



## THE UPS STORE, INC. COMPANY PROFILE

The UPS Store, Inc., a UPS company, is the world's largest franchisor of retail shipping, postal, printing and business service centers. The UPS Store® comprises more than 5,000 independently owned locations in the U.S. and Canada, providing convenient and value-added business services to the small-office/home-office (SOHO) market, corporate "road warriors," and consumers.

### History

The Mail Boxes Etc. concept was introduced in 1980 as a convenient alternative to the post office. Throughout its evolution, it has continued to define and lead the business services category it created. In 2001, UPS acquired Mail Boxes Etc., Inc. In 2003, the two companies introduced The UPS Store brand. On April 7, 2003, approximately 3,000 Mail Boxes Etc. locations in the United States (at the time, nearly 90% of the domestic U.S. network) re-branded as The UPS Store and began offering lower (around 20% on average) UPS-direct shipping rates. The centers remain locally owned and operated, and continue to offer a variety of shipping, freight, postal, digital online printing, document and business services, with convenient locations and world-class service.

### Growth

In the year following the re-branding, Mail Boxes Etc., Inc. sold more than 500 new The UPS Store locations in the United States – a record for the company, and phenomenal growth for a quarter-century-old franchise. Special-venue site development also has grown steadily with locations on college campuses and military bases, as well as in convention centers, hotels, and urban renewal areas/empowerment zones. Special-venue sites create an opportunity to provide services to consumers, regardless of where they live, work or travel.

In addition to its U.S. network, Mail Boxes Etc., Inc. has had a master license agreement in place for Canada since 1988. In 2005, more than 260 Mail Boxes Etc. locations in Canada re-branded as The UPS Store.

In October, 2012, Mail Boxes Etc., Inc., was officially renamed as The UPS Store, Inc., to better align with its retail locations.

Throughout the company's historic growth, one thing has remained constant: the commitment of its retail owners to providing personalized and convenient business solutions and a world-class customer experience.

### Industry Recognition

In 2021, *Entrepreneur* magazine's annual "Franchise 500," a ranking of franchise opportunities based on factors like financial strength, growth rate and size, rated The UPS Store #3 overall among the top 500 franchise opportunities in America in 2020, and #1 in the "Postal and Business Services" category for the 31st consecutive year\*. This is the fifth year in a row The UPS Store remains in the top five ranking. Additionally, the company has a rich tradition of award-winning marketing and public relations campaigns, among other accolades.

\* 1990-2003 listed under the Mail Boxes Etc. brand

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## THE UPS STORE, INC. FACT SHEET

**COMPANY:** The UPS Store, Inc.  
**GLOBAL HEADQUARTERS:** 6060 Cornerstone Court West  
San Diego, CA 92121-3795  
**TELEPHONE NUMBER:** (858) 455-8800  
**FACSIMILE NUMBER:** (858) 546-7498  
**INTERNET ADDRESS:** [www.theupsstore.com](http://www.theupsstore.com)

**PARENT COMPANY:** UPS® (www.ups.com)  
55 Glenlake Parkway, NE  
Atlanta, GA 30328

**START-UP DATE:** First retail location sold in 1980; first area franchise sold in 1982; Canadian master license sold in 1988; launched The UPS Store brand in 2003 in the U.S. and Puerto Rico, and in 2005 in Canada.

**NETWORK:** There are more than 5,000 The UPS Store® retail locations in the United States and Canada.

U.S. The UPS Store locations: 5,000\*  
Canadian The UPS Store locations: 350\*  
\*As of June 30, 2021

**LEADERSHIP:** Michelle (Cervantez) Van Slyke, interim president and senior vice president of marketing and sales  
Efrain Inzunza, interim senior vice president of operations and vice president of project management office and strategy  
Randy Bennett, vice president of customer experience  
Steve Chambers, vice president of retail and business development  
Bryan Clements, managing attorney  
Jamie Cunningham, vice president of solutions  
Herb Garrett, vice president of human resources and training  
Don Higginson, senior vice president of franchise relations  
Eric Maida, regional vice president  
Judy Milner, regional vice president  
Sean O'Neal, vice president of retail operations  
Elizabeth Orden, regional vice president  
Mahasty Seradj, senior vice president of finance, controller  
William Smith, director of IT operations  
Eileen Webb, vice president of product development and print services

**CONCEPT:** The UPS Store is a network of locally owned retail locations offering a range of products and services designed specifically to help and support small business owners in the local community. The UPS Store locations offer small business owners a time-saving, one-stop shop for printing, notarizing, packing, shipping, shredding, mail and package receiving, and more.

**PRODUCTS/SERVICES:** The UPS Store locations offer more than just packing and shipping with a full range of business services, including: domestic and international shipping; full-service packing; online and digital printing; black-and-white and color copies; document finishing (binding, laminating, etc.); printing services (business cards, letterhead, rubber stamps, etc.); notary; custom crating and shipping for large items (e.g., furniture, artwork, motorcycles); mailbox and postal services; office and packaging supplies; and more.

Through its Corporate Retail Solutions program, the company offers a suite of retail products and services designed to help businesses operate more efficiently. Offerings include: The UPS Store Corporate Card, Alternative Delivery Locations, Returns and Exchanges, and Business Services. These business solutions provide a value proposition no other company can match.

**STORE PROFILE:** Typically located in shopping centers and commercial complexes, The UPS Store locations can also be found in non-traditional locations, such as on university campuses and military bases, and within convention centers and hotels. Location sizes range from 800-1,800 square feet. The UPS Store retail owners generally employ a full-time staff of two or more associates, including the owner/operator. Hours of operation vary, but locations are typically open Monday-Friday, from 9 a.m. - 7 p.m. and Saturday from 9 a.m. - 5 p.m. Many locations have longer operating hours and are open on Sundays.

Updated 9/10/2021

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## THE UPS STORE, INC. LEADERSHIP

Our retail leadership team maximizes two best-in-class brands with the retail and franchising expertise that The UPS Store, Inc. offers, aligned with UPS and the purpose of moving our world forward by delivering what matters. Through shared vision and strategy, The UPS Store, Inc. and UPS leadership continue to excel in meeting the needs of our retail owners, our customers and our communities.



**Michelle (Cervantez) Van Slyke**, *Interim President and Senior Vice President of Marketing and Sales*

Michelle joined The UPS Store, Inc., in November 2010 as vice president of marketing. After joining the company, Michelle led a brand repositioning to focus on better serving the core customer of The UPS Store, small business owners. Most recently, she spearheaded the transformation of The UPS Store retail environment with the launch of a new and modern store design, an effort that included the most consumer insight and retail owner input of any design over the last 40 years. Prior to joining The UPS Store, Michelle held various leadership roles for Ford Motor Company, including in customer service, product development, strategy, sales, marketing and advertising. She served as a vice president for Jaguar North America, Mercedes-Benz USA and Hyundai Motor America. She also held senior leadership positions at Jacuzzi Group Worldwide and Raley's Supermarkets. Michelle completed executive education programs at Duke Fuqua School of Business and Emory Goizueta Business School, and earned a bachelor's degree from the University of Southern California as well as an MBA from the University of Notre Dame.



**Efrain Inzunza**, *Interim Senior Vice President of Operations and Vice President of Project Management Office and Strategy*

Efrain joined The UPS Store, Inc. in May 2003 as vice president of industrial engineering. In February 2013, he was appointed regional vice president overseeing the West region. In September 2015, he was chosen to head a newly created engineering department that includes industrial engineering, project management, business information and analysis and their respective workgroups. Efrain began his career with UPS as a part-time package-car loader and transitioned to industrial engineering where he served in package, hub and air operations. He later moved to UPS's central New Jersey district as industrial engineering manager and then worked as a project manager with UPS retail services in Atlanta. He holds a bachelor's degree in business with a concentration in accounting from California State University at Fullerton.



**Randy Bennett**, *Vice President of Customer Experience*

Randy began his career with UPS in 1991 as a marketing analyst. In 1993, he was promoted to marketing manager and from there, held a variety of marketing positions throughout Southern California and along the West Coast. He joined The UPS Store, Inc. in 2011 as a product development manager, and in 2015, accepted a lateral rotation to franchise development where he led both real estate development and traditional franchise development. Randy was promoted to vice president of product development and print services in 2019 where he led a number of new product launches and in 2021, he became vice president of customer experience. Randy attended Northwestern University and earned bachelor's degrees in economics and German as well as a master's degree in transportation.



**Steve Chambers, Vice President of Retail and Business Development**

Steve joined The UPS Store, Inc. in 2003 as a retail consultant. In 2010, he made a rotation to support the company's non-traditional location development. Steve was promoted in 2014 to sales manager where he led both traditional and non-traditional sales. Throughout his tenure in franchise development, he was instrumental in overseeing the re-engineering of the store-in-store program. In 2019, Steve became vice president of retail and business development. Steve is a member of the United Way of San Diego's Emerging Leaders Advisory Board. He holds a bachelor's degree in liberal arts from West Virginia University as well as master's degree in business administration from National Louis University in Chicago.



**Bryan Clements, Managing Attorney**

Bryan joined The UPS Store, Inc. in August 2015 as managing attorney after spending several years in private practice focusing on franchise, distribution and corporate law. He has represented many franchisor clients in a wide array of industries, providing legal advice on topics including franchise development and registration, sales, renewals and terminations, contract negotiations, retail development, corporate reorganization and more. Prior to becoming an attorney, Bryan worked as a film scoring technician for Sony Pictures and as owner and operator of a small sound production company serving the entertainment industry. His experience as a small business owner himself helps him understand the needs and point of view of franchisees and other entrepreneurs. Bryan earned his Juris Doctor degree from Southwestern Law School, graduating cum laude from its prestigious two-year SCALE program. He attended Baylor University and earned a bachelor's degree in business administration from California State University, Northridge. An accomplished writer, Bryan has authored several articles on franchise law and beer distribution law.



**Jamie Cunningham, Vice President of Solutions**

Jamie began his UPS career in 1995 in Toledo, Ohio. In 2006, he relocated to Atlanta and spent 14 years as part of the customer solutions team managing customer engagements that included consulting on supply chain optimization and developing custom operating plans for UPS's largest customers. Throughout his career, Jamie has led numerous special projects, including improvements to UPS air and ground delivery service, peak season operations, and seven day network operations. Jamie attended the University of Cincinnati, University of Toledo and Wayne State where he obtained a bachelor's degree with a concentration in marketing.



**Don Higginson, Senior Vice President of Franchise Relations**

Don joined The UPS Store, Inc. in 1982 and has held several positions within the company, including corporate counsel, senior franchise counsel and executive director of franchise relations. He was promoted to vice president of franchise services in November 1997 and to senior vice president in June 1999. Don was elected to the Poway (San Diego County) City Council in 1986, and was elected mayor in 1992 and again in 2010. He holds a bachelor's degree in political science from Brigham Young University and earned a Juris Doctorate degree from Thomas Jefferson Law School in San Diego. Don also serves on the franchise relations committee of the International Franchise Association.



**Herb Garrett, Vice President of Human Resources and Training**

Herb joined The UPS Store, Inc. in August 2019 as vice president of human resources and training. Herb began his UPS career in 1994 in Las Vegas and since 2000, has served in various human resources and operations management positions. Prior to joining The UPS Store, he was district director of human resources in Northern California. While in Northern California, Herb was chairman of the Oakland Workforce Development Board and a board member of the Oakland Boys and Girls Club. An armed forces veteran, he served 21 years in the United States Air Force. Herb holds a dual master's degree in management, and human resources management, and a bachelor's degree in business administration from University of Phoenix.



**Eric Maida, Regional Vice President**

Eric joined The UPS Store, Inc. in March 2013 as a regional vice president overseeing the East region. He started with UPS in 1984 as a package unloader in the Metro New York district and has held multiple positions including east region business planning manager, Metro New Jersey district controller and most recently, director of finance of New Jersey. Since 2010, Eric has also served as a board member for the United Way of Hudson County in New Jersey. He earned a bachelor's degree in accounting from St. John's University, as well as a master's degree in finance from Dowling College.



**Judy Milner, Vice President Corporate-Owned Region**

Judy joined The UPS Store, Inc. in 1988 and held various positions within the company, including accounts receivable manager, audit manager, revenue accounting manager, area operations support and director of operations. In 1997, Judy became the area franchisee in northern Virginia. For the next 13 years, she, along with her husband, became multiple area franchisees and multiple center owners. In 2011, Judy became a consultant for The UPS Store, Inc. where she provided training for associates in corporate-owned areas, facilitated continuing education to retail owners, area franchisees and associates from The UPS Store Headquarters. In 2013, she was appointed vice president of operational support. In 2021, Judy became vice president overseeing corporate-owned territories. She earned a bachelor's degree in technical business from DeVry University and an MBA in entrepreneurial and small business operations from Keller Graduate School of Management. Judy has earned a Certified Franchise Executive designation from the International Franchise Association.



**Sean O'Neal, Vice President of Retail Operations**

Sean joined The UPS Store, Inc. in 2010 as a retail consultant overseeing the East region. In 2015, he was promoted to operations manager, leading a team of retail consultants, with oversight of both corporate-owned and area franchisee-owned territories. In October 2019, Sean took on a six month special assignment as the acting regional vice president for the Central region and in July 2020, was promoted to regional vice president of corporate-owned territories. In January 2021, Sean was appointed vice president of retail operations. He holds a bachelor's degree in communications as well as an MBA from Seton Hall University.





**Elizabeth Orden, Regional Vice President**

Elizabeth joined The UPS Store, Inc. in 1999 and has held numerous positions within the company including training supervisor, retail consultant and West region operations manager. In January 2017, she was promoted to regional vice president for the West region. Elizabeth holds a bachelor's degree from Western Washington University and in 2016 earned Certified Franchise Executive designation from the International Franchise Association.



**Mahasty Seradj, Senior Vice President of Finance, Controller**

Mahasty joined The UPS Store, Inc. in 1983 and has held several positions within the company, including accounting manager, executive director, controller, and vice president of finance, controller. She was promoted to senior vice president of finance, controller in May 1999. As a company veteran, Mahasty has played a key role in the company's growth. In addition to holding bachelor's and master's degrees in economics from the National University of Iran, she has a master's degree in accounting and taxation from California State University, Los Angeles. She also completed graduate work at the University of Geneva, Switzerland.



**William Smith, Senior Director of IT Operations**

William joined The UPS Store, Inc. in early 2020. Prior to that, he was the chief architect and one of three founding partners of iShip, Inc., a UPS subsidiary in Bellevue, Wash, where he helped launch iShip's internet shipping platform in 1997. iShip, Inc. was acquired by UPS in May 2001, and since then, William has been responsible for managing the development of solutions, systems architecture, and technical roadmaps for a number of products and services within Customer Solutions, iShip, and ConnectShip. He holds a bachelor's degree in industrial and operations engineering from the University of Michigan, and a master's degree in industrial engineering from Virginia Tech. William is active in his community through his involvement with various United Way-sponsored organizations, such as Hopelink Place in Bellevue, Wash.



**Eileen Webb, Vice President of Product Development and Print Services**

Eileen joined The UPS Store, Inc., in March 2004 in the image and compliance department. In 2010, she was promoted to industrial engineering manager. In 2015, Eileen accepted a rotational assignment as the product development manager where she oversaw the deployment of the mobile shipping and returns programs, and played an integral role in the development and deployment of the new minimum packaging guidelines. In 2018, she rejoined the industrial engineering/business information analysis (BIA) team and led the organization's advancement of data analysis with the deployment of the first corporate-wide business analytics solution. Eileen earned a bachelor's degree with a concentration in small business management and entrepreneurship from the University of Phoenix and is an MBA candidate with an expected completion in 2021. She has earned Certified Franchise Executive Designation from the International Franchise Association.

## THE UPS STORE, INC. MILESTONES

### 2021

- Ranks #3 in *Entrepreneur* magazine's annual "Franchise 500" overall, retaining consistent top ten ranking for the fifth year in a row.
- Michelle Van Slyke named interim president of The UPS Store, Inc.
- Opens 5,000<sup>th</sup> United States retail location.
- Wins Franchise Innovation Award in the category of Most Innovative Building Design, Remodel, or Prototype.

### 2020

- Receives Tournament of Roses Parade *Sweepstakes Award* for its float "Stories Change Our World".
- Participation in the 2020 Tournament of Roses® Parade, the company's float highlights the importance of childhood literacy and the Toys for Tots Literacy Program.
- Ranks #5 in *Entrepreneur* magazine's annual "Franchise 500" overall, retaining consistent top ten ranking for the fourth year in a row.
- Ranks #1 in *Entrepreneur* magazine's "Top 100 Franchises for Less Than \$150,000".
- Launches new and contemporary design of its retail stores.

### 2019

- Receives Tournament of Roses Parade *Sweepstakes Award* for its float "Books Keep Us On Our Toes".
- Participation in the 2019 Tournament of Roses® Parade, the company's float highlights the importance of childhood literacy and the Toys for Tots Literacy Program.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal, business, printing and communications services" category for the 29th consecutive year.
- Ranks #5 in *Entrepreneur* magazine's annual "Franchise 500 overall, retaining consistent top ten ranking for the third year in a row.
- Hosts first national Small Biz Challenge competitions in Los Angeles and New York.

### 2018

- Celebrates 10<sup>th</sup> Anniversary of the Toys for Tots Literacy Program.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal, business, printing and communications services" category for the 28th consecutive year.
- Ranks #4 in *Entrepreneur* magazine's annual "Franchise 500 overall, retaining consistent top ten ranking for the second year in a row.
- Participation in the 2018 Tournament of Roses® Parade, the company's float highlights the importance of childhood literacy and the Toys for Tots Literacy Program.
- Receives Tournament of Roses Parade *Extraordinaire Award* for its float "Books Bring Dreams to Life".

### 2017

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal, business, printing and communications services" category for the 27th consecutive year.
- Ranks #4 in *Entrepreneur* magazine's annual "Franchise 500 overall, achieving the company's highest ranking in history.
- Opens 5,000<sup>th</sup> retail location in North America.
- Toys for Tots Literacy Program hits \$4 million in donations raised since it began.
- Participation in the 2017 Tournament of Roses Parade, the company's first-ever float which featured the Toys for Tots Literacy Program.
- Receives Tournament of Roses Parade *Isabella Coleman Award* for its float "Books Bring Us Together," a float designed to highlight the importance of childhood literacy.

### 2016

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal, business, printing and communications services" category for the 26th consecutive year.
- Ranks #25 overall in Franchise Gator's annual ranking of top franchise opportunities.
- Ranks #33 overall in Franchise Direct's ranking of global franchise opportunities.



### **2015**

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal, business, printing and communications services" category for the 25th consecutive year.
- Ranks #8 in *Entrepreneur* magazine's list of "100 Veteran Friendly Franchises."
- Ranks #1 in the "Postal and Shipping" category in *Franchise Times* magazine's annual "Top 200" listing.

### **2014**

- Expands 3D Print Services to nearly 100 retail locations across the United States.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 24<sup>th</sup> consecutive year.
- Ranks #1 in American Brand Excellence Awards in the retail category.
- Toys for Tots Literacy Program hits \$3 million in donations raised since it began.

### **2013**

- Becomes first national retailer to test 3D printing services in its retail locations.
- Introduces Main Street franchise model designed to support opening The UPS Store locations in small towns and rural communities within the U.S.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 23<sup>rd</sup> consecutive year.

### **2012**

- Mail Boxes Etc., Inc. (MBE) officially re-named as The UPS Store, Inc.
- Tim Davis named president of The UPS Store, Inc.
- Toys for Tots Literacy Program hits \$2 million in donations raised since it began.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 22<sup>nd</sup> consecutive year.

### **2011**

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 21<sup>st</sup> consecutive year.

### **2010**

- Ranks #1 in *City Business Journals* "American Brand Excellence Awards", in the retail category, for the second consecutive year, and 11<sup>th</sup> overall, up from 15<sup>th</sup> in 2009.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the "Postal and business services" category for the 20<sup>th</sup> consecutive year.

### **2009**

- Italy's Fineffe Group acquires the Mail Boxes Etc. international network outside the U.S., Puerto Rico and Canada.
- City Business Journals honors The UPS Store network as the recipient of the sixth annual American Brand Excellence Awards in the retail category.
- Toys for Tots Literacy Program wins PR News' Platinum PR Award for Best Community Relations Campaign.

### **2008**

- Expands existing sponsorship with the Marine Toys for Tots Foundation and establishes the Toys for Tots Literacy Program.

### **2007**

- Named the Most Competitive Retailer for 2007 by National Retail Federation Foundation and Kanbay Research Institute (KRI).

### **2006**

- Launches the “Design Dale’s Ride” coloring contest, giving children ages 5 -12 a chance to design Dale Jarrett’s *The UPS Store/Toys for Tots* racecar.
- Latin America operations expands with the opening of the first retail location in Brazil.

### **2005**

- Celebrates company’s 25<sup>th</sup> anniversary.
- More than 260 Mail Boxes Etc. locations in Canada re-brand as The UPS Store.
- Signs on as national sponsor for the Marine Corps Toys for Tots Foundation.

### **2004**

- Opens 5,000<sup>th</sup> worldwide retail location.
- Announces new master license agreement in Mexico, with plans to expand to 300 centers in the Mexican market over the next 10 years.

### **2003**

- More than 3,000 Mail Boxes Etc. locations in the United States re-brand as The UPS Store.

### **2002**

- Stuart Mathis becomes president.
- 1,000<sup>th</sup> international retail location opens in Berlin, Germany.

### **2001**

- Acquired by UPS® ([www.ups.com](http://www.ups.com)).
- Introduces new tagline, “There’s help in here. Real help.”™

### **2000**

- Opens 4,000<sup>th</sup> retail location worldwide.
- Opens centers in Sweden and the Republic of Korea.
- Announces ValueCard™ program for corporate clients, to provide business support services and simplified billing processes for “road warriors.”

### **1999**

- Introduces a new center design and décor package to its global franchise system with an updated floor plan, color scheme and high-impact graphics.
- Introduces technology platform to U.S. franchisees that links network technology with point-of-sale (POS) computer systems, enhancing business capabilities and improving efficiency.
- Opens locations in Tokyo and Vienna.
- Features winner of the “See Your Small Business on the Super Bowl Search II” during Super Bowl XXXIII commercial

### **1998**

- Establishes We Deliver Dreams Foundation to fulfill dreams of individual children who are victims of abuse, neglect, poverty, violence or illness.
- Signs master license agreement for Japan.
- Features winner of the “See Your Small Business on the Super Bowl Search” during Super Bowl XXXII commercial, testifying to MBE’s commitment to the small-office/home-office (SOHO) market.
- Opens 3,000<sup>th</sup> retail location in the United States.

**1997**

- Acquired by US Office Products (USOP).
- 500<sup>th</sup> international location opens in Philippines.
- Debuts tagline, “Making Business Easier. Worldwide<sup>SM</sup>” during Super Bowl XXXI commercial.
- CEO A.W. DeSio retires, named Chairman Emeritus.

**1996**

- Advertises on the Super Bowl for the first time.
- Grows to 3,000 retail locations worldwide.
- James H. Amos, Jr. joins the company as president.

**1995**

- Launches first national ad campaign, “It’s not what we do, it’s how we do it.®”

**1994**

- 100<sup>th</sup> international location opens in Canada.
- Establishes national media fund.

**1993**

- Grows to 2,000 retail locations worldwide.
- Introduces No-limit Shipping Program (now called TotalShipping™).

**1990**

- Grows to 1,000 retail locations worldwide.

**1988**

- First international location opens in Canada.
- Signs Canada as first master license agreement.

**1986**

- Name changed to Mail Boxes Etc.
- Becomes a publicly traded company.

**1982**

- Sells first area franchise.

**1981**

- A.W. DeSio becomes president.

**1980**

- U.S. Mail Boxes founded by Gerald Aul, Pat Senn and Robert Diaz.
- Name changed to Mail Boxes Etc. USA.
- Herb Goffstein becomes president.
- Sells first retail location in Carlsbad (San Diego County), California.

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