

# Industry Data Report

## Remodeling 2021

### Report Highlights

- Remodel data and analysis on 50+ national chains, including: (1) remodel progress/system condition; (2) investment costs; (3) post remodel sales increases; (4) franchisor remodel incentives; and (5) program scope.

### Conclusion

- Remodel programs have been largely deferred for a year or more and many are in the process of being redesigned to better accommodate the dramatic changes that have occurred in the restaurant industry over the last year. The focus of remodels has shifted from improving the dine-in experience to bolstering off-premise business with increased investments in separate pick-up areas, second make lines dedicated to online & delivery orders, outdoor patios, double drive-thrus to alleviate capacity constraints as well as technology including digital menu boards (to facilitate app integration & suggestive selling) and contactless payment options. To this end, 14 of the 55 chains recently introduced or are testing new programs and more expected to follow suit. We expect remodel progress to resume during 2021 for concepts with normalized sales.

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Data in spreadsheet form available at <http://www.ChainRestaurantData.com>

### Chain Remodel Progress Summary

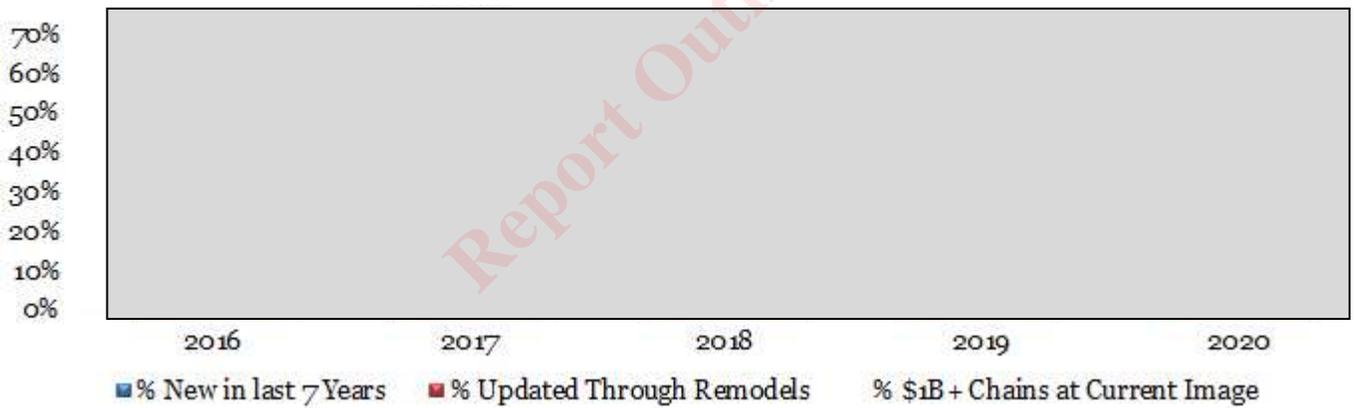
Chain	System Age in Years	% System Built from 2014 - 2020	% of System Remodeled	% System Updated <sup>(1)</sup>	Remodel Start Date	Anticipated End Date	Stipulated Frequency (Years)
Arby's							
Burger King							
Carl's Jr.							
Checkers/ Rally's							
Chick-fil-A							
Culver's							
Dairy Queen							
Five Guys							
Hardee's							
Jack in the Box							
McDonald's							
Sonic Drive-In							
Taco Bell							
Wendy's							
Zaxby's							
<b>Sandwich</b>							
Bojangles'							
Church's							
KFC							
Popeyes							
Wingstop							
<b>Chicken</b>							
Firehouse Subs							
Jersey Mike's							
Jimmy John's							
Subway							
<b>Sub-Sandwich</b>							
Domino's							
Little Caesars							
Papa John's							
Pizza Hut							
<b>Pizza</b>							
Dunkin Donuts							
Krispy Kreme							
Tim Horton's							
Starbucks							
<b>Coffee/Bakery</b>							
Chipotle							
Corner Bakery Café							
Moe's Southwest Grill							
Panera Bread							
Qdoba							
<b>Fast Casual</b>							
Applebee's							
BJ's Restaurants							
Buffalo Wild Wings							
Cheesecake Factory							
Chili's Grill & Bar							
LongHorn							
Olive Garden							
Outback							
Red Lobster							
Red Robin							
T.G.I. Friday's							
Texas Roadhouse							
<b>Casual</b>							
Bob Evans							
Cracker Barrel							
Denny's							
Golden Corral							
IHOP							
Perkins							
<b>Family</b>							
<b>Total QSR</b>							
<b>Total FSR</b>							
<b>Grand Total</b>							



Chains Introducing or Testing New Remodel Programs by Year		
2020	2021	2022

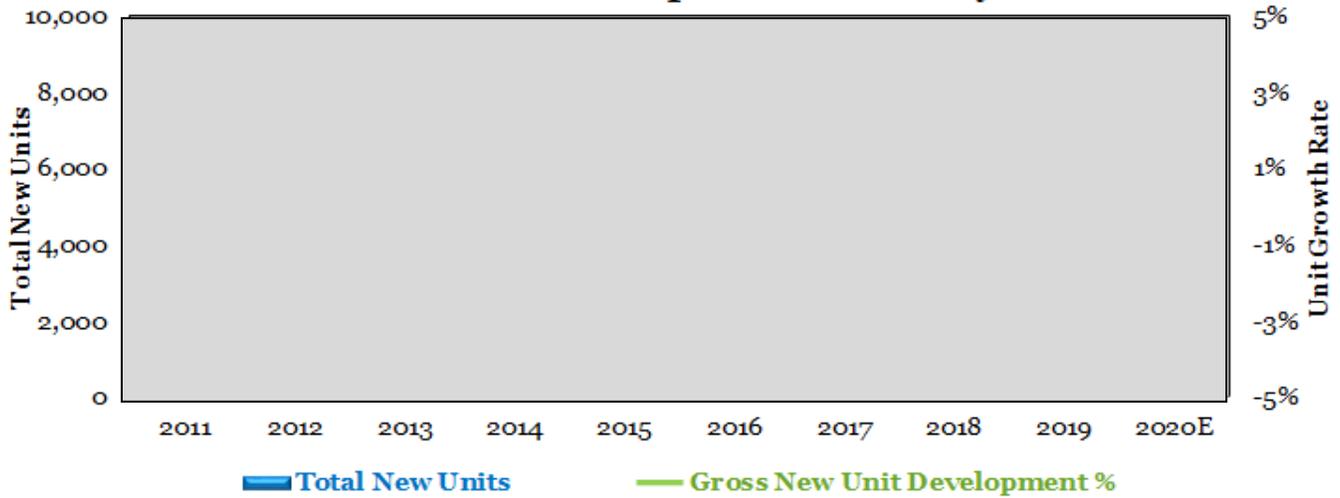
### Percent of System at Current Image

#### Estimated Total System Units at Current Image





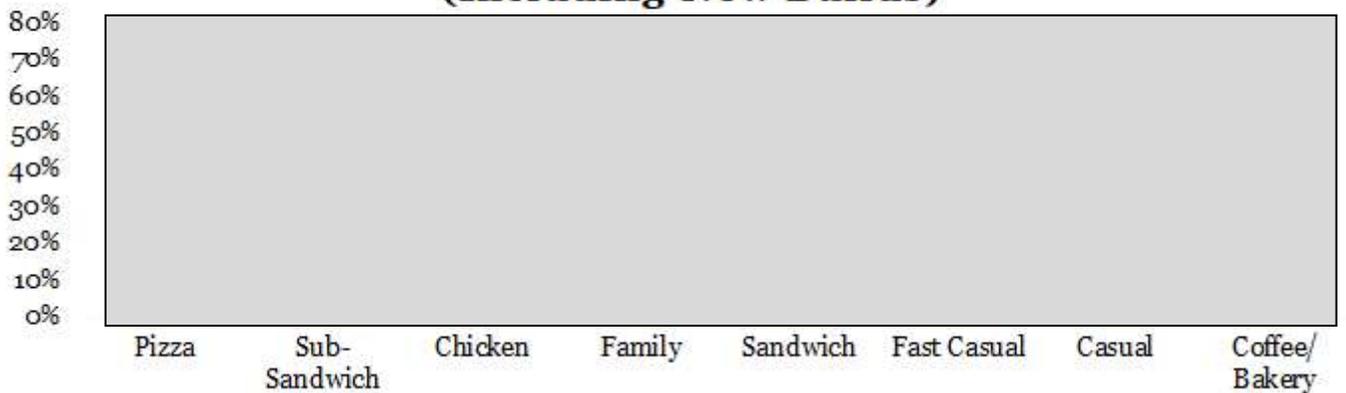
### New Unit Development Summary



### % of System Units Built 2014-2020



### Estimated % of System at Current Image (Including New Builds)



### Chain Remodel Benchmarking Stats

Chain	Estimated Remodel Cost		Cost/ Sq. Ft.		Remodel Cost/AUV <sup>(1)</sup>		Major Remodel/ New Build Cost	Remodel Sales Bump	
	Minor	Major	Minor	Major	Minor	Major		Minor	Major
Arby's									
Burger King									
Carl's Jr.									
Checkers/ Rally's									
Chick-fil-A									
Culver's									
Dairy Queen									
Five Guys									
Hardee's									
Jack in the Box									
McDonald's									
Sonic Drive-In									
Taco Bell									
Wendy's									
Zaxby's									
<b>Sandwich</b>									
Bojangles'									
Church's									
KFC									
Popeyes									
<b>Chicken</b>									
Firehouse Subs									
Jersey Mike's									
Jimmy John's									
Subway									
<b>Sub-Sandwich</b>									
Domino's									
Little Caesars									
Pizza Hut									
<b>Pizza</b>									
Dunkin Donuts									
<b>Coffee/Bakery</b>									
Panera Bread									
Qdoba									
<b>Fast Casual</b>									
Buffalo Wild Wings									
Chili's Grill & Bar									
Olive Garden									
<b>Casual</b>									
Denny's									
IHOP									
Perkins									
<b>Family</b>									
<b>Total FSR</b>									
<b>Total QSR</b>									
<b>Grand Total</b>									

(1) Average remodel cost/estimated useful life (7 years for a minor & 10 years for a major)/AUV.

## Remodel Incentives by Chain



<b>Dairy Queen</b>	
<b>Domino's</b>	
<b>Dunkin'</b>	
<b>Golden Corral</b>	
<b>Jack in the Box</b>	
<b>Jersey Mike's</b>	
<b>KFC</b>	
<b>McDonald's</b>	
<b>Qdoba</b>	
<b>Subway</b>	

Report Outline

## Remodel Summary by Chain

### Sandwich

**Arby's**

Report Outline

**Burger King**

<b>Carl's Jr.</b>	
<b>Checkers/ Rally's</b>	
<b>Chick-fil-A</b>	

Report Outline

<b>Culver's</b>	
<b>Dairy Queen</b>	
<b>Five Guys</b>	
<b>Hardee's</b>	

Report Outline

<b>Jack in the Box</b>	
<b>McDonald's</b>	

Report Outline

<p><b>Sonic Drive-In</b></p>	
<p><b>Taco Bell</b></p>	<p>Report Outline</p>
<p><b>Wendy's</b></p>	

<b>Whataburger</b>	
<b>Zaxby's</b>	

Report Outline

<b>Chicken</b>	
<b>Bojangles'</b>	
<b>Church's</b>	

<b>KFC</b>	
<b>Popeyes</b>	
<b>Wingstop</b>	

Report Outline

**Sub-Sandwich**

<b>Firehouse Subs</b>	
<b>Jersey Mike's</b>	
<b>Jimmy John's</b>	<p style="text-align: center; color: #e91e63; opacity: 0.3; font-size: 2em; transform: rotate(-30deg);">Report Outline</p>
<b>Subway</b>	

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Pizza	
<b>Domino's</b>	
<b>Little Caesars</b>	

Report Outline

<b>Papa John's</b>	
<b>Pizza Hut</b>	

<b>Coffee/Bakery</b>	
<b>Dunkin Donuts</b>	
<b>Krispy Kreme</b>	
<b>Starbucks</b>	

<b>Tim Horton's</b>	

**Fast Casual**

<b>Chipotle</b>	
<b>Corner Bakery Café</b>	
<b>Moe's Southwest Grill</b>	
<b>Panera Bread</b>	

<b>Qdoba</b>	

<b>Casual</b>	
<b>Applebee's</b>	
<b>BJ's Restaurants</b>	
<b>Buffalo Wild Wings</b>	
<b>Chili's Grill &amp; Bar</b>	

<b>Olive Garden</b>	
<b>Outback</b>	
<b>Red Robin</b>	
<b>Texas Roadhouse</b>	
<b>T.G.I. Friday's</b>	

**Family**

<b>Bob Evans</b>	
<b>Cracker Barrel</b>	

<b>Denny's</b>	
<b>Golden Corral</b>	
<b>IHOP</b>	Report Outline
<b>Perkins</b>	

## **New/Updated Building & Remodel Pics**

**Buffalo Wild Wings “Center Stage” (Based on 2019 New Building)**

Report Outline

## Church's "U.S. Blaze" (in Test)

Report Outline

## **Dairy Queen**

*Report Outline*

## Denny's "Heritage 2.0"

Report Outline

## **Krispy Kreme**

Report Outline

**New York City 2020 Flagship Store**

## **Popeyes**

*Report Outline*

## **Sonic**

Report Outline

## **Whataburger**

*Report Outline*

## Remodel Appendix

Remodel Classification Overview		
Remodel Type	Scope of Work	Frequency (in Years)
Refresher	A cosmetic touch-up which may include paint, signs, refurbishing of dining area and completion of deferred maintenance.	5
Minor Remodel	All the components of a refresher but also more extensive design element upgrades, new equipment and possibly a restroom overhaul.	7
Major Remodel	A substantial renovation of the store including major interior and exterior updates and some structural modifications.	10
Scrape & Rebuild	Complete knockdown and rebuilding of an existing store at the same location.	25

## All Inclusive Subscription Package

*Value-Added Data & Insight for \$1B+ Chains*

### Concept Benchmarking Reports

Applebee's	Arby's	Burger King	Carl's Jr.
Chili's	Church's	Denny's	Domino's
Hardee's	IHOP	Jack in the Box	KFC
McDonald's	Panera	Papa John's	Pizza Hut
Popeyes	Sonic	Subway	Taco Bell
TGI Friday's	Wendy's	Quarterly Concept Updates*	

### Industry Benchmarking (50+ Chains)

Store Level	Systemwide	Finance
New Unit Investment	Quarterly Same Store Sales*	Unit
Remodeling	Annual RR Databook*	Valuations
Unit Economics	Unit & Sales Growth Analysis	Franchise
Marketing Spend	Menu & Promotions	Finance
	Commodities Database*	

\* Only available as part of subscription.

### FDD library for 40+ Chains

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- Inquire about RR Thermometer email marketing opportunities

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