



What Top Restaurant Operators
ARE SAYING ABOUT TWIN PEAKS



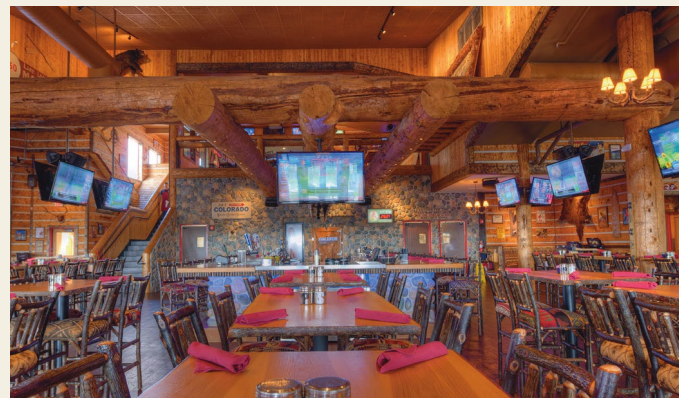


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TWIN PEAKS SETS THE COLD STANDARD FOR SPORTS BARS

Twin Peaks was founded in 2005 by Randy Dewitt and Scott Gordon in Lewisville, Texas. An instant hit, just a few years later Twin Peaks won a 2010 Hot Concept award from *Nation's Restaurant News* and in 2014 was America's fastest-growing restaurant chain with \$165 million in sales – a figure that by year end had swelled to \$240 million, “the largest increase of any restaurant company with at least \$200 million in domestic sales,” according to Forbes.

There's a reason for all of this success. Upon entering a Twin Peaks lodge, our guests know they've discovered something unlike any other, a fact our franchisees recognize as well. In any neck of the woods, our lodges are always reminiscent of a comfortable cabin tucked away in the mountains. Here at Twin Peaks, the lodge mentality reigns supreme and we differentiate ourselves from the competition with our five unique brand pillars: the Twin Peaks Girls, made-from-scratch food, 29° draft beer, sports on wall-to-wall TVs, and the local lodge atmosphere.



THE ULTIMATE EXPERIENCE AND THE ULTIMATE FRANCHISING OPPORTUNITY

Our guests enjoy the best sports viewing anywhere thanks to our state-of-the-art A/V system and custom DIRECTV package developed just for us. And when it comes to our food, we don't disappoint there either. Our menu features delicious made-from-scratch dishes sure to satisfy even the heartiest of lumberjacks while delivering 44% of weekday lunch sales. Our menu is not reliant on a single menu item that can expose a franchisee's restaurant to commodity fluctuations.

Possibly our most unique and marketable asset is our beverage program. At Twin Peaks we are famous for our bone-chilling 29° draft beer, our award-winning Twin Peaks Brewery branded beers, the most extensive beer menu of any concept in the category, and a compelling cocktail program that features barrel-aged whiskey.

However, the most recognized asset of Twin Peaks is our Twin Peaks Girls. They are the essential ingredients to the perfect lodge experience. They are the beautiful faces that represent our brand. Equal parts friendly, engaging and attentive, the Twin Peaks Girls ensure every guest feels like a regular. They are a big reason our customers consistently come back again and again.





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OUR PEAK PERFORMANCE PROVIDES A GREAT VIEW FROM THE TOP

We recognize that in order to stay on top, we have to continue to provide uncompromising levels of quality and service for our guests and our franchise partners. We have a clearly defined brand that delivers category leading financial results.

Average Franchise Unit Volume \$4,409,619**

Average Cost of Goods Sold 26.8%*

Average Labor Cost 29.2%*

78 Locations in 24 States

2020 Franchise Times ZOR Awards #1 Sports Bar

2020 Nation's Restaurant News Top 200 List

Restaurant Business 2020 Top 500 Chain Restaurant

FSR Magazine 2019 Top 10 Best Franchise Deals

2019 Franchise Times Top 200 List

Ranked #4 in Casual Dining Chains by Sales Growth in 2018 with Nation's Restaurant News

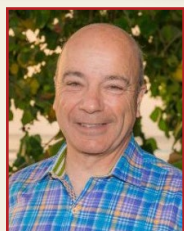


From highlighting our beginnings 15 years ago and the five brand pillars that drive our success to why our franchisees chose Twin Peaks, this report provides valuable insight and the inside scoop as to why Twin Peaks dominates its vertical in the sports bar restaurant industry and why it attracts the attention of so many successful operators.



Multi-Unit FRANCHISEE SPOTLIGHT

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PAUL KHOURY - KC LODGE VENTURES (CEO)

What first attracted you to Twin Peaks?

We weren't actively seeking an additional concept, but my adult son visited the concept and was blown away by how well the concept was executed. Naturally, we can agree that the ingredients to a successful sports bar are a great viewing environment with a chance to view almost any game, delicious and unique food, and of course ice cold beer. Throw in attractive, pleasant servers, and you have a recipe any man will enjoy. We had seen many concepts give this formula a try, but never had we seen this vision executed so well, and so consistently.

Has your investment in Twin Peaks meet your initial expectations?

The fact the franchisor allows and even encourages the use of second-generation spaces makes the return on investment attractive. The franchisor has been easy to work with (yet maintaining standards) to facilitate the renovation of the space while keeping costs controlled. This lower initial investment and good mix and margin on the liquor/beer sales allows us to deliver a favorable return.

What was your background before franchising with Twin Peaks?

I have been in the restaurant business for over 40 years and owned my own restaurants for 30 years. We have developed our own concepts and been a franchisor of another casual dining concept for 15 years. We currently own or operate nearly 30 sites.

Why did you choose to franchise with Twin Peaks?

In the restaurant business, your reputation is vital to your success...you're only as good as your last meal. I will not put my name on anything that jeopardizes my reputation. To that end, it is critical that any franchise brand we associate with must have very high standards that are strictly adhered to across ALL units, system or franchise. Of course, we believe in the concept, but unless every owner, franchisor, general manager, and store is operating under strict standards supported by disciplined training and innovative leadership, then the entire system can be a house of cards. We found in Twin Peaks a franchise that believes and lives by these standards.

Did any support element exceed your expectations?

The development team and the culinary team stand out for providing excellent creativity and support. The operations team is appreciated for supporting and maintaining brand standards across the system.

What are your short and long-term Twin Peaks development plans?

We currently operate six Twin Peaks restaurants, and have plans to develop anywhere from two to five more in our current markets. Long-term, we may entertain entering new, undeveloped markets.

What makes Twin Peaks stand out against the competition and how does that make it a good option for diversification or new growth?

Twin Peaks is by far best in class in the sports bar segment. If one were to develop a sports bar from scratch, the important elements would be a great viewing experience; ice-cold beer; made-from-scratch, delicious food that has variety; and attractive, pleasant, engaging servers. Twin Peaks has delivered in spades on all four elements. The strong, disciplined standards on specs, training, and operations ensures that our guests can count on a great experience every time and at every store throughout the country.



Multi-Unit FRANCHISEE SPOTLIGHT

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RICKY ROSA - AVALANCHE FOOD GROUP (COO)

What first attracted you to Twin Peaks?

It was our passion for both food and sports. When my brothers and I were first introduced to Twin Peaks, it really clicked for us. The quality of the food and the level of attention to detail were very similar to the type of guest experience we were used to providing in our own restaurants.

Has your investment in Twin Peaks meet your initial expectations?

We're loving every minute of it!

What was your background before franchising with Twin Peaks?

Over the years, we owned and operated our own family restaurants—from Italian to Mexican concepts—from full service to quick service. We remember it as “Mama and Papa U,” the school of hard knocks. Our parents gave us this incredible foundation that’s helped us understand every facet of the business. It’s given us a competitive edge in delivering brand standards and meeting the expectations of our guests, each and every day. When we were independent operators, we could never keep up with the big boys. With Twin Peaks, we have the tools to make sure we do it better than the other guys, and now they’re chasing us.

Why did you choose to franchise with Twin Peaks?

As proud independent restaurant operators and sports enthusiasts, Twin Peaks was the complete package for us because it provides the ultimate guest experience. We recognized that Twin Peaks was a brand that was built to last, one that we could grow with for years to come.

Did any support element exceed your expectations?

Without a doubt, it’s the food made from scratch daily. And, delivering a 29-degree mug of beer with mouthwatering beer crystals floating to the top - it just doesn’t get any better than that. I remember the first time we stepped into a Twin Peaks kitchen and opened the door to the walk-in freezer--nothing inside but those frosty mugs and the ice cream. That said it all for us!

What are your short and long-term Twin Peaks development plans?

We have an area development agreement to open 15 stores in the Houston, South Texas and Indianapolis markets. Currently, we’ve opened eight stores, and we’re focused on seeking out strategic locations that will give our operating team the winning edge from the first day we open our doors to the public.

What makes Twin Peaks stand out against the competition and how does that make it a good option for diversification or new growth?

It was eight years ago that my brothers and I first came to know about the Twin Peaks concept. Just like our guests, we were looking for a brand we could believe in. The operational standards and the potential for longevity had to be there for us. It was also important to have a solid partner in our franchisor. Twin Peaks gave us these things, along with the elements that set us apart--the scratch kitchen, the 29-degree beer, the beautiful Twin Peaks Girls, the mountain lodge sports bar experience—no one else in our segment can compete. We knew right away that we’d found something we could put all our energy and experience into and that we could execute operationally at the highest level.



Multi-Unit FRANCHISEE SPOTLIGHT

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JACK FLECHNER - DMD Ventures (CEO)

What first attracted you to Twin Peaks?

We were looking for a brand that highlighted alcohol sales as well as the food aspect of a restaurant. I had visited a competitor while living in Baltimore, and looked in to investing in that brand. Ultimately, we decided there were multiple things about it that we didn't like. What really struck us upon our first investigation into Twin Peaks was the quality of the food. Twin Peaks is a sports bar restaurant, and typically these types of places have mostly frozen food that is offered just to keep customers there. Twin Peaks treated food as a reason to come and return, not just a necessary evil.

Has your investment in Twin Peaks meet your initial expectations?

While the overall costs exceeded our expectations, so have the sales.

What was your background before franchising with Twin Peaks?

I am a real estate attorney by training and trade. I got into restaurants as a diversification strategy. I first began my career with restaurants by developing part of Miami as a Five Guys Burgers & Fries franchisee. I sold that company and moved on to another QSR concept and then became a Twin Peaks franchisee. We also develop and own strip centers and hotels as a result of our development of Twin Peaks, which has allowed us to put some of our Twin Peaks into locations that would normally be cost prohibitive if just developed as a Twin Peaks.

Why did you choose to franchise with Twin Peaks?

We loved the look and feel of the restaurant and thought it would play well in south Florida since there was nothing like it down here. In talking to other existing franchisees, they seemed to have a passion about the brand and seemed to be happy with their investment.

Did any support element exceed your expectations?

The high level of camaraderie among the franchisees has really been unexpected and appreciated.

What are your short and long-term Twin Peaks development plans?

We look forward to continuing to build out our current development agreement and possibly expand into additional territories.

What makes Twin Peaks stand out against the competition and how does that make it a good option for diversification or new growth?

The level of support from the marketing department is far and away better than any of the other concepts I've been involved in. As a brand, Twin Peaks also has a high level of brand loyalty among its customers.



Multi-Unit FRANCHISEE SPOTLIGHT

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VICTOR ANSARA - MOTOR CITY PEAKS (PRESIDENT/CEO)

What first attracted you to Twin Peaks?

We were looking for a new concept not in direct competition with our current concepts.

Has your investment in Twin Peaks meet your initial expectations?

Our sales are pretty close to our projections. The concept has weathered a couple down years, and now we're seeing significant sales growth and looking forward to continued sales growth in the years to come. We have been very sales focused in the past, but now I think we need to work on prime cost reduction, specifically food cost.

What was your background before franchising with Twin Peaks?

I am a lawyer by trade and actually practiced law for eight years, but I have always been in the restaurant business. My family was one of the first Big Boy franchisees in Michigan, and I worked in those businesses growing up. We are currently the largest Red Robin franchisee in the system.

Why did you choose to franchise with Twin Peaks?

We liked the AUVs and comp sales, food/alcohol mix, and the high-quality food. We did not believe that there was really a direct competitor for Twin Peaks in our market. When reviewing the concept, we were very impressed by the level of training of the Twin Peaks Girls.

Did any support element exceed your expectations?

The grand opening team support was good, and design and construction support is very good too.

What are your short and long-term Twin Peaks development plans?

We have four restaurants currently open. Our plan is to continue to open 1-2 restaurants per year for a total of 10 in our market.

What makes Twin Peaks stand out against the competition and how does that make it a good option for diversification or new growth?

Comparing to standard casual dining, we have very few competitors. In our market, our only significant competitor is Buffalo Wild Wings, and I believe there are significant differences in the concepts. It was great to find a concept that I felt comfortable locating near my existing restaurants without fear of cannibalization. The high alcohol mix makes meeting COGS budgets much easier. I think we still have significant opportunities in food cost.

GAME, SET, MATCH: SPORTS BARS Published: 02.25.2020

Twin Peaks fashions itself as a classier Hooters, where the servers are part of the show and the food is arguably a step up, which proves an enviable pairing for franchisees in this fast-growing system. Even with imagery that leans heavily on showing skin, Florida franchisee Fred Burgess refers to his four Twin Peaks as family restaurants that are more than delivering the goods for his budding portfolio.

Burgess first encountered Twin Peaks when co-founder and former CEO Randy Dewitt appeared on "Undercover Boss" in 2013. He liked what he saw and immediately began researching the brand.

A former real estate attorney, Burgess wasn't a first-timer to franchising when he and his partner signed on the dotted line. His next big thing had to include a "heavy alcohol component" because of the enviable economics. After reading that a former Hooters CEO also bought into the system, Burgess felt that guy must know something positive about the system to leave such a mature brand for "tiny little" Twin Peaks.

"I learned that a successful restaurant was not just about how the food tastes, it's about delivering an experience that you can't get at home," Burgess said. "I was talking to" my partner "Jack and said, 'How cool is it to build essentially a ski lodge in South Florida that's flat as a pancake and hot?'"

They opened their first location in 2015 after four months of prep. Five years later, Burgess has expanded to four restaurants, with two more under construction in the Sunshine State. His are now the first-, second- and third-best performing stores in the chain, which he attributes to a friendly culture and serving as a generalist for his team.

"You have to learn how to be a cheerleader, a sports expert, and an audio-visual expert because we have 85 to 90 TVs in each restaurant," he said. "You need to be a beauty consultant, a babysitter because our servers are young ... so Twin Peaks is not an easy brand to execute, but if you can execute it, it's an amazing thing."

Two thousand miles to the west, Carolyn Vangelos is a TP 'zee in Arizona, following a career working for California Pizza Kitchen and a shorter stint working for a Buffalo Wild Wings franchise group.

At a career crossroads, she and her husband, Andy, knew they wanted to become franchisees themselves, but they didn't know which brand was "the one." In 2012, after meeting a Twin Peaks sales rep at a conference, they got excited, but then learned the corporation itself was building a store in their market, meaning they might have missed the boat.

They contacted the company and inquired about becoming the owners of the Scottsdale store, but the execs declined. They reached a compromise, and opened their first Twin Peaks in 2013 in a territory adjacent to the company-owned store. After turning in solid performances with the first two stores they built, they eventually convinced the company to sell the Scottsdale store in 2016, bringing them to three locations in three short years.

Vangelos and her husband have a fourth under construction, opening in Tempe this year, and they're already plotting stores five and six. Before settling on the



Twin Peaks 'zee Fred Burgess fell in love with the idea of bringing a ski lodge atmosphere to South Florida, as well as the lucrative appeal of alcohol sales.

brand, she, her husband and business partner considered a number of concepts in the restaurant space.

"We thought about doing a breakfast concept, a cafe concept, and we kept getting drawn back to the fact that Twin Peaks is a sports bar," she said. "There's just something very special about it, and I still believe it to this day."

In-person investigation by speaking with existing franchisees was the most important part of their research of the brand and, back then, its average unit volumes were around \$4 million, impressive for any restaurant.

Eight years in, Vangelos spends a lot of time thinking about commodity prices, and negotiating contracts to lock in favorable pricing to keep their own profit margins "as tight as we possibly can."

Vangelos credits the corporate office for outstanding staff training, and its marketing department that works together on a variety of buzz-building campaigns.

"We're not in this for fun, we're here to make money," she added. "This is our third build, and we're constantly looking at ways to save on construction, ways to quicken the time to get the doors open from the time you sign the lease or buy property."

With a total of 318 locations, the Texas-based franchisor is poised for further growth after a big cash infusion from ApplePie Capital. With nearly 550,000 followers on social media, one of the big questions is what Twin Peaks looks like as social mores continue to change in the #MeToo era.



Nation's Restaurant News

Meet the Top 200 Restaurant Chains in America

This article was published in Nation's Restaurant News on 6/11/20. It has been edited to fit this format.



125. Twin Peaks
Total sales: \$340.8 million



Now in its 47th year, the Nation's Restaurant News Top 200 is NRN's annual endeavor to compile and rank results of the industry's leading brands and companies. It offers a panoramic view of the market share battles for the dining budgets of American consumers.

This year, compiled against the backdrop of the novel coronavirus pandemic — possibly the greatest challenge ever faced by the foodservice industry — the Top 200 offers some idea of how total disruption looks in a topline context — at least in the short term.

In this, an extraordinary year, our estimates were made and models run with the best information available. More focused than other rankings of the industry's largest organizations, NRN's Top 200 seeks to present relevant comparisons of the largest foodservice competitors by tracking only consumer sales and revenue generated in the United States.

The final reports are analytical tools that can help define which chain concepts and market segments are prospering or challenged and where consumers are spending their dining dollars.



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Twin Peaks to Scout Acquisition Targets in Sports Entertainment

The following is an interview conducted by Dayna Fields for Mergermarket and published on 11/21/19.

Twin Peaks, a Dallas, Texas-based sports bar and restaurant chain, is interested in growing via M&A, CEO Joe Hummel told Mergermarket.

An ideal acquisition candidate would have a strong presence in geographic territories where Twin Peaks is weak, Hummel said.

The company currently has 84 locations with hometown Dallas and Florida, Arizona, Colorado and Tennessee, being amongst its strongest markets, said Hummel. Twin Peaks will expand deeper in Ohio and enter Mexico City, Mexico next year, which will be its first international endeavor.

Twin Peaks is particularly interested in acquisition targets that fit or can be converted to a sports entertainment theme, said two sources close to the process. It is also interested in struggling concepts where management can apply its sports and event viewing expertise, they said.

The company has no timeline for conducting the acquisitions and will consider opportunities as they become available, the sources said.

Potential targets could be as small as 10 units or as large as hundreds of units, Hummel said.

Twin Peaks was acquired by New York-based Garnett Station Partners from Texas-based Front Burner Restaurants for an undisclosed sum in April, according to Hummel. Alabama-based Arlington Advisors was the sell-side advisor on the deal, the sources said.

Arlington Advisors confirmed it served as sell-side advisor during the sale process to Garnett.

In 2016, National Restaurant News reported La Cima Restaurants had agreed to acquire Twin Peaks. However, the deal never closed

and the potential buyer became the company's largest franchisee group instead, Hummel said.

Co-founded by Randy Dewitt in 2005 and former Hooters executives, Twin Peaks aligns with what is known as the "breastaurant" segment because of its all-female and "scantily clad" waitstaff.

Buffalo Wild Wings [NYSE:BNS] is a competitor to Twin Peaks, according to the sources, while Hummel noted Yard House, backed by Darden Restaurants [NYSE:DRI], as a competitor.

Going forward, Twin Peaks will ramp up its corporate-store growth, the sources said. Of its 84 locations, about 30 are corporate-owned stores and the company plans to open roughly four stores annually for the foreseeable future, they added.

The franchise division will also be a strong growth focus, said Hummel.

While it opened a total of roughly six new units over the last two years, Twin Peaks now plans to open a total of 15 new stores—a mixture of franchise and corporate stores—per year for a longer-term, Hummel said.

The company expects to generate approximately USD 350m in revenues this year, up by 3% over 2018, said Hummel, while crediting organic efforts for the growth.

Twin Peaks projects about USD 400m in revenues for 2020, largely due to the new stores that it hopes to open by then, Hummel said.

The company also has an in-house brewery in Irving, Texas, which brews beers like Dirty Blonde, Knotty Brunette and Dropdead Redhead that are delivered to its 25 Texas locations, according to its website.



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Twin Peaks Lands Strategic Partnership with ApplePie Capital to Accelerate Franchise Expansion

ApplePie Capital to allocate \$30 million to support the ultimate sports lodge's franchise opportunities

This article was originally published on 11/4/19.

Twin Peaks Restaurants announced today that it is teaming up with ApplePie Capital – an innovative capital markets partner exclusively focused on franchising – to allocate up to \$30 million in debt capital to its franchisees and propel its franchise expansion to new and existing groups.

“It is of the utmost importance for us to ensure our franchisees can continue to develop,” said Twin Peaks CEO Joe Hummel. “This partnership with ApplePie will allow us to help our franchisees grow through a lending program that aids their financial needs. This gives them more opportunity to consider new steps such as remodels or opening new locations. It can also be an option for refinancing when needed. This assistance will be key in driving expansion as we continue to capitalize on aggressive franchising opportunities while we move into new markets nationwide.”

“We are excited to team up with Twin Peaks and their franchisees to make accessing capital easy,” said Denise Thomas, CEO and Co-Founder of ApplePie. “We look forward to helping accelerate the brand’s growth through our competitive financing program.”

Twin Peaks currently has 85 locations in 26 states. To inquire about franchising opportunities, visit TwinPeaksFranchise.com or call 972.941.3160.

Twin Peaks welcomes every guest with primetime matchups, ice-cold 29-degree beer and now, new smoked menu items. The entire menu is prepared in-house, to order and in generous portions to satisfy every appetite. The hearty made-from-scratch comfort food pairs perfectly with a frosty draft beer or a classic whiskey cocktail. For more information on Twin Peaks, including a complete menu and locations, visit TwinPeaksRestaurant.com.

About Twin Peaks

Founded in 2005 in the Dallas suburb of Lewisville, Twin Peaks now has 85 locations in 26 states. Twin Peaks is the ultimate sports lodge featuring made-from-scratch food and the coldest beer in the business served by friendly and attractive Twin Peaks Girls surrounded by scenic views and the latest in high-definition TVs. Folds of Honor – a nonprofit organization that provides educational scholarships to spouses and children of America’s fallen and disabled service members – is the national charity of Twin Peaks. For more information, visit twinpeaksrestaurant.com.



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What Does the Future Hold for Hooters and Twin Peaks?

AND THE ONCE-BOOMING CATEGORY IN GENERAL.

This article was originally published in September 2019.

Historically, chains like Hooters and Twin Peaks, and their scantily clad waitresses, established a niche audience, of mostly men, in the sports-bar restaurant space. But industry consultants suggest that although they're holding their own, times have changed, and they need to adapt in order to keep pace.

Showing how challenging the category can be, the Arc Group, which owns Dick's Wings, acquired 34-unit Tilted Kilt in November of 2018 for \$10. That price was low based on Tilted Kilt's \$1.8 million burden of debt and \$1.5 million in additional payments due.

Today, standing out means bucking the tide against sexism, updating menus beyond chicken wings, and appealing to more than men in search of sporting events.

Hooters and Twin Peaks have had disparate results in terms of revenue. In a ranking of revenue at the top 500 U.S. restaurants, Hooter's, the largest of the two with more than 300 locations, saw its revenue fall 1.7 percent in 2018, while Twin Peaks' 83 locations spiked 7.3 percent. What is Twin Peaks getting right, and what does Hooters need to do bounce back?

Darren Tristano, CEO of Foodservice Results, an Oak Park, Illinois-based food industry research firm, says these chains are still thriving, but they need to make improvements to catch up with "casual dining bar and grills that have contemporized." He says competitors have enhanced food quality, and now offer local craft beer, as well as improved wine and spirits selections.

Consumers still frequent Hooters, Tristano says, for their "inexpensive and affordable food and that remains a value play." But millennials are seeking "independent burger bars where they can watch sports and enjoy food and be in the company of each other," he says.

Twin Peaks has done a solid job of enhancing its menu options. Many of the Twin Peaks locations have outdoor spaces, large settings with ample square footage, and its "food and ice-cold beers are differentiators compared to Hooters," Tristano says.

These restaurants with sultry waitresses attract 65 percent or higher percentages of men, and that means they're having a tougher time

wooing women and families, Tristano says. He suggests hiring more male servers, which could appeal to a more varied clientele.

Yet it's not just restaurant chains in this specific category that are feeling the pinch. So are a host of casual-dining bar and grills, says Roger Lipton, president of Lipton Financial Services, which specializes in the restaurant industry. "It's a very competitive space, and they're all battling for market share," he says.

The alluring waitresses create a mixed message, Lipton says. Some men want to ogle them, but "some guys won't bring their wives or kids. You lose some customers who are offended," he says.

Since Hooters was acquired by two private equity firms, Nord Bay Capital and TriArtisan Capital Advisors in January 2019, Tristano expects they will focus on "improving the balance sheet first, and when they've made some success at the unit level, they'll look to invest money for renovation." Each renovated location usually spikes revenue by 10–15 percent the next year, he adds. Tristano also predicts that under-performing locations will be closed.

Hooters' concentrating on delivery to spike sales

Recently in the press, Hooters CEO Terry Marks discussed the chain's need to make some changes. He's stepped up Hooters delivery, which has been a revenue booster for many chains.

Twin Peaks' menu innovation has been a category differentiator.



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CONTINUED

What Does the Future Hold for Hooters and Twin Peaks?



**Twin Peaks knows its clientele:
74 percent are men.**

And that demographic is very clear: 74 percent of its clientele consists of men. Hummel says Twin Peaks appeals to “all kinds of men from millennials to Baby Boomers and everything in between.” Its audience frequents Twin Peaks, he says, for “bold and craveable food options, bar offerings, sports viewing packages, and a casual setting that includes cigar bars and large communal tables.”

Most locations contain 65–75 TVs and that covers a plethora of sports packages. “We have hockey fans sitting next to football fans, and we want to accommodate both,” Hummel says.

The chain’s menu consists of food items, made from scratch, fresh in the kitchen. Hummel says because of all the food networks on TV, “people have a more sophisticated palette. And you can’t fool the eater the way you could in the 80s.”

Patrons at Twin Peaks can choose among “spicy ribs, chicken tender basket, hangover burger [burger with eggs over easy, bacon and cheese on top] and smoked chicken wings,” he says.

Asked if there’s been any backlash over the Twin Peak waitresses (it doesn’t hire male servers), Hummel says not at all. He describes Twin Peak girls as “valuable team members that we know are someone’s daughter, girlfriend or wife or sister. We expect our guests to have the utmost respect.” Providing a safe and fun environment at work is critical to its mission.

Women patrons are major sports fans as well and come to Twin Peaks for salmon, ribeye, cobb salad, the hangover burger and great wine, margaritas and mimosas, he says.

The brand is also known for selling the frostiest beer in town, which Hummel says is based on a proprietary approach that includes “the chilling of the beer and the mug and serving it as the right temperature.”

Since it relies heavily on franchisees, Hummel, who was a former COO of La Cima Partners, Twin Peaks’ largest franchisee, says its selection process “runs deep and wide. We want to ensure that they take the same passion and care as we do.”

Hummel sees growth in Twin Peaks’ future and expects it to reach about 100 locations in the next two years or so.

Marks said Hooters’ delivery revenue has grown by more than 30 percent in one year. The brand has also improved its menu by offering smoked wings and more craft beer options.

Recently in the press, Hooters CEO Terry Marks discussed the chain’s need to make some changes. He’s stepped up Hooters delivery, which has been a revenue booster for many chains.

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Tristano believes Twin Peaks will continue to expand, grow its market share, and take market share away from Hooters.

Twin Peaks has grown to 83 eateries, located in 26 states, with 28 company-owned units and 55 franchised. It opened two new outlets in 2018 and is slated to debut four locations in 2019.

Secret of Twin Peaks’ boosting its revenue

The secret to Twin Peaks’ success, says CEO Joe Hummel, who is based in Lewisville, Texas, outside of Dallas, is, “We understand our DNA and what makes our brand what it is. We’re not everything for everybody, but we understand our demographics.”



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Twin Peaks' Traffic and Sales Consistently Climb in Q3

The ultimate sports lodge debuts new menu items, brings on new team member and sets sights on new locations during third quarter

This article was originally published on 10/22/19.

After seeing a 1.3% increase in traffic and 3.3% increase in sales in addition to its average unit volume booming to a notable \$4.35 million throughout its third quarter, Twin Peaks Restaurants will enter the final quarter of 2019 with significant numbers that have been steadily on the rise all year.

“Twin Peaks set a dominant pace in Q1 that we have kept up throughout Q2 and Q3,” said Joe Hummel, chief executive officer of Twin Peaks. “We’re finding success in many different avenues, specifically in our innovative work as we continue to evolve our menu and in our aggressive plans for expansion. I’m proud of our achievements so far in 2019, and I look forward to what’s in store for the end of the year as we head into 2020.”

In August, the ultimate sports lodge debuted delicious new food and beverage menu items - such as the Cowboy Margarita and Smoked Pork Cubano - as part of the brand’s commitment to menu innovation.

Twin Peaks also hired a new director of franchise sales in August. Hummel announced that industry veteran Mark Ramage would join the team as director of franchise sales development. A leader with a proven record of success, Ramage boasts more than 20 years of experience spearheading development, sales and real estate of restaurant and hospitality brands.

“Mark adds a great deal of industry knowledge to the team,” Hummel said. “He’s already playing a significant role in driving Twin Peaks to meet its franchise goals for the remainder of the year. I feel confident that with Mark on our team, our unique franchise opportunity will excel to new heights.”

Looking into Q4, the ultimate sports lodge will launch its 2020 Twin Peaks Calendar in November, a staple in the brand’s success. The calendar will feature \$75 in coupons valid throughout the year, and Twin Peaks will donate \$5 from every calendar to its national nonprofit partner Folds of Honor. Since their partnership began in 2017, Twin Peaks has raised \$655,000 for Folds of Honor.

With expansion as a high priority in 2019, Twin Peaks will open two new restaurants in November in West Chester, Ohio and San Marcos, Texas. The brand is growing rapidly with more than 30 locations in the pipeline.

“This is a very exciting time for Twin Peaks,” Hummel said. “We are outperforming the industry, and we have many more franchise opportunities for those interested in joining the Twin Peaks brand. Now is the time to join, as I have no doubt that we will continue to show impressive momentum heading into the last few months of 2019 and the start of 2020 as we expand into new markets.”

Twin Peaks welcomes every guest with primetime matchups, ice-cold 29-degree beer and now, new smoked menu items. The entire menu is prepared in-house, to order and in generous portions to satisfy every appetite. The hearty made-from-scratch comfort food pairs perfectly with a frosty draft beer or a classic whiskey cocktail.

Twin Peaks currently has 85 locations in 26 states. For more information on Twin Peaks, including a complete menu and locations, visit TwinPeaksRestaurant.com.



Nation's Restaurant News

2019 Top 200 Countdown: No. 150-No. 101

This article was originally published on 6/17/19. It has been edited to fit this space.

THE TOP • 200



131. Twin Peaks

Total sales: \$328.4 million

Until 2018, the Nation's Restaurant News Top 200 traditionally was divided into two parts: The Top 100 that was published and posted online in June and the Second 100, which was presented in July. The data for 200 chains, as well as the largest companies ranked by U.S. foodservice revenue, fuel a comprehensive series of reports generated through exclusive research by NRN editors.

Last year, however, NRN presented at one time in June the combined data for all chains in the Top 200 to give users a bigger first-glance picture of the U.S. foodservice industry and provide larger Top 200 segment peer groups for comparison and analysis to better illustrate overriding industry trends and developments. This year continues that new consolidated Top 200 chains approach.

Whether shown in 100-chain or 200-chain chunks, the census is NRN's annual endeavor to compile and rank results of the industry's leading brands and companies. It offers a panoramic view of the market share battles for the dining budgets of American consumers.

More focused than other rankings of the industry's largest organizations, NRN's Top 200 seeks to present relevant comparisons of the largest foodservice competitors by tracking only consumer sales and revenue generated in the United States. Parallels therefore exist between the federal government's shift in emphasis from gross national product, which included overseas results of U.S.-based multinationals, to the gross domestic product standard for assessing today's economy.

In addition to excluding foreign results, the series of reports factors out business activities not directly related to consumer foodservice. We believe these data provide a more relevant appraisal of U.S. market shifts among the industry's leading brands and the fast-advancing emerging chains.



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RestaurantNews.com

Twin Peaks Starts Off 2019 with Impressive Momentum

This article was originally published on 4/24/19.



The ultimate sports lodge reports increase in sales and traffic with the release of new menu items

Dallas, TX (RestaurantNews.com) Twin Peaks kicked off 2019 with a steady increase in sales and traffic in addition to the successful debut of several innovative new menu items.

The ultimate sports lodge saw a 1.4 percent increase in traffic and 3.4 percent increase in sales this quarter. That's 3.4 and 2.8 percent more, respectively, than restaurant industry financial performance benchmarking company, Black Box Intelligence™, reports for bar and grill casual dining restaurants. Twin Peaks also closed out the quarter as #1 in Knapp-Track for the month of March.

"We started off the year strong by continuing our positive momentum right out of the gate," said Joe

Hummel, Chief Executive Officer of Twin Peaks. "We are experimenting with innovative new menu items in order to provide the best experience possible for our guests. The menu enhancements that we introduced in the first quarter are just a hint of what is to come in 2019. We can't wait to share the ultimate sports lodge experience with new and existing customers as we continue to refresh our made-from-scratch menu and expand into new markets."

This March, Twin Peaks introduced its all-new smoker program. Dishes with in-house smoked meats were added to several different menu categories like Spicy Thai Ribs and a Carolina Pork Sandwich. The menu innovation was led by new Executive Chef, Alex Sadowsky, who joined the Twin Peaks team last November.

The new food menu rollout followed a beverage menu refresh that was introduced in February. The beverage program includes innovative new offerings like tequila cocktails, an extensive rum menu, an expanded Old Fashioned cocktails category, additional classic cocktails, wine and more.

The opening of Twin Peaks Huntsville in north Alabama this February marked the 85th location system-wide. As the year continues, Twin Peaks has many more lodges in the pipeline to open in Ohio, Texas, Arizona and more. In addition, there are several remodels planned, which include the existing Mesquite, Round Rock and South Austin locations. The restaurants will be upgraded with expanded indoor and outdoor bars, enhanced AV packages, fun elements like outdoor firepits and other improvements.

Continued expansion will be a priority in 2019 as several new and existing franchise groups are looking to grow the Twin Peaks brand. The newest Twin Peaks restaurant recently broke ground in Lubbock and is anticipating a late October opening.

Twin Peaks welcomes every guest with primetime matchups, ice-cold 29-degree beer and now, new smoked menu items. The entire menu is prepared in-house, to order and in generous portions to satisfy every appetite. The hearty made-from-scratch comfort food pairs perfectly with a frosty draft beer or a classic whiskey cocktail.

Twin Peaks currently has 85 locations in 26 states. To inquire about franchising opportunities, visit TwinPeaksFranchise.com or call 972.941.3160.

For more information on Twin Peaks, including a complete menu and locations, visit TwinPeaksRestaurant.com.



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The Dallas Morning News

Twin Peaks is moving into Mexico City with first restaurant opening in the fall

Twin Peaks is known for its cold beer, “sports lodge” environment and scantily-clad servers.

This article was originally published on 6/18/19.



Twin Peaks plans to open eight restaurants in Mexico City.

Dallas-based Twin Peaks is planning to open eight restaurants south of the U.S. border in Mexico City.

The first is expected to open in November. The restaurants will be franchised by Mexico-based company Operadora 2 Montes.

Twin Peaks is known for its cold beer, “sports lodge” environment and scantily-clad servers.

“We couldn’t be more thrilled to bring Twin Peaks to Mexico City,” Operadora 2 Montes CEO Rodolfo Garcia said in a statement. “For most people, Twin Peaks will be a whole new experience, which makes it that much more exciting for us to bring it to the area.”

It will be the second Twin Peaks outside of the United States; the first is in Russia.

Twin Peaks was founded in Lewisville in 2005 and has grown to more than 80 restaurants across the United States. In 2016, the former CEO and president of Hooters purchased a majority interest in Twin Peaks under the company La Cima Restaurants LLC.



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The Ultimate Sport Lodge Experience **AND AN EXTRAORDINARY OPPORTUNITY FOR THOSE READY TO REACH THEIR PEAK PERFORMANCE**

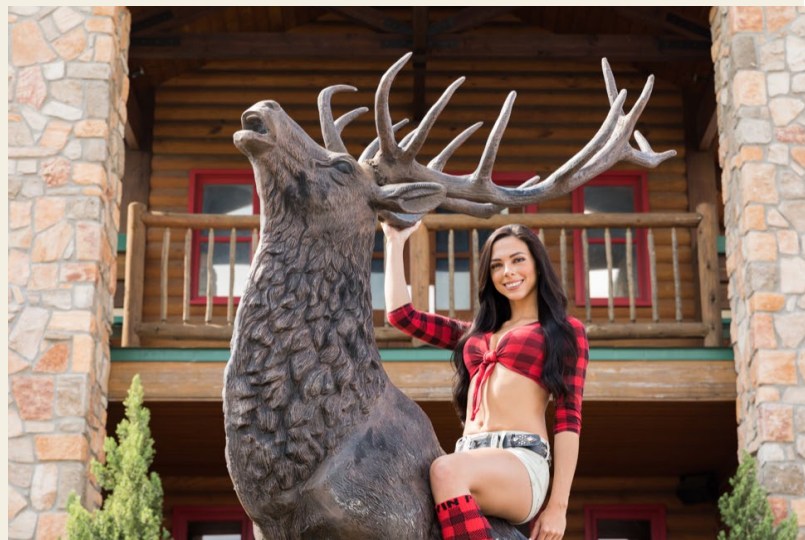
Founded in 2005, Twin Peaks is continuing to grow nationwide, currently operating 78 locations in 24 states. Isn't it time there was a Twin Peaks in your neck of the woods?

Ready to Learn More?

Mark Ramage

Director of Franchise Sales Development
254.644.6035

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**Average AUV for the 27 company-owned restaurants open and operating for a full 52 weeks during our 2019 fiscal year. Median AUV for these stores was \$3,947,503, with 37% of franchisees attaining or surpassing the average AUV.

*The Average Cost of Goods Sold and Average Labor Costs are derived from the 27 company-owned Twin Peaks Restaurants described above. AUV, costs and other results of your Twin Peaks restaurant may vary depending upon various factors. See item 19 of our 2020 FDD for complete details.

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