecosystem where every investment, innovation, and improvement benefits more than just one brand.

By tackling challenges collectively rather than individually, Inspire has created a platform providing franchisees with tools and resources typically reserved for much larger organizations

This integrated platform addresses the fundamental challenges facing restaurant franchisees today: rising costs, labor shortages, technological disruption, and changing consumer behaviors. By tackling these challenges collectively rather than individually, Inspire has created a platform that provides franchisees with tools and resources typically reserved for much larger organizations. The model represents a paradigm shift in how franchise systems can operate, moving from isolated brand management to collaborative ecosystem development.



Dunkin's first Super Bowl ad in 2023 (top) was made feasible by cost benefits and premium positioning driven by Inspire's scale, and that has turned into a three-year campaign with an outsized return.

INSPIRE BRANDS / DUNKIN' | 3

MARKETING AND BRANDING: The Power of Collective Voice

In an era where consumer attention is increasingly fragmented and expensive to capture, Inspire's approach represents a paradigm shift for franchisees. The combined power of six brands creates opportunities for leveraging collective intelligence, shared infrastructure, and unprecedented scale to dominate conversations and drive traffic across multiple consumer segments and dayparts.

With greater media buying power, Inspire can secure premium placements at favorable rates and adjust campaigns to fit business needs or cultural moments—delivering a presence that extends beyond what any single brand could achieve. Recent Super Bowl advertising campaigns, which would have been financially prohibitive for individual brands, became feasible through collective investment and generated billions of earned media impressions. These high-profile campaigns create halo effects that benefit all franchisees, driving brand awareness and consideration at levels that can translate into increased traffic.

Inspire's shared platform powers advanced marketing tools that guide everything from creative development to media placement. Each brand keeps its distinct identity while gaining insights from millions of daily transactions across the portfolio. By spotting consumer trends early—whether it's flavor preferences, shifting dayparts, or new channels—the system helps brands anticipate change and adapt proactively, rather than simply react. "Dunkin's first Super Bowl ad in 2023 was made feasible by cost benefits and premium positioning driven by Inspire's scale, and that has turned into a three-year campaign with an outsized return," notes Kate Jaspon, Chief Financial Officer of Inspire Brands, highlighting how collective resources enable breakthrough marketing moments that elevate brand perception and drive traffic growth.

The loyalty program infrastructure represents another critical advantage directly impacting franchisee success. Rather than each brand building and maintaining separate systems, Inspire has created

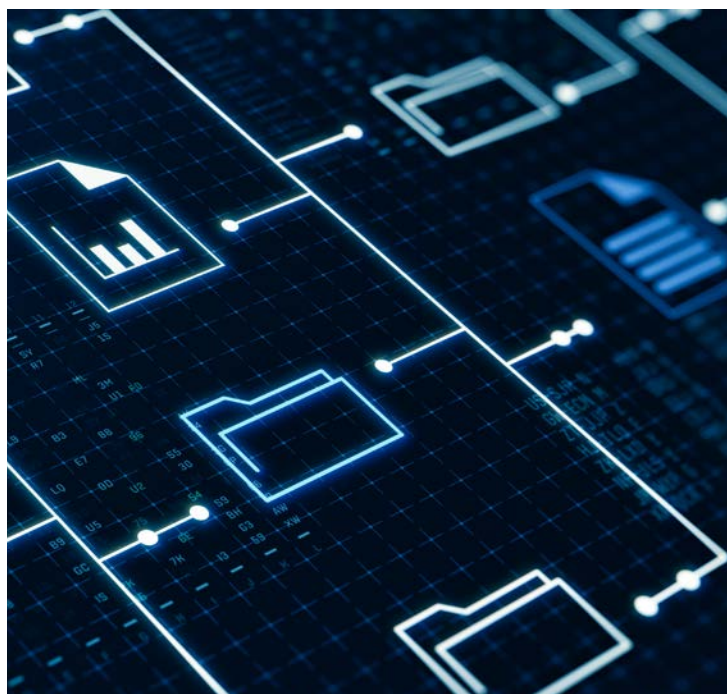
a unified backend that powers customized loyalty experiences across all concepts. This shared technology stack reduces costs while enabling more sophisticated customer engagement strategies. The data collected through these programs provides invaluable insights into customer preferences, purchase patterns, and lifetime value that inform both tactical promotions and strategic decisions. Franchisees have leveraged these insights to create targeted local marketing campaigns that resonate with their specific customer base while benefiting from the scale and sophistication of the overall platform.

Cross-brand marketing synergies create additional value that compounds over time. Successful promotional strategies or customer engagement tactics identified in one brand can be quickly adapted and deployed across others. This rapid transfer of knowledge accelerates innovation and reduces the risk of failed campaigns. A successful social media strategy developed for Buffalo Wild Wings might be adapted for SONIC, with adjustments for brand voice and audience, multiplying the return on creative investment. The marketing teams regularly share insights about successful limited-time offers, seasonal promotions, and digital engagement strategies, creating a continuous learning environment that benefits all franchisees.



A SUCCESSFUL SOCIAL MEDIA STRATEGY DEVELOPED FOR BUFFALO WILD WINGS MIGHT BE ADAPTED FOR SONIC, WITH ADJUSTMENTS FOR BRAND VOICE AND AUDIENCE, MULTIPLYING THE RETURN ON CREATIVE INVESTMENT.

ADRIAN STOCK / INFAD



ADRIAN STOCK / LUCAS

DIGITAL, DATA AND ANALYTICS: **Intelligence at Scale**

The digital transformation reshaping the restaurant industry has created both challenges and opportunities for operators. Inspire's shared digital platform puts franchisees ahead of the curve, providing sophisticated capabilities that would be cost-prohibitive for individual brands to develop independently. This technological advantage becomes increasingly important as digital ordering, delivery, and customer engagement grow increasingly critical to restaurant success. The platform approach means that digital innovations can benefit multiple brands within the portfolio, creating compound returns on technology investments which fundamentally changes the

economics of digital innovation. This means franchisees can access cutting-edge technology at a fraction of the independent cost—while also benefiting from ongoing updates and enhancements informed by insights across the entire network.

With the combined platform and six brands, Inspire understands significantly more about customer behavior. With millions of daily transactions, the data is key to informing both operational decisions and strategic planning successfully.

"Data analytics is one of our key value propositions. We also leverage our operational data across brands to support optimizing labor and inventory. We can utilize this data to help control the bottom line which is a direct benefit to franchisees," explains Jason Maceda, Chief Development Officer of Inspire Brands.

AI-enabled labor scheduling tools go beyond simple forecasting to consider factors like local wage pressures, employee availability, and customer flow patterns.

Predictive analytics capabilities can transform how franchisees manage their businesses. Inventory ordering systems use historical data, weather patterns, local events, and seasonal trends to optimize stock levels, reducing waste while ensuring product availability. AI-enabled labor scheduling tools go beyond simple forecasting to consider factors like local wage pressures, employee availability, and customer flow patterns. Pricing tools allow franchisees to respond to market conditions quickly while maintaining profitability.

Real-time performance dashboards give franchisees unprecedented visibility into their business operations. Rather than waiting for monthly reports, operators can see hourly sales trends, labor efficiency metrics, and customer satisfaction scores as they happen. This immediate feedback loop enables rapid adjustments and continuous improvement. Managers can identify and address

issues before they impact customer experience or profitability, creating a more responsive and agile operation.

Inspire's digital infrastructure extends beyond customer-facing applications to restaurant operations. Back-office systems streamline everything from new employee onboarding to equipment maintenance scheduling. These shared systems reduce administrative burden while ensuring compliance with brand standards and regulatory requirements. The integration between various systems—from point of sale to supply chain to human resources—creates numerous operational efficiencies, allowing managers to focus on customer service and team development.



INSPIRE BRANDS / JIMMY JOHNS

MENU AND INNOVATION:

Accelerating Speed to Market

At the heart of Inspire's competitive advantage sits a 60,000-square-foot Innovation Center in Atlanta where culinary teams, operations experts, and suppliers collaborate to develop the future of each brand's menu.

"At our Inspire Innovation Center each brand's back of house is replicated for our operations, supplier, and culinary teams to innovate and optimize across our concepts. We can test new technology, equipment, and menu items in multiple spaces at once," Paul Brown, Co-founder and CEO of Inspire Brands emphasizes.

This state-of-the-art facility includes fully functional kitchens for each brand, allowing for simultaneous testing and cross-pollination of ideas that accelerate innovation while maintaining each brand's unique identity and positioning.

The centralized approach to innovation dramatically reduces the time from concept to launch. When consumer trends shift—whether toward spicy flavors, plant-based options, globally-inspired cuisines, or

health-conscious alternatives—Inspire's brands can respond quickly with tested, operational-friendly solutions. The ability to conduct parallel testing across multiple brand kitchens means new products can reach market while trends are still relevant, capturing consumer interest and driving traffic. This speed advantage is crucial in an industry where being first to market with a trending item can mean the difference between category leadership and playing catch-up.

Cross-brand testing reveals unexpected opportunities that create value across the portfolio. A sauce developed for Buffalo Wild Wings might find application at Arby's with minor modifications. A preparation technique perfected for Jimmy John's could streamline operations at Dunkin'. These synergies create a multiplier effect on innovation investments, where a single devel-

opment effort can benefit multiple brands. The culinary teams regularly collaborate, sharing techniques, ingredients, and inspiration that elevate offerings across all concepts. This collaborative approach has led to breakthrough innovations that individual brands would never have discovered working in isolation.

Franchisee input is integral to the innovation process, ensuring new menu items work in real restaurant environments. Advisory councils provide feedback on everything from operational complexity to regional taste preferences. This collaborative approach ensures that new menu items not only excite customers but also execute efficiently during peak service periods. The testing protocols evaluate labor requirements, equipment needs, food cost targets, and supply chain implications for every new item, reducing the risk of launches that might succeed with customers but fail on restaurant economics. Franchisees often participate directly in testing, providing real-world feedback that shapes final product specifications.

Equipment testing at the Innovation Center identifies technologies that improve speed of service, reduce labor requirements, or enhance food quality. When new equipment proves successful, Inspire's scale enables favorable purchasing agreements that make the technology accessible to franchisees. Recent examples include automated beverage systems that improve consistency while reducing labor, new cooking technologies that deliver better quality with less skill requirement, and packaging innovations that maintain food quality during delivery. The center also tests emerging technologies like robotics and AI-driven cooking systems, preparing franchisees for the future of restaurant operations.



WHEN CONSUMER TRENDS SHIFT—WHETHER TOWARD SPICY FLAVORS, PLANT-BASED OPTIONS, GLOBALLY-INSPIRED CUISINES, OR HEALTH-CONSCIOUS ALTERNATIVES—INSPIRE'S BRANDS CAN RESPOND QUICKLY WITH TESTED, OPERATIONAL-FRIENDLY SOLUTIONS.

ASBURY/STOCK / INSPIRE



INSPIRE BRANDS / DUNKIN'



**THE DATA-DRIVEN
APPROACH TO MENU
DEVELOPMENT
LEVERAGES INSIGHTS
FROM MILLIONS OF
DAILY TRANSACTIONS
ACROSS SIX BRANDS.**

ADOBESTOCK / INHABIL

The data-driven approach to menu development leverages insights from millions of daily transactions across six brands. This intelligence helps identify emerging flavor trends, daypart opportunities, and unmet customer needs with remarkable precision. The limited time offer strategy has been revolutionized through these capabilities, allowing brands to develop and test LTOs more frequently, keeping menus fresh and driving customer interest while maintaining operational efficiency. Regional customization capabilities enable franchisees to offer locally relevant items without compromising operational simplicity, balancing brand consistency with local market relevance.

Consumer testing capabilities at the Innovation Center go beyond simple taste panels. Advanced sensory analysis, nutritional optimization, and sustainability considerations are built into the development process. This comprehensive approach ensures that new menu items not only taste great but also meet evolving consumer expectations around health, sustainability, and value. The center can also rapidly prototype and test packaging innovations that improve food quality, reduce environmental impact, and enhance the customer experience.

SUPPLY CHAIN: Strength Through Scale

In an era of supply chain disruption and commodity volatility, Inspire's combined purchasing power provides franchisees with stability and cost. The supply chain strategy goes far beyond volume discounts—it's a sophisticated approach to procurement, distribution, and inventory management that creates sustainable competitive advantages for operators. This comprehensive approach addresses every aspect of the supply chain, from sourcing raw ingredients to last-mile delivery to restaurants.

The power of the multi-brand model becomes evident in SKU consolidation strategies that create efficiencies throughout the system. When multiple brands share common ingredients—from produce to proteins to packaging materials—the entire system becomes more efficient. A tomato slice at Arby's might come from the same supplier as the tomatoes at Jimmy John's, but the combined volume ensures better quality, pricing, and availability for both brands. This consolidation reduces complexity in operations while improving economics. The approach extends to packaging, smallwares,

and cleaning supplies, creating economies of scale across every aspect of restaurant operations.



INSPIRE BRANDS / ARBY'S

The scale advantages proved particularly valuable during recent supply chain disruptions that challenged the entire industry. Inspire's size and diversification provided resilience that kept franchisees operating smoothly. This reliability translates directly to consistent operations and customer satisfaction. During periods of shortage, Inspire's supply chain team can quickly identify alternative sources, adjust specifications, or modify distribution patterns to maintain product availability.

"Inspire's supply chain purchasing power yields significant benefits for our franchisees. Investments in commodity management allow us to take advantage of volatility to lower COGS. Additionally, we have consolidated SKUs to share inventory across brands and distribution centers to increase available supply of items," Jaspon explains.

Long-term strategic partnerships with suppliers go beyond transactional relationships to create mutual value. Suppliers gain predictable volume and opportunities to innovate, while Inspire secures favorable pricing and priority access to products. These relationships, built over years and strengthened by consistent volume, provide franchisees with advantages. The stability of these partnerships creates a reliable foundation for franchise operations. Suppliers often invest in dedicated production lines or facilities to serve Inspire brands, ensuring consistent quality and availability while reducing costs.



THE SCALE ADVANTAGES PROVED PARTICULARLY VALUABLE DURING RECENT SUPPLY CHAIN DISRUPTIONS THAT CHALLENGED THE ENTIRE INDUSTRY. INSPIRE'S SIZE AND DIVERSIFICATION PROVIDED RESILIENCE THAT KEPT FRANCHISEES OPERATING SMOOTHLY.

ADOBESTOCK / INHABIT



ADOBESTOCK / SHALOMIN 393

Distribution network efficiency multiplies the benefits of scale through sophisticated logistics optimization. When multiple brands operate in similar markets, delivery routes can be optimized to serve several concepts to maximize route efficiency and reduce transportation costs. These logistics advantages help franchisees through lower delivery costs and more frequent delivery windows. The system also provides flexibility to adjust delivery frequencies based on individual restaurant needs, ensuring optimal inventory levels without excess investment in stock.

The supply chain technology platform provides unprecedented visibility into inventory management and automated ordering systems that optimize operations. Predictive analytics optimize stock levels,

reducing waste and freeing up working capital for growth investments. Commodity hedging strategies help franchisees manage cost volatility by locking in prices for key ingredients months in advance, providing the predictability necessary for effective business planning and consistent profitability. Real-time tracking systems provide visibility into shipments, enabling proactive management of potential disruptions.



Inspire has developed modular and stick-built options that can fit spaces from 150 square feet to over 2,000 square feet.

INSPIRE BRANDS © / JIMMY JOHN'S, SONIC DRIVE-IN, DUNKIN' / JIMMY JOHN'S

REAL ESTATE AND DEVELOPMENT: Maximizing Every Square Foot

The transformation of real estate strategy under Inspire represents one of the most tangible benefits for franchisees. By rethinking traditional assumptions about restaurant development, the company has opened opportunities that were previously unavailable or unprofitable. This innovative approach has become a cornerstone of growth strategy, enabling franchisees to access prime locations and maximize returns on their real estate investments while reducing both capital requirements and operational complexity.

Format flexibility has revolutionized site selection possibilities in ways that transform the economics of restaurant development. Inspire has developed modular and stick-built options that can fit spaces from 150 square feet to over 2,000 square feet. This adaptability means franchisees can pursue locations in high-traffic areas—airports, universities, urban centers, convenience stores, hospitals, and military bases—that traditional restaurant formats couldn't accommodate. The ability to adapt to available real estate rather than requiring specific footprints exponentially increases development opportunities while reducing real estate costs.

Co-location and multi-brand strategies multiply these opportunities significantly, creating new economic models for restaurant development. A single piece of real estate can house complementary brands that serve different dayparts and customer occasions. The operational efficiencies are substantial: shared kitchens, combined staff, unified equipment, and consoli-

dated deliveries. A Dunkin' and Jimmy John's combination can generate revenue from breakfast through dinner while sharing many operational costs, dramatically improving unit economics and return on investment. These combinations are carefully designed to minimize operational friction while maximizing revenue potential.

"We are finding ways to reduce the cost to build and open new locations faster. It is creating new opportunities for franchisees through access to sites that may have previously been considered too small," Brown notes, highlighting how innovation in real estate strategy directly benefits franchisees.

The development of multi-brand locations requires sophisticated planning and design expertise that Inspire provides through its dedicated real estate, construction, and architecture and design teams. Standardized layouts optimize workflow for multiple brands while maintaining each brand's identity. These designs have been refined through real-world testing, ensuring theoretical benefits translate into practical operational

advantages. The company's experience across thousands of builds translates into smoother, faster openings with fewer surprises and delays. Design modularity allows for customization based on local market conditions while maintaining operational efficiency.

Development acceleration comes from Inspire's relationships throughout the real estate ecosystem—with developers, landlords, and brokers—giving franchisees advantages in lease negotiations and site acquisition.

Franchisees can achieve strong returns with lower initial investments, making growth more accessible and reducing financial risk.

Small-format innovation represents a breakthrough in accessibility that opens entirely new categories of real estate. By maintaining brand identity and operational efficiency in compact spaces, Inspire has unlocked entirely new trade areas. The financial engineering behind these formats—lower build-out costs, reduced rent, and operational efficiencies—creates compelling unit economics. Franchisees can achieve strong returns with lower initial investments, making growth more accessible and reducing financial risk. These formats also enable testing of new markets with reduced capital exposure.

Construction cost management through Inspire's scale and expertise provides substantial savings for franchisees. Standardized designs, preferred vendor relationships, and bulk purchasing of fixtures and equipment reduce build-out costs significantly. The company's construction management teams provide support throughout the development process, helping franchisees avoid common pitfalls and delays. This expertise is particularly valuable for new franchisees who may be unfamiliar with restaurant construction complexities.

The adaptive reuse capabilities developed by Inspire enable franchisees to convert existing restaurant spaces quickly and cost-effectively. This approach reduces time to market and capital requirements while enabling expansion into markets where new construction might not be feasible. The ability to rapidly convert closed restaurants from other brands into Inspire concepts provides opportunistic growth opportunities that can be executed quickly when market conditions are favorable.

OPERATIONS AND TALENT: Building Sustainable Success

The final differentiator—and perhaps the most critical for long-term success—is Inspire's comprehensive approach to operations and talent development. In an industry defined by labor challenges, high turnover, and operational complexity, the shared services model provides franchisees with tools and support that transform their ability to attract, train, and retain quality teams while maintaining operational excellence. This holistic approach addresses every aspect of human capital management, from recruitment through retirement.



ADRIESTOCK / DANIEL LALOR / PICTUREBANKS.COM

Digital tools optimize scheduling based on predicted demand, ensuring appropriate staffing without excess labor costs. Kitchen display systems improve order accuracy and speed while providing data on preparation times and bottlenecks. Maintenance management platforms ensure equipment reliability through predictive maintenance, reducing costly downtime. These sophisticated systems, expensive to develop independently, become accessible to all Inspire franchisees through the shared platform. The integration of these systems creates a seamless operational environment where technology enhances rather than complicates daily operations.

Training and development programs represent a massive investment that pays dividends for franchisees through improved performance and reduced turnover. Centralized programs ensure consistency while reducing the burden on individual operators. The training extends beyond operational procedures to include leadership development, financial management, and growth planning. This comprehensive approach develops not just workers, but future leaders within the franchise system. Virtual and augmented reality training tools provide immersive learning experiences that improve retention and reduce training time.



An employee who starts at Jimmy John's might advance to management at Dunkin', creating retention advantages.

"To help offset rising labor costs, our franchisees are leveraging technology to drive efficiencies within their restaurants. Back-of-house technology, including automated labor scheduling and inventory management, has helped to mitigate wage inflation, while consumer-facing technology, such as digital apps, have helped to lift sales," Jaspon says.

The shared services approach to talent development means best practices discovered in one brand quickly propagate across others, creating a continuous improvement cycle. When Dunkin' develops an effective crew training program that reduces time-to-productivity, those insights can be adapted for other brands. This continuous improvement cycle raises the bar for operational excellence across the entire portfolio. The cross-pollination of ideas creates an environment of constant innovation in human resource management. Regular best practice sharing sessions and cross-brand training opportunities ensure that innovations spread quickly throughout the system.

Specialized resources for franchisees managing portfolios across multiple brands include centralized administrative tools and cross-brand management training. The ability to offer career paths across multiple brands makes franchisees more attractive employers. An employee who starts at Jimmy John's might advance to

management at Dunkin', creating retention advantages. This career mobility reduces turnover and creates a more engaged, motivated workforce.

Performance benchmarking across the portfolio provides unprecedented visibility into operational excellence. Operators can compare their metrics not just within their brand but across similar-sized restaurants in the Inspire network. This transparency drives continuous improvement while highlighting best practices.

The benchmarking system identifies top performers and facilitates knowledge transfer, ensuring that successful practices spread throughout the network.



The Integrated Advantage

What makes the Inspire platform truly powerful isn't any single differentiator—it's how they work together to create compound advantages for franchisees. Marketing insights inform menu innovation. Supply chain efficiencies enable competitive pricing. Digital capabilities enhance operational excellence. Real estate flexibility opens new growth opportunities. Each element reinforces the others, creating a virtuous cycle of improvement and growth that accelerates over time. This integration creates a competitive moat that becomes stronger with each passing year.

The network effects of this integrated model multiply value for franchisees. As more franchisees join the system and succeed, the collective intelligence grows. Every new restaurant adds data points that improve predictive models. Every successful innovation can be leveraged across more locations. Every operational improvement benefits the entire network. This creates an accelerating advantage where the system becomes more valuable to each participant as it grows.

"We are working to provide an operating model that is easy to run and generates the returns they are looking for," Brown concludes. "Innovation is part of our DNA—at both the brand level and through strong partnerships with our franchisees and franchisee advisory councils, we challenge conventions and uncover fresh, forward-thinking solutions together."

The accumulated advantages create a decisive edge in an industry where the difference between success and failure often comes down to small margins.

For prospective franchisees evaluating opportunities in today's complex restaurant landscape, the Inspire Method offers something unique: a proven framework for success backed by the scale, resources, and expertise of six iconic brands. The accumulated advantages create a decisive edge in an industry where the difference between success and failure often comes down to small margins. The model provides resilience against economic downturns, flexibility to adapt to changing consumer preferences, and the resources to capitalize on emerging opportunities.

The results speak for themselves. Franchisees across the Inspire portfolio are expanding their holdings, entering new markets, and achieving returns that validate the model. Multi-unit operators are finding that the efficiencies of operating multiple Inspire brands exceed their expectations. As the restaurant industry continues to evolve, those who can leverage the power of the platform will be best positioned to thrive.

Why Inspire?

Franchisees share why they chose Inspire Brands.

Choosing a franchise partner in 2025 isn't just about picking a recognizable name. It's about finding a system that can move and adapt as fast as the industry itself. With razor-thin margins, shifting labor markets, and ever-rising guest expectations, franchisees are seeking a true collaborator. Increasingly, that search leads to Inspire Brands.

Inspire's appeal starts with legacy and trust. Its portfolio of six powerhouse brands—Arby's, Baskin-Robbins, Buffalo Wild Wings, Dunkin', Jimmy John's, and SONIC—covers nearly every daypart and craving imaginable. These brands are woven into the fabric of communities, with decades of brand equity and operational history to draw on. For operators, that means stepping into a business with a built-in customer base, established routines, and a level of trust that can't be manufactured overnight.



"When I first started exploring franchise opportunities, I focused on brands with proven staying power," says Suhel Ahmed, who operates Dunkin' and Baskin-Robbins stores in New York City. "With 75 years of experience under its belt, Dunkin' immediately stood out. It has a strong existing franchisee base and established global presence, all while being an iconic brand deeply embedded in many people's daily routines."

That level of guest loyalty allows operators to focus on service, execution, and profitable growth rather than spending years establishing brand awareness. That means less time worrying about driving traffic and more time dialing in operations and team culture.

But even the most iconic brands don't guarantee success. Today's franchisees want more than name recognition—they want flexibility. Growth in the current environment means being able to scale into new markets, experiment with formats, and even combine brands in creative ways to maximize every square foot. The old model of one brand, one box has given way to something much more dynamic.



"When I first started exploring franchise opportunities, I focused on brands with proven staying power," says Suhel Ahmed, who operates Dunkin' and Baskin-Robbins stores in New York City.

INSPIRE BRANDS ©21 / A&W VENTURES

Greg Darby and Cory Beasley, operators of Little General Store in West Virginia, understand this better than most. Their c-store and restaurant franchise business stretches across rural towns, highways, and high-traffic corridors, and their Inspire portfolio includes Arby's, Dunkin', and Buffalo Wild Wings GO.

“After a positive experience growing Arby’s throughout our region, we decided to include both Dunkin’ and Buffalo Wild Wings GO in our portfolio,” Darby says. “No other restaurant company offers this level of daypart flexibility and growth potential like Inspire Brands, and we felt they were the best choice for Little General Store.”

The ability to pivot between formats and dayparts is more than just a convenience; it’s a competitive advantage. In markets where competition is fierce and consumer habits change quickly, having options in how and where you build can be the difference between thriving and merely surviving.

Plus, Inspire’s model turns real estate challenges into opportunities. Its franchisees are launching nontraditional footprints in airports, universities, convenience stores, and travel centers. These are places where traditional restaurant models might struggle, but where Inspire’s operational playbook gives them an edge.

Operators can seize new opportunities in their region—whether adding a drive-thru in a suburban area or testing a smaller footprint in an urban core—by pairing complementary brands and sharing resources, staff, and even back-of-house space to boost efficiency. The result is a portfolio that’s resilient, diversified, and constantly evolving.

But flexibility is only as valuable as the support behind it. Inspire’s field teams and business consultants are dedicated partners, offering everything from site selection guidance to operational troubleshooting.

Michigan-based franchisee Mandy Ristic, who operates a mix of more than 100 Dunkin’, Baskin-Robbins, and Jimmy John’s locations, credits her Inspire Franchise Business Consultant (FBC) with helping her business thrive through everything from economic downturns to labor shortages.

“Inspire Brands’ support system has been a major driver of our growth,” Ristic says. “I have been very fortunate to have one of the best FBCs, who has been there since I started with OM Group. She has helped us navigate through all the storms.”



Greg Darby and Cory Beasley, operators of Little General Store in West Virginia, their Inspire portfolio includes Arby’s, Dunkin’, and Buffalo Wild Wings GO.

INSPIRE BRANDS / LITTLE GENERAL STORE



Mandy Ristic, who operates a mix of more than 100 Dunkin’, Baskin-Robbins, and Jimmy John’s locations, credits her Inspire Franchise Business Consultant (FBC) with helping her business thrive through everything from economic downturns to labor shortages.

INSPIRE BRANDS / OM GROUP

For operators with large portfolios, the ability to get personalized support rather than a one-size-fits-all approach makes all the difference. Franchisees don't just get a manual and a handshake; they get a partner who understands local markets, can help with regulatory hurdles, and will go to bat when challenges arise.

The restaurant industry is in the midst of a digital revolution, and Inspire's technology and data platforms are increasingly seen as essential to staying competitive. Whether via mobile, loyalty programs, or digital ordering, operators need tools that let them make decisions quickly, manage labor, and connect with guests on their terms. It's not about flashy gadgets, but about technology that actually makes the day-to-day work smoother and more profitable.

Jay Page, who operates Jimmy John's and Buffalo Wild Wings GO in Kentucky and Southern Indiana, has seen firsthand how Inspire's digital investments can move the needle. He became a Jimmy John's franchisee in 2012, and in 2024 signed a development agreement with BWW GO. He currently has two units under construction while continuing to develop new Jimmy John's locations.



Jay Page, who operates Jimmy John's and Buffalo Wild Wings GO in Kentucky and Southern Indiana, has seen firsthand how Inspire's digital investments can move the needle.

"We were impressed by Inspire Brands' marketing strategies, real estate guidance, and operational support, which led us to explore cross-brand opportunities," Page says. "One of our biggest achievements has been growing our company within the same geographic footprint, providing more opportunities for our team members in the areas where we currently operate."

Page says Inspire Brands has been instrumental in helping his business adapt swiftly to changing consumer expectations, especially by enhancing the digital experience for customers through mobile ordering and our loyalty rewards program. Additionally, menu innovation has significantly contributed to the strong performance of his Jimmy John's stores, particularly through limited-time offers and the recent introduction of toasted sandwiches.

These digital tools integrate seamlessly across brands, allowing them to manage scheduling, inventory, and marketing all from a single dashboard. This interconnectedness is especially vital as labor markets tighten, and margins shrink. Operators who once relied on hunches or manual processes now have data-driven insights at their fingertips, helping them optimize everything from staffing to menu pricing.

"Inspire Brands takes a proactive approach, particularly regarding technology and labor efficiency," Ahmed says. "For instance, during labor shortages, having tools that streamline operations and adapt scheduling based on real-time data has enabled us to maintain our unit economics."

INSPIRE BRANDS (Q) / SOVI REGION RESTAURANT GROUP

Automated scheduling, data-driven labor management, and inventory controls have kept his stores running smoothly, even when the external environment is unpredictable.

Innovation at Inspire doesn't stop at technology. The company's approach to supply chain management and operational efficiency gives franchisees an edge in a volatile market. Shared purchasing power across six brands means lower costs and better negotiating leverage, while consolidated SKUs and inventory sharing keep stores stocked and costs down. When disruptions hit—whether it's a spike in commodity prices or a supply chain bottleneck—franchisees don't have to weather the storm alone.

This operational backbone frees up operators to focus on what matters most: serving guests and growing the business. Instead of spending countless hours tracking down suppliers or worrying about fluctuating prices, franchisees can lean on Inspire's infrastructure to keep things moving behind the scenes.



INSPIRE BRANDS CO. / JIMMY JOHNS, ARBY'S

Shared purchasing power across six brands means lower costs and better negotiating leverage, while consolidated SKUs and inventory sharing keep stores stocked and costs down.

Perhaps the most important part of the Inspire system is its sense of community. Best practices, ideas, and even challenges flow freely between brands and markets.

“The biggest surprise about becoming an Inspire Brands franchisee has been the opportunity to join a fantastic community of like-minded restaurant entrepreneurs,” Page says. “Inspire also allows us to participate in cross-brand groups, such as the Inspire Government Affairs Subcommittee (GASC), where we can provide feedback on federal and state regulatory issues affecting our industry.”

Operators facing a new regulation or local challenge can tap into the experience of colleagues across the country, learning from what works (and what doesn't) in real time. This helps franchisees solve problems faster and spot opportunities sooner, all while feeling connected to something larger than their individual businesses.

For newer franchisees, this network also serves as a built-in mentorship system. Operators aren't just learning from Inspire's corporate teams, but from peers who have already solved challenges they're just beginning to face. Whether it's launching a new brand, expanding into a fresh territory, or navigating local regulations, there's always someone to call who's been there before.

“Inspire truly invests in helping franchisees grow,” Ristic says. “There's a real culture of shared success.”

For operators still weighing their options, those already in the Inspire system say the opportunities are unlimited—but it's not a passive investment. The franchisees who thrive are the ones who lean in and engage deeply. For entrepreneurs willing to do that, opportunities in the Inspire ecosystem are unlimited.

“Do not think small,” Ahmed says. “If you're in, be all in. Inspire has the infrastructure to support growth, but success requires hustle and alignment. Focus on building strong teams, follow the brand playbook, and treat every location as a flagship store. The system will work if you work it.”

THE INSPIRE EFFECT

How four franchisees built multi-unit portfolios with the right partnership.



SUHEL AHMED (FAR LEFT) WHOSE ADR VENTURES FRANCHISE OPERATES MANY DUNKIN' AND BASKIN-ROBBINS LOCATIONS ACROSS NEW YORK CITY.

INSPIRE BRANDS / ADR VENTURES

The restaurant industry has never been more challenging for franchisees. Rising costs, labor shortages, supply chain disruptions, and intense competition create obstacles that can derail even the most ambitious operators. Yet some franchisees are not just surviving, they're building multi-unit empires. What separates these success stories isn't luck or timing—it's partnership.

Today's most successful franchisees share a common thread: they've aligned themselves with franchisors who provide the infrastructure, support, and strategic advantages needed to scale effectively. For four operators across different markets and backgrounds, that partnership has been with Inspire Brands, where the combination of six com-

plementary brands, shared services, and genuine commitment to franchisee success has combined to create "The Inspire Effect."

"When I first started exploring franchise opportunities, I focused on brands with proven staying power," says Suhel Ahmed, whose ADR Ventures franchise operates many Dunkin' and Baskin-Robbins locations across New York City. "With 75 years of experience under its belt, Dunkin' immediately stood out. It has a strong existing franchisee base and established global presence, all while being an iconic brand deeply embedded in many people's daily routines. That type of loyalty is rare."

Ahmed's journey from single-unit aspirations to

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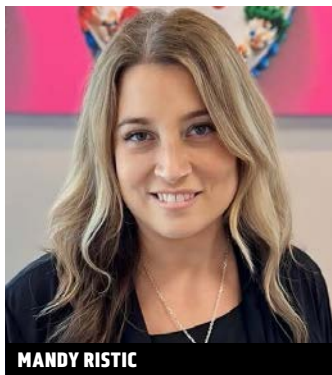
multi-brand portfolio exemplifies how the right partnership can accelerate growth while reducing risk. What began as interest in one established brand evolved into a comprehensive growth strategy that leverages multiple concepts to maximize market penetration and operational efficiency.

Traditional franchising often constrains operators to rigid formats and single-brand thinking. But for franchisees ready to think bigger, Inspire's portfolio approach opens possibilities that individual brands simply can't match. Greg Darby and Cory Beasley discovered this firsthand when their West Virginia-based franchise company Little General Store began exploring restaurant concepts for their convenience store empire.

"We maintain a profile of various formats and brands under our management, so we sought a partner to enable us to expand our footprint according to our business strategy," Darby says. "When an opportunity arose to franchise a brand as recognizable as Arby's, we took the opportunity to develop our first locations. After a positive experience growing Arby's throughout our region, we decided to include both Dunkin' and Buffalo Wild Wings GO in our portfolio."

Today, Little General Store operates 29 Inspire brand locations alongside their convenience stores—15 Arby's, 12 Dunkin', and two Buffalo Wild Wings GO units, with plans for additional development. This diversification didn't happen by accident; it required a franchisor partner who understood their unique business model and could provide flexibility within proven systems.

"No other restaurant company offers this level of daypart flexibility and growth potential like Inspire



MANDY RISTIC

INSPIRE BRANDS / OM GROUP



GREG DARBY

INSPIRE BRANDS / LITTLE GENERAL STORE



CORY BEASLEY

INSPIRE BRANDS / LITTLE GENERAL STORE

Brands, and we felt they were the best choice for Little General Store," Beasley says.

The operational advantages of this multi-brand approach become clear in daily operations. Different concepts capture different dayparts and customer occasions, maximizing revenue potential from each location while spreading operational risk across multiple revenue streams.

For Mandy Ristic, whose OM Group spans 85 Dunkin' locations, 14 Baskin-Robbins units, and two Jimmy John's stores in Michigan and Cleveland, Ohio—with five more under construction—the appeal of Inspire extends beyond portfolio diversity to the strength of operational systems and support infrastructure.

"My husband and I are second-generation Baskin-Robbins franchisees who joined the system in 2000," Ristic says. "I knew early on that I wanted to be a Dunkin' franchisee since I have always been a huge fan and a daily visitor. In the 1990s, both Dunkin' and Baskin-Robbins were owned by Dunkin' Brands, so we looked into a combo location, but never had the guts to do it."

The evolution from hesitation to confidence illustrates how strong franchisor relationships develop over time. When operators experience consistent support, reliable systems, and genuine partnership, it builds the trust needed for ambitious expansion.

"Now, I am not hesitant to add an Inspire brand because I already have a strong relationship with the company," Ristic says. "I trust its vision, and I know that it's not just focused on maintaining successful brands; it's actively investing in innovation,

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INSPIRE



BR



DUNKIN'

JJ



technology, and franchisee support to drive future growth."

This trust translates into operational advantages that compound as portfolios grow. Ristic's organization benefits from shared training resources, integrated technology platforms, and operational best practices that work across multiple concepts. The result is more efficient operations and faster expansion than would be possible with single-brand focus.

"There are numerous valuable aspects of Inspire Brands, making it difficult to determine which has had the greatest impact on our franchises," Ristic says. "Inspire Brands' support system has been a major driver of our growth. I have been very fortunate to have one of the best Franchise Business Consultants, who has been there since I started with OM Group. She has helped us navigate through all the storms."

Jay Page's expansion story with Sovereign Restaurant Group demonstrates how sophisticated operators leverage Inspire's multi-brand platform for strategic growth. Starting with a single Jimmy John's location in 2012, Page has built a 22-unit portfolio across Kentucky and southern Indiana, adding Buffalo Wild Wings GO stores to capture new market opportunities.

"We were impressed by Inspire Brands' marketing strategies, real estate guidance, and operational support, which led us to explore cross-brand opportunities," Page says. "Last year, we signed a development agreement with Buffalo Wild Wings GO, and we currently have two units under construction while continuing to develop new Jimmy John's locations."

Page's approach illustrates how successful operators think beyond simple expansion to strategic market development. Rather than just adding more locations, he's optimizing his geographic foot-



JAY PAGE

INSPIRE BRANDS / SOVEREIGN RESTAURANT GROUP



SUHEL AHMED

INSPIRE BRANDS / ADV VENTURES

print by introducing complementary brands that capture different customer segments and usage occasions.

"One of our biggest achievements has been growing our company within the same geographic footprint, providing more opportunities for our team members in the areas where we currently operate," Page says.

This geographic concentration strategy creates multiple advantages: reduced management complexity, improved operational efficiency, enhanced brand presence, and better career development opportunities for team members. When expansion happens within familiar markets using complementary brands, it amplifies rather than dilutes operational effectiveness.

The technology infrastructure that supports these multi-unit operations represents a significant competitive advantage for Inspire franchisees. Rather than managing disparate systems across different brands, operators benefit from integrated platforms that streamline operations while providing comprehensive business intelligence.

"Inspire Brands has been instrumental in helping us adapt swiftly to changing consumer expectations, especially by enhancing the digital experience for our customers through mobile ordering and our loyalty rewards program," Page says. "Additionally, menu innovation has significantly contributed to the strong performance of our Jimmy John's stores, particularly through limited-time offers and the recent introduction of toasted sandwiches."

These technological advantages become more valuable as operations scale. Common platforms reduce training requirements, simplify reporting, and create operational efficiencies that individual brands couldn't achieve independently. For multi-

brand operators, technology integration enables management of diverse concepts through unified systems.

Behind every successful franchise operation lies a support infrastructure that enables rather than constrains growth. For Inspire franchisees, this support manifests in multiple ways: comprehensive training programs, responsive field support, strategic guidance, and genuine partnership in problem-solving.

"Working alongside Inspire Brands has been an incredible success for Little General," Darby says. "We have developed a strong relationship with the management teams, who are best in class. Building solid teams remains central to our success since we manage a wide range of concepts."

The training infrastructure particularly stands out for operators managing multiple concepts and locations. Rather than learning separate systems for each brand, franchisees benefit from integrated training approaches that build competencies across the portfolio.

"The training and development teams have empowered me to build a strong, capable team that can execute at a high level," Ristic says. "The learning and development team has genuinely elevated not only my career but also my network."

This systematic approach to talent development becomes essential as operations scale beyond what individual owners can personally manage. The transition from hands-on operator to portfolio manager requires different skills and support systems that many franchisors simply don't provide.

The economic benefits of operating within Inspire's system compound as portfolios grow. Shared services that include supply chain management, marketing support, technology development, and operational consulting provide advantages that individual operators couldn't achieve independently.

"Inspire Brands has been instrumental in helping us navigate today's fast-changing business envi-

ronment," Ristic says. "With Dunkin' and Baskin, the investment in mobile ordering, loyalty programs, and delivery partnerships has made it easier to meet guests where they are, especially as demand for convenience and speed has grown."

Supply chain advantages become particularly valuable during periods of inflation and disruption. When commodity prices spike or availability becomes limited, collective buying power helps smooth volatility and maintain more predictable cost structures.

Marketing efficiency is another often-underestimated benefit. The media buying power that comes from operating six brands collectively allows for campaign strategies and market presence that individual concepts couldn't achieve.

The diversification inherent in Inspire's multi-brand approach creates natural hedges against economic uncertainty. When one segment faces challenges, franchisees with diverse portfolios can often maintain overall performance through their other concepts.

"Inspire Brands has been instrumental in helping us navigate today's fast-changing business environment," Ristic says. "When addressing labor challenges, Inspire has provided strong training resources and support to help us onboard more quickly and retain talent longer. During economic shifts, we've been able to rely on their market data, supply chain stability, and strategic guidance to remain agile and make informed decisions."

The operational tools and support systems become even more valuable during challenging periods. Labor management technology, inventory optimization, and data analytics help franchisees maintain profitability even when external pressures mount.

Beyond operational and financial benefits, Inspire franchisees value being part of a broader community of successful operators. This network provides learning opportunities, best practice sharing, and peer support that accelerates individual success.

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LITTLE GENERAL STORE GROUP TEAM MEMBERS



OM GROUP TEAM MEMBERS

"The biggest surprise about becoming an Inspire Brands franchisee has been the opportunity to join a fantastic community of like-minded restaurant entrepreneurs," Page says. "This group allows us to share ideas, challenges, and successes. Inspire also allows us to participate in cross-brand groups, such as the Inspire Government Affairs Subcommittee, where we can provide feedback on federal and state regulatory issues affecting our industry."

This collaborative culture creates value that extends beyond individual operations. When franchisees succeed collectively, it strengthens brand performance and creates additional opportunities for expansion and growth.

The most successful franchisees understand that today's decisions determine tomorrow's opportunities. The combination of operational excellence, strategic support, and genuine partnership creates the foundation for continued success.

"Do not think small—if you're in, be all in," Ahmed says. "Inspire has the infrastructure to support growth, but success requires hustle and alignment. Focus on building strong teams, follow the brand playbook, and treat every location as a flagship store. The system will work if you work it. Most importantly, lean into the relationship because this is not a solo sport."

Ahmed's advice reflects a fundamental truth about successful franchising: it's not just about operat-

ing restaurants—it's about building businesses that can adapt, grow, and thrive regardless of market conditions.

"We have been pleasantly surprised at just how loyal the brand's fans are," Beasley says. "Each of the three brands we operate—Arby's, Buffalo Wild Wings GO, and Dunkin'—has its own legion of loyal followers who return time and again. Additionally, everyone we collaborate with from each brand is extremely knowledgeable and willing to assist us regardless of the circumstance."

As the restaurant industry evolves, the advantages of scale, diversification, and strong partnerships will only become more valuable. For franchisees ready to think beyond traditional limitations, Inspire Brands offers a proven path to building sustainable, profitable restaurant businesses that can succeed in any environment.

"The best advice I would give to a prospective franchisee is to speak with current franchisees from all the Inspire Brands," Page says. "This will help you determine which brand is the best fit for you. It's essential to find a brand that aligns with your experience, investment capacity, and the availability of real estate in the market where you plan to develop."

For entrepreneurs ready to build something bigger, the evidence is clear: the right partnership makes all the difference.

Learn more about franchise opportunities with **Inspire Brands** at franchising.inspirebrands.com.