



# GREAT HARVEST FRANCHISE INFORMATION



**REAL FOOD. REAL PEOPLE. REAL BUSINESS.**

# **BUSINESS. THE WAY IT *OUGHT TO BE.***

As a Great Harvest® franchise owner, you get to run your own business selling exceptional products. Our brand is beloved locally by loyal customers in neighborhoods across the country.

Great Harvest comes with a proven business model, often ranked in the *Best Top 100 Overall Franchises* by [FranchiseRankings.com](https://www.franchiserankings.com).\*

Our owners join a supportive community of fellow business owners who are available for advice and guidance. Choose to do business your way — with all the support you need. Join us!



## *Our Mission:*

Be loose and have fun.  
Bake phenomenal bread.  
Run fast to help customers.  
Create strong & exciting bakeries.  
And give generously to others.®



# INTRODUCTION

Welcome!

We are excited that you want to know about bakery cafe ownership with Great Harvest. This guide provides a broad overview of the Great Harvest Franchise for prospective franchise owners. It will introduce you to our business model and philosophy, our competitive advantage, expanded product line, financial expectations and life in “The Bread Business.”

Should you have any unanswered questions about business ownership with Great Harvest and want to understand your options, [contact us here](#). We offer an informational, [sales-free call](#). Visit [this page](#) for more details.

Sincerely,

**All of us at Great Harvest Franchising, Inc.**



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# SNAPSHOT of GREAT HARVEST

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## — *Our Story* —

Back in the 1970s, Great Harvest founders Pete and Laura Wakeman were just a couple of college kids who baked amazing made-from scratch whole grain bread to pay their tuition at Cornell University. As newlyweds, the Wakemans decided to hike the entire north-south length of Montana. They finished their hike, but they didn't leave. Instead, they opened the first Great Harvest Bakery in Great Falls, MT in 1976.

Word spread fast about Great Harvest's uniquely flavorful bread made with pure and simple ingredients, including wheat purchased from local Montana farmers. In 1978, the "Freedom Franchise" was born with the opening of a second Great Harvest in Kalispell, MT.

Over the past 40 years, Great Harvest has grown into the only national brand of independently owned and operated whole grain bread bakeries. Authenticity, individuality, and a spirit of camaraderie remain the organization's foundation. Rooted in these strong principles, Great Harvest's system-wide sales have grown to exceed \$100 million annually, with 194 Great Harvest locations in the United States.

Based in Dillon, Montana, Great Harvest Franchising, Inc. currently operates a purely franchised bakery concept across 45 states. Since its founding, the Company has continued to pioneer the development of the original made-from-scratch bakery franchise. Except for a few satellite stores, all baked goods are freshly made in-house.

Great Harvest stores are best known for their variety of whole grain baked goods made from freshly ground Montana wheat. Additionally, each location offers a variety of specialty food and beverage products tailored to local consumer tastes.

This local focus has been crucial to the brand's success, as the vast majority of Great Harvest stores are individually owned and operated. Our mission to create a differentiated, authentic, and passionate brand has resulted in an extremely loyal "franchise family" and customer base.

# SOME OF OUR DELICIOUS PRODUCTS

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## *Sandwiches:*

- Roast Beef
- Ham & Brie
- Veggie Three-Seed Hummus
- Baja Chipotle Turkey
- Chimichurri Roast Beef
- Portobello "Bánh Mi"
- Big Sky Chicken Salad

## *Breads:*

- Honey Whole Wheat
- Cheddar Garlic
- Cinnamon Chip
- High 5 Fiber
- Hummus Bread
- Superfood Bread
- Dakota Bread
- Green Chile Cheese Bread



## *Goodies:*

- Lemon Blueberry Coffee Cake
- Oat Berry Muffins
- Trek Bars
- Snickerdoodles
- Maple Oatmeal Scones
- Brownies
- Cinnamon Rolls
- Whole Wheat Coffee Cake
- Vanilla Almond Biscotti

Learn more about our product offerings [here](#).

# 4 THINGS TO KNOW ABOUT GREAT HARVEST

## We are “Bread Heaven.”

The aroma of our fresh baked bread draws people in for a free slice. We “have them” at the first whiff, but when they *taste* the difference, they are believers.

**The Difference:** We make our bread from scratch every day using carefully selected wheat grown here in Montana’s Golden Triangle. The wheat is freshly milled in each bakery for superior flavor and nutrition. Every loaf is made with simple ingredients in tempting combinations of flavors and textures. We bake bread the slow way, without shortcuts, so it will taste better than any other.

## Sandwiches where the outside is as good as the inside.

Finally, the outside of the sandwich gets the attention it deserves! Why should the inside get all the credit when it’s the bread that actually makes it a sandwich? At Great Harvest, we make better sandwiches by helping customers choose the perfect bread to enhance the flavor of their sandwich — like no one else can.

## Not just “another cafe.”

We have developed our cafes so that customers can enjoy the freshest, made-from-scratch breads, sandwiches, breakfast sandwiches and salads all day long. Everything is made locally by hand — not shipped in half-baked from a central commissary. Our fresh bread is fresher.

## Every store is unique.

We provide you with a playbook, not a “rulebook.” At Great Harvest, your store is yours, with menu selections and designs determined locally, by you. We call this the “Freedom Franchise” and it is our recipe for small business success.



*THE BREAD IS EVERYTHING.*

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# WHY BUILD A BUSINESS WITH GREAT HARVEST?

Thinking about starting a business? Here are the key factors that distinguish Great Harvest from other franchise concepts:

## *A Real Authentic Brand....*

Great Harvest is an authentic brand. Our brand platform: “**Bread. The Way it *Ought*to Be**” is our foundation and is what provides every consumer a unique and totally satisfying experience in every location.

Our grain comes from family-owned farms in Montana's Golden Triangle, famous for its favorable growing conditions. Before shipping, our wheat undergoes extensive testing to ensure it has what it takes to become the best bread on the planet.

Every Great Harvest bakery cafe starts from scratch each morning with this exceptional grain as the centerpiece. First, the grain is fresh milled into nutrient-rich flour. We do this on-site at each of our 200+ bakeries, every day. Fresh, simple ingredients are then added to hand craft Great Harvest's phenomenal tasting bread. It's a difference you can taste, straight out of the oven.



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## *With A Real Local Flavor.*

Each Great Harvest bakery is unique. Yet, they are all designed to offer a fun and inviting experience for customers. The owners and staff know their regular customers by name, and greet all who enter with enthusiasm and a free slice of bread.

Every owner is free to tweak recipes, rename products and introduce local recipes that will make them successful. Each store decides what it will sell on what days and at what price. The freedom to compete successfully on a local basis is what we are all about.

Both the franchise and our owner group believe in giving back to the community. We donate proceeds from our training bakery to local charitable organizations and high school scholarships in Dillon, MT, home of our franchise headquarters. Our owners share their time, money, and baked goods with hundreds of charitable organizations (locally and nationally). Great Harvest delivers on our commitment to generosity.

*What will your Great Harvest look like?*



**GREAT HARVEST LOCATIONS ARE LIKE SNOWFLAKES.  
NO TWO ARE THE SAME.**

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## *A Proven Business Concept...*

Our business model is demonstrably profitable. After 30 years of franchising, we have over 200 individually owned and operated bakeries in the U.S. Our [Franchise Disclosure Document \(FDD\)](#) provides one of the most detailed financial performance representations of any franchise system. We want to give you the best information possible as you decide if our franchise will meet your financial expectations.

The Great Harvest Franchise gives owners the ability to customize their bakery cafes and product lines, but still provides guidance on implementing proven systems. Our opening menus and First Year Guidelines are carefully designed to set new owners up for success. This allows you to optimize your core operations while you get used to wearing all the business owner hats — marketer, bookkeeper, leader, employee counselor, etc. — before adding complexity to your new business.

## *with No Direct COMPETITION.*

We have no direct national competitor. No one is stone milling their wheat and baking bread on site locally from scratch every day, allowing customers to enjoy products like ours in all of their forms.

Our objectives are to:

- a) Change people's behavior around daily bread consumption.
- b) Build awareness that there is a better option than buying "pseudo artisan" bread from the supermarket.
- c) Provide customers with unique opportunities to enjoy our bread in all its forms for breakfast, lunch, and dinner.



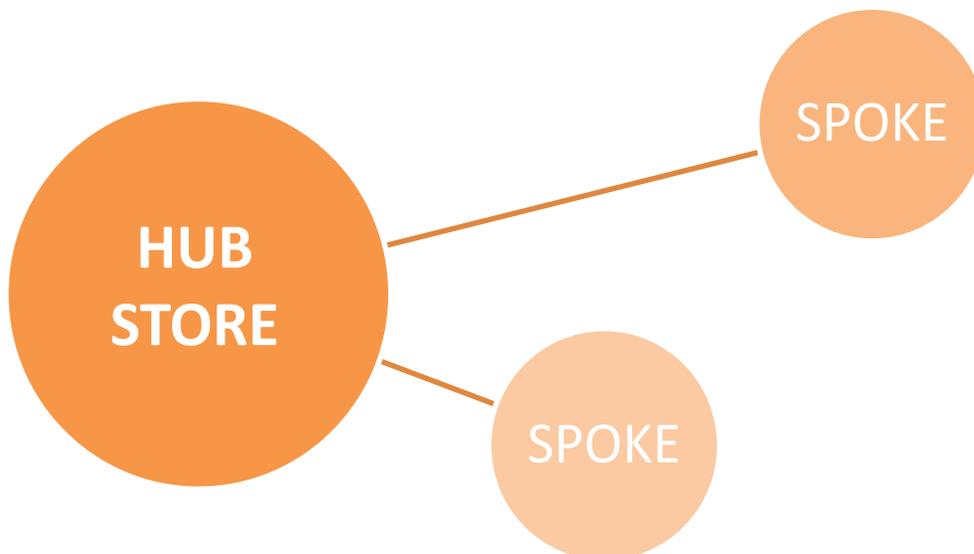
# NOW MORE WAYS TO GROW YOUR BUSINESS

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**New Menu Items.** People love to enjoy our bread at every meal. That’s why we’ve evolved to give our customers even more ways to enjoy their local Great Harvest, making it a primary destination for breakfast, lunch and dinner. We continue to bake bread from scratch as we always have, but also now offer fresh, made-to-order sandwiches, grain bowls, breakfast sandwiches, and salads in an inviting, fast casual setting.

**Improved Store Designs.** Great Harvest’s flexible store designs are built to maximize growth. Our new stores now open as bakery cafe “hubs” with at least 35 seats to maximize your investment by allowing you to serve customers throughout the day. Depending on your ambitions, you can own a single bakery cafe or use it as a “hub” for further expansion.

**Expansion Opportunities.** Our new stand-alone cafe designs (for “spoke” stores) allow you to expand into high traffic areas with as little as 1,500 square feet, so you can “own” your town. The spokes allow you to capture these new, high-traffic areas with smaller footprints, using bread supplied by your main bakery cafe “hub.” We have found this multi-store “hub & spoke” model creates greater revenue opportunities for owners at a lower cost.



*More Meals, More Stores, More Opportunities*

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# Why Choose Our "Hub & Spoke" Model?

## From a store owner:

"I am excited Great Harvest is fully embracing the bakery cafe concept. We are six months into the opening of our second location. We emphasize made-to-order sandwiches, salads, breads, goodies and Peet's full service coffees – with seating for 70.

Cannibalization of our main store has been minimal and bread sales at our new store are still good. I'm confident that this is the right direction for the franchise. As more meals are consumed outside the home, providing a fresh, healthier alternative to fast-food is a growth segment that isn't going anywhere but up!"

— Greg Garrard,  
Owensboro, KY Great Harvest Bakery Owners

Read more about how Greg has built his successful bakery cafe business [here](#).



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## DELICIOUS BENEFITS OF GREAT HARVEST OWNERSHIP:

### *Share Your Phenomenal Baked Goods, Right Out of the Oven*

One of the best things about this business is the instant feedback you receive from your customers as they enjoy a free slice of hot bread from the breadboard. Sharing a slice so people can experience your food is the best way to gain new customers. With our expanded line of baked goods and sandwiches, including biscuits, salads, soups, and grain bowls, our bakery cafes have something for everyone.

### *Support Your Community's Health*

As a Great Harvest owner, you are able to provide your community with the health benefits of freshly milled whole grains. Great Harvest uses simple ingredients and traditional methods that align with [our commitment to making real food](#). Our product line is heavily weighted towards wholesome whole grains. As an owner, you also have the option to tempt local palates by using more local, organic, non-GMO and even gluten-free ingredients in your bakery cafe, if you wish. You can be proud about the products you make, because not only do they taste great, they are also good for your customers' health.

### *Benefit from the Great Harvest Legacy*

The health benefits of whole grains are new to some, but they've been at the heart of our business for more than 30 years. Through the years, we've remained true to our Mission and the promise of slow making phenomenal bread with an emphasis on healthy whole grains. We've built a loyal following of customers across the country who have come to trust the Great Harvest brand promise and prefer our exceptional baked goods. We're proud of our breads and our Bread Business expertise!

### *Ride With Current and Future Food Trends*

We're true to our roots, but we are always looking forward. The world is constantly changing, businesses evolve, and so must we if we want to remain competitive. Great Harvest closely monitors market trends, including the slow food movement, local food movement, and where, when and what consumers want to buy. It's because of this our product line has grown from a single Honey Whole Wheat bread to the tempting array of sandwiches and baked goods we feature today. This shift from bread-only bakery to bakery cafe has proven very successful for our franchise owners.

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# BREAD. THE WAY IT *OUGHT* TO BE.

Exceptional bread is the backbone of our menu. We especially love whole wheat bread. That's because we think whole wheat bread tastes better than almost anything else, especially when it's made with fresh ground flour and combined with other simple ingredients. There's just something about the way that nutty, rich taste of wheat combines with honey, water, yeast and salt that keeps customers coming back for more. It's the product Great Harvest was built on.

Fresh milled whole wheat bread is a true health food, one with powerful [proven benefits](#) when you [eat your slice a day](#)! In 1976, the first Great Harvest bakery opened its doors and sold the first loaf of Great Harvest whole wheat bread. Today, each bakery owner continues the artisan tradition of handcrafting whole grain breads and treats from scratch.

Each local bakery mills whole grains of wheat into fresh ground flour every day for unforgettable flavor and freshness. Then they mix in only the finest ingredients, from fresh yeast to pure clover honey. Because of our unique bread making process, no preservatives are needed. Great Harvest loaves stay fresh on your shelf for seven to ten days.

We love whole grains. We believe premium whole grain wheat makes the most incredible tasting loaves of bread on the planet. What's more, whole grains are good for you, and most of us don't eat enough of them. By bringing Great Harvest to your community, you can help spread whole grain goodness to your friends and neighbors.



# BUSINESS. THE WAY IT *OUGHT* TO BE.

The Great Harvest Franchise is dedicated to finding the best people in the world – people who share our values, our love for life and our passion to run a great business. Those values can be summed up by our heartfelt Mission Statement:

*Be loose and have fun.  
Bake phenomenal bread.  
Run fast to help customers.  
Create strong & exciting bakeries.  
And give generously to others.®*

The Great Harvest Franchise is known for doing things a little differently. We aren't interested in being a cookie-cutter franchise, and we believe owners should make their stores their own. We provide the advantages of a traditional franchise without eliminating the enjoyable aspects of business ownership. We want bakery owners to love what they do and be successful at it. Our approach is designed to facilitate both of these outcomes.

Great Harvest offers more flexibility than a traditional franchise. There is room for you to:

- Express your individual personality and autonomy
- Create your own solutions
- Choose from existing, proven options
- Customize options to meet the needs of your local market

Choosing a franchise means you are provided with a proven business model and a framework you can use to reduce your level of risk. We give you proven, tested, scalable, profitable business solutions. You can build a thriving local business with Great Harvest's tried-and-true recipe for business success.

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# “GIVE GENEROUSLY TO OTHERS”

The last line of our Mission Statement unites a diverse group of owners. Long-time owners tell us the ability to make a direct impact in their communities is one of the most rewarding aspects of this business.

We tend to attract those whose personal philosophy on giving aligns with our Mission Statement. If you ask existing owners what attracted them to Great Harvest, you'll hear lots of comments about our different approach to franchising and our high-quality products. You will also hear about the personal satisfaction that comes with community involvement:

- *“I love what we do at Great Harvest. I love feeding people, baking from scratch and giving back to the community.”*
- *“I really wanted to own a 'neighborhood' business and be a part of my community.”*
- *“I'm doing something I can be proud of every day.”*
- *“I appreciate the opportunity to make a direct impact in my town.”*

Creating community connections is what makes owning a Great Harvest bakery so meaningful to owners and customers. The simple act of offering a free slice of fresh, warm bread to everyone who walks in the door is an act of genuine kindness.

Great Harvest bakery cafe owners are free to choose the charities and events they want to sponsor. Local news articles from across the country testify to the varied ways Great Harvest owners are making a difference in their communities. Whether it involves animals, education, veterans, or health initiatives, Great Harvest owners contribute to things they find worthwhile and important.

Our CEO, Mike Ferretti, captures the sentiment that permeates our organization:

*“We don't believe in generosity because it's good business. We do it because it's the right thing to do and it's who we are.”*

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# CREATING PHENOMENAL BREAD AND LOYAL CUSTOMERS

We want your business to shine. That means, first and foremost, taking care of people: employees, owners and customers. We believe profits will follow directly from those relationships.

We'll teach you the particulars of our proven business model, as well as give you the nitty-gritty production details for making each product. We want to make sure you'll be prepared to train your future employees. Our goal is to provide you with a solid foundation using our established framework for product quality, outstanding customer service, strong marketing efforts, happy employees and efficient business systems.

*"Great Harvest is the best opportunity you may ever have to create a little world that is exactly how you want the world to be."*

**—LINDA HANICK, GREAT HARVEST HALL OF FAME MEMBER**



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# You are not alone!

Our franchise staff provide extensive training, support, and guidance to franchisees. Some of the highlights include:

✓	Full location support service including demographic, psychographic, and traffic analysis for each territory, and lease negotiation. We provide services in-person in-market and by phone.
✓	Your own personal consultant for every step and aspect of new business startup.
✓	Comprehensive training program for new owners, including 40 hours of online coursework , 120+ hours of in-classroom and hands-on training at one of the franchise training facilities in Montana. We also contribute approximately 210 man hours on the ground with you at opening.
✓	Three in-person visits and weekly calls with your personal business consultants (pre-opening/opening, and post-opening) during the first 6 months of operation.
✓	Dedicated resources for marketing, including turn-key solutions for marketing materials, help with design and layout for new stores or remodels, personal consultations, and more!
✓	Licensed Dietitian on staff for help with nutrition label compliance and consultation.
✓	Wheat testing and purchasing for all of our bakeries.
✓	Group buying program.
✓	Customized software solutions, including pricing and employee scheduling.
✓	Expert bread tasting for quality assurance.
✓	An active owner group that facilitates constant learning and sharing amongst themselves.

# TRAINING AND SUPPORT: PRE-OPENING

*Pre-opening training requires a notable commitment of time and energy. Be prepared to spend at least three weeks away from your home for training. The time invested in training, preparation and planning on the front end will be appreciated when your opening week arrives. Nothing makes us more proud than watching you on your grand opening day. We'll be right there with you to ensure it goes smoothly.*

## *Location Hunter*

Supports you as you work through our proprietary location hunting system and helps you make a location decision after visiting your town.



## *Great Harvest Franchise Staff*

We'll teach you during Baking Fundamentals, Made to Order, and Bakery Cafe. Plus, we'll do weekly calls to guide, direct and coach you through proven best practices to get your store open. We will share our recipe for a successful bakery cafe.



## **YOUR PRE-OPENING TEAM**

## *Project Manager (a.k.a. "Tracker")*

Supports you through all the steps and unexpected twists and turns, right up to your grand opening.



## *The Sharing Community*

Though our network of bakery owners will become more significant to you post-opening, they do play a supporting role in your opening. We involve successful, existing bakery owners as part of your on-site training team when you open your doors.

# PRE-OPENING SERVICES:

## Training

- **Online Coursework**

*40-50 hours of self-paced study provide a foundation for training in Montana.*

- **Made to Order School**

*5 days in Montana learning the pace of production, style at the counter, general bakery systems, safe food handling and storage, predictions and promotion.*

- **Baking Fundamentals School**

*5 days of hands-on baking training in Montana, during which you will learn how to be proficient in the baking process and systems.*

- **Bakery Cafe School**

*Bakery Cafe School is a bakery simulation exercise in Montana. Trainees run an open bakery for 5 days, getting hands-on experience in all aspects of bakery management.*

## Store Setup

*Weekly calls with your tracker, including pre-opening plan execution and best practice recommendations on:*

- *Demographic analysis*
- *Lease negotiation support*
- *Equipment specifications*
- *Equipment search support*
- *Design & layout assistance*
- *Location hunting*

## Marketing

- *Marketing program*
- *Public relations support*



# OPENING SUPPORT:

## *Week Two Training:*

We'll send a total of four trainers to your bakery cafe for opening week. Three will be from franchise headquarters and one will be an existing bakery owner.

## *Week One Training:*

We'll send a trainer the week before your bakery cafe opens to assist you with the finishing touches. They will help train your employees on systems set up, baking bread and sweets, and customer service.

## *Week Three Training:*

In week three, we'll send one more trainer from franchise headquarters. They will solidify things and make sure you and your crew are ready to run your bakery cafe on your own!

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# TRAINING & SUPPORT: POST-OPENING

After opening day, you'll continue to work closely with your tracker. Your specialist will help you solidify the foundation you've established during your initial training and bakery opening process. Their job is to help you achieve post-opening competencies and benchmarks in all areas of running a successful business. As part of this support, you will receive several visitors from the franchise office. They will come to your bakery cafe and work side-by-side with you on whatever is needed at that time. Visits typically occur at one month, two months, and six months after opening.

## *Ongoing Support*

We provide you with ongoing marketing support, production guidance, training materials for employees, recipe development, expert bread tasting, practical business advice, expert field visits, opportunities for training and continuing education outside the bakery, a wheat testing program, and supply chain management services.

Our annual owners convention, online portal for discussions and training materials, newsletters, email bulletins from the field staff, and phone support all serve as pathways of communication between the home office and bakery owners. We also have a support team that is dedicated to handling individual bakery owners' needs as they arise.

## *Product Line Extensions*

When you first open your bakery cafe, your product offerings will include breakfast sandwiches, specialty breads, soups, salads, gift cards, coffee/espresso, hot and cold sandwiches, fresh ground mixes, catering, and gifting programs. Others, such as hard crusted breads, can be added after you have built a strong foundation for your business.

# INGREDIENTS FOR YOUR ONGOING SUCCESS...

*Combine marketing support with the pre and post-opening services and you'll have the resources you need to achieve your dream of successful business ownership.*

## LIST OF POST-OPENING SERVICES:

### **Product**

- *MTO Support*
- *Research and development*
- *Recipe testing*
- *Wheat testing & procurement*
- *Bread quality troubleshooting*

### **Support Network**

- *Phone support on any bakery operations issue*
- *Annual convention*
- *Post-opening specialist support*
- *Sharing Community*
- *MyGH (intranet)*

### **Marketing**

- *Public relations support*
- *Customer reward program*
- *Email and direct mail marketing solutions*
- *Website and online marketing support*
- *Marketing tools and resources*
- *Strategic marketing menu*

### **Business Management & Operations**

- *Merchandising recommendations*
- *Packaging*
- *Nutrition facts for product labels*
- *Product labeling system*
- *Holiday planning guide*
- *Milling quality and maintenance program*
- *Employee training materials*
- *Supply chain management services*
- *Profit and loss reviews*



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# MARKETING SUPPORT

This is not a passive business. Just because you bake it- doesn't mean they will come!

Our support starts before you open your doors and stays with you to keep your sales growing year over year. Getting new customers through your doors is our focus, keeping them coming back should be yours.

Just as every bread is handmade from scratch, and just as each of our stores is different and suited to local tastes, so too must be your marketing plan.

We do not employ a cookie-cutter approach to our business or our marketing. There is no national advertising fee, but that does not mean you don't need to invest to grow your business.

Everything is built from the ground up, based on your market, your competition, and your store volume to ensure we can help you grow steadily and profitably.

Depending on the market, we will help you deploy a **local radio** campaign unique to your store and your product. It will be live and unscripted – so it is as fresh everyday as the bread you bake. And we can develop **turnkey advertising campaigns**.

This is in addition to all the fun and enticing in-store, community-based, advertising. It really takes off when coupled with amazing products and over-the-top hospitality in an inviting space. We get them there and you do the rest!



# MARKETING SUPPORT: EXAMPLES

We provide full marketing support with in-store campaigns, newspaper & digital ads, radio, social media, email marketing, newsletters, in-store brochures and menus, custom support and more.





Bread. The way it ought to be.

## ROLL WITH IT!

PURCHASE A SOUP MIX, & GET A 6-PACK OF ROLLS FREE!

## LIGHT UP YOUR TASTEBUDS!

### RED, WHITE & BLUEBERRY

*Delight in this legendary bread. A flavor explosion, featuring cranberries & blueberries!*





Bread. The way it ought to be.

# Bread.

The way it ought to be.

Pure, Simple Ingredients  
Whole wheat is not genetically engineered.



**Did you know...**  
There's great news for the bread lover in all of us! According to the USDA, there are no genetically engineered wheat varieties commercially available. At Great Harvest, we keep our breads pure and simple by using wholesome ingredients. We rely on the natural preservative quality of our bread making process, not on chemicals or additives to make our bread last. Our bread keeps without the use of artificial preservatives or additives.

[Bread & Sweets Menu](#) • [Sandwich Menu](#) • [Catering Menu](#)

 123 North Broadway • Any City, US • 12345  
Hours: Tuesday - Friday 7 am - 6 pm • Saturday 6 am - 5 pm  
[www.yourwebsitehere.com](http://www.yourwebsitehere.com)

## BUY ANY WHOLE GRAIN LOAF & GET ONE LOAF FREE!

Please print coupon and present in store. Free loaf of equal or lesser value. This offer is good at 123 North Broadway location only. Valid through 00/00/00





Bread. The way it ought to be.

## Great Taste Now Here!

We've moved to 8668 N. Union Blvd., Colorado Springs

In addition to your favorite freshly baked breads, goodies, and sandwiches, our new location will now offer hot breakfast cereals, Serranos espresso bar, expanded seating area, and a kids corner!

**Buy any sandwich, get a  
FREE loaf of your choice!**



Present this coupon in store to redeem offer. Valid at the Colorado Springs, CO locations only. Offer valid through 1/31/14.

WHOLE GRAINS • SANDWICHES • ESPRESSO • GIFTS • & MORE!  
www.greatharvestcoloradosprings.com • 719-528-6442



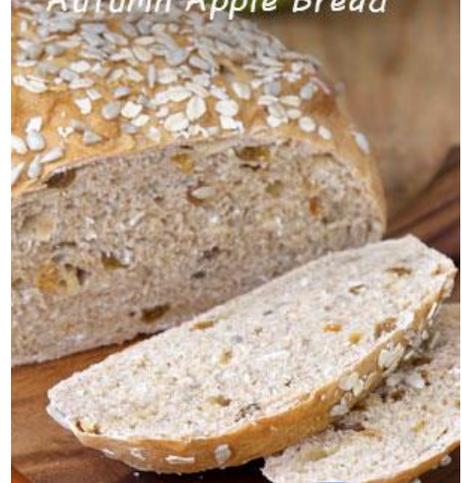
Handcrafted  
Every Day!



Bread. The way it ought to be.

# FRESH BAKED.

*Autumn Apple Bread*



Offer  
Here!



Your Locally Owned Bakery



**EVERYTHING**  
You Love About the Bagel  
**NOW IN BREAD**



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# THE SHARING COMMUNITY

When you choose the Great Harvest Franchise, you'll join a community of more than 200 bakery owners with decades of experience in this business. We call this owner network "the Sharing Community." It provides a constant stream of production innovations and other helpful ideas for running a strong bakery.

## WHERE WE CONVENE

The Great Harvest intranet, called MyGH, is an online gathering place for owners and franchise staff. It's a place to find resources, answers, advice and support. Great ideas have been known to take flight here. Recipes and promotions that have worked in one market often translate to success in others. These free-flowing ideas keep us fresh. Bakery owners support the entire system with ideas, feedback and suggestions. It's collaboration at its best. And it provides an amazing competitive advantage.

Owners also meet up at our annual convention and sometimes form regional alliances which have given rise to joint marketing efforts, social gatherings and additional support.



*"Running a Great Harvest bakery is incredibly rewarding. My customers love me. My staff is energized and loves to come to work every day. I love that every day is fast paced and full of varied tasks. Best of all, the bakery has allowed me to create a lifestyle that fits well with my family."*

**KARL BOUVIN,  
BURNSVILLE, MN**



## **AM I READY TO BECOME A GREAT HARVEST BAKERY CAFE OWNER?**

### *Is the Great Harvest Franchise Right for Me?*

The advantage of starting your business with a franchise is that you get a proven system and built-in support. Great Harvest provides that, while still allowing the flexibility for you to make your store your own. We take great pride in our independently-owned spirit. As a Great Harvest owner, you get to make decisions about your bakery cafe that reflect your tastes, your personality, and your community. The result is a Great Harvest store that is uniquely your own.

We are looking for owner-operators who can manage business operations using the systems we provide, with an eye on the bigger picture. You will need to manage and sometimes work alongside your employees from the early morning through to the evening. As you master the basics of bakery cafe ownership, you can incorporate add-ons, adjust your menu and further shape your business in your own vision. You set your goals and take your business to the next level, which increasingly in our system means opening a second or third bakery cafe ("spoke") after optimizing operations at your first location. When you need help, we'll be there for guidance and support.

### *Can I Multi-Task?*

Not only will you be busy baking bread, you will also be providing excellent customer service, actively promoting your bakery cafe and creating a fun and exciting place for your customers to gather and your crew to work. It's a retail environment and your largest sales typically come on Saturdays and holidays. As an owner, the risks and rewards are all your own.

### *Am I Ready for this Lifestyle Change?*

For many people, owning a bakery will mean an exciting change of lifestyle. You may have to give up a high corporate salary or the security of a "time clock" existence. What you'll gain is the satisfaction of working with your hands, being your own boss, seeing big smiles on the faces of your customers, being closely connected to your community and sharing your love of great tasting breads and whole grain products.

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# FRANCHISE FAQs:

## **Q: WHAT ARE WE LOOKING FOR IN A GREAT HARVEST OWNER?**

A: We are looking for franchisees who share our commitment to opening strong and exciting bakery cafes. We are looking for people who embrace the Great Harvest business model and will be active participants in our Sharing Community. Strong candidates should also meet our financial requirements, have a track record of success, and demonstrate a history of community involvement. The best part: no previous baking experience required!

## **Q: IF I SEND IN AN APPLICATION, DOES IT COMMIT ME TO ANYTHING?**

A: Absolutely not! Better yet, there is no application fee. Submitting your application simply allows us to get to know you better. It gives us the chance to review your financial picture as well as your geographic area(s) of interest. Your application is completely confidential. We will not share your information with anyone outside of Great Harvest without your permission. [Apply online securely here.](#)

## **Q: HOW CLOSE CAN I PLACE MY BAKERY CAFE TO AN EXISTING STORE?**

A: Our territories are 50,000 person territories; however, some of our legacy territories, dating back to when our stores were traditional bakeries rather than bakery cafes, are much larger. Don't be discouraged if there is an existing store in your area. Our development team can help you to identify possible options, including identifying what territory is available and/or negotiating with the existing owner to sell you some of their territory.

## **Q: HOW LONG WILL IT TAKE TO OPEN MY NEW BAKERY CAFE ?**

A: The average time from signing a Franchise Agreement to opening your doors is 14 months. Securing a location can be the biggest variable to this time period.

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# FRANCHISE FAQs:

## **Q: CAN MY COMMUNITY SUPPORT A GREAT HARVEST BAKERY CAFE ?**

A: Your community should have at least 20,000 people within a 5-mile radius, a stable economy, and a high quality of life. In smaller communities, we look for additional draws such as local colleges and universities, tourism, etc. Success is not necessarily driven by demographic factors. Bakery owners with formidable abilities and strong community ties have overcome some demographic challenges.

## **Q: WHY ARE YOU LOCATED IN DILLON, MONTANA?**

A: Montana is the heart of the entire franchise. It's where the franchise matured. It's close to the finest wheat growers in the world. And it offers a coveted lifestyle. In this age of Internet technology, being in southwestern Montana doesn't prevent us from being connected to the world. The founders of this company originally chose Dillon because this is where they wanted to live. It's the same reason for the rest of us. We love the great outdoors, as well as the quirkiness and charm of this small university town. In Dillon, we are connected to Great Harvest's heritage, our community, and to you . . . all while truly exemplifying the Great Harvest Mission Statement.

## **Q: DO MOST OWNERS HIRE A MANAGER OR MANAGE THE BAKERY THEMSELVES?**

A: Think of the last time you walked into a business and the owner called you by name. Doesn't happen very often, does it? But when it does, it sure makes you feel good. It probably makes you think, "Hey, I'm important here!" or "This place rocks!" or "I should stop in here more often!" An owner's presence is a key to success in this business. Owners lead by example. They build a team. They set the pace. They connect with their community. And they have a good time doing it! That being said, most of our bakeries have managers on staff. This is critical for owners who operate multiple bakery cafes. The job description of "manager" varies throughout the system.



# THE FREEDOM FRANCHISE VS. OTHER FRANCHISE OPTIONS

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No single franchise is the right fit for every investor. Here are some of the areas where we believe the Great Harvest Franchise particularly stands out from other options:

## *FREEDOM.*

While we do have systems and processes that franchisees are expected to follow to maximize their success, the Freedom Franchise offers greater flexibility and more opportunities for you to customize your store than other franchises.

## *VALUE.*

Compared to other franchises operating in the fast casual space, Great Harvest offers a lower point of entry for new franchisees, with the possibility of bakery cafe ownership within reach at as little as \$129,100 (the lowest projected initial investment level to open a bakery). The average initial investment for quick service (QSR) / fast casual concepts is \$403,062, according to FranchiseBusinessReview.com. The average initial investment for a new Great Harvest franchisee is \$369,218.



# Financial Start-Up Facts

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- **Initial fee:** The total fee is \$20,000 due upon signing the Franchise Agreement.
- We offer a 15% discount off the \$20,000 initial fee for honorably-discharged veterans of the United States Armed Forces who control at least 50% of the bakery cafe at the time of signing the Franchise Agreement.
- A new laptop computer and gift card machine are included in the \$20,000 initial fee.
- The average total cost to open a Great Harvest Bread Co. bakery cafe is \$369,218. The range is \$131,153 to \$626,922. *See additional details on the next page.*
- **Capital requirements:** Applicants must have a minimum of \$90,000-\$100,000 liquid, unencumbered cash (cash and securities, not including retirement accounts). You will also need to have additional resources and/or the ability to finance the balance of the total initial investment.



# Investment Information

The typical investment required to open a strong, exciting Great Harvest bakery cafe:

EXPENSE	PRICE RANGE & AVERAGE	WHEN	PAID TO WHOM
Initial Franchise Fee	\$20,000	Paid at Franchise Agreement signing	Great Harvest
Expenses While Training	RANGE: \$1,936 - \$26,031 AVG: \$7,414	As incurred	Airlines, hotels, restaurants or other businesses
One Month's Rent	RANGE: \$3,130 - \$6,566 AVG: \$4,681	As per lease or sublease	Landlord
Real Estate & Improvements	RANGE: \$2,156 - \$269,044 AVG: \$145,803	As incurred	Suppliers, Tradesmen
Equipment	RANGE: \$60,050- \$161,754 AVG: \$113,246	As purchased	Suppliers
Opening Inventory (Ingredients & Supplies)	RANGE: \$5,870 - \$34,275 AVG: \$19,753	As purchased	Suppliers
Exterior Signage	RANGE: \$1,797 - \$19,675 AVG: \$9,175	As purchased	Suppliers
Grand Opening Advertising	\$12,000**	As incurred	Suppliers
Prepaid Expenses and Deposits	RANGE: \$1,481 - \$18,220 AVG: \$7,736	As incurred	City, County, and State; Landlord
Organizational Costs / Misc.	RANGE: \$680 - \$28,365 AVG: \$10,149	As incurred	Legal advisors, utilities
Additional Funds***	\$20,000	As incurred	Cash reserves, accounts payable
<b>*Total Actual Investment (as of Mar. 2018)</b>	<b>RANGE: \$131,153 - 626,922 AVG: \$369,218</b>		

The total actual investment represents the range and average of actual investments of 13 first time franchisees between January 2015 and December 2017, and is not the sum of the numbers in the above table.

\*\*You must spend at least \$12,000 on grand opening advertising program beginning before, and extending 4 months after, your Bread Company opens.

\*\*\*This item estimates your initial start-up expenses (other than the items identified separately in the table). These expenses include payroll costs but not any draw or salary for you. These figures are estimates, and you might need additional working capital during the first 3 months you operate your Bread Company and for a longer time period afterward. This 3-month period is not intended, and should not be interpreted, to identify a point at which your Bread Company will break even. We cannot guarantee when or if your Bread Company will break even. Your costs will depend on how much you follow our methods and procedures; your management skill, experience, and business acumen; local economic conditions; the local market for your products and services; the prevailing wage rate; competition; and the sales level reached during the initial period. We relied on our decades-long experience granting franchises for Great Harvest bread companies to compile this Additional Funds estimate.

# Financial FAQs

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## **Q: WHY IS THERE A WIDE RANGE OF INVESTMENT COSTS?**

A: Individual needs and desires may vary. Square footage of space, amount of leasehold improvements required and desired, and the level of mechanization desired are examples of spending decisions that can lead to variances in the total initial investment.

## **Q: IS FINANCING AVAILABLE?**

A: We do not currently offer financing, and we encourage you to talk to your local banks regarding your financing needs. We have established a relationship with the Small Business Administration (SBA) through their Franchise Registry Program, which helps expedite and streamline the SBA loan process. Log on to [www.franchiseregistry.com](http://www.franchiseregistry.com) for more information.

## **Q: HOW MUCH MONEY DO I NEED TO OPEN A BAKERY CAFE ?**

A: When we're reviewing the financial section of your application we like to see a minimum of 30% (\$100,000-\$110,000) of the average total cost of opening a bakery, which is currently \$369,218, as liquid unencumbered cash. In addition to the \$100,000-\$110,000, you will need to have the resources and/or ability to finance the balance needed to open the bakery. Our actual investment ranges from \$131,153-\$626,922. If you are receiving outside financial help, perhaps from family members or financial investors, please explain in your application how they will be involved and the payment plan you have in mind.

You'll want to consider personal living expenses from the time you quit your job to move or complete the bakery cafe start-up work. On opening day, you should still have at least \$20,000 in cash reserves as a cushion for the first few months. Keep in mind, that budget is tight!

People are often unrealistic about where the start-up money, plus personal expenses, will come from. A substantial portion should be your own cash. After signing a Franchise Agreement, we can help you develop a business plan for a bank, but we don't like starting bakeries where the bank is carrying the bulk of the initial investment.

# Financial FAQs

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## **Q: HOW MUCH MONEY CAN I MAKE?**

A: This will probably be your biggest question, and we can't blame you. However, because every town and every owner are different, we'll never be able to tell you how much money YOU can make. We can only provide you with information on how our existing bakeries have done in the past. This historical information can only be provided through regulated disclosures in our Franchise Disclosure Document (FDD), which we sent to viable applicants. You can also [download it here](#). These disclosures include average monthly sales for first-time bakery owners, average system wide sales and comparable bread company sales changes, and a three year comparison including net operating income.

We, the franchisor, cannot provide you with any additional financial information outside of what is found in our FDD.

## **Q: HOW MUCH ROYALTY DO I PAY?**

A: 5% of the Bread Company's month Gross Sales.

## **Q: IS THERE A NATIONAL ADVERTISING FEE?**

A: Although there is no national advertising fee, there is a Marketing & Technology Fee. 2.5% of Bread Company's monthly gross sales will be applied to this fee. The activities that the Fund is intended to cover include creating and acquiring point-of-sale systems, on-line ordering platforms and creating, producing, and implementing local websites, local marketing, social media platforms, and customer loyalty programs.



# THE SPIRIT OF GREAT HARVEST



“Recruit the nicest, most generous, most honest and authentic people we can find — who love learning for the plain fun of it, who see business as an excuse to play, and love all of life for the sheer thrill of a bumpy ride — and bring them together in a caring community which supports these entrepreneurial types to TRULY run their own thing, make their own mistakes, have their own successes, and be 100% themselves.”

—Pete Wakeman, Founder



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## BUY AN EXISTING BAKERY OR START ONE FROM SCRATCH?

Some people join the Great Harvest Franchise by purchasing an existing bakery. If you choose this path, you will receive similar training and support.

### *Advantages of Buying an Existing Franchise:*

- Established customer base.
- No location-hunting down time.
- Your business is a known entity with brand recognition around town.
- There is a track record of financial statements to estimate future performance and assist in getting loan approvals for financing.
- You inherit an experienced team of employees.
- You have revenue on Day One; there is no delay while getting up and running.

### *Advantages of Opening a New Store:*

- Personalization. Your personality is reflected throughout your store.
- Choose the people you work with. Handpick a team that shares your vision.
- Start with a clean slate. There is no risk of inheriting ill-will, negative reviews, or under-performing employees.
- Self-satisfaction from creating something of your own.
- You choose a location that you like and that works well for you.

### *Consider Your Priorities:*

- Is your heart set on being in a specific location? If so, what franchise options are available in that area?
- What excites you more: the prospect of running a business immediately and bypassing the start-up phase? Or the idea of building something entirely new for your community?
- How important is creative freedom to you? If you buy an existing bakery and there is something about the design you dislike, will it get in the way of loving what you do?
- Do you prefer the relative security of a known quantity to the exhilaration of charting unknown territory?

Want to know more? View some of the [bakeries currently for sale](#), [read this blog post](#) about why owners would sell, and review the additional financial information for buying an existing bakery on the following pages.

# Details About Purchasing an Existing Bakery

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Purchasing an existing bakery may be just the right option for you to become a Great Harvest franchisee. When owners make the decision to sell, we help facilitate the process for both buyer and seller. Although we're sad to see bakery owners leave the Great Harvest system, we welcome new franchisees who bring new ideas and enthusiasm with them!

Purchasing an existing Great Harvest bakery (referred to as a "transfer") can present numerous advantages for the buyer, including inheriting an established customer base, brand recognition, generating cash flow from day one, a trained team of employees, known location, and recognized ties within the community. The application and approval process to purchase an existing bakery is very similar to that of opening a new store. The major differences are listed below:

**Bakery Financials:** All financial information (including price) must come from the seller. Since the "for sale" status of a Great Harvest bakery is often confidential, we ask that you not call the store directly. Instead, for bakery owner contact information, please contact Hope Kincheloe at [hopek@greatharvest.com](mailto:hopek@greatharvest.com) or 800.442.0424 x660.

**Liquid Cash Needed:** If pursuing a bank or Small Business Administration (SBA) loan, a typical requirement is 20% of the purchase price from liquid, unencumbered cash.

**Initial Fee:** There is a \$20,000 fee with a \$5,000 rebate. The \$5,000 rebate is contingent upon updating outdoor signage (if applicable), completing required training and our receipt of materials returned from the seller. A laptop computer is not included with this fee, but is available for purchase separately.



# *Details About Purchasing an Existing Bakery*

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**Initial Fee:** There is a \$20,000 fee with a \$5,000 rebate. The \$5,000 rebate is contingent upon updating outdoor signage (if applicable), completing required training and our receipt of materials returned from the seller. A laptop is not included with this fee, but can be purchased separately.

**Training:** As with opening a new Great Harvest bakery cafe, each person signing the Franchise Agreement must complete Great Harvest University Online Coursework and Made to Order School or Customer Service Training. The remaining training, which is required for the main store operator, will take place either in Dillon, MT.

This training includes 5 days of Made to Order training and 10 days of hands-on production training (5 days of Baking Fundamentals and 5 days of Bakery Cafe School). The final training is a minimum of 5 days of training with the seller in the bakery being purchased. In addition, after the transfer of ownership has taken place, we will send a trainer to spend two to seven days with you at the purchased bakery, and follow-up with a second week of on-site training approximately 3-5 weeks after the initial training. Further training and ongoing post-tracking support are also included.

**Timing:** The average length of time for completing the purchase of an existing Great Harvest bakery is three to six months.

**Continuing Fee:** Buyers may sign our current Franchise Agreement with a 5% Royalty and 2.5% Marketing Fund Fee or assume the seller's Franchise Agreement. The seller's continuing fee will most likely be between 3% and 7% and may also decline over time, depending on how long the seller has been a franchisee. This is important location-specific information we will share with you early in the process.

# Great Harvest LOCATIONS ACROSS THE COUNTRY



GREAT HARVEST FRANCHISING, INC. | 28 S. Montana Street | Dillon, MT 59725-2434 | ph: 800-442-0424 | www.greatharvest.com  
195 OPEN BAKERIES IN 43 STATES AS OF MARCH 2018

[Visit our site](#) for current store locations.

# START YOUR JOURNEY HERE

See the steps along the path to bakery cafe ownership with Great Harvest.

## THE PATH TO BAKERY CAFE OWNERSHIP WITH GREAT HARVEST

### Our Guiding Star:

Be Loose & Have Fun,  
Bake Phenomenal Bread.  
Run Fast to Help Customers.  
Create Strong & Exciting Bakeries.  
And, Give Generously to Others.



Driving Optional



**1 apply**  
Complete a confidential, no obligation application to explore bakery cafe ownership with Great Harvest!

We'll review your application for fit (are your goals realistic for the Bread Business?), your desired location and financial qualifications. You'll know within three days whether we are able to move forward.

**3 get to know each other**  
Speak with Great Harvest's Franchise Development Team about your expectations, what Great Harvest is about, and your questions about the FDD and due diligence.

**4 do due diligence**  
At this point you will connect with other bakery owners, pin down your geographical area of interest, figure out your financing and consult with an attorney to complete your due diligence research.

At this point you will connect with other bakery owners, pin down your geographical area of interest, figure out your financing and consult with an attorney to complete your due diligence research.

**2 unlatch the gate**  
We'll send you our latest Financial Disclosure Document (FDD), along with a confidentiality agreement (CA). Upon receipt of signed CA and credit check, we will proceed to step three.

**5 continue conversation**  
Our ongoing talks will cover your vision for your bakery cafe and help you decide whether this business is a good fit for you.

### focus

If we both agree to proceed, you'll be assigned a Training Specialist & Location Hunter to help you get started with the bakery opening process. From here on out, the focus is on preparing for opening day success.

**7 decision time**  
The next business day after Experience Great Harvest, we'll decide whether to award you a franchise opportunity. You then have time to accept or decline.

**6 visit Montana!**  
Visit our franchise headquarters in Dillon, MT, and meet your future support team. You'll visit with representatives from each of our departments during your Experience Great Harvest Day!

**8 begin training**  
Training modules include: Online Coursework, Sandwich School (3 days in Montana), Bread Week (5 days in Montana) and Bakery Boot Camp (5 days in Montana).

**10 crunch time**  
You have full on-site support from our team for three weeks spanning your bakery's pre, during & post-opening. We will help with press releases, local marketing, training your employees and putting the finishing touches on your bakery cafe for the big day.

**9 pre-opening planning**  
During this busy stage, we help you find a location and negotiate a lease (this alone typically takes 3-4 months). At this step you will also plan your bakery cafe layout and menu, secure permits, insurance and oversee construction. After the lease is signed, we are generally 3-5 months out from opening day.

**11 opening day!**  
Congratulations! You have brought exceptional quality whole grain bread, sandwiches & goodies to your community and realized your dream of small business ownership.

Average time on the path to bakery cafe ownership is currently 14 months.



# NEXT STEPS

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**INTERESTED? VISIT OUR WEBSITE FOR A DETAILED EXPLANATION OF OUR PATH TO OWNERSHIP:**

**STEP 1:** [Research Great Harvest](#)

**STEP 2:** [Submit an Application](#)

**STEP 3:** [Get to Know Each Other](#)

**STEP 4:** [Training & Support](#) to Open & Grow Your Bakery Cafe

**[WWW.GREATHARVEST.COM/FRANCHISE](http://WWW.GREATHARVEST.COM/FRANCHISE)**

If you want more information about opening a bakery cafe with Great Harvest and would like to discuss your options, we offer a [100% sales-free call](#).



# DISCOVER MORE

Download our other eBooks:



**WHAT WILL YOUR GREAT HARVEST BAKERY CAFE LOOK LIKE?**  
*Customization Options for Your Store & Menu*



**WHY GREAT HARVEST IS:  
BUSINESS. THE WAY IT OUGHT TO BE.**

You can also learn more about the Great Harvest Franchise on our Bread Business blog. We write about real food, real people and real business. Visit the blog here: <http://blog.greatharvest.com/>

Have questions for us? We love talking to people about Great Harvest. Contact us [here](#). Or give us a call at 800.442.0424 (toll-free) or 406.683.6842 from 8 a.m. to 5 p.m. (Mountain Time).

## Connect With Us

You can find us on all your favorite networks:

