



Copyright Review Board
United States Copyright Office · 101 Independence Avenue SE · Washington, DC 20559-6000

July 6, 2021

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Re: Second Request for Reconsideration for Refusal to Register 2017 Directory of Restaurant Franchises (Correspondence ID 1-3POYHP0, SR #1-5236687452), 2018 Directory of Restaurant Franchises (Correspondence ID 1-3OHN67V, SR #1-6650607212), 2018 Directory of Leading Chain Tenants (Correspondence ID 1-3OHN67V, SR #1-6072140142), and 2018 Directory of Foodservice Distributors (Correspondence ID 1-3HGND02; SR #1-6681305242)

Dear Ms. Nessel:

The Review Board of the United States Copyright Office (“Board”) has considered Chain Store Guides LLC’s (“Chain Store’s”) second requests for reconsideration of the Registration Program’s refusal to register claims for text and artwork in the works titled 2017 Directory of Restaurant Franchises (“2017 Restaurant Directory”), 2018 Directory of Restaurant Franchises (“2018 Restaurant Directory”), 2018 Directory of Leading Chain Tenants (“Chain Tenants Directory”), and 2018 Directory of Foodservice Distributors (“Foodservice Directory”) (collectively, the “Works”). After reviewing the applications, deposits copies, and relevant correspondence, along with the arguments in the second requests for reconsideration, the Board affirms the Registration Program’s registration refusal.

I. DESCRIPTION OF THE WORKS

The Works are directories of food service distributors, chain tenants, and restaurant franchises. Each directory contains alphabetic listings of businesses along with contact and other relevant business information, including names, telephone numbers, physical addresses, industry categorizations, franchise information, sales numbers, and other associated facts. Specifically, the Works are as follows:

2017 Restaurant Directory: This directory includes: a cover page with the title “2017 Directory of Restaurant Franchisees™” and Chain Store’s contact information; an introductory page with language about Chain Store’s products and three stock images; and an alphabetical listing of restaurant franchisees organized by state and county. The franchisee listings include factual information like the name of the restaurant, contact information for the franchisee, sales figures, trade names, and key personnel.

2018 Restaurant Directory: This directory is essentially the same as the 2017 Restaurant Directory (including the introduction). The differences involve: a different cover page

with the title “2018 Directory of Restaurant FranchiseesTM”; and specific franchisee information (e.g., new company names and sales).

Chain Tenants Directory: This directory has a cover page simply stating “2018 Directory of Leading Chain Tenants®” and including Chain Store’s address, an executive summary explaining the directory and a list of industry and number of industry contacts, a “Details and Definitions” page that further explains the directory, a “Sample Company Profile” that explains the directory’s profiles, and a statistical analysis of contents. The statistical analysis includes various statistics about chain tenant companies.

Foodservice Directory: This directory includes a cover page stating “2018 Directory of Foodservice Distributors®” and the Chain Store address, an executive summary that includes a bar chart of sales figures and a pie chart of market share, a “Details and Definitions” page that provides information about the directory, the “Sample Company Profile,” a statistical analysis of foodservice distributors, and an index of “leading companies” organized by sales amounts.

Representative excerpts from the Works are included as Appendix A.

II. ADMINISTRATIVE RECORD

Chain Store submitted applications for the 2017 Restaurant Directory on May 26, 2017, the 2018 Restaurant Directory on June 5, 2018, the Chain Tenants Directory on December 6, 2017, and the Foodservice Directory on June 15, 2018. Copyright Office registration specialists refused to register the claims, finding that none of the Works contained the minimum amount of original authorship required for copyright protection. Initial Letters Refusing Registration from U.S. Copyright Office, to Ivette Diaz (Dec. 10, 2018; Nov. 14, 2018; Aug. 16, 2018; Apr. 17, 2018).

Subsequently, in letters with nearly identical contentions, Chain Store requested that the Office reconsider its initial refusal to register the Works. Letters from Deborah M. Nessel, to U.S. Copyright Office (June 18, 2019; May 22, 2019; Dec. 8, 2018; Sep. 17, 2018) (“First Requests”). In these letters, Chain Store explained how it created the Works:

Chain Store conducts primary research through its in-house staff of editors and call center professionals. Every company listed in the database is contacted by phone, fax, mail or email to verify the information and ensure its completeness and accuracy. Chain Store’s editorially defined universe of retail and foodservice operators consists of independents and chain operators that have been thoroughly researched and validated to meet strict criteria for inclusion. Chain Store Guide’s in-house research staff updates companies on a daily basis to ensure that the information remains current and accurate.

First Requests at 2–3.

The First Requests point to each Work's "front end," which summarily provides the total number of listings, revisions (where applicable), and other key information, as evidence of the Works' alleged creative authorship. *Id.* at 3. Chain Store asserted that the Office should register the Works because they are not "reproduction[s] of someone else's phone book, but the creative compilation of information for Chain Store's varied clientele" and that the Office has registered many of Chain Store's other directories over the last eighty years. *Id.* at 2, 4.

After reviewing the Works in light of the points raised in the First Requests, the Office re-evaluated the claims and concluded that the Works were not new works but were instead new versions of previously registered compilations. The Office further found that the Works did not recast, transform, or adapt the previously registered works in a manner sufficient to support copyrightable derivative authorship. Refusals of First Requests for Reconsideration from U.S. Copyright Office, to Deborah M. Nessel (Sept. 20, 2019; Aug. 27, 2019; Apr. 9, 2019; Mar. 22, 2019). The Office also noted that the Office does not presume that copyrightable authorship exists in compilations, but, instead, such authorship must be clearly identifiable in deposits. *Id.* at 3, *see* COMPENDIUM OF U.S. COPYRIGHT OFFICE PRACTICES § 312.2 (3d ed. 2021) ("COMPENDIUM (THIRD)")

In response, Chain Store requested that, pursuant to 37 C.F.R. § 202.5(c), the Office reconsider for a second time its refusal to register the Works. Letters from Deborah M. Nessel, to U.S. Copyright Office (Nov. 12, 2019; Apr. 18, 2019; Apr. 4, 2019) ("Second Requests"). Chain Store, for the first time, claimed that the 2018 Restaurant Directory, Foodservice Directory, and Chain Tenants Directories were mistakenly submitted for registration as "new works" and that those Works were actually derivative versions of previous directory editions. *Id.* at 1-2. Chain Store requested that the Office register the "additions, changes or other new material appearing for the first time in these Works." *Id.* In support, Chain Store included each directory's "front end," which did not identify the specific content that comprised "additions, changes or other new material," but instead provided a general overview of the total number of changes in a particular Work. For all of the Works, Chain Store reemphasized its independent review of the material contained in the directories and its efforts to collect information and ensure its accuracy. *See* Second Requests.

Upon reviewing the Second Requests, the Board determined that it was unable to distinguish which material was claimed as new and asked Chain Store to identify the new material in more detail. Emails from Jaylen S. Johnson, U.S. Copyright Office, to Ivette Diaz, Chain Store Guides, LLC (Nov. 20, 2020; Jan 5, 2021). After several exchanges, Chain Store provided examples of text consisting of names, facts, and statistics that were modified from or added to previously published directories.

Specifically, regarding the Foodservice Directory, Chain Tenants Directory, and 2018 Restaurant Directory, Chain Store identified factual information relating to company personnel, identities, and locations, including names and addresses. Emails from Deborah Nessel to Jaylen S. Johnson, U.S. Copyright Office (Dec. 16, 2020; Jan. 11, 2021). Additionally, regarding the Chain Tenants Directory, Chain Store identified the following text that stated factual changes: "a net increase of over 5,000 contacts from last year's edition" and "[f]or the 2018 edition, we've delisted 904 organizations and added 1,022 new companies. In total, we've made more than

236,000 total revisions to the information contained in this directory since publishing the 2017 edition.” *Id.* The Board’s review of these Works, however, indicated that none of the text identified by Chain Store in response to the Board’s inquiries differed from text in previously published works, aside from specific factual and statistical information.

Regarding the 2017 Restaurant Directory, Chain Store maintained that it was not a derivative work. Upon review, however, the Board found that the cover page and the introductory page (with three stock images) were all present in at least one earlier version of a different Chain Store directory, with the only difference being the title of the directory. *See 2016 Directory of Foodservice Distributors*, U.S. Copyright Reg. No. TX0008320019. Chain Store was unable to provide any examples of new text beyond the purely factual directory listings containing company information and statistics. Additionally, prior Chain Store directories also included the introductory pages, executive summaries, detail and definition pages, and sample company profiles, none of which were included in the 2017 Restaurant Directory. Email from Deborah Nessel to Jaylen S. Johnson, U.S. Copyright Office (Mar. 30, 2021).

III. DISCUSSION

A. *The Legal Framework*

1) *Originality*

A work may be registered if it qualifies as an “original work[] of authorship fixed in any tangible medium of expression.” 17 U.S.C. § 102(a). In this context, the term “original” consists of two components: independent creation and sufficient creativity. *See Feist Publ’ns, Inc. v. Rural Tel. Serv. Co.*, 499 U.S. 340, 345 (1991). First, the work must have been independently created by the author, *i.e.*, not copied from another work. *Id.* Second, the work must possess sufficient creativity. *Id.* Only a modicum of creativity is necessary, but the Supreme Court has ruled that some works (such as the alphabetized telephone directory at issue in *Feist*) fail to meet even this low threshold. *Id.* The Court observed that “[a]s a constitutional matter, copyright protects only those constituent elements of a work that possess more than a *de minimis* quantum of creativity.” *Id.* at 363. It further found that there can be no copyright in a work in which “the creative spark is utterly lacking or so trivial as to be virtually nonexistent.” *Id.* at 359.

The Office’s regulations implement the longstanding requirement of originality set forth in the Copyright Act. *See, e.g.*, 37 C.F.R. § 202.1(a) (prohibiting registration of “[w]ords and short phrases such as names, titles, slogans; familiar symbols or designs; [and] mere variations of typographic ornamentation, lettering, or coloring”); *id.* § 202.10(a) (stating “to be acceptable as a pictorial, graphic, or sculptural work, the work must embody some creative authorship in its delineation or form”). Some combinations of common or standard design elements may contain sufficient creativity with respect to how they are juxtaposed or arranged to support a copyright. Nevertheless, not every combination or arrangement will be sufficient to meet this test. *See Feist*, 499 U.S. at 358 (finding the Copyright Act “implies that some ‘ways’ [of selecting, coordinating, or arranging uncopyrightable material] will trigger copyright, but that others will not”). A determination of copyrightability in the combination of standard design elements

depends on whether the selection, coordination, or arrangement is done in such a way as to result in copyrightable authorship. *Id.*; *see also Atari Games Corp. v. Oman*, 888 F.2d 878 (D.C. Cir. 1989).

A mere simplistic arrangement of non-protectable elements does not demonstrate the level of creativity necessary to warrant protection. For example, the United States District Court for the Southern District of New York upheld the Copyright Office's refusal to register simple designs consisting of two linked letter "C" shapes "facing each other in a mirrored relationship" and two unlinked letter "C" shapes "in a mirrored relationship and positioned perpendicular to the linked elements." *Coach, Inc. v. Peters*, 386 F. Supp. 2d 495, 496 (S.D.N.Y. 2005). Likewise, the Ninth Circuit has held that stereotypical elements in a glass sculpture of a jellyfish including clear glass, an oblong shroud, bright colors, vertical orientation, and the jellyfish form did not merit copyright protection. *See Satava v. Lowry*, 323 F.3d 805, 811 (9th Cir. 2003). The language in *Satava* is particularly instructive:

It is true, of course, that a *combination* of unprotectable elements may qualify for copyright protection. But it is not true that *any* combination of unprotectable elements automatically qualifies for copyright protection. Our case law suggests, and we hold today, that a combination of unprotectable elements is eligible for copyright protection only if those elements are numerous enough and their selection and arrangement original enough that their combination constitutes an original work of authorship.

Id. (internal citations omitted).

Finally, Copyright Office registration specialists (and the Board) do not consider the amount of time, effort or expense required to create a work. *See* COMPENDIUM (THIRD) § 310.7. These issues have no bearing on whether a work possesses the minimum creative spark required by the Copyright Act and the Constitution. *See, e.g., Feist*, 499 U.S. at 352-354, 364 (rejecting the so-called "sweat of the brow" doctrine that provided copyright protection solely as a "reward for the hard work" of creating a work).

2) Derivative Works

The Copyright Office will register a claim in a derivative work where the deposit material contains new authorship with a sufficient amount of original expression. 17 U.S.C. § 103(a) ("The subject matter of copyright . . . includes . . . derivative works, but protection for a work employing preexisting material in which copyright subsists does not extend to any part of the work in which such material has been used unlawfully."); *see also* COMPENDIUM (THIRD) § 311.1 (citing H.R. REP. NO. 94-1476, at 57 (1976)). The registration for a derivative work, however, "does not cover any previously published material, previously registered material, or public domain material that appears in the derivative work. Nor does it cover any material that is not owned by the copyright claimant." *Id.*; *see also* 17 U.S.C. § 103(b) (Copyright in a derivative work is "independent of, and does not affect or enlarge the scope, duration, ownership, or subsistence of, any copyright protection in the preexisting material.").

In the case of derivative works, the “new authorship that the author contributed to the derivative work may be registered, provided that it contains a sufficient amount of original expression, meaning that the derivative work must be independently created and it must possess more than a modicum of creativity.” COMPENDIUM (THIRD) § 311.2 (citing *Waldman Publ’g Corp. v. Landoll, Inc.*, 43 F.3d 775, 782 (2d Cir. 1994)). The amount of creativity required for a derivative work is the same as that required for a copyright in any other work: “[a]ll that is needed to satisfy both the Constitution and the statute is that the ‘author’ contributed something more than a ‘merely trivial’ variation, something recognizably ‘his own.’” *Alfred Bell & Co. v. Catalda Fine Arts, Inc.*, 191 F.2d 99, 102-03 (2d Cir. 1951) (citing *Chamberlin v. Uris Sales Corp.*, 150 F.2d 512, 513 (2d Cir. 1945)). Thus, “the key inquiry is whether there is sufficient nontrivial expressive variation in the derivative work to make it distinguishable from the [preexisting] work in some meaningful way.” *Schrock v. Learning Curve Int’l, Inc.*, 586 F.3d 513, 521 (7th Cir. 2009).

Although the amount of originality required is low, courts have recognized that derivative works “[l]acking even a modest degree of originality. . . are not copyrightable.” *Durham Indus., Inc. v. Tomy Corp.*, 630 F.2d 905, 911 (2d Cir. 1980); see also *L. Batlin & Son, Inc. v. Snyder*, 536 F.2d 486, 490 (2d Cir. 1976). Indeed, “[s]pecial caution is appropriate when analyzing originality in derivative works, ‘since too low a threshold will give the first derivative work creator a considerable power to interfere with the creation of subsequent derivative works from the same underlying work.’” *We Shall Overcome Found. v. The Richmond Org., Inc.*, No. 16-cv-2725, 2017 WL 3981311, at *13 (S.D.N.Y. Sept. 8, 2017). Very minor variations do not satisfy this requirement, such as merely changing the size of the preexisting work or recasting a work from one medium to another. See *L. Batlin & Son*, 536 F.2d at 491. Further, a claim to register a derivative work that adds only non-copyrightable elements to a prior product is not entitled to copyright registration. *Boyd’s Collection, Ltd. v. Bearington Collection, Inc.*, 360 F. Supp. 2d 655, 661 (M.D. Pa. 2005). Ultimately, whatever the addition is, it must be independently protectable for the derivative work to be registered.

B. Analysis of Works

After careful examination and review of the legal standards discussed above, the Board finds that the Works do not contain the requisite authorship necessary to sustain a claim to copyright.

Claimed Derivative Works:

Chain Tenants Directory, Foodservice Directory, and 2018 Restaurant Directory

First, the Board addresses the Works that Chain Stores contends are derivative works, which are the Chain Tenants Directory, Foodservice Directory, and 2018 Restaurant Directory. Upon careful analysis and communications with Chain Store to seek clarification, the Board does not find any new material sufficient to support registration. Chain Store alleges that the new copyrightable authorship is demonstrated in each directory’s “front end,” but the only material identified in those portions is factual information organized in the same manner as prior editions of each respective directory. Specifically, the new material consists of the number of companies added, deleted listings, new company information (names, locations, phone numbers, sales

numbers, franchise affiliations, trade show names, website names, and short phrases), personnel changes, and additional factual information about the companies provided in list format. Chain Tenants Directory Second Request at 2, a11 Exhibit C; Foodservice Directory Second Request at 2, a11 Exhibit C; 2018 Restaurant Directory Second Request at 2. All of this information is included in the same selection, arrangement, and coordination as prior directories.

None of the minor modifications are sufficient to bestow copyright protection on these Works. Instead, Chain Store has merely added, removed, or replaced facts related to particular businesses, which are trivial factual changes that cannot support a new registration. *See Waldman Publ'g*, 43 F.3d at 782 (citing *L. Batlin & Son*, 536 F.2d 486). Instead, Chain Store has merely added, removed, or replaced facts related to particular businesses, which are trivial factual changes that cannot support a new registration. *See id.* The Board's review of these Works, however, indicated that none of the text identified by Chain Store in response to the Board's inquiries differed from text in previously published works, aside from specific factual and statistical information.¹

***Claimed New Work:
2017 Restaurant Directory***

Next, the Board turns to the 2017 Restaurant Directory. Chain Store contends this Work is not derivative, but is instead the first in a series and consists of new literary, artistic, and compilation authorship. 2017 Restaurant Directory Second Request at 1. The claimed work includes a cover page, a one-page overview (with three graphic images), and individual business listings. The cover page simply includes the title "2017 Directory of Restaurant Franchisees™" and Chain Store's address. This bare listing of information and title of the directory is not sufficiently creative. *See* 37 C.F.R. § 202.1(a). The overview page does have potentially protectable text and images, but the entirety of that material is in previously registered Chain Store directories. *See 2016 Directory of Foodservice Distributors*, U.S. Copyright Reg. No. TX0008320019. The only difference between the overview page in the 2017 Restaurant Directory and the previously registered work is a single number. This directory thus does not exhibit any new material that the Office could register. *See* COMPENDIUM (THIRD) § 311.1, 311.2.

There is also no protectable authorship in the rest of the Work. The listings themselves are purely factual, and thus not protectable under U.S. copyright law. *Id.* The compilation is an exhaustive listing of businesses within a particular industry arranged in alphabetical state order.²

¹ The Board notes that Chain Store identified only two specific textual passages that contain edits other than facts and figures, and this is regarding Chain Tenant Directory. The identified language is: (1) "a net increase of over 5,000 contacts from last year's edition"; and (2) brief text providing purely factual information about updates, specifically "[f]or the 2018 edition, we've delisted 904 organizations and added 1,022 new companies. In total, we've made more than 236,000 total revisions to the information contained in this directory since publishing the 2017 edition." This scant text, however, is insufficient to survive the creativity threshold. *See* COMPENDIUM (THIRD) § 313.4(C).


² Chain Store describes itself as the "leading provider of *comprehensive and definitive* retail and foodservice intelligence...[detailing] *all* major retailers, restaurants, distributors and wholesalers in the United States and Canada

Each state is subdivided by cities appearing alphabetically and there is an alphabetical listing of businesses is contained within each city. This arrangement does not meet the threshold for creativity; instead, an alphabetical and geographic listing is the most standard and common coordination and arrangement in directories and phone books. *See Feist* at 362-363. The insertion of the overview at the beginning of the directory is also not creative; overviews are commonly placed at the beginning of documents.

Nevertheless, Chain Store contends the 2017 Restaurant Directory is sufficiently creative because “Chain Store independently reviews all of its material and compiles the information in its own style,” and does not “[reproduce] . . . someone else’s phone book.” 2017 Restaurant Directory Second Request at 3. While the Board does not question whether Chain Store created the Work independently, it does find that these efforts fall short of copyrightable compilation authorship. Spending effort, even large amounts of effort, in finding and confirming the accuracy of listed businesses is irrelevant to the creativity analysis. *See Feist* at 351-361 (repudiating the “sweat of the brow” doctrine).

IV. CONCLUSION

For the reasons stated herein, the Review Board of the United States Copyright Office affirms the refusal to register the copyright claim in the Works. Pursuant to 37 C.F.R. § 202.5(g), this decision constitutes final agency action in this matter.



U.S. Copyright Office Review Board

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Copyrights and Director, Public Information and
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Kimberley Isbell, Deputy Director of Policy and
International Affairs

with contact information on over 746,000 establishments.” CHAIN STORE GUIDE, About Chain Store Guide, <http://www.chainstoreguide.com/t-about.aspx> (last visited July 1, 2021) (emphasis added). This further weighs against a finding that there was selection, arrangement, or coordination regarding the factual entries.

2017 Directory of Restaurant Franchisees™

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These are the companies listed by Core Based Statistical Area (see introduction for definitions). Companies located in a county not part of such an area are arranged by county following the CBSAs. More Detailed information on each company follows in alphabetical sequence by city.

ALBERTVILLE, AL**MARSHALL COUNTY (AL)**

King Kohl's Food Services Inc, GUNTERSVILLE
 McDonald's Franchisee, GUNTERSVILLE
 McDonald's Franchisee, ARAB
 Subway Franchisee, ARAB
 Subway Franchisee, BOAZ

ANNISTON-OXFORD-JACKSONVILLE, AL**CALHOUN COUNTY (AL)**

Subway Franchisee, ALEXANDRIA
 Subway Franchisee, ANNISTON
 Subway Franchisee, JACKSONVILLE

AUBURN-OPELIKA, AL**LEE COUNTY (AL)**

Bush and Associates Investments, Inc., OPELIKA
 DH Restaurant Management, LLC, OPELIKA
 McDonald's Franchisee, AUBURN
 MJR, LLC, AUBURN
 R & J Restaurant Group, LLC, OPELIKA
 Subway Franchisee, AUBURN
 Subway Franchisee, OPELIKA
 Wildcat Investments, Inc, AUBURN

BIRMINGHAM-HOOVER, AL**BLOUNT COUNTY (AL)**

Coleman Management, LLC, ONEONTA
 Subway Franchisee, ONEONTA
 The Upton Group LLC, ONEONTA

CHILTON COUNTY (AL)

Taunton Enterprises Inc., CLANTON

JEFFERSON COUNTY (AL)

Bravo Food Systems LLC, HOOVER
 CLP Corp., HOMEWOOD
 Domino's Franchisee, BESSEMER
 Domino's Franchisee, FAIRFIELD
 Dunkin' Donuts Franchisee, BIRMINGHAM
 Gulf States Restaurant Management LLC, HOOVER
 JFC Development LLC, BESSEMER
 McDonald's Franchisee, ADAMSVILLE
 McDonald's Franchisee, BRIGHTON
 McDonald's Franchisee, FULTONDALE
 McDonald's Franchisee, HOOVER
 PRG Ventures, LLC, BIRMINGHAM
 Quality Restaurant Concepts, BIRMINGHAM
 ShaMar Enterprises, BIRMINGHAM
 Starboard Five, HOOVER
 Subway Franchisee, ADAMSVILLE
 Subway Franchisee, BESSEMER
 Subway Franchisee, BIRMINGHAM
 Subway Franchisee, HOOVER
 Subway Franchisee, HUEYTOWN
 Subway Franchisee, LEEDS
 Subway Franchisee, VESTAVIA
 T & C Foods Inc., BIRMINGHAM
 W. Kealon Drake, Sr, VESTAVIA

SHELBY COUNTY (AL)

Chicken Scratch Holdings Inc., BIRMINGHAM
 Domino's Franchisee, PELHAM
 K.J. Development Inc., BIRMINGHAM
 McDonald's Franchisee, CALERA
 PFI, Inc, BIRMINGHAM
 PJ United Inc., BIRMINGHAM
 Porter Family Investments, Inc., BIRMINGHAM
 Straylight, LLC, PELHAM
 Subway Franchisee, BIRMINGHAM
 Subway Franchisee, CALERA
 Tacala LLC, VESTAVIA

WALKER COUNTY (AL)

Subway Franchisee, CARBON HILL
 Subway Franchisee, JASPER

CULLMAN, AL**CULLMAN COUNTY (AL)**

Subway Franchisee, CULLMAN

DAPHNE-FAIRHOPE-FOLEY, AL**BALDWIN COUNTY (AL)**

Domino's Franchisee, DAPHNE
 JD Chandler & Associates, LLC, DAPHNE
 Jubilee Restaurant Group LLC, LOXLEY
 McDonald's Franchisee, FOLEY
 Philco Inc., SPANISH FORT
 S & J Allday Foods, Inc., DAPHNE
 Subway Franchisee, BAY MINETTE
 Subway Franchisee, DAPHNE
 Subway Franchisee, ELBERTA
 Subway Franchisee, FOLEY
 Subway Franchisee, ROBERTSDALE

DECATUR, AL**MORGAN COUNTY (AL)**

Alice J Schliecher, Inc, DECATUR
 McCatur Inc., DECATUR
 McDonald's Franchisee, DECATUR
 Solberg, Patricia A., HARTSELLE
 Summerfield Sandwich Company, DECATUR
 Villarreal Pizza Inc, DECATUR

DOTHAN, AL**HOUSTON COUNTY (AL)**

Auntie Anne's Franchise, DOTHAN
 BBG Specialty Foods Inc., DOTHAN
 Domino's Franchisee, DOTHAN
 Dothan Quick Service North, LLC, DOTHAN
 GGG Foods, Inc, DOTHAN
 Goldco LLC, DOTHAN
 Subway Franchisee, DOTHAN
 W2M LLC, DOTHAN

ENTERPRISE, AL**COFFEE COUNTY (AL)**

Divine of Alabama LLC, ENTERPRISE
 Domino's Franchisee, ENTERPRISE
 LA Cluckers Inc., ENTERPRISE
 Subway Franchisee, ENTERPRISE

FLORENCE-MUSCLE SHOALS, AL**COLBERT COUNTY (AL)**

Kentucky Fried Chicken of Colbert County Inc.,
 MUSCLE SHOALS
 Subway Franchisee, CHEROKEE

LAUDERDALE COUNTY (AL)

Markor Enterprises, FLORENCE
 Subway Franchisee, FLORENCE
 Subway Franchisee, ROGERSVILLE

GADSDEN, AL**ETOWAH COUNTY (AL)**

Hopper's, Inc., RAINBOW CITY

HUNTSVILLE, AL**LIMESTONE COUNTY (AL)**

McDonald's Franchisee, ARDMORE
 Papa Murphy's Take 'N' Bake Pizza Franchisee,
 ATHENS

Subway Franchisee, ATHENS

MADISON COUNTY (AL)

Baskin-Robbins Franchisee, HUNTSVILLE
 Cinnabon Franchisee, HUNTSVILLE
 Dunkin' Donuts Franchisee, HUNTSVILLE
 H&R Restaurants LLC, MADISON
 Logos Pizza Inc., HUNTSVILLE
 McDonald's Franchisee, MADISON

McDonald's Franchisee, OWENS CROSS ROADS
 Right Way Restaurants Inc, HUNTSVILLE
 Subway Franchisee, HARVEST
 Subway Franchisee, HUNTSVILLE
 Subway Franchisee, MADISON
 Valley Pizza Inc., HUNTSVILLE
 Westgate Enterprises Inc., HUNTSVILLE

MOBILE, AL**MOBILE COUNTY (AL)**

AJ & R Foods Inc, MOBILE
 Belote Foods LLC, MOBILE
 GPF, Inc., MOBILE
 Jeff LaCour, MOBILE
 Jim Barnes Enterprises Inc., MOBILE
 Jimmy & Company, MOBILE
 John (Eddie) Webster, MOBILE
 McDonald's Franchisee, GRAND BAY
 McDonald's Franchisee, MOBILE
 McDonald's Franchisee, SARALAND
 Subway Franchisee, MOBILE
 Subway Franchisee, SARALAND

MONTGOMERY, AL**AUTAUGA COUNTY (AL)**

DBR Inc, PRATTVILLE
 Subway Franchisee, PRATTVILLE

ELMORE COUNTY (AL)

Bush Investments Inc, WETUMPKA
 Mamie Raines Inc., MILLBROOK
 Subway Franchisee, ECLECTIC
 Subway Franchisee, MILLBROOK

LOWNDES COUNTY (AL)

Subway Franchisee, FORT DEPOSIT

MONTGOMERY COUNTY (AL)

Freaky Fast, MONTGOMERY
 Monty Mex Corp., MONTGOMERY
 Premier King, Inc., MONTGOMERY

OZARK, AL**DALE COUNTY (AL)**

Ozark Quick Service, L L C., OZARK
 Subway Franchisee, DALEVILLE

SCOTTSBORO, AL**JACKSON COUNTY (AL)**

Drain Enterprises Inc., SCOTTSBORO

TALLADEGA-SYLACAUGA, AL**TALLADEGA COUNTY (AL)**

AAA Foods, Inc., TALLADEGA
 Domino Pizza Franchise, SYLACAUGA
 McDonald's Franchisee, LINCOLN
 McDonald's Franchisee, SYLACAUGA
 Sago Hospitality, LLC, MUNFORD
 Subway Franchisee, CHILDERSBURG
 Subway Franchisee, SYLACAUGA
 Tri-County Food Service Inc., SYLACAUGA

TROY, AL**PIKE COUNTY (AL)**

Subway Franchisee, BRUNDIDGE

TUSCALOOSA, AL**PICKENS COUNTY (AL)**

Subway Franchisee, ALICEVILLE

TUSCALOOSA COUNTY (AL)

Domino's Franchisee, TUSCALOOSA
 Dunkin' Donuts Franchisee, TUSCALOOSA
 Jack Marshall Foods Inc., TUSCALOOSA
 McDonald's Franchisee, TUSCALOOSA
 Roley Tide, TUSCALOOSA
 Subway Franchisee, BROOKWOOD
 Subway Franchisee, NORTHPORT
 Subway Franchisee, TUSCALOOSA

McDonald's Franchisee 2
5721 Veterans Memorial Dr
ADAMSVILLE
35005

Telephone: 205 674-7288
Type of Business: Chain Restaurant Operator
Total Sales: \$5,000,000 (e)
Trade Names: McDonald's
Units Franchised From: 2
Primary Menu: Hamburger (2)
Areas of Operation: AL
Type of Foodservice: Quick Serve (2)
Franchise Affiliation: McDonald's Corporation, OAK BROOK, IL

KEY PERSONNEL
ANTHONY GONZALEZ - President

Subway Franchisee 10
4024 Veterans Memorial Dr
ADAMSVILLE
35005

Telephone: 205 674-0077
Type of Business: Chain Restaurant Operator
Total Sales: \$4,650,000 (e)
Trade Names: Subway
Units Franchised From: 10
Primary Menu: Sandwiches/Deli (10)
Areas of Operation: AL
Type of Foodservice: Quick Serve (10)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
DILIP PATEL - President; General Buyer

Subway Franchisee 4
875 Market Pl
ALEXANDER CITY
35010

Telephone: 256 329-0070
Type of Business: Chain Restaurant Operator
Total Sales: \$1,860,000 (e)
Trade Names: Subway
Units Franchised From: 4
Primary Menu: Sandwiches/Deli (4)
Areas of Operation: AL
Type of Foodservice: Quick Serve (4)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
LARRY WHITESIDE - President; General Buyer

Subway Franchisee 4
Intersec of US 431 & Gladden
ALEXANDRIA
36250

Telephone: 256 847-0307
Type of Business: Chain Restaurant Operator
Total Sales: \$1,860,000 (e)
Trade Names: Subway
Units Franchised From: 4
Primary Menu: Sandwiches/Deli (4)
Areas of Operation: AL
Type of Foodservice: Quick Serve (4)

Subway Franchisee (Cont'd)

Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
KEITH COMER - President; General Buyer

Subway Franchisee 2
300 2nd St NW
ALICEVILLE
35442

Telephone: 205 373-1110
Type of Business: Chain Restaurant Operator
Total Sales: \$930,000 (e)
Trade Names: Subway
Units Franchised From: 2
Primary Menu: Sandwiches/Deli (2)
Areas of Operation: AL
Type of Foodservice: Quick Serve (2)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
CLINTON LEWIS - President; General Buyer

McDonald's Franchisee 11
315 U S Hwy 84 By-Pass West
ANDALUSIA
36421

Telephone: 334 222-7875
Type of Business: Chain Restaurant Operator
Total Sales: \$27,500,000 (e)
Trade Names: McDonald's
Units Franchised From: 11
Primary Menu: Hamburger (11)
Areas of Operation: AL
Type of Foodservice: Quick Serve (11)
Franchise Affiliation: McDonald's Corporation, OAK BROOK, IL

KEY PERSONNEL
GERARD MURPHY - President

Subway Franchisee 11
1991 Dr M L K Jr Expy
ANDALUSIA
36420

Telephone: 334 427-2234
Type of Business: Chain Restaurant Operator
Total Sales: \$5,115,000 (e)
Trade Names: Subway
Units Franchised From: 11
Primary Menu: Sandwiches/Deli (11)
Areas of Operation: AL
Type of Foodservice: Quick Serve (11)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
DHARMESH PATEL - President; General Buyer

Subway Franchisee 7
1000 S Quintard Ave
ANNISTON
36201

Telephone: 256 238-8222
Type of Business: Chain Restaurant Operator
Total Sales: \$3,255,000 (e)

Subway Franchisee (Cont'd)

Trade Names: Subway
Units Franchised From: 7
Primary Menu: Sandwiches/Deli (7)
Areas of Operation: AL
Type of Foodservice: Quick Serve (7)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
MYRA DAVENPORT - President; General Buyer

McDonald's Franchisee 12
700 N Brindlee Mountain Pkwy
ARAB
35016

Telephone: 256 586-8792
Type of Business: Chain Restaurant Operator
Total Sales: \$30,000,000 (e)
Trade Names: McDonald's
Units Franchised From: 12
Primary Menu: Hamburger (12)
Areas of Operation: AL
Type of Foodservice: Quick Serve (12)
Franchise Affiliation: McDonald's Corporation, OAK BROOK, IL

KEY PERSONNEL
ASHLEY KAPLE - President

Subway Franchisee 5
1450 N Brindlee Mountain Pkwy
ARAB
35016

Telephone: 256 931-2199
Type of Business: Chain Restaurant Operator
Total Sales: \$2,325,000 (e)
Trade Names: Subway
Units Franchised From: 5
Primary Menu: Sandwiches/Deli (5)
Areas of Operation: AL
Type of Foodservice: Quick Serve (5)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
RICHARD HYDE - President; General Buyer

Subway Franchisee 2
111 N Brindlee Mountain Pkwy
ARAB
35016

Telephone: 256 586-1285
Type of Business: Chain Restaurant Operator
Total Sales: \$930,000 (e)
Trade Names: Subway
Units Franchised From: 2
Primary Menu: Sandwiches/Deli (2)
Areas of Operation: AL
Type of Foodservice: Quick Serve (2)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
HANSABEN PATEL - President; General Buyer

2018
Directory of
Restaurant
Franchisees™

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*CSG has been providing
Sales and Marketing Solutions
for the Retail and Foodservice Industries
for more than 80 years.*

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These are the companies listed by Core Based Statistical Area (see introduction for definitions). Companies located in a county not part of such an area are arranged by county following the CBSAs. More Detailed information on each company follows in alphabetical sequence by city.

ALBERTVILLE, AL

MARSHALL COUNTY (AL)

- Chandler-Wilson Management LLC, GUNTERSVILLE
- King Koh's Food Services Inc, GUNTERSVILLE
- McDonald's Franchise, GUNTERSVILLE
- McDonald's Franchisee, ARAB
- Subway Franchisee, ARAB
- Subway Franchisee, BOAZ

ANNISTON-OXFORD-JACKSONVILLE, AL

CALHOUN COUNTY (AL)

- HNI, LLC, ANNISTON
- Jji Restaurants Llc, JACKSONVILLE
- OSA RSA, LLC, OXFORD
- Rally's Franchisee, ANNISTON
- Sahn Foods, Inc., ANNISTON
- Subway Franchisee, ALEXANDRIA
- Subway Franchisee, ANNISTON
- Subway Franchisee, JACKSONVILLE

AUBURN-OPELIKA, AL

LEE COUNTY (AL)

- Alina Inc, OPELIKA
- Bush and Associates Investments, Inc., OPELIKA
- Matthew 5, LLC, AUBURN
- McDonald's Franchise, AUBURN
- R & J Restaurant Group, LLC, OPELIKA
- Subway Franchisee, AUBURN
- Subway Franchisee, OPELIKA
- WENDBUS CORP., AUBURN

Wildcat Investments, Inc, AUBURN

BIRMINGHAM-HOOVER, AL

BLOUNT COUNTY (AL)

- Coleman Management, LLC, ONEONTA
- Subway Franchisee, ONEONTA
- The Upton Group LLC, ONEONTA

CHILTON COUNTY (AL)

- Taunton Enterprises Inc., CLANTON

JEFFERSON COUNTY (AL)

- Azima Inc, CLAY
- BGE Operating Partners-KY, LLC, VESTAVIA
- Bravo Food Systems LLC, HOOVER
- Chick-fil-A Franchisee, BIRMINGHAM
- Chick-fil-A Franchisee, FULTONDALE
- Chick-fil-A Franchisee, HOMEWOOD
- Chick-fil-A Franchisee, HOOVER
- CLP Corp., HOMEWOOD
- Domino's Franchisee, BESSEMER
- Domino's Franchisee, FAIRFIELD
- Dunkin' Donuts Franchisee, BIRMINGHAM
- GBL Enterprises, Inc., HOOVER
- GRACE & PEACE PIZZA COMPANY INC., BESSEMER
- Great Treats Llc, HUEYTOWN

Gulf States Restaurant Management LLC, HOOVER

Hary Bissetts, Inc, GARDENDALE

JFC Development LLC, BESSEMER

McDonald's Franchisee, BRIGHTON

McDonald's Franchisee, FULTONDALE

McDonald's Franchisee, HOOVER

One Slice at a Time Pizza, LLC, BIRMINGHAM

PRG Ventures, LLC, BIRMINGHAM

Quality Restaurant Concepts, VESTAVIA

RJC, LLC, BIRMINGHAM

ShaMar Enterprises, BIRMINGHAM

Smoothie King Franchisee, HOOVER

Starboard Five, HOOVER

Stearman Enterprises, LLC, CENTER POINT

Subway Franchisee, ADAMSVILLE

Subway Franchisee, BESSEMER

Subway Franchisee, BIRMINGHAM

Subway Franchisee, HOOVER

Subway Franchisee, HUEYTOWN

Subway Franchisee, LEEDS

Subway Franchisee, PINSON

Subway Franchisee, VESTAVIA

T & C Foods Inc., BIRMINGHAM

W. Keaton Drake, Sr, VESTAVIA

SAINTE CLAIR COUNTY (AL)

Southern Wings, LLC, PELL CITY

SHELBY COUNTY (AL)

Chick-fil-A Franchisee, ALABASTER

Chicken Scratch Holdings Inc., BIRMINGHAM

Domino's Franchisee, PELHAM

ELJAY Foods of Helena, LLC, HELENA

McDonald's Franchisee, CALERA

PFI, Inc, BIRMINGHAM

PJ United Inc., BIRMINGHAM

Porter Family Investments, Inc., BIRMINGHAM

Straylight, LLC, PELHAM

Subway Franchisee, BIRMINGHAM

Subway Franchisee, CALERA

Tacala LLC, VESTAVIA

WALKER COUNTY (AL)

Subway Franchisee, CARBON HILL

Subway Franchisee, JASPER

The Mcmath Company Group Inc, JASPER

CULLMAN, AL

CULLMAN COUNTY (AL)

Mimi Kohl Weir and Kent A Weir, CULLMAN

Subway Franchisee, CULLMAN

Wingin' It, LLC, CULLMAN

DAPHNE-FAIRHOPE-FOLEY, AL

BALDWIN COUNTY (AL)

Alabama Italian Ice Llc, FOLEY

Chick-fil-A Franchisee, DAPHNE

DHC INVESTMENTS, INC., BAY MINETTE

Domino's Franchisee, DAPHNE

Dream Big, Inc., GULF SHORES

JD Chandler & Associates, LLC, DAPHNE

Jubilee Food Group, LLC, DAPHNE

Jubilee Restaurant Group LLC, LOXLEY

Lockett Ventures Daphne, LLC, DAPHNE

McDonald's Franchisee, FOLEY

S & J Allday Foods, Inc., DAPHNE

SAY CHEESE, INC., DAPHNE

Smoothie King Franchisee, DAPHNE

Subway Franchisee, BAY MINETTE

Subway Franchisee, DAPHNE

Subway Franchisee, ELBERTA

Subway Franchisee, FOLEY

Subway Franchisee, ROBERTSDALE

DECATUR, AL

MORGAN COUNTY (AL)

Atif Inc, HARTSELLE

McCatur Inc., DECATUR

McDonald's Franchisee, DECATUR

Soberg, Patricia A., HARTSELLE

Summerfield Sandwich Company, DECATUR

Villarreal Pizza Inc, DECATUR

DOTHAN, AL

HOUSTON COUNTY (AL)

Auntie Anne's Franchise, DOTHAN

BBG Specialty Foods Inc., DOTHAN

Checkers Franchisee, DOTHAN

Domino's Franchisee, DOTHAN

DOTHAN PIZZA, INC., DOTHAN

Dothan Quick Service North, LLC, DOTHAN

GGG Foods, Inc, DOTHAN

Goldco LLC, DOTHAN

RAFS, Inc., DOTHAN

Subway Franchisee, DOTHAN

Tropical Smoothie Franchisee, DOTHAN

W2M LLC, DOTHAN

Yellow Tiger Foods, LLC, DOTHAN

ENTERPRISE, AL

COFFEE COUNTY (AL)

Divine of Alabama LLC, ENTERPRISE

Domino's Franchisee, ENTERPRISE

LA Cluckers Inc., ENTERPRISE

Subway Franchisee, ENTERPRISE

FLORENCE-MUSCLE SHOALS, AL

COLBERT COUNTY (AL)

Kentucky Fried Chicken of Colbert County Inc.,

MUSCLE SHOALS

Subway Franchisee, CHEROKEE

LAUDERDALE COUNTY (AL)

Markor Enterprises, FLORENCE

Subway Franchisee, FLORENCE

Subway Franchisee, ROGERSVILLE

GADSDEN, AL

ETOWAH COUNTY (AL)

Hopper's, Inc., RAINBOW CITY

R & L FOODS, LLC, RAINBOW CITY

HUNTSVILLE, AL

LIMESTONE COUNTY (AL)

Cox Holding Company LLC, ATHENS

McDonald's Franchisee, ARDMORE

Papa Murphy's Take 'N' Bake Pizza Franchisee,

ATHENS

Subway Franchisee, ATHENS

MADISON COUNTY (AL)

4455, Inc, HUNTSVILLE

B&R Chappell Enterprises LLC, HUNTSVILLE

Baskin-Robbins Franchisee, HUNTSVILLE

Cusumdae Llc, HUNTSVILLE

Dunkin' Donuts Franchisee, HUNTSVILLE

H&R Restaurants LLC, MADISON

Huntsville Burgers, Inc., HUNTSVILLE

Let's Eat Out, Inc., HUNTSVILLE

Logos Pizza Inc., HUNTSVILLE

McDonald's Franchisee, MADISON

McDonald's Franchisee, OWENS CROSS ROADS

North Alabama Fried Chicken, HUNTSVILLE

Right Way Restaurants Inc, HUNTSVILLE

Schlitzsky's Franchisee, HUNTSVILLE

Subway Franchisee, HARVEST

Subway Franchisee, HUNTSVILLE

Subway Franchisee, MADISON

Valley Pizza Inc., HUNTSVILLE

Yogikrupa Inc, MADISON

MOBILE, AL

MOBILE COUNTY (AL)

AJ & R Foods Inc, MOBILE

Belote Foods LLC, MOBILE

Chick-fil-A Franchisee, MOBILE

Diaa & Sai Inc, SARALAND

GPF, Inc., MOBILE

HH OF BIRMINGHAM LLC, MOBILE

Jeff LaCour, MOBILE

Jim Barnes Enterprises Inc., MOBILE

Jimmy & Company, MOBILE

John (Eddie) Webster, MOBILE

K & P Investments Inc, MOBILE

McDonald's Franchisee, GRAND BAY

McDonald's Franchisee, MOBILE

Subway Franchisee 10
4024 Veterans Memorial Dr
ADAMSVILLE
35005

Telephone: 205 674-0077
Type of Business: Chain Restaurant Operator
Total Sales: \$4,650,000 (e)
Trade Names: Subway
Units Franchised From: 10
Primary Menu: Sandwiches/Deli (10)
Areas of Operation: AL
Type of Foodservice: Quick Serve (10)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
DILIP PATEL - President; General Buyer

Chick-fil-A Franchisee 2
125 Colonial Promenade Pkwy
ALABASTER
35007

Telephone: 205 685-1190
Type of Business: Chain Restaurant Operator
Total Sales: \$7,400,000 (e)
Trade Names: Chick-fil-A
Units Franchised From: 2
Areas of Operation: IL
Franchise Affiliation: Chick-fil-A Inc., ATLANTA, GA

KEY PERSONNEL
CONSTANTINE ZOUBOUKOS - Owner; General Buyer

Subway Franchisee 4
875 Market Pl
ALEXANDER CITY
35010

Telephone: 256 329-0070
Type of Business: Chain Restaurant Operator
Total Sales: \$1,860,000 (e)
Trade Names: Subway
Units Franchised From: 4
Primary Menu: Sandwiches/Deli (4)
Areas of Operation: AL
Type of Foodservice: Quick Serve (4)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
LARRY WHITESIDE - President; General Buyer

Subway Franchisee 4
Intersec of US 431 & Gladden
ALEXANDRIA
36250

Telephone: 256 847-0307
Type of Business: Chain Restaurant Operator
Total Sales: \$1,860,000 (e)
Trade Names: Subway
Units Franchised From: 4
Primary Menu: Sandwiches/Deli (4)
Areas of Operation: AL
Type of Foodservice: Quick Serve (4)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

Subway Franchisee (Cont'd)

KEY PERSONNEL
KEITH COMER - President; General Buyer

Subway Franchisee 2
300 2nd St NW
ALICEVILLE
35442

Telephone: 205 373-1110
Type of Business: Chain Restaurant Operator
Total Sales: \$930,000 (e)
Trade Names: Subway
Units Franchised From: 2
Primary Menu: Sandwiches/Deli (2)
Areas of Operation: AL
Type of Foodservice: Quick Serve (2)
Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
CLINTON LEWIS - President; General Buyer

Back Home Brothers, LLC 2
1108 Mulberry St
ANDALUSIA
36420

Telephone: 251 578-1628
Type of Business: Chain Restaurant Operator
Total Sales: \$4,200,000 (e)
Trade Names: Zaxby's
Units Franchised From: 2
Areas of Operation: AL
Franchise Affiliation: Zaxby's Franchising Inc., ATHENS, GA

KEY PERSONNEL
SCOTT BROWN - President; General Buyer

McDonald's Franchisee 11
315 U S Hwy 84 By-Pass West
ANDALUSIA
36421

Telephone: 334 222-7875
Type of Business: Chain Restaurant Operator
Total Sales: \$27,500,000 (e)
Trade Names: McDonald's
Units Franchised From: 11
Primary Menu: Hamburger (11)
Areas of Operation: AL
Type of Foodservice: Quick Serve (11)
Franchise Affiliation: McDonald's Corporation, OAK BROOK, IL

KEY PERSONNEL
GERARD MURPHY - President

Subway Franchisee 11
1991 Dr M L K Jr Expy
ANDALUSIA
36420

Telephone: 334 427-2234
Type of Business: Chain Restaurant Operator
Total Sales: \$5,115,000 (e)
Trade Names: Subway
Units Franchised From: 11
Primary Menu: Sandwiches/Deli (11)
Areas of Operation: AL
Type of Foodservice: Quick Serve (11)

Subway Franchisee (Cont'd)

Franchise Affiliation: Doctor's Associates Inc., MILFORD, CT

KEY PERSONNEL
DHARMESH PATEL - President; General Buyer

HNI, LLC 33
2800 Al Highway 202
ANNISTON
36201

Telephone: 256 237-5759
Type of Business: Chain Restaurant Operator
Total Sales: \$41,250,000 (e)
Trade Names: Hardee's; Hardee's/Red Burrito
Units Franchised From: 33
Areas of Operation: AL
Franchise Affiliation: Hardee's Food Systems Inc., SAINT LOUIS, MO

KEY PERSONNEL
OWEN THOMPSON - Owner; General Buyer

Rally's Franchisee 12
400 S Quintard Ave
ANNISTON
36201

Telephone: 205 237-5878
Type of Business: Chain Restaurant Operator
Total Sales: \$8,100,000 (e)
Trade Names: Rally's Hamburgers
Units Franchised From: 12
Areas of Operation: AL
Franchise Affiliation: Checkers Drive-In Restaurants Inc., TAMPA, FL

KEY PERSONNEL
PERVEZ KAISANI - Partner
JOY WILLIAMS - Partner; General Buyer

Sahn Foods, Inc. 2
P.O. Box 246
ANNISTON
36202

Telephone: 818 999-9791
Type of Business: Chain Restaurant Operator
Total Sales: \$1,350,000 (e)
Trade Names: Long John Silver's
Units Franchised From: 2
Areas of Operation: AL
Franchise Affiliation: Long John Silver's Inc., LOUISVILLE, KY

KEY PERSONNEL
ADEL EL-SAHN - Owner; General Buyer

Subway Franchisee 7
1000 S Quintard Ave
ANNISTON
36201

Telephone: 256 238-8222
Type of Business: Chain Restaurant Operator
Total Sales: \$3,255,000 (e)
Trade Names: Subway
Units Franchised From: 7
Primary Menu: Sandwiches/Deli (7)
Areas of Operation: AL
Type of Foodservice: Quick Serve (7)

2018

Directory of

Leading Chain

Tenants®

Chain Store Guide
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Tampa, FL 33610
Phone: 1-800-927-9292
Fax: 813 627-6888
<http://www.chainstoreguide.com>

Executive Summary

For over 80 years, **Chain Store Guide (CSG)** has been the leading provider of comprehensive and definitive retail and foodservice intelligence to businesses around the world. Our partners, clients and customers rely on our accurate and accessible data to grow their businesses.

Chain Store Guide's Database of Leading Chain Tenants, from which the content for this directory is pulled, is a broad source of sales and marketing leads that represents more than **9,000 restaurant and retail chains** with more than **1 million storefronts** throughout the US and Canada. From large verticals (restaurants, convenience stores, supermarkets) to niche markets (marine retailers, music and video store chains) the 9,200 companies in this directory comprise 26 distinct categories.

For each company in this book, we include the name and title of at least one key player within the organization who can be reached using the contact information provided. All in, this directory contains the names and titles of 45,000 key contacts across all industries – a net increase of over 5,000 contacts from last year's edition.

Industry	Industry Contacts	Industry	Industry Contacts
Apparel Specialty Chains	5,264	Houseware/Giftware Chains	281
Automotive Aftermarket Supply Chains	837	Jewelry Chains	473
Book Store Chains	164	Marine Retail Chains	54
Candy Chains	101	Music/Video Store Chains	57
Card/Gift/Novelty Chains	420	Office Products/Stationary Chains	216
Consumer Electronic Chains	517	Optical Chains	283
Convenience Store Chains	3,970	Pet Store Chains	139
Department Store Chains	600	Restaurant Chains	16,824
Discount Store Chains	514	Shoe Chains	1,430
Drug HBC Chains	1,999	Specialty Retail/Service Retailers	658
General Merchandise Chains	555	Sporting Goods Chains	737
Home Center/Hardware Chains	2,154	Supermarket Chains	4,314
Home Furnishings Chains	1,184	Toy/Hobby/Craft/Fabric Chains	242

The criteria for inclusion in the database, and this directory, are strict. It's our goal to present prospects that provide you with an opportunity to realize the greatest possible return on your marketing and sales investment. Each company must operate 5 or more retail or retail foodservice locations to qualify, and each company contained within the 2018 edition of this directory has been vetted prior to publication. (See the "Exclusions Index" at the back of this book for the companies that have been removed since the previous edition because they have gone out of business or dropped below the 5-location-minimum requirement. The Exclusion Index also includes companies whose placement within this edition has changed due an acquisition or merger.)

For the 2018 edition, we've delisted 904 organizations and added 1,022 new companies. In total, we've made more than **236,000 total revisions** to the information contained in this directory since publishing the 2017 edition.

Executive Summary

Chain Store Guide has been researching companies and providing accurate, accessible and actionable retail, foodservice and wholesale data for more than 80 years. As a result, **CSG** has a clear understanding of what's important to our clients and partners. Our *Directory of Leading Chain Tenants* successfully serves the needs of customers in numerous fields:

- **Commercial Real Estate:** Commercial real estate brokers & property managers use our data to locate chain retailers or restaurants to fill their vacancies in shopping centers, malls, and other commercial outlets.
- **Signage, Store Display & Visual Merchandising:** Whether it's a Grand Opening banner, replacement marquee or new floor plan, these companies need signs and store displays. With this directory, you can target the companies you want and find contacts responsible for making store display decisions. These pages (and the database from which the information is drawn) contain thousands of leads for visual merchandisers.
- **Fixtures & Facility Maintenance:** Find the contacts that are in charge of making decisions to purchase store fixtures or hire for facility maintenance.

Our *Database of Leading Chain Tenants* (accessible online with an annual subscription) is the foundation for this publication:

- The **CSG** online-accessible *Leading Chain Tenants Plus* database contains 9,200 company listings and 45,000 personnel names contained within this directory. In addition, it provides access to more than **29,600 personal email addresses**.
- The **CSG** database has a 100% fill rate on certain key data points — basic contact information (address and phone number), total locations, sales (for HQ offices), trading areas and key personnel. Most listings also feature information about ownership, states of operation, projected openings, and much more.
- The **CSG** database captures personnel titles that meet our customers' varied needs, from Operations to Purchasing to Human Resources to Real Estate.
- Access to the **CSG** database provides the ability to search and filter companies by a host of criteria including projected openings and closings, preferred square footage and location type, area of operations, total sales, total units, franchise affiliation, fastest growing companies and more.
- **CSG** updates our database *daily*. A staff of experienced in-house research personnel and editors scour press releases, trade magazines, SEC filings, and web sites, as well as the companies themselves, to make real-time changes as they occur. The online databases refresh each day so that our customers have access to the most current industry news and information. Each month, **CSG** makes thousands of additions, deletions and adjustments to our data, changes that have a major impact on our customers' activities.

Details & Definitions

CRITERIA FOR INCLUSION

Companies headquartered in the US or Canada that operate five or more stores with goods and/or services for resale are included in this directory. The company is listed within that industry which represents its primary area of operation.

FORMAT OF DIRECTORY

Sample Company Profile- This is an example of a company profile listing including explanations of the layout.

Explanation of Data Elements- Here you will find a glossary of data elements and their definitions listed in alphabetical order.

Statistical Analysis of Contents- Here is a statistical look at the industry. The statistics are derived from the companies in this database and include breakdowns of specific data elements such as number of units and total personnel.

Mergers & Acquisitions- Here you will find a list of companies that have been involved in major mergers or acquisitions and the dates on which they occurred. Both acquirer and acquiree information is listed.

Major Trade Associations- This is an alphabetical listing of major trade associations. The listings include the association name, address, telephone/fax number, internet homepage, key contact(s) and a brief description of the association's activities.

The main section of the directory contains the Company Profile Listings which are arranged alpha-geographically by state with multiple profiles in one city listed alphabetically by company name. Located at the end of the directory are several indexes for quick reference. The indexes included in this directory are:

Areas of Operation Index- This index lists companies by the region in which they operate stores.

Preferred Square Footage Index- This index lists companies by the prototype or average square footage of the stores they operate.

Alphabetical Index- This index is a combined alphabetical index listing all companies, stores and ownership names within this directory.

Exclusions Index- This is an index of all companies which appeared in the directory last year but are not included this year. This index is divided into two categories: Out-of- Business/NQ and Acquired/Merged Companies are arranged alphabetically.

Sample Company Profile

Each listing begins with a symbol bar. Refer to the *Explanation of Data Elements* at the bottom of each listing page for an explanation of symbols.

The company's name, number of retail units and address are printed immediately following the symbol bar.

★
5

Chain Store Guide
 10117 Princess Palm Ave Ste 375 **TAMPA**
33610

Telephone: 813 627-6800
Fax Number: 813 627-6882
Internet Homepage: <http://www.csgis.com>
Year Founded: 1930
Total Sales: \$100,000,000 (e)
Total Units: 5
Trade Names: Chain Store Guide (5)
Product Lines: Books; CD-ROMs
Trading Areas: FL
Specialty Departments: Books/Magazines
Parent Company: Chain Store Guides, LLC,
Also conducts custom research and data selections.

Data elements are composed of a **bold data label** with associated data following. *General company information* begins the listing, followed by sales, unit and product data, distribution information and services. References to affiliate companies also listed in our publications complete the listing.

Additional company information may be included as an *italicized comment*.

KEY PERSONNEL

MICHAEL JONES - President
 JOHN CHASE - Executive VP
 MATTHEW WEST - VP Operations
 AARON O'BRIEN - General Buyer

Refer to the *Explanation of Data Elements* for a list of collected elements for this directory.

Statistical Analysis of Contents

REVISIONS MADE 2018 Edition

Company Listings Added.....	1,022
Company Listings Deleted*.....	904
Changes in Information.....	195,443
Changes/ Additions in Personnel.....	38,676
Total Revisions.....	236,045

*Companies have been deleted because they went out-of-business, were merged/acquired by another company, or no longer met the parameters for inclusion.

Statistical Analysis of Contents

Leading Chain Tenants*

Totals

8,516	Headquarters Operating 1,065,135 Stores
542	Corporate, Subsidiary and Regional/Divisional Branch Offices
9,058	Companies
43,987	Contact names and titles
24,249	Projected Openings
4,636	Projected Remodelings
3,563	Projected Closing
6,954,011,580	Retail Selling Square Footage

Apparel Specialty Chains

Companies		Operating
170		5-10 stores
159		11-30 stores
43		31-50 stores
161		51+ stores
533	Total	67,652 stores
74	Projected Openings	1,255
11	Projected Remodelings	227
22	Projected Closings	1,718
	Personnel	5,264 Contacts

Automotive Aftermarket Supply Chains

Companies		Operating
69		5-10 stores
64		11-30 stores
16		31-50 stores
37		51+ stores
186	Total	33,505 stores
3	Projected Openings	52
1	Projected Remodelings	25
-	Projected Closings	-
	Personnel	837 Contacts

* Headquarters only

Statistical Analysis of Contents

Leading Chain Tenants*

Book Store Chains

Companies		Operating
6		5-10 stores
5		11-30 stores
2		31-50 stores
10		51+ stores
23	Total	4,869 stores
1	Projected Openings	10
-	Projected Remodelings	-
1	Projected Closings	240
	Personnel	164 Contacts

Candy Chains

Companies		Operating
8		5-10 stores
11		11-30 stores
2		31-50 stores
10		51+ stores
31	Total	1,859 stores
3	Projected Openings	29
-	Projected Remodelings	-
-	Projected Closings	-
	Personnel	101 Contacts

Card/Gift/Novelty Chains

Companies		Operating
53		5-10 stores
29		11-30 stores
4		31-50 stores
22		51+ stores
108	Total	9,524 stores
2	Projected Openings	30
-	Projected Remodelings	-
-	Projected Closings	-
	Personnel	420 Contacts

*Headquarters only

2018 Directory of Foodservice Distributors[®]

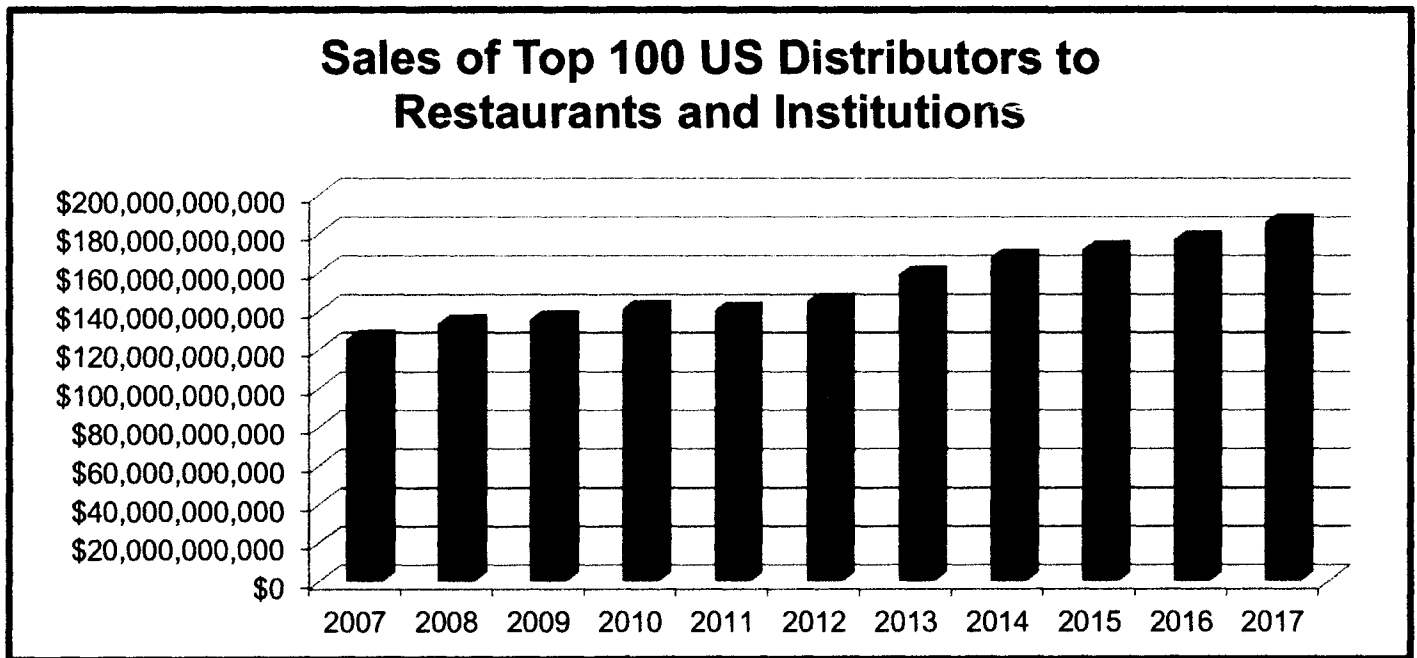
Chain Store Guide
3710 Corporex Park Dr. Suite 310
Tampa, FL 33619
Phone: 1-800-927-9292
Fax: 813 627-6888
<http://www.chainstoreguide.com>

Executive Summary

As Chain Store Guide heads into its 85th year of providing foodservice industry insight and analysis to our partners and clients, the foodservice industry continues to see measured growth. Data from Chain Store Guide's Consumer Spending Report (available monthly at www.chainstoreguide.com) indicates moderately favorable conditions for future spending in the near term.

From data collected in our annual survey of Foodservice Distributors, Chain Store Guide can report a 4.9% increase in industry sales in the most recent fiscal year for all U.S. foodservice distributors.

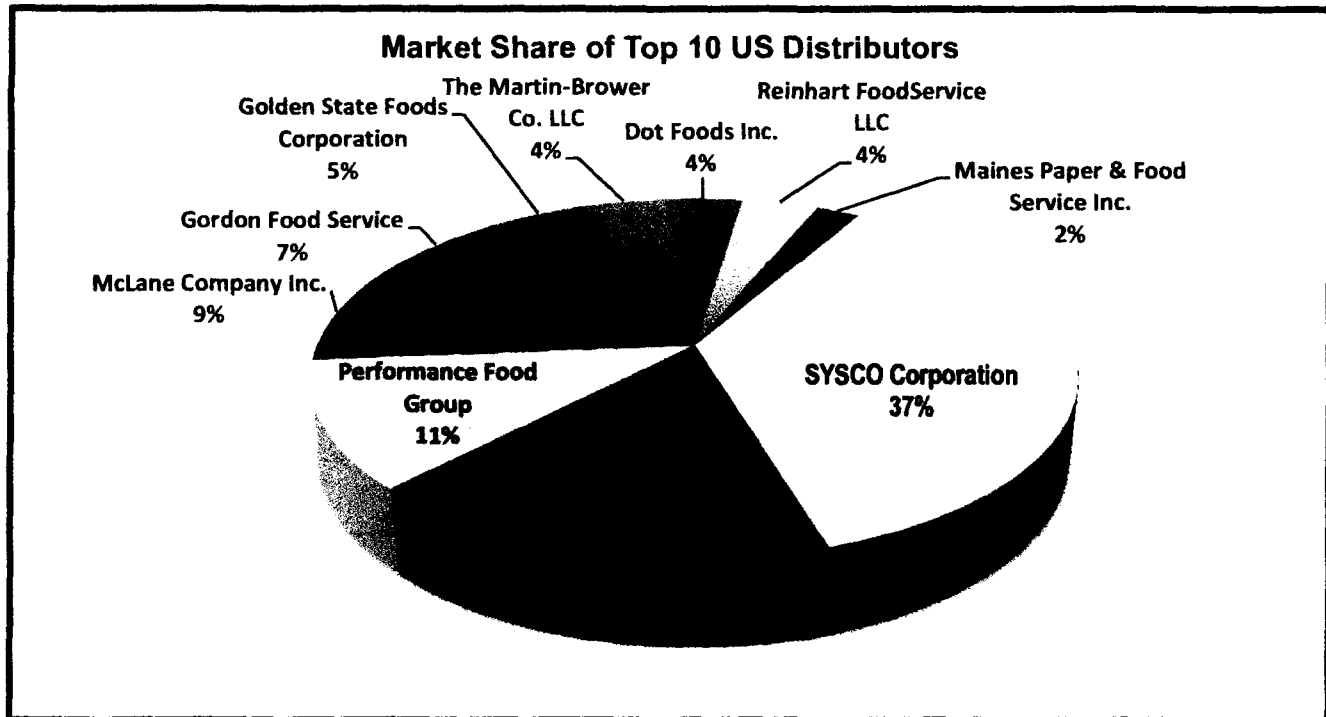
The top 100 U.S. distributors increased distribution sales to restaurants and institutions by 5.1%, from approximately \$177 billion to more than \$186 billion, over the last year.



Source: Chain Store Guide 2018 Database of Foodservice Distributors

Executive Summary

As the following chart shows, Sysco and US Foods are the biggest of the big, accounting for over half of the total sales generated by the top 10 companies in the industry.



Source: Chain Store Guide 2018 Database of Foodservice Distributors

For more than 80 years, Chain Store Guide has provided its partners and clients with the highest quality and most actionable information available. No other source combines the breadth and depth of CSG data in more user-friendly formats.

For anyone with a business interest in the foodservice industry, Chain Store Guide provides a wealth of information solutions. CSG offers online-accessible database products providing detailed listings of Chain Restaurant Operators, High Volume Independent Restaurant Operators, Supermarket and Convenience Store Chains, and Wholesale Grocers.

To discuss your needs and our solutions, please call 800-927-9292 to talk to one of our sales representatives and receive a free online demonstration of our products. If there's anything that we can do to make your job easier and your company more profitable, or you have any questions about the content of this publication, please contact us.

Mike Baker
Data Content Editor
mbaker@chainstoreguide.com

Details & Definitions

Criteria for Inclusion

A Foodservice Distributor is a company that sells food, equipment and/or supplies to restaurants and other foodservice venues. To qualify for a listing in this directory, a company must distribute more than one product line, and no more than 95% of its foodservice distribution sales volume may be from self-manufactured merchandise. The company must have a minimum of \$500,000 in sales to foodservice companies.

Format of Directory

Sample Company Profile - An example of a company profile listing including an explanation of layout.

Explanation of Data Elements - A glossary of data elements and their definitions listed in alphabetical order.

Statistical Analysis of Contents - A statistical look at the industry derived from the companies in this directory and includes breakdowns of specific data elements such as number of units and total personnel.

Indexes of Leading Companies - These indexes include the Top 100 US Foodservice Distributors and the Top 10 Canadian Foodservice Distributors. They list company name and headquarters' location, industry sales and the page number on which each individual company can be found.

Major Mergers & Acquisitions - A list of companies that have been involved in major mergers or acquisitions and the dates on which they occurred. Both acquirer and acquiree information is listed.

The main section of the directory contains the Company Profile Listings which are arranged alpha-geographically by state with multiple profiles in one city listed alphabetically by company name. Beginning each state is a breakdown showing the regional CBSA. The definition below is an abbreviated version of that which is issued by the US Government. A request for the full definition should be sent to: Statistical Policy Office, Office of Information and Regulatory Affairs, Office of the Management and Budget, Washington, DC 20503.

CBSA - (Core Based Statistical Area) - CBSAs must contain at least one urban area of 10,000 or more population, either a metropolitan statistical area (one urbanized area of 50,000 or more inhabitants) or a micropolitan statistical area (at least one urban cluster of at least 10,000 but less than 50,000 population). The general concept of a metropolitan or micropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. Metropolitan and micropolitan statistical areas comprise one or more entire counties.

Located at the end of this directory are several indexes for quick reference. The indexes included in this directory are:

Product Index - This is an alphabetical index of various product lines, indicating the companies that sell each line.

Alphabetical Index - This index is a combined alphabetical index listing all companies, stores, and ownership names within this directory.

Exclusions Index - This is an index of all companies which appeared in the directory last year but are not included this year. This index is divided into two categories: Out-of-Business/NQ and Acquired/Merged. Companies are arranged alphabetically.

Sample Company Profile

Each listing begins with a symbol bar. Refer to the *Explanation of Data Elements* at the bottom of each listing page for an explanation of symbols.

The company's name, number of retail units and address are printed immediately following the symbol bar.

★ **Chain Store Guide**

3710 Corporex Park Dr. Ste. 310

5

TAMPA
33619

Telephone: 813 627-6800

Fax Number: 813 627-6888

Internet Homepage: <http://www.csgis.com>

Year Founded: 1930

Total Sales: \$100,000,000 (e)

Total Units: 5

Trade Names: Chain Store Guide (5)

Product Lines: Books; CD-ROMs

Trading Areas: FL

Specialty Departments: Books/Magazines

Parent Company: Chain Store Guides, LLC,
Also conducts custom research and data selections.

KEY PERSONNEL

JOHN CHASE - President

MIKE JACKSON - Executive VP

MATTHEW WEST - VP Operations

AARON O'BRIEN - General Buver

Data elements are composed of a **bold data label** with associated data following. General company information begins the listing, followed by sales, unit and product data, distribution information and services. References to affiliate companies also listed in our publications complete the listing.

Executive and buying personnel are listed in order of position.

Additional company information may be included as an *italicized comment*.

Statistical Analysis of Contents

2018 Foodservice Distributors

Total Company Listings	3,332
Total Personnel	13,677
Changes in Information	11,649
Changes/Additions in Personnel	13,862
Total Revisions	25,511

Statistical Analysis of Contents

Foodservice Distributors - United States

Total Companies

Headquarters	1,826
Subsidiaries	56
Regional Offices	12
Divisional Offices	1,282
Branch Offices	35
Total Listings	3,212

Breakdown by Industry Sales

Restaurants/Institutions	\$248,369,180,000
Supermarkets/C-Stores/Other Retailers	\$96,686,631,000
Total Industry Sales	\$345,055,811,000

Breakdown by Type Of Distributor *

Food Distributors	1,271
Supplies Distributors	1,666
Equipment Distributors	977
Full Line Distributors	800

Breakdown by Markets Served**

Restaurants	1,836
Institutional Accounts	1,802
Grocery Stores	1,088
Convenience Stores	1,044
Discount Stores	362
Drug/HBA Stores	296

Personnel

Total Personnel Listed	13,236
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* Companies can distribute more than one type of product

** Companies can serve more than one market

Index of Leading Companies

US Foodservice Distributors Ranked by Restaurant/Institution Sales

Rank	Company, Headquarters' Location	Latest	Preceding	Prior	Page
1	SYSCO Corporation, HOUSTON, TX	\$55,371,139,000	\$50,366,919,000	\$48,680,752,000	564
2	US Foods Inc., ROSEMONT, IL	\$24,480,000,000	\$24,000,000,000	\$23,200,000,000	196
3	Performance Food Group, RICHMOND, VA	\$16,761,800,000	\$16,104,800,000	\$15,270,000,000	600
4	McLane Company Inc., TEMPLE, TX	\$13,937,000,000	\$13,461,000,000	\$13,502,440,000	576
5	Gordon Food Service Inc., WYOMING, MI	\$10,021,500,000	\$9,825,000,000	\$9,800,000,000	299
6	The Martin-Brower Co. LLC, ROSEMONT, IL	\$6,635,100,000	\$6,505,000,000	\$6,500,000,000	196
7	Golden State Foods Corporation, IRVINE, CA	\$6,579,000,000	\$6,450,000,000	\$6,400,000,000	50
8	Dot Foods Inc., MOUNT STERLING, IL	\$6,320,000,000	\$6,200,000,000	\$5,780,000,000	192
9	Reinhart FoodService LLC, LA CROSSE, WI	\$5,304,000,000	\$5,200,000,000	\$5,150,000,000	631
10	Maines Paper & Food Service Inc., CONKLIN, NY	\$3,150,000,000	\$2,925,000,000	\$2,920,500,000	396
11	Ben E. Keith Foods, FORT WORTH, TX	\$2,473,500,000	\$2,425,000,000	\$2,405,000,000	554
12	Keurig Green Mountain, Inc., WATERBURY, VT	\$2,350,000,000	\$2,300,000,000	\$2,353,840,000	590
13	Bunzl Distribution North America Inc, SAINT LOUIS, MO	\$2,349,600,000	\$1,788,270,000	\$1,388,046,000	327
14	Shamrock Foods Co., PHOENIX, AZ	\$2,065,500,000	\$2,025,000,000	\$1,980,000,000	20
15	Food Services of America, SCOTTSDALE, AZ	\$1,851,300,000	\$1,815,000,000	\$1,805,000,000	21
16	Cheney Bros. Inc., RIVIERA BEACH, FL	\$1,690,000,000	\$1,550,000,000	\$1,102,500,000	137
17	The Chefs' Warehouse Inc., RIDGEFIELD, CT	\$1,301,520,000	\$1,192,866,000	\$1,058,996,000	108
18	Topco Associates LLC, ELK GROVE VILLAGE, IL	\$1,295,400,000	\$1,270,000,000	\$1,260,000,000	188
19	Dawn Food Products Inc., JACKSON, MI	\$1,244,440,000	\$1,220,000,000	\$1,212,000,000	293
20	Labatt Food Service, SAN ANTONIO, TX	\$1,224,000,000	\$1,200,000,000	\$1,125,000,000	575
21	BakeMark USA, PICO RIVERA, CA	\$714,000,000	\$700,000,000	\$685,000,000	63
22	Edward Don & Co., WOODRIDGE, IL	\$703,800,000	\$690,000,000	\$680,000,000	200
23	Farmer Bros. Co., NORTHLAKE, TX	\$541,500,000	\$544,382,000	\$545,882,000	571
24	Willow Run Foods Inc., KIRKWOOD, NY	\$535,500,000	\$510,000,000	\$508,000,000	403
25	The Anderson-DuBose Co., WARREN, OH	\$492,660,000	\$483,000,000	\$460,000,000	461