



Jon L. Luther, Chairman & CEO, Dunkin' Brands® and Duarte "Duke" Carvalho, CEO, President, Principal, Riverside Management Group.

America Runs on Dunkin'SM Dunkin' Brands® Runs on Franchising

Franchising made Duke Carvalho's dream of owning a restaurant a reality. With a background in banking, retail and the service industry, Duke discovered how franchising can link entrepreneurs with strong brands, training and marketing expertise. In 1978, he opened his first Dunkin' Donuts in Roslindale, Massachusetts. Today, he and his family own and successfully operate 14 Dunkin' Donuts and Baskin Robbins stores throughout the greater Boston area.

There are more than 900,000 franchised businesses in the country operating in many sectors, including automotive, restaurants, business services, retail, lodging, real estate and personal services.

A recent report* shows that franchise business growth outpaced the economy as a whole in terms of jobs, payroll and output. Franchising now provides more jobs than many other sectors of the economy, including the durable goods manufacturing and financial services sectors. In fact, the rate of growth in employment was three times higher for franchise businesses than for the economy as a whole.

Support franchising, and you support the dream of business ownership.



Franchising
Building local businesses,
one **opportunity** at a time.

*To view the study "Economic Impact of Franchised Businesses," conducted by PricewaterhouseCoopers for the International Franchise Association's Educational Foundation, visit www.buildingopportunity.com.