

WHAT TOP

RESTAURANT OPERATORS ARE SAYING ABOUT

HUNGRY HOWIE'S

SPECIAL
REPORT





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WE OWN FLAVOR YOU CAN OWN A GREAT BUSINESS

With over 40 years of experience, Hungry Howie's is still consistently ranked as one of the Top 10 Pizza Franchises in the nation. One reason for this is our famous crust, which has an edge over the competition. Delicious, "customizable" seasonings are baked into the edge of the pizza, making the last bite as good as the first. Others have tried to copy it, but Hungry Howie's is the home of the Original Flavored Crust - and no one can beat the original innovator!

From its humble beginnings in Taylor, Michigan, Hungry Howie's has grown to almost 550 locations in 20 states. We have built a strong infrastructure and are well positioned for rapid growth across the country. "We've been copied by everyone at different times, but we innovated flavored crusts in the early 80s, and it makes us very unique." says Steve Jackson, president and CEO of Hungry Howie's. He went on to say, "We also have a value-conscious product, and that's what we offer our customers."

WE HAVE A COMPETITIVE EDGE IN THE PIZZA BUSINESS

There are many food franchise opportunities to choose from, especially in the pizza category. That's why it's so important to have a distinct point of difference in today's competitive market place. Hungry Howie's has the edge that makes us one of the top franchise opportunities and fastest-growing pizza chains in the country right now.

- **\$798.7 Billion in 2017 - Restaurant Industry Sales from Nations Restaurant Association**
- **\$234 Billion in 2017 - QSR Industry Sales from Nations Restaurant News**
- **\$44 Billion in 2017 - U.S. Pizza Industry Sales from PMQ Pizza Magazine**
- **3 Billion Pizzas Sold Each Year - from National Association of Pizza Operators**
- **350 Pizza Slices Eaten Every Second - from National Association of Pizza Operators**
- **46 is the Average Number of Slices a Person Eats Every Year - from National Association of Pizza Operators**
- **4th Most Craved Food - from American Dairy Association Random Sampling Survey**

At Hungry Howie's we have combined the right pizza ingredients and years of successful experience to create a superb, growth-oriented business operation. Our delicious, high-quality Flavored Crust™ pizzas, calzone-style subs, and salads uniquely position Hungry Howie's in the pizza marketplace, allowing us to fully capitalize on the fastest growing segment of the food service industry.



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MULTI-UNIT FRANCHISEE SPOTLIGHT

Steve Peterson

Greensboro, NC and Michigan

Q: What is the most rewarding part of being a franchisee?

A: The best part for me is doing something I love for the past 40 years. It doesn't get any better than that! At Hungry Howie's franchisees are treated like family. Hungry Howie's always listen and they have an open-door policy to encourage communication.

Q: Why did you decide to join the Hungry Howie's brand?

A: It's the only job I have ever had! I started working for Hungry Howie's when I was just 13 years old. The brand has come a long way, and I've come a long way over the years, but I loved the brand then and I love the brand now. I wouldn't pass up the chance to do it all over again.

Q: What are the two most important things you rely on the franchisor for?

A: I look to Hungry Howie's to instill that family feeling, model the corporate core values, develop new technologies to make our jobs easier, and encourage open communication.

Q: What do you think sets Hungry Howie's apart from the competition?

A: Hungry Howie's developed flavored crust and still no other pizza brand can match it. Having a great product is the biggest and best-selling point. Then you combine that with the fact that our leadership really has an interest in our success and works with us to achieve results. These things go a long way toward setting Hungry Howie's apart from the competition.

Q: What advice would you give someone who is considering becoming a Hungry Howie's franchisee?

A: You have to know the product. You have to love the product. You have to be willing to put in the time, lots of hours if necessary, and not rely on others to run your store for you. Hungry Howie's is a great franchising opportunity that will take care of you if you take care of it.



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MULTI-UNIT FRANCHISEE SPOTLIGHT

Robert C. Leger

Michigan, North Carolina and Ohio

Q: What is the most rewarding part of being a franchisee?

A: I enjoy the ability to set my own schedule every week and to decide what tasks are most important to perform. This gives me the freedom to dictate my own fate and the future and success of my organization. And when we have a successful store opening or reach our sales goals and objectives, the satisfaction that I feel is very rewarding. It is a real team concept that we have developed, and I just love being part of what we have built together at Hungry Howie's. The success Hungry Howie's has had overall has transferred into very successful money earning years for me.

Q: Why did you decide to join the Hungry Howie's brand?

A: I have been with Hungry Howie's since I was 16 years old while still in high school. I continued to work there while I went to college, then I realized it was the career path for me. It's always been a part of my life. I love pizza!

Q: What are the two most important things you rely on the franchisor for?

A: We get help with marketing and IT support. It's nice to have that expertise available to us.

Q: What do you think sets Hungry Howie's apart from the competition?

A: Number one is our flavored crust and overall quality product. Your pizza has to taste good! I am always proud to say which pizza company I own and work for because the brand always seems to be highly regarded. Our marketing and technology departments also are far and away better than any other brand our size and even most that are larger.

Q: What advice would you give someone who is considering becoming a Hungry Howie's franchisee?

A: Location, location, location is always going to be most important. Follow the roadmap and plan that the franchisor gives you, be ready to put in the time and effort required and enjoy the benefits of that hard work. Enjoy the ability to set your own schedule, hire the right people to work with, and have fun doing it while making a great living for you and your family!!!



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MULTI-UNIT FRANCHISEE SPOTLIGHT

David Plait
Michigan

Q: What is the most rewarding part of being a franchisee?

A: What I have found to be most rewarding is the opportunity I have to truly make a difference in my community.

Q: Why did you decide to join the Hungry Howie's brand?

A: As a franchisee for nearly 30 years, there is a distinct level of trust that has been built. Over the years I have found that the Hungry Howie's team always rows the boat together. Reinvestment has been an easy choice for me.

Q: What are the two most important things you rely on the franchisor for?

A: Hungry Howie's maintains a commitment to our quality recipes. When you're in the food business, that's pretty important. Also, the leadership team's experience with commodity purchasing coupled with providing on-time delivery capabilities are both assets that are often overlooked but are important and where Hungry Howie's frequently exceeds expectations.

Q: What do you think sets Hungry Howie's apart from the competition?

A: I believe Hungry Howie's commitment to invest in technology that keeps us competitive in the quickly changing digital marketplace is one big area where we set ourselves apart from the competition. The hands-on training program developed by the Hungry Howie's leadership team does not end with your Grand Opening. The support is ongoing and up to the minute, supported by the intranet app H.O.M.E.

Q: What advice would you give someone who is considering becoming a Hungry Howie's franchisee?

A: While Hungry Howie's is a highly recognized and successful brand, the greatest asset will prove to be you. The formula is proven. You must be prepared to work hard and work smart. It's not always easy. Please trust the proven system. With 33 consecutive quarters of same store growth, all that is needed is your commitment.



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MULTI-UNIT FRANCHISEE SPOTLIGHT

Jeremy O'Sullivan
Bryan and College Station, Texas

Q: What is the most rewarding part of being a franchisee?

A: For me it's observing how my employees execute operations and customer service. Both of these are essential for brand growth and sustainability.

Q: Why did you decide to join the Hungry Howie's brand?

A: I grew up with the brand in Michigan. I thought it would be a great match for the growing area of Bryan/College Station in Texas.

Q: What are the two most important things you rely on the franchisor for?

A: I look to the purchasing folks for better pricing on goods and services that would be impossible to get independently. Beyond that, I love that Hungry Howie's is a reputable nationwide brand with great systems.

Q: What do you think sets Hungry Howie's apart from the competition?

A: The quality of our pizza and our flavored crust are the two biggest differentiators for Hungry Howie's. No one does pizza better than we do!

Q: What advice would you give someone who is considering becoming a Hungry Howie's franchisee?

A: Be ready for the responsibilities that come along with being your own boss. Be ready to take more blame than you deserve and dish out all the credit to your team. Be ready to work hard because you are now in a position to get out exactly what you put in.

HOWIE RAISE DOUGH

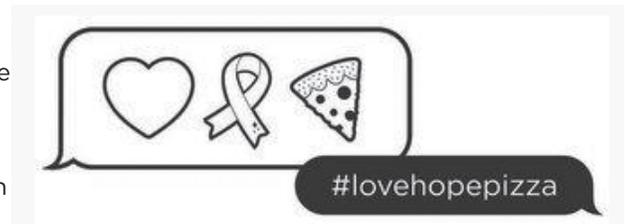


Community Involvement

Since our beginning, Hungry Howie's Pizza has realized the importance of being involved with deserving charities and local communities. Whether it be a nationally recognized charity or the elementary school down the street, we do what we can to make positive changes in our world.

Pizza is a fun food that brings family and friends together. Hungry Howie's has played a supporting role by donating thousands of pizzas over the years to worthy organizations in support of their cause. We are proud to do our part and ask you to help us support them in any way that you can.

Hungry Howie's Corporate Headquarters receives hundreds of donation request throughout the year. Although we would love to participate in each and every one of them, it just isn't possible. Many of our store owners do what they can to participate with organizations in their local communities.



Hungry Howie's corporate is currently a proud sponsor of the National Breast Cancer Foundation, contributing over \$2.5 million to date.



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Hungry Howie's Love, Hope & Pizza Campaign Powers On

The pizza chain has raised more than \$2 million for the National Breast Cancer Foundation over the years.

CHARITABLE GIVING > OCTOBER 2017

From remodeling and digital campaigns to systemwide restructuring, 2009 and 2010 are often seen as the years Hungry Howie's reignited its business. But in those post-recession years something else took shape: The Love, Hope & Pizza promotion in October. Like the brand itself, which has reported same-store sales growth for 30 consecutive quarters, the campaign, now in its ninth year, has only gained momentum since.

Last year, Hungry Howie's Love, Hope & Pizza promotion crossed the \$2 million mark in its efforts to raise funds and awareness for the National Breast Cancer Foundation.

"That was a big plateau for us to hit and we were very pleased to be at that point," CEO Steve Jackson says. "What we've tried to do is not change the program completely but just make it more relevant."

In 2010, Hungry Howie's decided to commit all its charitable efforts to the cause. Perhaps the most recognizable image to emerge was the pink pizza box, emblazoned with an NBCF logo. This year alone, Hungry Howie's ordered some three million boxes. Planning for such a haul isn't easy, Jackson says. The team has to basically project how many they expect to sell and hope they don't over or undershoot it by too much.

"When they're out, they're out," Jackson says. "Some [restaurants] might run out October 25. Other ones might have pink boxes until November 10. We do the best we can and we've been fortunate to not be too far out."

Jackson says the campaign continues to evolve each year, while leaning on the pillars that customers look for—the in-store donations, pink boxes, T-shirts, option to donate online, and so on. This year, the team wanted to engage younger guests and further the discussion. The new campaign is built around the idea of being "a warrior for the cause." Hungry Howie's commercial features a man suited up in armor made of pink boxes. Guests can tag the brand and #LoveHopePizza on Instagram for a chance to win free pizza for a year.

The idea, Jackson says, was to open the campaign to a broader audience. In the past, Hungry Howie's has featured managers, employees, customers, vendors, and more, in short videos where they discuss how the disease has

affected their lives. Instead of being experience-driven, this year's is designed to activate guests to get involved.

"We're trying to engage customers to want to be a part of this. And truly we picked breast cancer as our main cause because everyone is affected by breast cancer, somehow, some way. With a friend or relative. ... It was much more of an experience-related commercial [in the past]. Now we're taking more of the approach to encourage people to be a warrior for the cause."

The commercials are running in Hungry Howie's home state of Michigan. They're also broadcasting through social media channels nationwide.

Over the years, Love, Hope & Pizza has come to represent much of what Hungry Howie's stands for. During the chain's annual convention, there's a "Pink Night" where everybody dresses up in the color. The emcee this year was clad in an all-pink suit.

Many employees wear pink to the corporate office during October. Hourly workers don shirts at stores, and it's something that members of the organization—at all levels—anticipate every fall.

"This isn't just something that happens in October. It's something that happens year-round," Jackson says. "Love, Hope, and Pizza is a big part of our culture."

Part of the decision to focus on one cause was driven by the fact, Jackson explains, that "you're so fragmented when you're a business because you're approached by so many companies to do so many things." It also positioned Hungry Howie's to connect with millennials, even if the chain didn't quite foresee that fact at the time.

"The younger generation and the millennials are a cause-related demographic," he says. "They want to participate with companies that have a purpose and have a reason other than just selling a product. I think we've been a beneficiary of that over these years."



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Pizza Exec Reflects on 40-Year Career

Hungry Howie's CEO Steve Jackson shares what has inspired him as he's helped grow the Michigan-based pizza franchise.

START TO FINISH: WHAT INSPIRES EXECS

The pizza business has been my life since high school, when I started out helping a friend deliver pizzas. I went to college to become a schoolteacher and got a job at a Ford motor plant to make money through college. I knew it wasn't the industry for me long-term, and education jobs weren't popping up, either. Through high school and college, this friend had built his pizza business, and I decided to partner with him and open the second Hungry Howie's when I was 21. It wasn't the most popular decision among my blue-collar family, but I knew this was the right path. I opened my first store in 1976, and with the help of Hungry Howie's founder Jim Hearn, we decided to franchise the concept in 1980.

I quickly realized that the pizza business, and quick service in general, was the right choice for me. I liked being my own boss and building my particular business. Once we began to franchise, it became even more fulfilling, because I was teaching people how to operate the business. The teaching and franchising was successful, and we ended up with 500 stores in the early 2000s.

We're continuing to better our business model by bringing in proven executives and industry-proven individuals. This was a big shift, but after the recession and losing some stores, we needed to reevaluate only promoting from within the organization. We've done everything to refresh and reevaluate, and it's starting to pay off—so much so that the executive team and I look to have another 800 stores open by 2020.

Pizza is a value-conscious business. I remember delivering a large pepperoni pizza in high school that totaled \$3.62. A coffee would cost you 10 cents, same for an ice cream cone. Now the coffee and ice cream have increased to 10-15 times that amount, but some pizza brands are still offering \$5 deals. To combat this, we developed an approach to deals, starting at \$5 and going up in \$5 increments to \$20. The deal might change, but the numeric amount is always the same. This helps us stay current and fresh with our customers and our deals.



HUNGRY HOWIE'S

Steve Jackson is CEO of Michigan-based pizza franchise Hungry Howie's.



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Hungry Howie's Pizza Posts 8th Consecutive Year of Sales Growth

INDUSTRY NEWS > MAY 2, 2018

Hungry Howie's Pizza, originator of the Flavored Crust pizza, announced same store sales growth for eight consecutive years and increased its sales by 1.42 percent in 2017. Continuing its positive growth trajectory, the pizza chain will keep up the momentum in 2018 with over 10 store openings in a variety of markets including Phoenix, Arizona, Colorado Springs, Colorado, Newnan, Georgia, Logan, Utah, Houston, Texas, and more.

Last year, Hungry Howie's continued to pave the way for new innovations within the pizza industry by launching their cheesiest addition in 44 years with the world's first stuffed flavored crust pizza. Guests took their stuffed crust experience to the next level with eight mouthwatering flavors including sesame, butter cheese, butter, ranch, Cajun, garlic herb, onion and Asiago. Giving customers more than just options, Hungry Howie's also introduced their loyalty program, Howie Rewards, that was integrated into their mobile ordering app to provide guests with further incentives and free pizza. In addition, to expand their footprint and provide more people with the nation's top choice for pizza, Hungry Howie's inked multi-unit development deals in Utah, North Carolina and Arizona to round out the year.

"From signing several new development deals to providing a positive customer experience for our guests, our team worked passionately to make this another record year," says Steve Jackson, CEO of Hungry Howie's. "We remain confident in our strategies to continue seeing additional quarters of same-store sales growth and keeping our ranks in the top 10 of the nation's largest pizza franchises."

Hungry Howie's famous flavored crusts, combined with its top-quality ingredients has made the concept a top contender for pizza nationwide for 45 years. The brand currently has more than 550 restaurants open or under construction in 21 states.



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Hungry Howie's Celebrates 45 Years in Business: Pizza chain reaches 31 consecutive quarters of same-store sales growth.

FROM THE PAGES OF

Restaurant Franchising

Hungry Howie's Celebrates 45 Years in Business: Pizza chain reaches 31 consecutive quarters of same-store sales growth.

Open since 1973, Hungry Howie's is celebrating 45 years in business. Much of its success stems from the brand's focus on innovation to drive positive growth. In December of 2017, the brand completed its 31st quarter of consecutive same-store sales growth, and so far, it is continuing that trend in 2018.

"We have a value-conscious product, and that's what we offer our customers," says Steve Jackson, president and CEO of Hungry Howie's. "We've been copied by everyone at different times, but we innovated flavored crusts in the early 80s, and it makes us very unique."

Many pizza chains suffered losses during the economic crisis in 2008, and being based in Michigan, Hungry Howie's felt the economic strain during the auto industry's decline. Despite these challenges, the brand made quick changes and invested in its future.

Hungry Howie's was able to rebuild through remodels, marketing, and investments in technology that have paid off for the brand and franchisees alike. One important change was the move to a unified POS system across the stores. Not only did this allow the pizza chain to monitor locations, but it allowed Hungry Howie's to roll out an app to give franchisees access to real-time data about their stores on their phones. It also gave the brand new marketing tools to reach out to customers with data already available.

"The beauty of the pizza business is the information we have on our customers," Jackson says. "Most restaurants don't have a name or an email address for their customers, but we have a name, address, email, and phone number. We know when and what they order."

Hungry Howie's began partnering with data scientists to

make the most of this information. The brand deployed a marketing strategy to determine when customers miss their regular orders and then add them to a lapse program. In this program, these customers receive product offers to incentivize them to return. If they still don't come back, they are given even more attractive offers. "One-and-done" customers are also monitored and sent offers to encourage repeat visits.

"We have a sequence to really watch our customers," Jackson says. "We use all this data to fuel our same-store sales."

Hungry Howie's currently boasts 549 locations in 20 states but is looking to expand in almost every state. Though the brand does have opportunities available for single-unit franchisees, experienced multi-unit operators are desired to help grow the company.

"We are especially looking for people who operate 10, 20, or 25 units of other brands, who are successful in their marketplaces, and understand the infrastructure, pitfalls, and highs and lows of restaurant ownership."

Once brought on board, these franchisees can expect a robust online training program, as well as on-site support from marketing and operations teams to help with opening. Each store also receives a customized marketing plan for a successful launch.

Though Hungry Howie's has a long history, its continued innovation and drive to increase same-store sales growth have given the brand the agility needed to stay competitive in today's market. "So far in the first few weeks of 2018, our same-store sales growth continues to be positive," Jackson says. "We've done a lot of good things over the years, and we've made our chain look like a national brand."

For more information about franchising opportunities with Hungry Howie's, visit www.HungryHowies.com



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Hungry Howie's Expanding in North Carolina and Utah

INDUSTRY NEWS > MAY 2, 2017

Hungry Howie's Pizza, originator of the Flavored Crust pizza, announced plans for expansion into North Carolina and Utah. Currently operating over 550 units across 21 states, the pizza franchise has signed a five-store multi-unit agreement in North Carolina and a 3-store multi-unit agreement in Utah. The franchisees are currently researching potential store locations to bring the communities high-quality pizza available in eight deliciously flavored crusts.

A member of the Hungry Howie's family since 2005, Eric Fairbanks has inked an area development deal for a 5-store multi-unit agreement in Gaston, Iredell and Mecklenburg counties in North Carolina. Eric received his degree in education with a goal to become a teacher but decided to enter the pizza industry as more opportunity was available in the sector. He opened his first Hungry Howie's location in Charlotte in 2005 and then took the pizza business by storm. With 11 other Hungry Howie's locations now under his leadership, he plans to hit 17 stores by 2018 with three slated to open by the end of 2017.

New to the brand but not to the food industry, Richard Livermore has signed a 3-store multi-unit agreement with Hungry Howie's in Utah with plans to launch locations in Logan. Richard has been involved in food manufacturing with brands like Kraft and Pillsbury for over 28 years. While this is his first venture into the restaurant business, he looks forward to opening his locations this summer.

"We've been looking to expand our footprint in Utah and continue growing our fan base in North Carolina for a while and we are confident in Eric and Richard, who are leading the charge," says Steve Jackson, CEO of Hungry Howie's. "We look forward to their success in these markets while fans continue to embrace the brand and our popular flavored crust pizzas."



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HUNGRY HOWIE'S INKS 20-UNIT DEAL IN ARIZONA

INDUSTRY NEWS > AUGUST 11, 2017

Hungry Howie's Pizza, originator of the Flavored Crust pizza, has inked a 20-store multi-unit agreement in Arizona with plans to open the new locations within the next five years. In addition, franchisee Fawzi Simon has also purchased 18 of the brand's existing stores in Phoenix and Tucson, with plans to remodel over the next 6 months.

Simon is presently researching prospective store locations to bring even more of Hungry Howie's popular flavored crust pizzas to Arizona. With over 30 years of experience in business ownership, he operates multiple convenience stores and gas stations in both Arizona and Michigan. In addition, Simon has been involved with family business Atlas Oil, a premier national fuel supply and distribution company.

"Arizona is a big focus area for us and we know Fawzi is the perfect addition to our team to help expand our footprint all over the southwestern state," says Steve Jackson, CEO of Hungry Howie's. "Fawzi has successfully owned and operated a variety of businesses and we are certain with his expertise our Hungry Howie's restaurants in Arizona will continue to flourish."

"I've been looking to add a resilient brand to my business portfolio and was impressed by Hungry Howie's business model and famous flavored crust pizzas," says franchisee Fawzi Simon. "It's an honor to acquire the brands' existing Arizona locations and I look forward to growing the concept even more within the state."



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Hungry Howie's Pizza Commences 2018 With Development Deals In Washington And Utah

Pizza Franchise Signed Agreements in 2017 for 48 Locations and Prepares for Continued Expansion in the New Year

January 23, 2018 // Franchising.com // MADISON HEIGHTS, MI - Hungry Howie's Pizza, the originator of the Flavored Crust® pizza, ended 2017 with 48 signed location agreements and is charging into 2018 with development deals in Utah and Washington, a new state for the brand. With over 550 units across 20 states, the brand has signed a 5-store multi-unit agreement in Washington and a 3-store multi-unit agreement in Utah. In 2018, Hungry Howie's will concentrate on rapid expansion nationwide, focusing on Nashville, TN, Houston, TX, Birmingham, AL, Montgomery AL, Raleigh, NC and Durham, NC.

Growing up a fan of the brand in Detroit, MI, Bill Tokar has signed an area development deal for a 3-store multi-unit agreement within the cities of Layton, Kaysville, Syracuse in Davis County in Utah. Bill has over 10 years of restaurant management experience with Arby's, training franchisees, supervisors and restaurant managers to help improve operational processes and the overall guest experience. He is looking forward to partnering with his father to open three Hungry Howie's locations in the Salt Lake City market.

Looking for a career change after owning a construction business for many years, Sadie and Michael Hill are relocating to Olympia, WA from Bakersfield, CA to open five Hungry Howie's locations in the new state within the next three years. The husband and wife duo and their children initially fell in love with the pizza brand in Bakersfield after being introduced to Hungry Howie's in their hometown. While this is their first venture into the restaurant business and moving to a new state, the Hill's look forward to being restaurateurs and introducing Hungry Howie's Flavored Crust Pizza to the state of Washington.

"Last year was very exciting for Hungry Howie's while we focused on internal growth developing plans to expand into new states like Utah and Washington and we're excited to see it come to fruition in 2018," said Steve Jackson, CEO of Hungry Howie's. "We have confidence that Bill, Sadie and Michael will be successful in taking the lead in expanding our footprint into these new areas and growing our fan base and the love for our Flavored Crust pizzas."

For more information on Hungry Howie's, franchising, or to find a location near you, please visit www.hungryhowies.com.

About Hungry Howie's Pizza

Founded in 1973, Hungry Howie's Pizza is a national pizza franchise that is loyal to its tradition of providing delicious, high-quality and original Flavored Crust® pizzas including eight flavors: butter, butter cheese, Cajun, garlic herb, onion, ranch, sesame and Asiago cheese. Its menu features oven-baked calzone-style subs, Howie Breads®, crisp & cool salads, and flavored wings that create a unique and irreplaceable position in the pizza market. Starting in Taylor, MI, Hungry Howie's Pizza has grown to almost 550 locations in 20 states across the U.S.





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Results measure company-wide same store sales figures for each calendar year over the previous calendar year. The measuring period is January 1, 2010 through March 31, 2018. Excludes store sales from the State of Florida, units which are not obligated to and do not report sales to Hungry Howie's, and units which opened and/or closed during the measuring period. Not all individual stores experienced the same results. New franchisees may have results that differ. This advertisement is not an offer of a franchise. Franchises are offered and sold only through a Franchise Disclosure Document. Hungry Howie's Pizza & Subs, Inc., 30300 Stephenson Highway, Suite 200, Madison Heights, MI 48071, 248-414-3300. † As of 10/1/2017.