

## **THE UPS STORE, INC. COMPANY PROFILE**

The UPS Store, Inc., a UPS company, is the world's largest franchisor of retail shipping, postal, printing and business service centers. The UPS Store® comprises approximately 5,000 independently owned locations in the U.S. and Canada, providing convenient and value-added business services to the small-office/home-office (SOHO) market, corporate "road warriors," and consumers.

### **History**

The Mail Boxes Etc. concept was introduced in 1980 as a convenient alternative to the post office. Throughout its evolution, it has continued to define and lead the business services category it created. In 2001, UPS acquired Mail Boxes Etc., Inc. In 2003, the two companies introduced The UPS Store brand. On April 7, 2003, approximately 3,000 Mail Boxes Etc. locations in the United States (at the time, nearly 90% of the domestic U.S. network) re-branded as The UPS Store and began offering lower (around 20% on average) UPS-direct shipping rates. The centers remain locally owned and operated, and continue to offer a variety of shipping, freight, postal, digital online printing, document and business services, with convenient locations and world-class service.

### **Growth**

In the year following the re-branding, Mail Boxes Etc., Inc. sold more than 500 new The UPS Store locations in the United States – a record for the company, and phenomenal growth for a quarter-century-old franchise. Special-venue site development also has grown steadily with locations on college campuses and military bases, as well as in convention centers, hotels, and urban renewal areas/empowerment zones. Special-venue sites create an opportunity to provide services to consumers, regardless of where they live, work or travel.

In addition to its U.S. network, Mail Boxes Etc., Inc. has had a master license agreement in place for Canada since 1988. In 2005, more than 260 Mail Boxes Etc. locations in Canada re-branded as The UPS Store.

In October, 2012, Mail Boxes Etc., Inc., was officially renamed as The UPS Store, Inc., to better align with its franchised locations.

Throughout the company's historic growth, one thing has remained constant: the commitment of its franchisees to providing personalized and convenient business solutions and a world-class customer experience.

### **Industry Recognition**

In 2019, *Entrepreneur* magazine's annual "Franchise 500," a ranking of franchise opportunities based on factors like financial strength, growth rate and size, rated The UPS Store #1 in the "Postal and Business Services" category for the 29th consecutive year\* and 5<sup>th</sup> overall among the top 500 franchise opportunities in America in 2019. This is the third year in a row The UPS Store remains in the top ten ranking. Additionally, the company has a rich tradition of award-winning marketing and public relations campaigns, among other accolades.

\* 1990-2003 listed under the Mail Boxes Etc. brand

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## THE UPS STORE, INC. FACT SHEET

**COMPANY:** The UPS Store, Inc.  
**GLOBAL HEADQUARTERS:** 6060 Cornerstone Court West  
San Diego, CA 92121-3795  
**TELEPHONE NUMBER:** (858) 455-8800  
**FACSIMILE NUMBER:** (858) 546-7498  
**INTERNET ADDRESS:** [www.theupsstore.com](http://www.theupsstore.com)

**PARENT COMPANY:** UPS® (www.ups.com)  
55 Glenlake Parkway, NE  
Atlanta, GA 30328

**START-UP DATE:** First franchise sold in 1980; first area franchise sold in 1982; Canadian master license sold in 1988; launched The UPS Store brand in 2003 in the U.S. and Puerto Rico, and in 2005 in Canada.

**NETWORK:** There are more than 5,000 The UPS Store® franchised locations in the United States and Canada.

U.S. The UPS Store locations: 4,794\*  
Canadian The UPS Store locations: 346\*

\*As of April 30, 2019

**PRESIDENT:** Tim Davis

**LEADERSHIP:** Chris Adkins, vice president of franchise and business development  
Randy Bennett, vice president of product development  
Bryan Clements, managing attorney  
Herb Garrett, vice president of human resources and training  
Don Higginson, senior vice president of franchise relations  
Efrain Inzunza, vice president of project management office and strategy  
David Lee, senior vice president of operations  
Minda McAllister, vice president of technology  
Judy Milner, vice president of franchise operations  
Imad Nusheiwat, vice president of corporate development  
Mahasty Seradj, senior vice president of finance, controller  
Michelle Van Slyke, senior vice president of marketing and sales

Eric Maida, regional vice president, East and Canada  
Elizabeth Orden, regional vice president, West  
Jayson Richard, regional vice president, Central

**CONCEPT:** The UPS Store, Inc. Franchises and The UPS Store brand together form the world's largest franchise network of retail shipping, postal, printing and business service centers in the United States and Canada. Locations provide convenient, value-added business services to the rapidly growing small business market, corporate "road warriors" and consumers.

**PRODUCTS/SERVICES:** The UPS Store locations offer a full range of business services, including: domestic and international shipping; full-service packing; online and digital printing; black-and-white and color copies; document finishing (binding, laminating, etc.); printing services (business cards, letterhead, rubber stamps, etc.); notary; custom crating and shipping for large items (e.g., furniture, artwork, motorcycles); mailbox and postal services; office and packaging supplies; and more.

Through its Corporate Retail Solutions program, the company offers a suite of retail products and services designed to help businesses operate more efficiently. Offerings include: The UPS Store Corporate Card, Alternative Delivery Locations, Returns and Exchanges, and Business Services. These business solutions provide a value proposition no other company can match.

**STORE PROFILE:** Typically located in shopping centers and commercial complexes, centers also can be found in non-traditional locations, such as universities, convention centers, hotels and military bases. Location sizes range from 800-1,800 square feet. Centers generally employ a full-time staff of two or more employees, including the owner/operator. Hours of operation vary, but locations are typically open Monday-Friday, from 9 a.m. - 7 p.m. and Saturday from 9 a.m. - 5 p.m. Many locations have longer operating hours and are open on Sundays.

Updated 8/30/2019

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## THE UPS STORE, INC. LEADERSHIP

Our leadership team maximizes the union of two best-in-class brands by pooling The UPS Store, Inc.'s expertise in franchising with UPS's expertise in shipping and synchronized commerce. Through shared vision and strategy, The UPS Store, Inc. and UPS leadership continue to excel in meeting the needs of our franchisees and their customers.



### **Tim Davis, *President***

Tim Davis became president of The UPS Store, Inc. in July 2012. He joined the company in March 2002 as vice president of technology. During his time at The UPS Store, Inc., he has held various roles in the company. In March 2004, he became vice president of iShip, Inc. (a UPS subsidiary). In January 2005, in addition to his iShip responsibilities, he reassumed his position as vice president of technology for The UPS Store, Inc. He was appointed to vice president of operations in November 2009. Prior to joining The UPS Store, Inc., Davis held a wide variety of leadership positions for ConnectShip, Inc., including vice president of operations and sales. He served on the executive management team during and after the UPS purchase of ConnectShip, Inc. Davis has earned Certified Franchise Executive (CFE) designation from the International Franchise Association. Davis is a former U.S. Marine Corps captain and a Gulf War Veteran and currently serves on the Board of Directors for the Marine Toys for Tots Foundation. He holds a bachelor's degree in political science from The Citadel as well as an MBA from the University of Tulsa.



### **Chris Adkins, *Vice President of Franchise and Business Development***

Chris Adkins joined The UPS Store, Inc. in December 2010 as vice president of franchise development and in 2018 was appointed as the vice president of franchise and business development. Adkins began his UPS career in 1984 as a part-time employee in Central Ohio. His early UPS career focused on UPS operations positions, such as part-time hub employee, package car driver and hub supervisor. Since joining the Business Development function in 1990, he has held a variety of positions, including: district sales and UPS corporate assignment, region national account manager, and district director of sales. He also served as a director of strategic accounts in Kansas. In his current position, Adkins manages domestic franchise sales and corporate B2B development. Adkins holds a bachelor's degree in marketing from The Ohio State University.



### **Randy Bennett, *Vice President of Product Development***

Randy Bennett joined The UPS Store, Inc. in 2011 as the product development manager. In 2015, he moved into Franchise Development where he managed Real Estate Development and later transitioned to director of national franchise development. In 2019, Bennett became the vice president of product development. He began his UPS career in 1991 as a marketing analyst. In 1999, Bennett was promoted to senior marketing manager. Later that year, he transferred to the Southeast California district as the district marketing manager. Throughout the next few years, Bennett held marketing positions in both the Southeast California district and the Pacific Region. He attended Northwestern University and earned bachelor's degrees in economics and German as well as a master's degree in transportation.



### **Bryan Clements, *Managing Attorney***

Bryan Clements joined The UPS Store, Inc. in August 2015 as managing attorney after spending several years in private practice focusing on franchise, distribution and corporate law. Clements has represented many franchisor clients, in a wide array of industries, providing legal advice on topics including franchise development and registration, sales, renewals and terminations, contract negotiations, retail development, corporate reorganization and more. Prior to becoming an attorney, Clements worked as a film scoring technician for Sony Pictures and as owner and operator of a small sound production company serving the entertainment industry. Clements' experience as a small business owner himself helps him understand the needs and point of view of franchisees and other entrepreneurs. Clements earned his Juris Doctor degree from Southwestern Law School,

graduating cum laude from its prestigious two-year SCALE program. Clements attended Baylor University and earned a Bachelor of Science degree in Business Administration from California State University, Northridge. An accomplished writer, Clements has authored several articles on franchise law and beer distribution law.



**Don Higginson, Senior Vice President of Franchise Relations**

Don Higginson joined The UPS Store, Inc. in 1982 and has held several positions within the company, including corporate counsel, senior franchise counsel and executive director of franchise relations. He was promoted to vice president of franchise services in November 1997 and to senior vice president in June 1999. Higginson was elected to the Poway (San Diego County) City Council in 1986, and was elected mayor in 1992 and again in 2010, where he now serves a mayor. Higginson holds a bachelor's degree in political science from Brigham Young University and earned a juris doctorate degree from Thomas Jefferson Law School in San Diego. Higginson also serves on the franchise relations committee of the International Franchise Association (IFA).



**Herb Garrett, Vice President of Human Resources and Training**

Herb Garrett joined The UPS Store, Inc. in August 2019 as vice president of human resources and training. Garrett began his UPS career in 1994 in Las Vegas and since 2000, has served in various human resources and operations management positions. Prior to joining The UPS Store, he was the Northern California district director of human resources. While in northern California, Garrett was also chairman of the Oakland Workforce Development Board, and a board member of the Oakland Boys and Girls Club. An armed forces veteran, he served 21 years in the United States Air Force. Garrett holds a dual master's degree in management, and human resources management, and a bachelor's degree in business administration from University of Phoenix.



**Efrain Inzunza, Vice President, Project Management Office and Strategy**

Efrain Inzunza joined The UPS Store, Inc. in May 2003 as vice president of industrial engineering. In February 2013, he was appointed regional vice president for the West Region. In September 2015, he was chosen to head a newly created Engineering Department that includes Industrial Engineering, Project Management and their respective workgroups. Inzunza began his career with UPS as a part-time package-car loader and transitioned to the industrial engineering department where he served in package, hub and air operations. He later moved to UPS's Central New Jersey district as industrial engineering manager and then worked as a project manager with UPS Retail Services in Atlanta. He holds a bachelor's degree in business with a concentration in accounting from California State University at Fullerton.



**David Lee, Senior Vice President of Operations**

David Lee joined The UPS Store, Inc., in June 2002 as a franchise consultant in the Central Region. Lee was placed on a special assignment in October 2003 to help develop and open non-traditional locations. In the past 10 years, he has held various positions including manager of non-traditional development, Central Region operations manager and regional vice president for the Central Region. Lee was promoted to vice president of product development and print services in 2014 and vice president of operations in 2019. Lee began his career with UPS as a part-time employment supervisor in October 2000. In 2012, Lee received a Certificate in Franchise Management from Georgetown University. In 2013, Lee became a Certified Franchise Executive by the Institute of Certified Franchise Executives, the academic branch of the International Franchise Association's Educational Foundation. Lee holds a bachelor's degree in liberal arts from DePaul University in Chicago as well as a master's degree in business administration from Lake Forest Graduate School of Management.



**Minda McAllister, Vice President of Technology**

Minda McAllister rejoined The UPS Store, Inc. as the Vice President of Technology after serving in this same role from 2009 to 2013. In the interim, she worked as a chief information officer in the IT services industry. McAllister first joined The UPS Store, Inc. in 2001 as manager of the technology programming team and later earned a promotion to manage the applications development group. In 2005, she was promoted to chief technology officer. Prior to this, McAllister worked for 10 years in software development and delivery for a Department of Defense contractor. She holds a bachelor's degree in Mathematics & Computer Science from the University of California, San Diego and is a certified Project Management Professional.



**Judy Milner, Vice President of Franchise Operations**

Judy Milner joined The UPS Store, Inc. in 1988 and held various positions, including accounts receivable manager, audit manager, revenue accounting manager, area operations support and director of operations. In 1997, Milner became the Area Franchisee in Northern Virginia and for the next 13 years, Milner, along with her husband, became multiple area franchisees and multiple center owners. In 2011, Milner became a consultant for The UPS Store, Inc. where she provided training for associates in corporate-owned areas, facilitated continuing education to franchisees, area franchisees and associates from The UPS Store Headquarters. In 2013, Milner was appointed vice president of operational support.



**Imad Nusheiwat, Vice President of Corporate Development**

Imad Nusheiwat rejoined The UPS Store, Inc. in 2017 as the vice president of corporate development. Nusheiwat began his career at UPS in 1989 as an engineering intern and has held various positions with increased responsibilities in operations, industrial engineering, corporate sales and solutions and international throughout his career. In 2003, he joined The UPS Store, Inc. and played a key role in the rebranding of Mail Boxes Etc. (MBE) in Canada to The UPS Store. While at The UPS Store, Inc. Nusheiwat was promoted to Vice President of International. After the sale of MBE International in 2009, Nusheiwat accepted a special assignment at UPS Headquarters where he oversaw various international projects. Nusheiwat holds a bachelor's degree in Industrial Engineering from California Polytechnic University in Pomona with post graduate studies in Management.



**Mahasty Seradj, Senior Vice President of Finance, Controller**

Mahasty Seradj joined The UPS Store, Inc. in 1983 and has held several positions within the company, including accounting manager, executive director, controller, and vice president of finance, controller. She was promoted to senior vice president of finance, controller in May 1999. As a The UPS Store, Inc. veteran, Seradj has played a key role in the company's growth. In addition to holding bachelor's and master's degrees in economics from the National University of Iran, she has a master's degree in accounting and taxation from California State University, Los Angeles. She also completed graduate work at the University of Geneva, Switzerland.



**Michelle Van Slyke, Senior Vice President of Marketing and Sales**

Michelle Van Slyke joined The UPS Store, Inc., in November 2010 as vice president of marketing. Van Slyke spent the first 15 years of her career at Ford Motor Company, holding positions such as corporate advertising manager and global process and strategy manager, as well as, vice president of marketing for Jaguar North America. She gained additional experience working in automotive as vice president of marketing at Mercedes-Benz USA and later Hyundai Motor America. More recently, she served as Chief Marketing Officer at Jacuzzi Group Worldwide and then Raley's, a Northern California supermarket chain. Van Slyke has earned Certified Franchise Executive (CFE) designation from the International Franchise Association. Van Slyke holds a bachelor's degree from University of Southern California as well as a master's degree in business administration from the University of Notre Dame.

**Regional Vice Presidents**

Our domestic network is divided into three regions. Each region is headed by a regional vice president.



**Eric Maida, Regional Vice President – East**

Eric Maida joined The UPS Store, Inc. in March 2013 as a regional vice president of the East Region. Maida started with the company in 1984 as an unloader in the Metro New York district and has held multiple positions including East Region business planning manager, Metro New Jersey district controller and most recently, director of finance of New Jersey. Since 2010, Maida has also served as a board member for the United Way of Hudson County in New Jersey. Maida earned a bachelor's degree in accounting from St. John's University, as well as a master's degree in finance from Dowling College.



**Elizabeth Orden, Regional Vice President – West**

Elizabeth Orden joined The UPS Store, Inc. in 1999 and has held numerous positions within the company including training supervisor, franchise consultant and west region operations manager. In January 2017 she was promoted to regional vice president for the West Region. Orden holds a bachelor's degree from Western Washington University and in 2016 earned Certified Franchise Executive (CFE) designation from the International Franchise Association.



**Jayson Richard, Regional Vice President - Central**

Jayson Richard joined The UPS Store, Inc., in December 2003 as a franchise consultant in Tulsa, Oklahoma. Richard began his career with in 1999 as a part-time supervisor at the Tulsa UPS facility before accepting the franchise consultant position. In July 2007, Richard was promoted to region 4 operations manager. He maintained that position until he was promoted to regional vice president for the Central Region in May 2014. Richard holds a bachelor's degree in communications from Oklahoma State University.

## THE UPS STORE, INC. MILESTONES

### 2019

- Receives Tournament of Roses Parade *Sweepstakes Award* for its float “Books Keep Us On Our Toes”.
- Participation in the 2019 Tournament of Roses® Parade, the company’s float highlights the importance of childhood literacy and the Toys for Tots Literacy Program.
- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal, business, printing and communications services” category for the 29th consecutive year.
- Ranks #5 in *Entrepreneur* magazine’s annual “Franchise 500 overall, retaining consistent top ten ranking for the third year in a row.
- Hosts first national Small Biz Challenge competitions in Los Angeles and New York.

### 2018

- Celebrates 10<sup>th</sup> Anniversary of the Toys for Tots Literacy Program.
- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal, business, printing and communications services” category for the 28th consecutive year.
- Ranks #4 in *Entrepreneur* magazine’s annual “Franchise 500 overall, retaining consistent top ten ranking for the second year in a row.
- Participation in the 2018 Tournament of Roses® Parade, the company’s float highlights the importance of childhood literacy and the Toys for Tots Literacy Program.
- Receives Tournament of Roses Parade *Extraordinaire Award* for its float “Books Bring Dreams to Life”.

### 2017

- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal, business, printing and communications services” category for the 27th consecutive year.
- Ranks #4 in *Entrepreneur* magazine’s annual “Franchise 500 overall, achieving the company’s highest ranking in history.
- Opens 5,000<sup>th</sup> location in North America.
- Toys for Tots Literacy Program hits \$4 million in donations raised since it began.
- Participation in the 2017 Tournament of Roses Parade, the company’s first-ever float which featured the Toys for Tots Literacy Program.
- Receives Tournament of Roses Parade *Isabella Coleman Award* for its float “Books Bring Us Together,” a float designed to highlight the importance of childhood literacy.

### 2016

- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal, business, printing and communications services” category for the 26th consecutive year.
- Ranks #25 overall in Franchise Gator’s annual ranking of top franchise opportunities.
- Ranks #33 overall in Franchise Direct’s ranking of global franchise opportunities.

### 2015

- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal, business, printing and communications services” category for the 25th consecutive year.
- Ranks #8 in *Entrepreneur* magazine’s list of “100 Veteran Friendly Franchises.”
- Ranks #1 in the “Postal and Shipping” category in *Franchise Times* magazine’s annual “Top 200” listing.

### 2014

- Expands 3D Print Services to nearly 100 locations across the United States.
- Ranks #1 in *Entrepreneur* magazine’s annual “Franchise 500,” in the “Postal and business services” category for the 24<sup>th</sup> consecutive year.
- Ranks #1 in American Brand Excellence Awards in the retail category.
- Toys for Tots Literacy Program hits \$3 million in donations raised since it began.

### **2013**

- Becomes first national retailer to test 3D printing services in its locations.
- Introduces Main Street franchise model designed to support opening The UPS Store locations in small towns and rural communities within the U.S.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 23<sup>rd</sup> consecutive year.

### **2012**

- Mail Boxes Etc., Inc. (MBE) officially re-named as The UPS Store, Inc.
- Tim Davis named president of The UPS Store network.
- Toys for Tots Literacy Program hits \$2 million in donations raised since it began.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 22<sup>nd</sup> consecutive year.

### **2011**

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 21<sup>st</sup> consecutive year.

### **2010**

- Ranks #1 in *City Business Journals* "American Brand Excellence Awards", in the retail category, for the second consecutive year, and 11<sup>th</sup> overall, up from 15<sup>th</sup> in 2009.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 20<sup>th</sup> consecutive year.

### **2009**

- Italy's Fineffe Group acquires the Mail Boxes Etc. international network outside the U.S., Puerto Rico and Canada.
- City Business Journals honors The UPS Store network as the recipient of the sixth annual American Brand Excellence Awards in the retail category.
- Toys for Tots Literacy Program wins PR News' Platinum PR Award for Best Community Relations Campaign.

### **2008**

- Expands existing sponsorship with the Marine Toys for Tots Foundation and establishes the Toys for Tots Literacy Program.

### **2007**

- Named the Most Competitive Retailer for 2007 by National Retail Federation Foundation and Kanbay Research Institute (KRI).

### **2006**

- Launches the "Design Dale's Ride" coloring contest, giving children ages 5 -12 a chance to design Dale Jarrett's *The UPS Store*/Toys for Tots racecar.
- Latin America operations expands with the opening of the first center in Brazil.

### **2005**

- Celebrates company's 25<sup>th</sup> anniversary.
- More than 260 Mail Boxes Etc. locations in Canada re-brand as The UPS Store.
- Signs on as national sponsor for the Marine Corps Toys for Tots Foundation.

### **2004**

- Opens 5,000<sup>th</sup> worldwide location.
- Announces new master license agreement in Mexico, with plans to expand to 300 centers in the Mexican market over the next 10 years.

### **2003**

- More than 3,000 Mail Boxes Etc. locations in the United States re-brand as The UPS Store.

### **2002**

- Stuart Mathis becomes president.
- 1,000<sup>th</sup> international location opens in Berlin, Germany.

### **2001**

- Acquired by UPS® (www.ups.com).
- Introduces new tagline, "There's help in here. Real help."™

### **2000**

- Opens 4,000<sup>th</sup> location worldwide.
- Opens centers in Sweden and the Republic of Korea.
- Announces ValueCard™ program for corporate clients, to provide business support services and simplified billing processes for "road warriors."

### **1999**

- Introduces a new center design and décor package to its global franchise system with an updated floor plan, color scheme and high-impact graphics.
- Introduces technology platform to U.S. franchisees that links network technology with point-of-sale (POS) computer systems, enhancing business capabilities and improving efficiency.
- Opens locations in Tokyo and Vienna.
- Features winner of the "See Your Small Business on the Super Bowl Search II" during Super Bowl XXXIII commercial

### **1998**

- Establishes We Deliver Dreams Foundation to fulfill dreams of individual children who are victims of abuse, neglect, poverty, violence or illness.
- Signs master license agreement for Japan.
- Features winner of the "See Your Small Business on the Super Bowl Search" during Super Bowl XXXII commercial, testifying to MBE's commitment to the small-office/home-office (SOHO) market.
- Opens 3,000<sup>th</sup> location in the United States.

### **1997**

- Acquired by US Office Products (USOP).
- 500<sup>th</sup> international location opens in Philippines.
- Debuts tagline, "Making Business Easier. Worldwide<sup>SM</sup>" during Super Bowl XXXI commercial.
- CEO A.W. DeSio retires, named Chairman Emeritus.

### **1996**

- Advertises on the Super Bowl for the first time.
- Grows to 3,000 franchise locations worldwide.
- James H. Amos, Jr. joins the company as president.

### **1995**

- Launches first national ad campaign, "It's not what we do, it's how we do it.®"

### **1994**

- 100<sup>th</sup> international location opens in Canada.
- Establishes national media fund.

**1993**

- Grows to 2,000 franchise locations worldwide.
- Introduces No-limit Shipping Program (now called TotalShipping™).

**1990**

- Grows to 1,000 franchise locations worldwide.

**1988**

- First international location opens in Canada.
- Signs Canada as first master license agreement.

**1986**

- Name changed to Mail Boxes Etc.
- Becomes a publicly traded company.

**1982**

- Sells first area franchise.

**1981**

- A.W. DeSio becomes president.

**1980**

- U.S. Mail Boxes founded by Gerald Aul, Pat Senn and Robert Diaz.
- Name changed to Mail Boxes Etc. USA.
- Herb Goffstein becomes president.
- Sells first franchise in Carlsbad (San Diego County), California.

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