

Efficiency Score Ranking for Full-Service Restaurants Across U.S. States

State	All Restaurants	Non-Franchised Restaurants	Franchised Restaurants	Franchisee-Owned Restaurants	Franchisor-Owned Restaurants
Alaska	100	100	88.2	96	n/a
California	100	100	100	100	100
District of Columbia	100	100	100	100	100
Florida	100	100	100	100	100
Hawaii	100	100	100	100	92
Massachusetts	100	100	82.5	84.4	75.8
Nevada	100	100	100	100	100
New Jersey	100	100	100	98.5	100
New York	100	100	100	100	89.8
North Dakota	100	100	100	100	65.6
Texas	100	100	100	100	100
Wyoming	100	100	100	100	100
Delaware	98.4	95.9	100	100	100
Montana	98.4	99.7	96.8	n/a	n/a
Mississippi	98.4	97.5	100	93.1	99.3
Maryland	98.3	98.4	90.6	89	85.3
Pennsylvania	96.6	98.3	85.7	84.5	80.4
Rhode Island	95.2	94.7	96.3	83.6	71.2
South Dakota	95.0	95.3	95.8	93.5	100
Illinois	94.1	94.9	89.8	82.2	98.2
West Virginia	94.0	94.6	86.4	85	88.8
Vermont	92.5	90.4	100	88.2	84
Virginia	92.5	92.0	97.2	100	73.9
Georgia	92.1	93.4	100	100	82.8
Arkansas	92.0	92.0	89.2	91.6	68.9
Connecticut	91.9	93.1	81.7	85	68.7
Wisconsin	91.8	94.2	79.3	81.4	59.3
South Carolina	91.6	93.4	87.6	87.4	73.3
Oklahoma	91.5	92.0	90.4	89.1	80.2
Ohio	91.5	88.8	100	92.5	100
Idaho	91.3	90.5	85.4	87.2	51.4
Nebraska	91.2	94.3	75.2	72.3	76.2
North Carolina	90.2	90.2	94.2	92.4	82.6
Alabama	89.9	88.7	96.9	100	73.1
Michigan	89.7	91.7	87.9	91.2	68.3

Louisiana	89.4	89.0	88.9	85.7	91.3
Kentucky	89.2	89.9	93	92	92.7
Kansas	88.6	89.4	89.6	94.1	69.4
Iowa	88.4	90.3	84.6	88.2	63.8
Indiana	88.2	86.7	100	100	100
Oregon	86.8	87.6	82.2	77.4	100
Minnesota	86.5	87.0	86.1	82	85.9
Tennessee	86.4	85.7	91.7	94.1	83.6
Missouri	85.8	86.9	88.7	86.8	77.8
Maine	85.6	86.1	72.5	75.3	58
New Mexico	85.0	85.7	78	77.6	73.3
Colorado	84.9	84.7	83.2	81.7	74.9
Utah	84.9	85.5	75.2	76.7	67.5
Arizona	83.8	83.6	84	83.7	72.5
New Hampshire	83.6	83.7	72.9	75.2	71.9
Washington	82.8	82.7	82.8	82.1	78.5
Average	92.7	92.9	90.8	90.0	82.7
Standard Deviation	5.6	5.6	8.4	8.3	13.8
Maximum	100	100	100	100	100
Minimum	82.8	82.7	72.5	72.3	51.4
Average Inefficient	90.5	90.7	86.6	86.1	77.0

Source: Hotel Investment Strategies, LLC based on an analysis of U.S. Census Bureau Data (2012 Economic Census for Accommodation and Food Services NAICS Sector 72)

Efficiency Score Ranking for Limited-Service Restaurants Across U.S. States

State	All Restaurants	Non-Franchised Restaurants	Franchised Restaurants	Franchisee-Owned Restaurants	Franchisor-Owned Restaurants
Alaska	100	97.5	100	100	n/a
California	100	100	100	100	100
District of Columbia	100	100	92.5	91.4	100
Florida	100	99.8	100	100	100
Hawaii	100	100	100	100	100
New Jersey	100	98.7	100	100	88.9
North Dakota	100	100	92.8	100	100
Texas	100	100	100	100	100
Wyoming	100	100	100	100	100
Vermont	100	100	100	100	100
Georgia	100	89.3	100	100	100
New York	99.8	100	98.3	96.8	100
Maryland	98.8	100	93.4	93.2	92.9
North Carolina	97.2	98.0	94.8	95.5	91.5
Ohio	96.9	90.7	97.2	98.5	99.9
Virginia	96.5	96.6	93.9	93.9	94.1
Alabama	95.6	97.6	94.5	96.8	88.4
Pennsylvania	95.5	100	92.9	91.7	93.6
Tennessee	95.5	84.6	100	100	94.8
Illinois	95.3	97.8	92.2	92.3	89.8
South Carolina	95.1	96.5	94.7	97.3	88.9
Arizona	93.9	100	n/a	94.0	93.5
Louisiana	93.5	98.1	89.6	100	86.3
Delaware	93.3	100	89.0	90.3	81.0
Connecticut	92.9	90.2	92.1	89.1	100
Arkansas	92.9	85.7	95.1	100	92.4
Nevada	92.7	96.7	92.6	93.7	88.8
Michigan	92.4	88.8	92.9	92.3	94.5
Mississippi	91.9	96.0	91.0	94.3	82.4
Colorado	91.8	91.1	91.9	92.8	85.6
Kentucky	91.8	90.6	100	94.8	89.9
Indiana	91.7	84.5	92.5	91.5	96.8
Massachusetts	91.6	90.8	93.4	93.1	92.1
Kansas	91.3	98.6	90.0	92.0	79.2
Wisconsin	90.3	85.4	91.2	91.5	90.0
New Mexico	90.0	85.4	88.6	92.4	82.8

Minnesota	89.7	90.6	89.6	88.7	91.8
Washington	89.7	86.9	89.3	89.6	81.8
Utah	89.6	93.0	89.8	91.2	81.0
New Hampshire	89.5	92.6	87.2	87.0	93.3
Rhode Island	89.5	98.7	83.5	n/a	n/a
West Virginia	88.6	96.5	89.0	87.8	91.0
Missouri	88.4	88.4	88.5	89.2	84.2
Idaho	88.1	90.3	85.4	85.5	81.1
Oklahoma	87.9	86.5	90.4	90.1	86.4
Maine	86.4	88.4	83.1	83.7	70.2
Oregon	84.9	84.6	84.7	84.7	82.7
South Dakota	84.8	100	90.2	97.3	100
Nebraska	84.5	86.9	83.5	82.4	88.3
Montana	84.3	83.1	83.0	82.9	84.0
Iowa	83.9	86.2	84.1	85.3	79.8
Average	93.3	93.8	92.6	93.5	90.9
Standard Deviation	5.0	5.8	5.3	5.3	7.4
Maximum	100	100	100	100	100
Minimum	83.9	83.1	83.0	82.4	70.2
Average Inefficient	91.4	91.6	90.5	91.2	87.9

Source: Hotel Investment Strategies, LLC based on an analysis of U.S. Census Bureau Data (2012 Economic Census for Accommodation and Food Services NAICS Sector 72)

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