

# Catherine Monson

Chief Executive Officer,  
FASTSIGNS International, Inc.



# Transformational Leadership:

The Key to FASTSIGNS' Success



# *FAST SIGNS*<sup>®</sup>

More than fast. More than signs.<sup>®</sup>



# FASTSIGNS® International



650+  
Locations in  
8 Countries

- Low staffing requirements
- Business-to-business hours
- Professional business clientele
- Attractive margins



# FASTSIGNS® International in Canada

- 6 Provinces (Ontario, Newfoundland, British Columbia, Alberta Manitoba & Prince Edward Island)
- 28 Open Centers
- 3 Currently under construction
- 58 Open Markets

# FASTSIGNS® International Awards



**Awards of Excellence**  
Traditional Franchises  
Mature/Established

*Bronze Winner '16*



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# FASTSIGNS Key Strategic Objectives

- Increase Franchisee Profitability
- Increase Average Center Volume to \$1,000,000
- Increase the Value of the FASTSIGNS Brand
- Further increase Franchisee Satisfaction

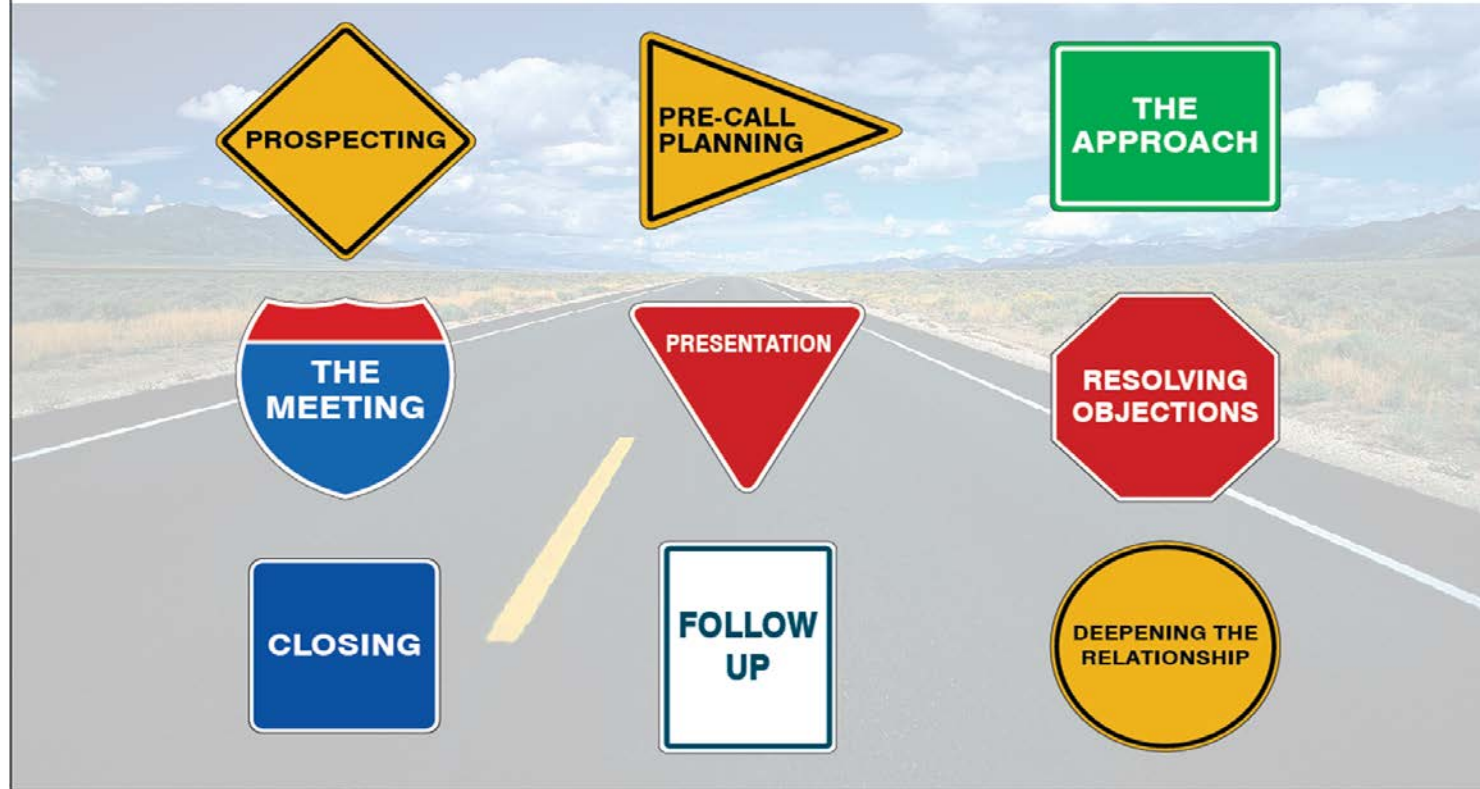


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# FASTSIGNS Solution Selling System



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# Transitioning the Business Model

FROM:

Retail, Reactive

Simpler Products

Order Takers

Selling a Product



TO:

Proactive, Business Development

Higher Value Products

Consultative, Solution Selling

Selling a Comprehensive Solution



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# Repositioning the Brand

# More Than.

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# The FASTSIGNS® Brand

## Our Brand Promise:

FASTSIGNS® is more than fast, and more than signs. We're a visual ideas company. Our marketing-savvy consultants create solutions for a wide array of communications challenges. So you can increase your business visibility, reach more customers and accomplish more than you ever thought possible.



# The FASTSIGNS® Brand

## Visibility Strategies

Expertise in helping customers understand their visual communications needs and the best ways to solve their business challenges.



## Project Services

Creativity, skill and acumen that clients require to make their communications solutions realities.



## Product Solutions

The tools, from banners to interactive digital displays, that customers use to build awareness, reach audiences and engage prospects.



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# Restaurant Solutions



GRAPHIC DESIGN    INSTALLATION    PRINTING & MAILING    BRAND INTEGRITY    CONSULTING    COMPLIANCE    SURVEYING & PERMITTING    PROJECT PLANNING    POINT OF PURCHASE    SALES DEVELOPMENT    CONTENT DEVELOPMENT    SIGNS & GRAPHICS    INTERACTIVE & DIGITAL    PROMOTIONAL PRODUCTS    CORPORATE IDENTITY    INTERIOR DECOR    PROJECT MANAGEMENT    EXHIBITS & DISPLAYS    SHIPPING & STORAGE

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# Manufacturing Solutions



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# Healthcare Solutions



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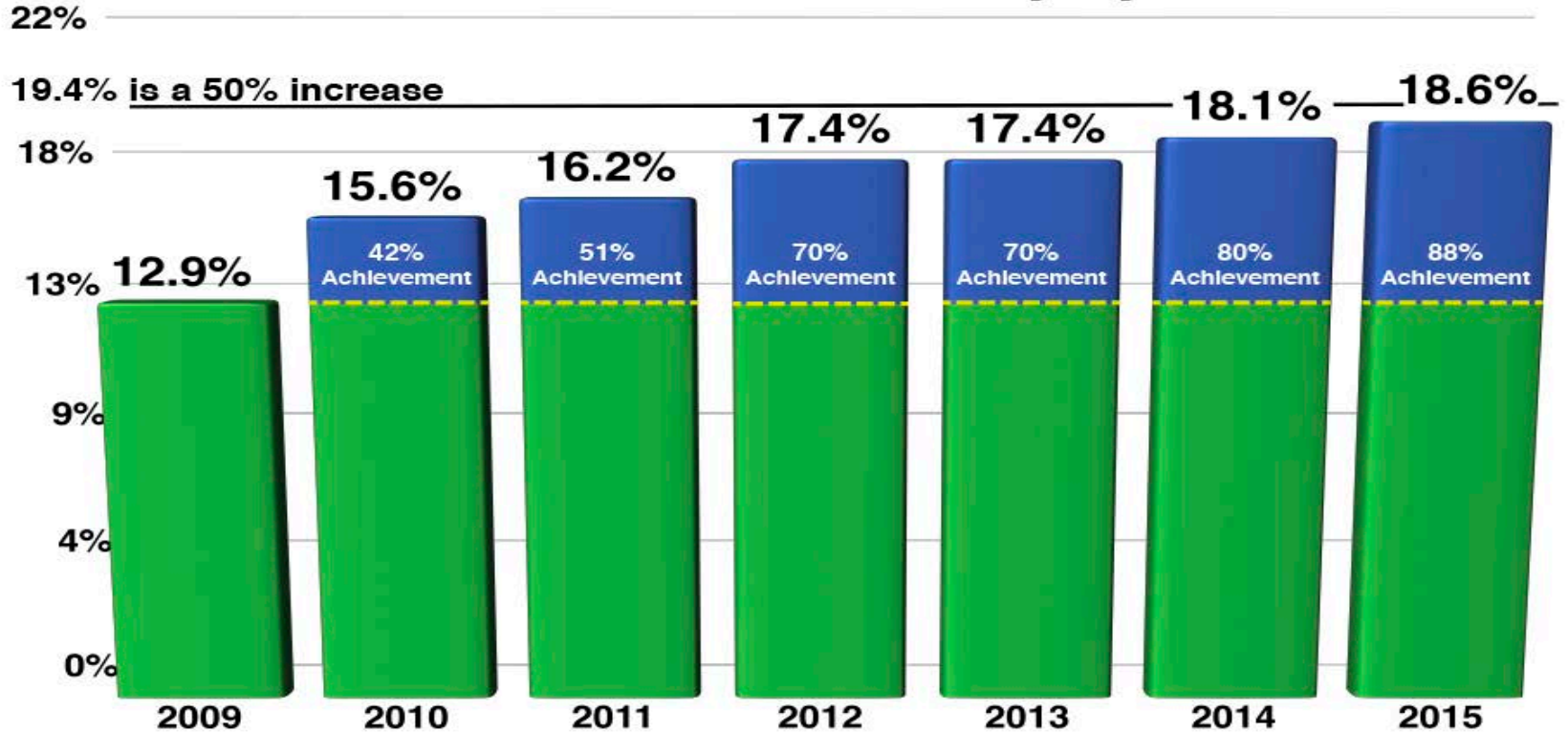


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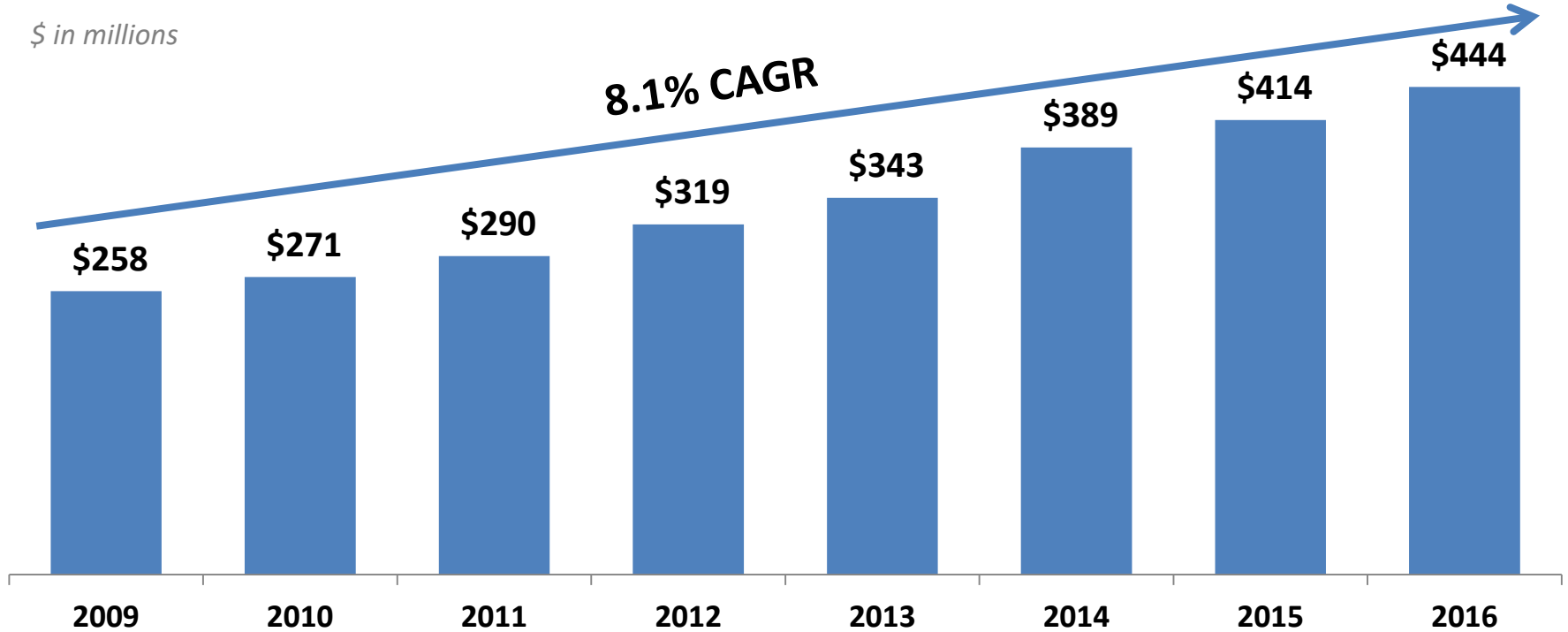
# 50% Increase in Profitability by 2015



# System-wide Sales

\$ in millions

8.1% CAGR

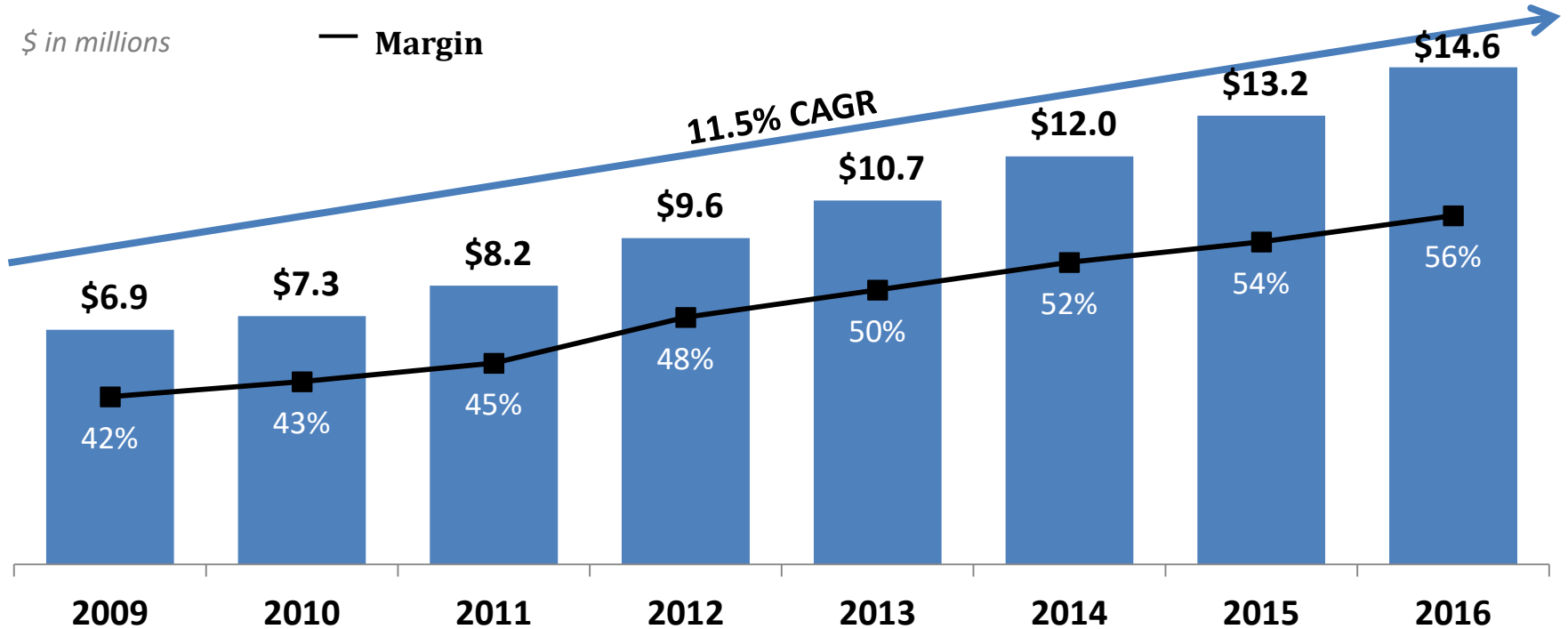


# Profitability

\$ in millions

— Margin

11.5% CAGR



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# Key Metrics: Unit Level

- Net Promoter Score
- Sales per Employee
- Average Invoice
- Percentage Repeat Customers
- Percentage of Re-do's
- EBITDA/COGs/Payroll & Related/G&A
- Franchisee Engagement



# Key Metrics: Network

- Comp Sales/Same Center Sales
- Average Invoice
- Network Average EBITDA
- Resale Multiple
- Percentage of Locations Below Minimum Performance

# Key Metrics: Franchisor Franchisee Satisfaction

- Our Annual Internal Survey
- Franchise Business Review
- Franchise Research Institute
- Canadian Franchise Association
- Other Awards and Rankings

# Key Metrics: Franchisor Franchise Sales

- Number of Leads Year over Year
- Cost per Lead
- Cost per Lead Source
- Cost per Sale
- Closing Ratio

# Key Metrics: Franchisor General

- EBITDA Margin
- EBITDA per Employee
- Revenue per Employee
- Royalty per Employee
- Total Salary as a Percentage of Revenue
- Unit Count to Employee Ratio

“Success is a function of superb execution of the basic fundamentals.”





Catherine Monson

FASTSIGNS International, Inc. | CEO | [Catherine.Monson@fastsigns.com](mailto:Catherine.Monson@fastsigns.com)

