

#IFA2016★ Convention

FEBRUARY 20-23, 2016 // HENRY B. GONZALEZ CONVENTION CENTER & MARRIOTT RIVERCENTER // SAN ANTONIO, TX

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Join us for the biggest franchising event of the year!



Dear Colleagues,

I would like to invite you to join thousands of franchise business leaders at the 56th Annual IFA Convention, February 20-23, 2016, in beautiful San Antonio, TX, for what will be the most rewarding and entertaining meeting you attend all year!

WHY ATTEND?

Up-to-the-Minute Compelling Content

You don't know what you don't know - IFA will help fill that gap by providing you new and vital information to help protect your brand as well as dig deeper into topics such as marketing, finance, and franchise development. You'll hear from leading franchise experts and high-level personalities that will address important topics such as innovation, leadership, team building, new growth opportunities and more!

One-on-One Advice

Our Business Solution Roundtables are hosted by experienced professionals in an intimate setting that allows you to ask questions face-to-face.

Unique Location

Not only will you leave this event feeling prepared and motivated to take your brand to the next level, but with its history, culture, entertainment and culinary scenes, San Antonio is a great place for you and your "frans" to convene!

Networking & New Partnerships

Between the exhibit hall with over 300 companies showcasing their products and services, our lounge areas and interactive conference app, why WOULDN'T you attend? Connect with old friends and build new relationships at #IFA2016, with many opportunities to network during and in between sessions! Also, you can stay connected to your office with our free wi-fi access as well as several cell phone charging stations. Our opening event, the Buzz, is a newly revamped networking reception that will kick off #IFA2016 with a bang! And you can't miss our closing party, the Franchise Bash, located at "The Grotto" along the famed River Walk.

To learn about the breadth and depth of educational and networking opportunities, review our brochure to find out what's in store. I urge you to register today at convention.franchise.org.

We look forward to seeing you at the biggest franchise event of the year!

Sincerely,

Melanie Bergeron, CFE

IFA Chairwoman

Chairwoman, TWO MEN AND A TRUCK International, Inc.

What Did Attendees Think of #IFA2015?



Jim Canfield @jimcanfield · Feb 18

Not often I'm sorry to see a conference end. I'm usually ready to get back home but I'm really sad to see #IFA2015 end! Great meeting!



Jason Bare @Jason_Bare · Feb 18

My 1st #IFA2015 conference was educational & full of networking. Looking forward to following up with colleagues #Franchise #networking



Brian K. Miller, CFE @BRIANMILLERtogo · Feb 18

Great IFA conference. Networking, learning and leading. #IFA2015



Joan Immediato @Joans816 · Feb 18

#IFA2015 Feel sorry for those IFA members who missed today's speaker - Salim Ismail, Technology Strategist. His content was mind-blowing

#IFA2016

#IFA2016 #IFA2016

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THANK YOU TO OUR Sponsors

(at press time)

Leading Authorities
GREAT EVENTS START HERE
General Session Production



Registration Lists

For sponsorship opportunities please contact Lynette James at ljames@franchise.org or 202-662-0782.

Schedule-at-a-Glance

Programming for summits and breakout sessions are identified by area of focus, as denoted here.

- Financial
- Franchise Relations
- Franchise Development

- Franchisees
- General
- International
- Legal
- Marketing & Technology
- Operations

FRIDAY, FEBRUARY 19

8:00 am – 10:00 am	ICFE Registration Desk Open
9:00 am – 5:00 pm	Concurrent ICFE Special Sessions*
11:00 am – 4:00 pm	Franchising Gives Back*
11:30 am – 1:30 pm	ICFE Special Sessions Lunch*

SATURDAY, FEBRUARY 20

7:00 am – 8:00 pm	Registration Open
7:30 am – 10:00 am	Finance Committee
8:00 am – 10:00 am	VetFran Committee
8:00 am – 10:00 am	Membership Committee
8:00 am – 10:00 am	Legal Legislative Committee
8:00 am – 10:00 am	Marketing & Technology Committee
8:00 am – 10:00 am	Diversity Institute Advisory Board
8:30 am – 10:30 am	Women's Franchise Committee
9:00 am – 5:00 pm	Concurrent ICFE Special Sessions*
9:00 am – 12:30 pm	Half-Day CFE Session*
10:00 am – 12:00 noon	Franchise Relations Committee
10:00 am – 12:00 noon	Franchising in the Social Sector Task Force
10:00 am – 12:00 noon	IFA Executive Committee Meeting
11:30 am – 1:30 pm	ICFE Special Sessions Lunch*
11:30 am – 12:45 pm	Leadership Conference Lunch*
12:00 noon – 5:00 pm	IFA Board of Directors' Meeting
1:00 pm – 4:15 pm	Annual Leadership Conference*
1:30 pm – 5:00 pm	Half-Day CFE Session*
3:00 pm – 4:00 pm	Supplier Forum Orientation
3:30 pm – 4:30 pm	NextGen Orientation

4:15 pm – 5:45 pm	Annual Leadership Conference Reception*
1:00 pm – 4:00 pm	NextGen Accelerator Program Part I*
4:30 pm – 5:30 pm	New Member Orientation
5:30 pm – 6:30 pm	New Member Reception
6:30 pm – 8:00 pm	The Buzz (Kick-Off Reception)

SUNDAY, FEBRUARY 21

7:00 am – 7:00 pm	Registration Open
7:00 am – 7:30 am	Supplier Forum Executive Committee
7:30 am – 9:00 am	Supplier Forum Advisory Board & Membership Meeting
7:15 am – 8:45 am	Prayer Breakfast*
8:00 am – 10:00 am	Franchisor Forum
9:00 am – 11:00 am	Past Chairmen's Council
9:00 am – 12:00 noon	SUMMIT PROGRAMS
● International Summit – Track One	
● International Summit – Track Two	
● Franchisee Leadership Summit	
● Digital Marketing & Technology Summit	
● NextGen Summit/Accelerator Program Part II *	
● Elements of Successful Franchising	
● Franchise Relations Summit	
● Financial Summit	
● Franchise Development/Sales Summit	
● New Markets Summit	
10:30 am – 12:00 noon	MINI SUPER SESSIONS
● Franchise Harmony	
● Develop and Leverage Your Specific Edge for Growth	
● Leading Multi-Generational Talent	
11:30 am – 12:30 pm	FranPAC VIP Reception*
12:30 pm – 2:30 pm	Opening General Session & Luncheon
2:45 pm – 4:15 pm	CONCURRENT SESSIONS
● Stay Out of Trouble! An Update on Current Employment Law for Franchisees	
● Franchisor and Supplier Partnerships: Working Together to Build a Better Brand	
● Strategies for Improving Franchise Communications	

- Respect Your Audience
- News From Around the World
- Executive Insider: The Keys to Success (and Failure) That No One Tells You...But We Will!
- Adjusting for Millennial Customers
- Attracting and Engaging Seven Figure Net Worth Candidates to Your Franchise
- To Outsource Your Sales or Not to Outsource
- Turning the Tide in an Emerging Brand
- Addressing a PR Crisis in a Social and Online World – Lessons from Case Studies
- Keeping Tenured Franchisees Motivated and Engaged as the Years Go On
- Supporting Franchisees from an Operations Perspective
- Key Franchise Cases of 2015 that Directly Impact Business Decision-Making
- Market Trends and Success Stories in Franchise Mergers & Acquisitions
- Franchisors: How Will the NLRB's Decision on Joint Employer Standards Impact You? And Where Might It Go Next?

- Seamless Succession Planning Strategies and How to Transition the Franchise Business to Family or in a Sales Transaction
- Strategies for Working With Franchisee Associations
- Shifting Gears: Modifying Key Franchise Agreement Terms in Response to Recent Regulatory Changes
- Building an Effective Training Program for Your Franchise System
- Get Your Mobile On – Capitalizing on Mobile Devices to Drive Traffic
- Unit Level Economics is a Difference Maker (Driving Profitability through Benchmarking & Performance Groups)
- Franchisee Growth: How to Grow Beyond an Operator to a Company with Multi-Units
- A Hire Purpose
- Communicating the Positive Message of Franchising...Things You Need to Know and Do

2:45 pm – 4:15 pm	NextGen Shark Tank Round I*
4:30 pm – 6:30 pm	International Committee Meeting
4:30 pm – 8:00 pm	Chairwoman's Reception with Exhibitors
8:00 pm – 9:30 pm	International Reception

MONDAY, FEBRUARY 22

7:00 am – 6:00 pm	Registration Open
8:00 am – 10:00 am	Super Session with Continental Breakfast
10:15 am – 11:45 am	CONCURRENT SESSIONS
● Franchisees and License Agreements...Things You Need to Know	
● Driving Brand Consistency Across Social Media from Infancy to Scale	
● The International Franchisee's Perspective on International Franchising Practices	
● New Financing Opportunities to Better Qualify Military Veteran Candidates	
● Creating a Social Franchise	
● Financial Performance Representations: What Franchisors Need to Know About the Latest Regulatory Evolution and How It Affects Your Item 19	
● Help! How Do I Get to 100 Units?	

12:00 noon – 2:30 pm	Networking Lunch with Exhibitors
12:30 pm – 2:30 pm	Franchisee Forum
1:00 pm – 2:30 pm	EF Board of Trustees & Strategic Planning Meeting
1:15 pm – 2:15 pm	International Delegations' Meeting
2:45 pm – 4:45 pm	Business Solution Roundtables
5:00 pm – 7:00 pm	Reception with Exhibitors
8:00 pm – 10:30 pm	Franchise Bash

TUESDAY, FEBRUARY 23

7:30 am – 12:00 noon	Registration Open
8:30 am – 10:00 am	ICFE Board Meeting
8:30 am – 10:15 am	Continental Breakfast with Roundtables
11:00 am – 1:00 pm	Closing General Session with Brunch
1:00 pm – 2:00 pm	NextGen Meeting
1:00 pm	Convention Adjourns

*separate fee and/or separate registration required

General Sessions THE FUTURE OF FRANCHISING IS NOW

IFA's General Sessions offer exciting, compelling programming that meets the wide-ranging needs of our diverse membership. At the general sessions, attendees will learn different ways to position their business for success and gain practical tips from some of the most qualified and well-informed speakers available today. The sessions will be fast-paced and offer more educational content and take-aways than ever. We will put a spotlight on the future of franchising and share strategies that will unify all of us to protect and secure our local businesses and empower the entrepreneurs who are on the front lines every single day representing our great community.

OPENING GENERAL SESSION



Our Opening General Session Sunday afternoon will kick-off our 56th Annual Convention with a powerhouse keynote speaker, **Four-Star General Stanley McChrystal**, the former commander of U.S. and international forces in Afghanistan, and the former leader of Joint Special Operations Command. He is widely praised for revolutionizing warfare by fusing intelligence and operations and is credited with the capture of Saddam Hussein and the location and killing of al-Qaeda's leader in Iraq. We are honored to have General McChrystal join us to share his lessons in leadership and the importance of team building. Drawing from his experience commanding U.S. troops in Afghanistan, General McChrystal will reveal the power of culture, communication, and strong relationships. Key leadership principles will be discussed such as transparency and inclusion, leveraging the power of teams, leading by influence, and serving as ambassadors to turn the tide and change misperceptions. The current state of geopolitics will also be on the agenda because what is happening around the world affects how we conduct business today and in the future.

CLOSING GENERAL SESSION



Our closing keynote speaker will leave our audience thirsting for more. **Sheryl Connelly, Manager of Global Trends and Futuring for Ford Motor Company** and frequent TED Conference speaker, tracks consumer trends and collaborates with people throughout the Ford system to see how that information may impact

future products. Connelly's presentation, "Confessions of a Corporate Futurist: Coming Trends That Will Revolutionize Your Business," will help prepare you for the unknown because the future plays out in unexpected ways. All too often, the success and failure of an organization comes down to its ability to manage uncertainty and effectively identify how external—and seemingly unrelated—trends could have significant impacts to one's business. In this compelling keynote, Connelly reveals her secrets for how to think like a futurist, providing attendees with the expertise and strategies necessary for effectively anticipating change. From the 10 mega-trends that could change the world as we know it before the year 2050 (which is a lot sooner than it seems), to perspectives that will forever change one's approach to long-term planning and strategy, Connelly will deliver the insights necessary for organizations across industry sectors to thrive, innovate and remain relevant.

The line-up throughout the rest of the show is just as power-packed! We will bring you industry experts that will provide proven strategies to protect and grow your business. **The future of franchising is now...**from young entrepreneurs with incredible passion and business savvy, to new marketplace opportunities, to educating our industry about the upcoming challenges we face and how we all can (*and should*) become advocates to change the perception of franchising.... Join us in telling franchising's compelling story of helping others achieve financial independence and professional success. **What other industry affords millions across the globe with so many diverse opportunities?**

And while you're in San Antonio, help us celebrate VetFran's 25th Anniversary, our CFE graduates and our four major award winners – the Hall of Fame, the Entrepreneur of the Year, Bonny LeVine Award and Ronald E. Harrison Award. These and other icons of the industry will inspire you and send you back home with golden nuggets to take your system (and career) to the next level!



AWARD PRESENTATIONS DURING GENERAL SESSIONS

Sunday, February 21
12:30 pm – 2:30 pm

- **Hall of Fame Award** – recognizing one of franchising's top legends who has contributed significantly to the advancement of franchising and to the benefit of IFA and the franchising community.

Monday, February 22
8:00 am – 10:00 am

- **Entrepreneur of the Year Award** – recognizing a franchise leader who has the vision to see what might be, is willing to take the risks that traditionally accompany any new endeavor, and possesses the management skills to create a successful business enterprise through franchising.
- **Bonny LeVine Award** – recognizing a female executive who is a role model for all, but especially women, by her business and professional accomplishments within franchising and her contributions to our entire society.
- **Ronald E. Harrison Award** – recognizing an individual who has made significant contributions to minorities in franchising either within their franchise organization or within the franchise community.

Tuesday, February 23
11:00 am – 1:00 pm

- **Dennis Wiczorek Free Enterprise Award** – recognizing and honoring a person or organization that has contributed extensively to advancing franchising and the free enterprise system.

Saturday, February 20

11:30 am - 5:45 pm

ANNUAL LEADERSHIP CONFERENCE

Built to Last: Learn at Every Turn

Consider for a moment the most innovative brands, the most iconic superstars and the most inspiring leaders. Now consider what makes them special and deserving of adjectives reserved for the most impressive in their respective categories. Is it uniqueness, talent or intelligence? Certainly. And perhaps, quite a bit more – the critical but often elusive skill of adaptation.

This year's Leadership Conference, "Built to Last: Learn at Every Turn," is designed to provoke thought and discussion around the art of growing, adapting and, at the same time, remaining true to the core concept, talent or idea. You will be inspired by the leaders of brands and organizations who represent the art of this very adaptation. Join the franchise industries most dynamic leaders, representing some of the most iconic and innovative brands, and participate in a day of learning and collaborating unlike any other.

Just like this year's theme, the Leadership Conference is "Built to Last" and we look forward to learning at every turn with each of you.

Schedule of Events

11:30 am - 12:45 pm

Opening Luncheon
featuring
the Crystal Compass
Presentation

12:45 pm - 1:00 pm

Break

1:00 pm - 2:00 pm

Keynote Address



Guest Speaker: Dina Dwyer-Owens,
CFE, Co-Chair, The Dwyer Group

2:00 pm - 2:15 pm

Break

2:15 pm - 3:15 pm

"Brass Tacks" Council

Join us as three experienced senior-level franchise executives take the stage to share their insights, tools and best practices in leadership and business development. We will focus on three key areas including: Culture, Relationships and Growth.

Our council members will also reveal their journey in franchising, what they have learned along the way and what they know now that they wish they knew when they started in franchising. Finally, we will open up the conversation to include the audience where you are encouraged to ask your pressing questions of this elite group. Moderated by conference chair, Nancy Bigley, CFE, CEO, Bottle & Bottega.

Speakers: Meg Rose, Vice President of Field Operations, Firehouse Subs; Renee Israel, CMO/ Founder, Doc Popcorn; Jayson Pearl, CFE, Executive Vice President, Franchise Operations, BrightStar Franchising LLC

3:15 pm - 4:00 pm

Roundtable Discussions

Participants will discuss a real-world case study of an actual franchise system (the system in question will remain a mystery until the end of the event!). Drawing on the content of the day, groups will be charged with arriving at solutions to address the challenge presented. Conclusions will be shared and the mystery case study will be revealed before our closing remarks.

4:00 pm - 4:10 pm

Closing Remarks

4:15 pm - 5:45 pm

Networking Reception

5:45 pm

Conference Adjourns

The Leadership Conference is developed by the Women's Franchise Committee and is open to fully registered convention attendees only. The fee to attend this event is \$100 (indicate your participation on the Convention Registration Form).



Your attendance at the Annual Leadership Conference will earn you 100 Education credits toward the completion of the Certified Franchise Executive (CFE) accreditation.



Bigley



Rose



Israel



Pearl

Saturday, February 20 cont.

5:30 pm – 6:30 pm

NEW MEMBER & FIRST TIME ATTENDEE RECEPTION

New IFA members and first-time convention attendees are invited to get acquainted with their franchise community colleagues, meet their Ambassador and other IFA Leaders and find out how to make the most of their IFA membership and Convention experience!

6:30 pm – 8:00 pm

THE BUZZ

Join us for an all-new way to kick off the convention with a bang! The Buzz, our opening night networking reception, will be an evening where everyone can get together for the first time, get reacquainted and enjoy each other's company in an elegant setting. The ballroom will be buzzing with anticipation and excitement for the start of convention! We will focus on allowing you to maximize your networking time because that is why many of you join us year after year-- to forge new relationships and revisit with old friends to find out what they are doing in their own businesses. While you network, you will be able to enjoy live entertainment, tasting bars with sommeliers sharing their knowledge of a variety of spirits, great food, cigar rolling and more. This will be a fun way to begin your convention experience so be sure you make your plans to gather with us and be a part of The Buzz!

All New!

(International Summit - Track One continued)

10:45 am – 12:00 noon

Session Two: A Change in Disclosure to Foreign Prospects and Negotiating an International Agreement

- Negotiating strategy.
- The traditional approach to disclosure: only those countries with franchise statutes impose disclosure obligations.
 - Increasing evidence that it's not that simple. . .with ramifications for franchisors going into most of the countries in the world.
 - What should franchisors do about it?

Moderator: Michael Brennan, Partner, DLA Piper LLP (US)

Speakers: Donald Wray, International Counsel, Little Caesar Enterprises, Inc.; Timothy Hardy, CFE, Director, International Franchising & Operations, Build-A-Bear Workshop

Sunday, February 21

7:15 am – 8:45 am

PRAYER BREAKFAST

A non-denominational event, the Prayer Breakfast is a great way to start the day with music, reflection, inspirational speakers and food for both body and mind, hosted by the Service Master Company. Jump start the day of concurrent educational sessions, networking engagements and high-powered business meetings with a bit of reflection. The Prayer Breakfast is offered on a complimentary basis to the first 400 fully-registered convention attendees on a first-come, first-served basis (advance registration is requested).

Special Presentation: "Faith, Hope & Love"

Guest Speaker: Todd Recknagel, CFE, CEO AM Conservative Group, Inc.



Co-sponsored by:

Mike and Jinny Isakson; Mike and Dina Owens; Brian and Sally Oldey; Todd Recknagel; Ken and Vickie Walker; Ben Litalien; Hometask.com; Parable Christian Stores; MSA Worldwide; TWO MEN AND A TRUCK International, Inc.

9:00 am – 12:00 noon

SUNDAY SUMMITS

● International Summit - Track One

(For companies who are considering or are new to international franchising.)

Developed by the International Committee

9:00 am – 10:30 am

Session One: Finding a Partner, Due Diligence and Expansion Models

- Finding franchisees.
- The role and importance of due diligence in international franchising.
- International development models.

Moderator: William Edwards, CFE, Chief Executive Officer, Edwards Global Services

Speakers: Tom Jaeb, President, Heartland Investigative Group; Robert Shaw, CFE, Executive Advisor, International Business, Right At Home, Inc.



● International Summit - Track Two

(For companies already engaged in international franchising.)

Developed by the International Committee

9:00 am – 10:30 am

Session One: International Infrastructure-Resources Needed To Support and Grow an International Franchise Network

- Creating a budget and securing funding.
- Building the team and staffing for growth.
- Developing systems, tools and processes.
- Providing training, service and ongoing support.

Moderator: Ned Lyerly, CFE, President – International, CKE Restaurants Holdings, Inc.

Speakers: Rogelio Martinez, President, Berlitz Franchising Corporation; John Kersh, Vice President, International Development, Anytime Fitness LLC



(International Summit - Track Two continued)

10:45 am - 12:00 noon

Session Two: Setting Fees in International Franchise Agreements

- Establishing a territory fee/initial fee.
- Establishing a royalty fee.
- Sharing royalty fees in master franchise agreements.
- Sharing initial franchise and other fees in master franchise agreements.

Moderator: **Ned Levitt**, Partner, Dickinson Wright LLP

Speakers: **Farrah Rose**, Director, International Franchising, The International Franchise Centre; **James Woods**, Consulting Principal, BDO USA, LLP; **Dale Goss**, SVP, Chief Development Officer, Jamba Juice Company



● Franchisee Leadership Summit

Developed by the Franchisee Forum



Session One: The ACA and the Franchisee

Since it was enacted, the Affordable Care Act (ACA) has made a lot of news, but most of its provisions are just now being enacted. Join this session to hear more from our experts and fellow franchisees on how the ACA has changed, how to insure you are in compliance, and what resources are available to you as a business owner to stay out of trouble. In this session you will:

- Learn what has changed in the law since it was enacted.
- How to insure you are in compliance.
- Best practices for compliance from fellow franchisees.
- How to know when your company has grown into a new level of compliance.
- Resources on how to stay current.

Moderator: **Azim F. Sajju**, Managing Member and General Counsel, HDG Hotels

Speakers: **Andria Herr**, President, Orlando Operations, Hylant Group; **Brian Bourke**, Health Care Consulting Manager, HKP; **Christopher Ryan**, Vice President, Strategic Advisory Services, ADP



Session Two: Union Organizing and Your Business - The Latest Information for Franchisees

Union organizing efforts are on the increase in the franchise sector and can impact the franchisee at any time. In this session learn from fellow franchisees and experts in labor law.

- What are the latest changes in union organizing efforts and law?
- Best practices on avoiding and preventing a union organizing effort in your business.
- What you need to know when you are faced with a union effort in your business.
- True stories and experiences from franchisees who have experienced these situations recently.

Moderator: **Tom Baber**, Franchise Owner, Money Mailer of Mercer, Somerset County

Speaker: **Michael Lotito**, Co-Chair, Littler's Workplace Policy Institute & Shareholder, Littler Mendelson; **Michael Layman**, Vice President of Regulatory Affairs, International Franchise Association; **Catherine Monson, CFE**, CEO, FASTSIGNS International; **Scott Rodrick**, McDonald's Franchisee

● Digital Marketing & Technology Summit

Developed by the Marketing and Technology Committee



Attendees will learn about the latest trends and technology solutions to help grow franchise businesses of all sizes, including:

- Welcoming digital strategies to the C-Suite.
- Learning about new technology and marketing tools making their way into the mainstream.
- Cybersecurity case studies: Good and Bad.
- How to mine data to gain a competitive advantage.
- What's new in local search marketing.

Roundtable discussions will also be on tap allowing for in-depth interactive dialogue between attendees.

Moderator: **Linda Shaub**, SVP, Marketing, Interim HealthCare Inc.

Speaker: **Jayson Tipp**, Chief Development Officer and Senior Vice President, Technology, Papa Murphy's; **Scott Hudler**, VP of Global Consumer Engagement, Dunkin' Brands

● The 25th Annual Elements of Successful Franchising

- What's happening right now? Trends franchisors are facing today.
- What are the characteristics of the up and coming franchises?
- How are we affected by the world around us?
- Franchisors and franchisees -the changing patterns of ownership.
- Government and franchising.
- Going international.
- Growth trends of the top 200 franchise companies.

Speakers: Philip Zeidman, Senior Partner, DLA Piper LLP (US); Richard Greenstein, CFE, Partner & Chairman, Franchise and Distribution Practice, DLA Piper LLP (US); John Hamburger, President, Franchise Times; Aziz Hashim, Managing Partner, NRD Capital

Franchise Relations Summit

● Developed by the Franchise Relations Committee



Maintaining a Healthy Franchise Culture During Growth and Change

Don't miss this two part program exploring the important role franchise culture plays during periods of growth and change.

Part I

A panel of both franchisees and franchisors will discuss and accept questions regarding:

- What is a healthy franchising culture?
- What gets in the way of a healthy franchising culture?
- The relationship between brand and culture and how to align them.
- How to maintain a healthy culture during periods of change and growth.

Part II

In the second half of this program attendees will participate in facilitated roundtable discussions, including:

- How do you know you have a healthy franchising culture?
- Maintaining a healthy culture during leadership changes.
- Maintaining a healthy culture during network unit growth.
- Strategies for changing a dysfunctional culture.
- Aligning the culture within regions, with support staff and with the brand promise.

FRIDAY, FEBRUARY 19 | 11:00 am - 4:00 pm **FRANCHISING GIVES BACK**



The franchise industry contributes to local communities throughout the year by supporting local charities and donating time and resources to those in need. Now it's time once again for IFA Convention-goers to come together at the Franchising Gives Back event.

Get your convention experience off to a great start and plan to connect with your fellow attendees Friday, February 19th as we help to build the community and enrich lives. This year we will devote our time to helping veterans in the San Antonio area. Not only will you leave a lasting impact but this is a good opportunity to network with other attendees before the convention kicks into high gear. A boxed lunch, transportation and supplies are all included. There is no additional fee* to participate and space is limited to the first 100 people to sign up. To indicate your participation, email IFA's Gionne Jones at gjones@franchise.org.

**While there is no registration fee to participate in Franchising Gives Back, we do reserve the right to charge a \$200 "no show" fee in the event you fail to participate. All fees collected will be donated to the local charity we will be helping in San Antonio.*

ABOUT SAN ANTONIO

Because San Antonio has so many classic points of interest, some travel tips might seem as old as the Alamo, but like the famous battleground, they're worth remembering. This is a city easily explored by foot. The River Walk is a vibrant 15 mile long paved path that gently winds through the city center, providing millions of visitors each year with convenient access to the city's cultural hot spots, historic sites and other attractions. You won't want to miss the large variety of culinary options throughout the city. San Antonio is home to a Culinary Institute of America campus with an abundance of offering from recent graduates. Make sure to visit La Villita Historic Arts Village, San Antonio's first neighborhood and now a blossoming arts center located on the south bank of the San Antonio River. For more information on San Antonio please visit <http://visitsanantonio.com>.



(Franchise Relations Summit cont.)

- Helping individual franchisees stay connected with the broader franchise culture.
- Reinventing a culture when it has become tired and out of date with current needs.

Summit Facilitator: Jack Pearce, CFE, Executive Director, Franchise Integration, Annex Brands, Inc.

Panel Moderator: Greg Nathan, CFE, Founder, Franchise Relationships Institute

Speakers: Amit Kleinberger, CFE, CEO, Menchie's Frozen Yogurt; Cheryl Bachelder, President and Chief Executive Officer, Popeyes Louisiana Kitchen; Russ Umphenour, Board Member, FOCUS Brands Inc.; Geoff Goodman, President, Orange Leaf Frozen Yogurt; Dave Ostrowe, President, O&M Restaurant Group; Guillermo Perales, President & CEO, Sun Holdings, LLC; John Hogan, VP, Franchise Development, Home Instead Senior Care

Financial Summit

Part I

New Age of Franchise Financing – How to Get Deals Done

Our three-hour summit will include expert speakers, case study work and roundtable discussions on the following areas of focus:

Romancing Your Brand

- How to attract more candidates.
- Reset your net worth requirements to today's market.
- Tools to make your brand more attractive to lenders – SBA Registry/BCR.
- Financing – In house vs. out sourcing.

Part II

Smart and Effective Funding Strategies

Financing Now Available

- Learn to use the three most powerful words in franchise marketing.

SBA Financing

- Five steps to successful SBA financing.
- How to finance multiple units.
- How to finance low investment units.

Alternative Funding

- 401(k) Rollover.
- Nontraditional lending.
- Asset backed loans.
- Equipment leasing.

How to Improve Your Close Rate

- How to develop a financing process specific to your brand and your lending partners.
- How to expect more from your lending partners.

Part III

Roundtable Discussions allowing for Interactive Dialogue

Moderator: Rocco Fiorentino, CFE, President & Chief Executive Officer, Benetrends Financial

Speakers: Tye Massey, Chief Lending Officer, Paragon Small Business Capital Group; Denise Thomas, CEO, Apple Pie Capital; Dave Grams, Chief Credit Officer, Benetrends Financial; Heather Harris, CEO, CycleBar Franchising, LLC; Robert McQuillan, VP, Franchise Development, Hand & Stone Massage and Facial Spa

Franchise Development/Sales Summit

Part I

The Real Skinny on the Benefits of Using Social Media for Franchise Sales

During this session of the Franchise Sales Summit, learn how to really use social media to ignite your franchisee lead generation. The panel of experts – franchisors and suppliers – will share case studies of what's worked best including what role social media plays (and doesn't play) in their marketing plans. Specifically, the session will address these and other questions:

- Which social platforms perform best – Facebook, Twitter, LinkedIn, etc.?
- Is advertising or boosting posts/tweets helping get deals done?
- How does social media compare to other marketing tactics' performance to drive leads?
- Should we integrate with our consumer platforms or go it alone?
- Are there certain brands that can benefit more from social media than others?

Moderator: Lorne Fisher, CFE, CEO/Managing Partner, Fish Consulting

Speakers: Jack Monson, Global Head of Strategic Accounts, Manalto Inc.; Paul Pickett, Chief Development Officer, Wild Birds Unlimited, Inc.; Ashley Pollard Sawyer, CFE, Director of Franchise Development, Burger 21

Part II

Building, Managing & Empowering Productive Sales Teams

To achieve success in franchise development, it is important to have a well-defined sales process, but more importantly, your system needs a great sales team. But having the team is not enough; it must be well managed to produce results. During this session of the Summit, you will hear from leaders of mid-size

and large franchise sales teams and how they empower them to deliver on their company's business goals.

Moderator: Geoff Seiber, CEO, FranFund, Inc.

Speakers: Charles Watson, CFE, Vice President of Franchise Development, Tropical Smoothie Cafe; Patrick Cunningham, Senior Director of Franchise Sales, Dunkin' Brands; Mike Hawkins, CFE, Vice President of Franchising, The Dwyer Group

Part III

Working with Your Investors to Drive Franchise Growth

Investors continue to increase their involvement with franchise brands across the U.S. Whether purchasing brands or serving as minority investors, they are bringing in-depth experience and helping brands increase value and profitability for their respective franchisees. It's clear that their impact can be felt in operations, supply chain and training, but another area of influence and involvement is franchise sales and development. Learn from Summit panelists about how they are working hand-in-hand with their investors to drive and award qualified prospects to grow their systems.

Moderator: Mike Rotondo, Operating Partner, BIP Capital

Speakers: Jennifer Folger, Senior Director of Franchise Development, Tin Drum Asiacafo; Scott Deviney, CEO, Chicken Salad Chick

New Markets Summit

Developed by the Diversity Institute

Predicting the Future: What Markets Are You Missing?



Do you know where the hidden treasures of market growth are in the next three to five years? What does your franchise development or operations team need to know to position your brand for greater market share? Do franchisors who grasp and live it on a daily basis reap a double ROI – Return on Investment and Return on Inclusion? This multi-dimensional session will connect you to these new markets and position you for success. In this session attendees will:

- Hear from franchise development professionals and experts as they share real-life best practices.
- Develop innovative approaches to remain relevant and grow.
- Leave with at least one actionable item to position your company with this new market.
- Learn from successful franchisees in these new growth markets.
- Boost their Next IQ –Leadership in the 21st Century.

Moderator: Earsa Jackson, CFE, Partner, Strasburger & Price, LLC

Speakers: Peter Filiaci, Vice President, Strategy and Insights Group, Univision Communications Inc.; Tim Courtney, Vice President, Franchise Development, Cruise One

MINI SUPER SESSIONS

SUNDAY, FEBRUARY 21
10:30 am - 12:00 noon

Franchise Harmony: Keys to Building A Strong System Positioned For Explosive Growth



In this session you will hear from one of the hottest franchise speakers in the business, former NBA athlete and hall of fame speaker, **Walter Bond**. As a former franchisee himself Walter Bond has taken the franchise speaking platform by storm with his likable personality, energy, humor, charisma and powerful common sense approaches to peak performance in franchising. Walter has over 60 franchise clients and growing franchisors consider him a power speaker at their conference, and he is the perfect choice when systems are looking for a speaker and business influencer to open or close their conference. Walter's powerful message of accountability and focus on peak performance brings the house down every single time. Now, for the first time ever, Walter is coming to IFA to advise franchisors on how to build teams and franchise harmony within a system. You will want to be in the front row for this powerful session because some of the content will be the first time Walter has shared this amongst franchisors.

In this session you will learn:

- How to build highly productive teams using the iTEAM model.
- How to get every single one of your franchisees to always buy-in to your product.
- How to set clear values that are communicated and baked into the culture.
- How to get your franchisees endeared to you and your system.
- How to create, build and maintain momentum from your annual conference.

Develop and Leverage Your Specific Edge for Growth



The growth of the internet and digital marketing has had a profound effect on the competitive landscape of most market segments. Gone are the days where barriers of entry or massive amounts of advertising were needed to establish a presence. Any entrepreneur with a computer can promote a product globally. Companies who win the battle for customers in the future will be those who best develop their competitive advantage or Specific Edge. The most successful franchisors will be those who are best equipped to outsmart their competitors.

Developing a Specific Edge is about understanding market segmentation and developing compelling messages for your key segments that create a competitive advantage by allowing you to anticipate customer needs better than anyone else in the market. In this session, **Mike Wien**, franchising academic advisor and adjunct professor of marketing at Georgia State University's School of Hospitality and the founder of The Specific Edge Institute, will give participants practical ways to select or confirm market segments and develop messages that are relevant to those segments. He will then demonstrate how these two steps will help develop and evaluate tactical ideas that harness the power of being specific and get results.

Mike will also explore how franchisees can work within the same format to leverage the franchisors programs in their local markets. Mike will use his experiences in the Ironman World Championship as a metaphor to keep participants entertained, engaged and inspired to implement some of the ideas.

Leading Multi-Generational Talent



Presented by: **Dr. Jan Ferri-Reed**, President, KEYGroup

We now have multiple generations in the workforce ...Gen Y (aka Millennials), Gen X and Baby Boomers; and soon, Gen Z will be entering the workforce. Dr. Ferri-

Reed will discuss the "how to's", insightful perspectives and practical tools to lead our multi-generational talent pool. Her presentation will include:

- The business case: the changing workforce
- Understanding generational mindsets and subtle biases
- What drives Millennials?
- Onboarding and developing multi-generational talent
- Coaching and feedback to address multi-generational team challenges
- Job aides will also be provided to assist with learning, as well as a list of "Cool Factors" to retain talent

For over 24 years, Jan, a seasoned consultant and President of KEYGroup, has worked with leaders to create cool workplaces that attract, retain, and get the most from their talent. Her expertise, insight, wisdom, humor, and practical solutions have made Jan a highly sought-after speaker for keynote addresses, seminars, conferences, and workshops. She has brought fresh concepts and effective techniques to executives and audiences around the globe. Jan is the co-author of the published book with Dr. Joanne G. Sujansky, *Keeping the Millennials: Why Companies are Losing Billions in Turnover to This Generation and What to Do About It* and author of *Millennials 2.0: Empowering Generation Y*. These books explain how Millennials are costing corporations around the globe billions in unnecessary, preventable turnover and provide a proven approach for creating a corporate culture that keeps them on the job and working productively.

11:30 am - 12:30 pm

FranPAC VIP Reception



An excellent opportunity to support FranPAC is during the VIP Reception with our guest of honor, convention keynote speaker, General Stanley McCrystal, before he takes the stage during the Opening General Session.

For more information about signing up for this FranPAC event, please contact Erica Farage at 202/662-0760 or efarage@franchise.org.

All proceeds from FranPAC events help IFA support franchise-friendly candidates and Members of Congress as well as educate lawmakers about legislative issues important to your business and the franchise community.

Programming for summits and breakout sessions are identified by area of focus, as denoted below.

- **Financial**
- **Franchise Relations**
- **Franchise Development**
- **Franchisees**
- **General**
- **International**
- **Legal**
- **Marketing & Technology**
- **Operations**

● Stay Out of Trouble! An Update on Current Employment Law for Franchisees

Developed by the Franchisee Forum



Come join this lively and engaged panel discussion about the increasingly changing employee relation's environment all franchisees are living in today. The panel will feature a franchise attorney and franchisees with real life perspectives on today's increasingly challenging employment environment. Bring your questions for the Q&A!

- Learn the most recent changes in employment law and how they impact you.
- Issues franchisees need to know and how to address.
- How to avoid the most common HR/Employer infractions.
- Learn strategies for dealing with complaints even when you think you are doing everything right.
- How to protect your business from fraudulent claims.
- Take away resources available to you, the franchisee.

Moderator: **Chuck Stempler**, Owner, AlphaGraphics of Seattle, WA
Speakers: **Bill Spae, CFE**, President and CEO, Vasari, LLC; **Andrew Bleiman**, Managing Attorney, Marks & Klein; **Shirley Peterson**, President, CMIT Solutions of Fort Worth, TX (Downtown); **Jeff Wolf**, Owner and President of Executive Care of Central New Jersey

● Franchisor and Supplier Partnerships: Working Together to Build a Better Brand

*A Supplier Forum
Best Practices Workshop*



- Taking full advantage of supplier relationships.
- Suppliers as partners, helping grow the brand.
- Building a better supplier network.
- How suppliers need to adjust to the demands of an expanding brand.

Moderator: **Ryan Cunningham**, President, Javelin Solutions
Speakers: **Debbie Shwetz, CFE**, Co-Founder, Nothing Bundt Franchising, Inc.; **Mary Ann O'Connell, CFE**, President, Franwise®; **Brian Balconi, CFE**, Vice President-USA, Gloria's Jean's Coffees/It's A Grind; **Larry Weinberg, CFE**, Partner, Cassels Brock & Blackwell LLP; **Richard Simtob**, President/Parter, Zoup! Fresh Soup Company; **Gary Goerke, CFE**, President, Clarity Voice

● Strategies for Improving Franchise Communications

Developed by the Franchise Relations Committee



Please join this highly interactive and informative session presented by the IFA's Franchise Relations Committee. A panel of experienced franchise professionals will offer case studies on how their respective organizations improved franchisee/franchisor communications. The second half of the session will offer ample opportunity for participants to explore the subject of communications in depth, including:

- Examples of how technology was used to facilitate communications and how it continually changes the way we communicate.
- Best practices in communications.
- How effective communications lead to improving franchisee/franchisor relations.
- How Franchise Advisory Councils and other support features are used to promote effective communications.
- Strategies for identifying and changing dysfunctional communications.

Moderator: **Steve Rafsky**, Chairman & CEO, Padgett Business Services

Speakers: **Tamra Kennedy**, Owner, Twin City T.J.'s, Inc., Taco John's Franchisee; **Jim Satterfield**, Founder & CEO, Firestorm; **Doug Rogers, CFE**, President, Mr. Appliance, The Dwyer Group; **Ethan Deas**, Communications Manager, Home Instead Senior Care

● Respect Your Audience

What does it mean to design and execute on an attendee-centric event? Events are the most visible manifestation of your brand and your story. Executives and meeting professionals can get hung up on the details and tactics when they should use attendee outcomes as their North Star. In a world increasingly cluttered with content, events, media, entertainment and education; as well as hundreds of way to access it; clarity around your audience is your most important asset.

Learn scalable best practices from organizations that excel in live events such as; how to create a filter for decision making that keeps you true to your audience, rethink event "must have's" in a way that drives real value for the audience, and tell a compelling story that reinforces your brand.

Speaker: **Helena Lehman**, Senior Vice President, Leading Authorities, Inc.

● News From Around the World

Developed by the International Committee



Panel of the Pros style session with articulate experts sharing the latest news and developments in international franchising.

- Innovations
- Trends
- Hot Markets

Moderator: Michael Isakson, CFE, Partner, Insight to Execution
Speakers: Franz-Josef Ebel, Managing Director, Master Franchise Germany; Albert Kong, CFE, Chairman/CEO, Asiawide Franchise Consultants Pte Ltd.; William Le Sante, CEO, Le Sante International; Bachir Mihoubi, CEO and President, FCG

● Executive Insider: The Keys to Success (and Failure) That No One Tells You...But We Will! *

- You and Vince Lombardi: Proven strategies to building a winning team.
- It's a fine ship but someone's gotta steer! Casting a vision and staying on course.
- Allocating capital: Knowing when to spend, when to save, and when to call your mom.

Moderator: Shannon Wilburn, CFE, CEO & Co-Founder, Just Between Friends

Speakers: Steve Hockett, President, Great Clips, Inc.; Mark Carr, President & CEO, Christian Brothers Automotive; Bryon Stephens, President/COO, Marco's Pizza

**For top franchise executives only, including those in the c-suite, such as presidents, CEO's, COO's, founders and chairmen.*

● Adjusting for Millennial Customers

How do you plan for the new customer? Millennials have grown up in an internet savvy, digital, mobile, everything at their fingertips kind of world. How do you stay current for millennials to find, use, interact and purchase from your brand?

Moderator: John Draper, CEO, Viridian Group LLC
Speakers: Chris Stipp, Director of Online Marketing, Massage Envy Franchising LLC; Gerald Fernandez, President, MultiCultural Foodservice & Hospitality Alliance; Christina Coy, CMO, Pie Five Pizza Co.

NextGen in Franchising

NextGen
A NEW GENERATION IN
FRANCHISING

SATURDAY, FEBRUARY 20

1:00 pm – 4:30 pm

NextGen In Franchising – Accelerator Program, Part I
(By Invitation Only)

The NextGen In Franchising Accelerator Program is launching at the San Antonio Annual Convention! Winners of the NextGen in Franchising Global Contest will engage with some of the industry's most experienced CEOs and business leaders to accelerate their plans for business growth and take their franchise to the next level. The hands-on, intensive workshop will continue after the IFA Annual Convention with regular coaching sessions and webinars to deliver educational content and best practices to these aspiring young entrepreneurs in franchising.

4:30 pm – 5:30 pm

New Member Orientation

6:30 pm – 8:30 pm

The Buzz (Kick-off Reception)

SUNDAY, FEBRUARY 21

9:00 am – 12:00 noon

NextGen Summit, Accelerator Program, Part II
(By Invitation Only)

NextGen in Franchising Global Contest winners and NextGen Advisors will participate in sessions on fundamentals of franchise management and best practices, including leadership development, franchise relations, franchise development, business and financial planning, and legal and regulatory aspects of franchising. NextGen winners will hone their business plans and presentations for the first NextGen Franchise presentation during the Annual Convention.

12:30 pm – 2:30 pm

Opening General Session

2:45 pm – 4:15 pm

NextGen Franchise, Round I
(Open to All Convention Attendees)

NextGen Global Contest winners will participate in a round of business plan presentations to a panel of judges in the first "Franchise" contest. Top winners of the first round will go on to present their plans for a final round of judging during the Annual Convention.

All convention attendees are invited to participate in this dynamic session with these young entrepreneurs to exchange ideas and join in the excitement of accelerating their business growth and success!!

4:30 pm – 8:00 pm

Chairwoman's Reception with Exhibitors

MONDAY, FEBRUARY 22

8:00 am – 10:00 am

Super Session with Continental Breakfast

10:15 am – 11:45 am

Concurrent Breakout Sessions

12:00 noon – 2:30 pm

Networking Lunch with Exhibitors

2:45 pm – 4:45 pm

Business Solution Roundtables

5:00 pm – 7:00 pm

Reception with Exhibitors

8:00 pm – 11:00 pm

Franchise Bash

TUESDAY, FEBRUARY 23

8:30 am – 10:30 am

Continental Breakfast with Roundtables

11:00 am – 1:00 pm

Closing General Session with Brunch

1:00 pm – 2:00 pm

NextGen Winners' and NextGen Advisors' Meeting

For more information about NextGen at the Annual Convention, please contact Gionne Jones at gjones@franchise.org.

● **Attracting and Engaging Seven Figure Net Worth Candidates to Your Franchise**

If you're a higher investment franchise model that requires seven figure net worth candidates then you know that attracting and engaging them is indeed a unique and challenging endeavor. Everything from how you build your lead generation strategy, to how you develop your process, to the profile of the Development Director are all critical components of success in getting deals done with high net worth individuals. In this session you'll hear both from the development and candidate side on best practices, tips and feedback on what works and what doesn't.

Moderator: David Buzza, Chief Development Officer, AlphaGraphics, Inc.
Speakers: Joseph Mathews, CFE, Founding Partner, Franchise Performance Group; Bill Chemero, CFE, Executive Vice President, Wayback Burgers; Jeff Sturgis, Chief Development Officer, McAlister's Corporation; Christiania Chambers, Vice President of Franchise Development, Huddle House, Inc.

● **To Outsource Your Sales or Not to Outsource**

- The current state of franchise development is challenging, with so many brands competing for so few leads.
- In house sales works if you have the right people on the team to create a strong process. In franchise sales, everything starts with the website and then turns into a process.
- When outsourcing your franchise development efforts, you have two choices: brokers or consultants.
- When you outsource, it's not set it and forget it. A sales person can lead parts of your complete sales process
- Expectations should be set based on your budget, data and your brand. Prospects will buy because they believe in your product, they appreciate the leadership, they can make money and they can open in the market they want to open in.

Moderator: Nick Powills, CFE, Chief Brand Strategist, No Limit Agency
Speakers: Corey Bowman, CFE, V.P. Franchise Development, Pita Pit, Inc.; Peter Lindsey, CFE, Vice President, Franchising, Sport Clips, Inc.; Scott Thompson, CFE, VP Business Development, Jan-Pro Franchising International, Inc.; Steven Beagelman, CFE, President & CEO, SMB Franchise Advisors

● **Franchisors: How Will the NLRB's Decision on Joint Employer Standards Impact You and Where Might It Go Next?**

This session will discuss the latest updates in the high-profile decision by the National Labor Relations Board (NLRB) to update its joint employer standard and its impact specifically on franchisors. Panelists will discuss the NLRB's reconsideration of the "joint employment" in Browning-Ferris and the McDonald's litigation, as well as other cases where a joint employer finding has been ruled out such as Freshii; examine the history of the push to expand joint employer liability as part of a broader move by the government to respond to so-called "fissured workplaces"; discuss OSHA's pursuit of expanded joint liability and its impact to franchise operations; learn what franchisors can do to minimize joint employment liability findings under the new standard; and discuss the latest legislative updates to mitigate the joint employer threat in Congress and in state legislatures.

Moderator: David Kaufmann, Senior Partner, Kaufman, Gildin & Robbins LLP

● **Turning the Tide in an Emerging Brand**

This dynamic session will discuss how to turn around, or light a fire in an emerging brand. Topics included will include:

- Creating a unique value proposition for franchise development.
- Clearly identifying your consumer differentiating position.
- Revamping initial training, on boarding and on going support to cash flow franchisees faster.
- Repairing franchisee relationships.
- Improving validation with existing franchisees.
- Hitting and exceeding your performance plan.

Moderator: Brian Miller, CFE, COO, Patrice & Associates Franchising, Inc.
Speakers: Michael Haith, CEO, Teriyaki Madness; Anna Phillips, CEO/Founder, The Lash Lounge

● **Addressing a PR Crisis in a Social and Online World – Lessons from Case Studies**

With franchising comes scale and while it takes years and sometimes decades of training and discipline to create a brand, it can take only minutes for a negative job review, Yelp! rating or social media comment or video to threaten a brand's reputation. Every franchise brand is potentially vulnerable to this growing threat. This hands-on session will feature brands that have experienced and overcome a crisis in an environment where a social post threatened the customer or franchisee prospect's trust. It is applicable to all service, retail, hotel and restaurant franchisees or franchisors and will cover:

- Specific examples of PR crises and lessons learned.
- Addressing viral news - when response times matter.
- Readiness for a strategic response in the event of a crisis.
- Anticipating the impact and addressing various stakeholders, customers, franchisees (potential and existing) and owners/shareholders.

Moderator: Kim Francis, President & CEO, Kim Francis Communications
Speakers: Terri Snyder, EVP & CMO, Checkers & Rally's Restaurants, Inc.; Tim McIntyre, Vice President, Communications, Domino's Pizza LLC

● **Keeping Tenured Franchisees Motivated and Engaged as the Years Go On**

Developed by the Franchisor Forum



As franchising grows older so do franchisees and their business. They no longer are new to the industry and aren't as zealous to learn new ways or ideas. So how do you maintain that engagement as they grow older in their business? What are other franchisor doing about their aging population?

A panel of experienced franchisors and franchisees will share best practices and strategies for motivating and engaging franchisees as they grow older within a franchise system. Participants will explore:

- The causes of aging franchisees dis-engagement within their system.

- What franchisees need and want in order to continue to be engaged in their system.
- What franchisors have done and are doing to keep franchisees engaged and in getting them re-engaged.

Moderator: Lane Fisher, CFE, Partner, FisherZucker LLC
Speakers: Candace Couture, Director of Franchise Sales, Pla-Fit Franchise, LLC; Chris Klebba, Owner, Pla-Fit of Elkhart, IN; Barbara Moran-Goodrich, CFE, CEO, Moran Family of Brands; Greg Goodman, Owner, Alta Mere The Automotive Outfitters of Oklahoma City, OK

● Supporting Franchisees from an Operations Perspective

In this session, an experienced panel of franchisors and franchisees will discuss their best ways to support franchisees through an operations perspective. The session will cover topics that include, but are not limited to:

- Providing the best support and training materials: manuals, forms, processes, etc.
- Supporting from the corporate level: phone support, online support, etc.
- Supporting from the in field/consultant level: hands on support and coaching.

Moderator: Harvey Homsey, CFE, Vice President, Franchise Systems, Express Services, Inc.
Speakers: Catherine Monson, CFE, CEO, FASTSIGNS International; Shelly Sun, CFE, CEO & Co-Founder, BrightStar Franchising, LLC; Stephen Shields, Franchise Owner/Express HQ PAC Representative; Express Employment Professionals of Joplin, MO

● Key Franchise Cases of 2015 that Directly Impact Business Decision-Making

This session will identify and highlight significant franchise decisions and developments from 2015—selected based on direct relevance to business decisions faced by franchise executives. With respect to each case, the panel will explain and discuss the implications of the case and its impact(s) on key business decisions faced by franchise executives, including, as it relates to the business issues raised in each case, specifically:

- Advice based on the decisions, actions or inactions – good practices and mistakes – that influenced the outcome of the case.

- Insights on prioritizing competing goals, evaluating options, and assessing the risks and rewards of certain important business decisions.
- Tips for minimizing the risk of adverse findings while meeting key business objectives.

Moderator: Leonard MacPhee, Partner, Perkins Coie LLP
Speakers: Eric Newman, EVP Development & General Counsel, Bojangles' Restaurants, Inc.; John M. Richardson, Senior Counsel – Business Counsel Team, McDonald's Corporation

● Market Trends and Success Stories in Franchise M&A (Mergers & Acquisitions)

In this session, an experienced panel of merger and acquisition specialists will discuss the current trends in the franchise marketplace related to acquisitive growth of both franchisors and franchisees. The session will cover topics that include, but are not limited to:

- Recent M&A market activity including deals completed and the outlook for future acquisitive activity by both franchisors and franchisees; including valuation and related metrics driving the current franchise M&A landscape.
- Strategic fundamentals of considering and developing for implementation growth-focused M&A tactics.
- Impacts and opportunities of the lender marketplace related to M&A finance needs.
- Planning for the sell-side: How leaders can ensure their franchisor/franchisee enterprise will command a best-in-class valuation.
- After the deal: challenges and best practices associated with brand, leadership and operational integration.

Moderator: Burt Yarkin, Managing Director, The McLean Group LLC
Speakers: Dina Dwyer-Owens, CFE, Co-Chair, The Dwyer Group; Steve Romaniello, CFE, Managing Director, Roark Capital Group; R. Scott Sutton, CFE, VP, Franchise Development, Safeguard Franchise Sales, Inc.

8:00 pm – 9:30 pm

INTERNATIONAL RECEPTION



Network with leaders in international franchising at this reception to make connections and learn about trends and developments in franchising across borders. Attendees will be key players in international franchising including, international investors, high-level franchisor executives and U.S. Commercial Service staff. All fully-registered Convention participants are welcome to attend.

Monday, February 22

10:15 AM – 11:45 AM

CONCURRENT SESSIONS

Programming for summits and breakout sessions are identified by area of focus, as denoted below.

- Financial
- Franchise Relations
- Franchise Development
- Franchisees
- General
- International
- Legal
- Marketing & Technology
- Operations

● Franchisees and License Agreements...Things You Need to Know

Developed by the Franchisee Forum



Did you sign an agreement to get your business opened and not read it? Wondering what all that fine print really means? Join our moderator and panel for a lively discussion on issues surrounding the licensing agreement. There will be time for Q&A. Presenting a balanced perspective from both sides you will learn:

- What your rights are at time of transfer.
- How to work with your franchisor to choose your successor.
- Death and disability issues you may not have considered.
- Do you really have a protected territory?
- When and how it is appropriate to negotiate on agreements and renewals.
- When it makes sense to NOT sign an agreement.

Moderator: [Jim Squire, CFE](#), EVP and Chief Development Officer, Firestorm

Speakers: [Justin Klein](#), Partner, Marks & Klein, LLP; [David Barr](#), Chairman, PMTD Restaurants; [David McDougall](#), President & CEO, Back Yard Burger

● Driving Brand Consistency Across Social Media from Infancy to Scale

A Supplier Forum Best Practices Workshop



- Managing social content across the entire brand.
 - Brand Standards
 - Promotion
 - Engagement
 - Publishing
- Best social marketing practices for franchise systems regardless of system size.
- Getting the most value out of content for consumer marketing on multiple social channels.

Moderator: [Ronald Feldman, CFE](#), Principal & Chief Brand Strategist, Siegel Financial Group

Speakers: [Anthony Owen](#), Founder/CEO, Manalto, Inc.; [Debra Vilchis](#), COO, Fishman PR; [Renee Maloney, CFE](#), Owner, Painting with a Twist, LLC; [Frank Milner, CFE](#), President, Tutor Doctor Systems, Inc.

● The International Franchisee's Perspective on International Franchising Practices

Developed by the International Committee



Panel members are major franchisees with units outside the U.S. and will discuss:

- What do franchisees look for in franchisors working outside their home borders?
- How can franchisors best sell to and work with international franchisees?
- What are the advantages and disadvantages of granting international franchises to multi-brand franchisees?
- How can domestic franchisees grow their businesses across borders?
- Working with domestic franchisees to make international deals.

Introduction by: [Aziz Hashim](#), Managing Partner, NRD Capital
Speakers: [Frank P. Krasovec](#), Chairman, Norwood Investments; [Matthew Patinkin](#), Co-Owner Double P Corp, Auntie Anne's Franchisee, Auntie Anne's Pretzels–Double P Corporation

● New Financing Opportunities to Better Qualify Military Veteran Candidates

Developed by the VetFran Committee



- What are the key sources for franchise finance/funding that are available to me as a veteran?
- What are the prerequisites a veteran will need to be considered for the noted franchise finance/funding sources?
- What advance planning should a veteran take when needing franchise finance/funding to pursue a franchise concept?
- Who or where does the veteran find key resources for added guidance in this process?
- Are there recent examples of veterans who have completed this type of process with one or several of the sources noted who can relate their experience to all?

Moderator: [Jeff Bevis, CFE](#), President & CEO, FirstLight HomeCare
Speakers: [Candice Caruso](#), President, Pango Financial, LLC; [Kale Gaston](#), SVP, Head of SBA Lending, TD Bank; [Chris Parker](#), Air Force Veteran and Multi-Store Owner, Sport Clips in San Antonio, TX

● Creating a Social Franchise



This session will explore ways in which the principles of franchising are being used to improve access to basic needs in developing countries. Panelists are pioneers in their fields and will share their experience franchising businesses that make education, health care, and safe drinking water available to underserved populations in Africa, Asia, and Latin America. This session is not to be missed if you are interested in learning how you can put your franchise skills to work in a new and extremely rewarding way. This is the future of international development!

Moderator: Julie McBride, Senior Consultant, Social Franchising, MSA Worldwide

Speakers: Galen Welsch, CEO, Jibu; Ferenz Feher, CEO, Feher & Feher Consulting; Dr. Rozenn Perrigot, Director of the Center in Franchising, University of Rennes Graduate School of Management

Financial Performance Representations: What Franchisors

● Need to Know About the Latest Regulatory Evolution and How It Affects Your Item 19

- The session will focus on the impact of NASAA's Commentary on Item 19 Financial Performance Representations (company-owned vs. franchisee data, the use of subsets, forecasts and projections and disclaimers).
- Hear about regulator and accounting concerns for unaudited historical data use, affiliate data use and projections.
- Learn whether or not you need to change your Item 19 Financial Performance Representation and how to do that.
- Participate in an interactive program that will apply the evolved Item 19 guidelines to developing a Financial Performance Representation from raw data.
- The activity will focus on necessary diligence, formulating a reasonable basis, creating an accurate presentation and retaining appropriate supporting documentation.
- Learn what is needed to draft and document the statement of bases and assumptions, and other explanatory notes that will enhance reader understanding and reduce regulator angst.

Moderator: Joel Buckberg, Shareholder, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

Speakers: Alan Schachter, CFE, Partner, Citrin Cooperman; Susan Grueneberg, Partner, Snell & Wilmer, LLP

● Help! How Do I Get to 100 Units?

Every franchisor establishes goals and the century mark (in units) is a common one. Why do some succeed while many others fail? Our panel of founders will offer their insights on reaching this goal, including:

- Setting goals – What goals should you establish? Is 100 units critical?
- Establishing a sound foundation – What characteristics are critical to the successful launch of a franchise system?
- Franchise sales – What is the optimal franchise sales strategy in establishing and sustaining growth?
- Staffing – How do you find and hire the right people with the right talents at the right time?
- Second chances – What strategies did not work that you would recommend avoiding?

Moderator: Gaylen Knack, CFE, Attorney, Gray Plant Mooty

Speakers: Ronald Olson, President, NTY Franchise Company, LLC; Christopher Grandpre, Chairman & CEO, Outdoor Living Brands, Inc.; Shane Evans, Co-Founder, President & COO, Massage Heights

● Seamless Succession Planning Strategies and How to Transition the Franchise Business to Family or in a Sales Transaction

- Establishing exit strategy goals with franchisees
 - Transitioning to a family member.
 - Selling the franchise.
 - Executing a renewal.
- Tracking expirations or mitigating circumstances that could require expediting the strategy.
- Franchisors involvement in the transition.
- Working with brokers on the transition.
 - Franchise brokers.
 - Local business brokers.
- What to do when franchisee owns the real estate or leases the real estate.
- Tools to provide the franchisee in planning for the transition.

Moderator: Peter Baldine, President, Moran Family of Brands

Speakers: Jania Bailey, CFE, CEO, FranNet Franchising, LLC; Rob Goggins, COO, Great Clips, Inc.

● Strategies for Working With Franchisee Associations

- How to structure an FAC.
- When and why to start an FAC.
- Setting the ground rules:
 - Purpose;
 - Powers of the FAC;
 - Sub-committees/project teams;
 - Members, eligibility, positions and term of office; and
 - Meetings and agendas.
- The importance of transparency, communication and building strong relationships with FAC Members.
- Working side-by-side with FAC Members to achieve Franchisor and Franchisee network goals.

Moderator: Peter Holt

Speakers: Thomas Flaherty, VP Franchising and Franchise Relations, Agile Pursuits Franchising, Inc., Richard Morey, CFE, Partner, DLA Piper LLP (US); Don Higginson, CFE, Senior Vice President, The UPS Store®; Rob Branca, President, Dunkin' Donuts of Worcester, MA, Branded Management Group

● Shifting Gears: Modifying Key Franchise Agreement Terms in Response to Recent Regulatory Changes and Advances in Technology

This session will analyze key contractual provisions that franchisors should evaluate and update this year including:

- Indemnification clauses in response to the NLRB position on joint employment.
- Clauses identifying the franchisee as the sole employer of its staff and other control issues.
- Maximum and minimum resale pricing restrictions.
- Data privacy, data breach and crisis management.
- Technology provisions.
- Mobile payment applications.

Moderator: Marisa Faunce, Partner, Plave Koch PLC

Speakers: Joseph Fittante, Attorney, Larkin Hoffman Daly & Lindgren; Brenda Trickey, VP & Senior Franchise Counsel, Popeyes Louisiana Kitchen

● Communicating the Positive Message of Franchising . . . Things You Need to Know and Do

Policymakers at all levels of government have the franchise business model under critical review. From a looming potential redefinition of the joint employer standard; to a transformational rewriting of Federal overtime regulations; to the implementation of minimum wage requirements that arbitrarily discriminate against franchised businesses; your

MONDAY, FEBRUARY 22

ability to run a business and sustain profitability are under scrutiny.

This breakout session will inform you about dramatic shifts in marketplace tectonics that are already affecting your bottom line, including but not limited to:

- A better understanding of franchising's role as the leading edge of the service sector that defines our Nation's economy. How do we start building partnerships in local communities?
- A new and better way to convey our policy priorities to lawmakers at all levels of government, rooted in their clearer understanding of the entrepreneurial opportunities inherent in franchising and the service sector's path to ownership.

The IFA is becoming a thought leader about a new and more effective strategy for managing public policy challenges that could eventually turn threats into opportunities. For us to succeed, you need to be part of this conversation.

Moderator: Michael Isakson, CFE, Partner, Insight to Execution
Speakers: Chuck Merin, Executive Vice President, Prime Policy Group; Richard Thau, President, Presentation Testing Inc.

● Building an Effective Training Program for Your Franchise System

All too often companies spend a disproportionate amount of time thinking about the length and location of training programs, when they should be spending more time creating training that is aligned with the business goals of the franchise system. This session will focus on building a training program that drives business results. This program will cover:

- How to build a solid training roadmap.
- How to determine what to teach.
- How to determine when to teach it.
- How to determine how to teach it.
- How to measure effectiveness of training.

Moderator: Cordell Riley, CFE, President, Tortal Training
Speakers: Gillian Harper, Chief Development Officer, ShelfGenie, Noble Brands; Sandy Craven, Director of Training, Sport Clips, Inc.; Ralph Thiegart, VP Franchise Services, Choice Hotels

● Get Your Mobile On – Capitalizing on Mobile Devices to Drive Traffic

The mobile landscape continues to change and grow in leaps and bounds. If you're not building a mobile specific strategy, you may become invisible to this very desirable demographic.

- Do you know how to measure your current mobile audience?
- Are your web properties optimized for mobile users?
- Did you make the changes to avoid becoming a casualty of Mobilegeddon?
- This session will focus on tactical ways to take advantage of the Mobile revolution.

Moderator: Jason Knill, CEO, Thought House

Speakers: Emma Holahan, Director of Digital Marketing, CertaPro Painters; Heather McLeod, Director of Marketing, The Cleaning Authority

● Unit Level Economics is a Difference Maker (Driving Profitability through Benchmarking & Performance Groups)

Driving profitability through benchmarking and performance groups is a critical aspect to the success of all franchise systems. Come hear from Franchisor and Franchisee experts who have perfected this through technology, financial metrics, efficient communication, accountability and utilization of industry statistics and benchmarks. Your system's EBIDTA, profitability and Franchisor/Franchisee relationships depend on transparent and accurate unit level economics. You will be amazed at the results you can achieve as a Franchisor or Franchisee!

Introduction by: Jay Duke, Partner, BDO USA, LLP

Moderator: Brian Schnell, CFE, Partner, Faegre Baker Daniels LLP

Speakers: Saunda Kitchen, CFE, Owner, Mr. Rooter of Sonoma County, CA; Sam Ballas, CFE, President & CEO, East Coast Wings & Grill; Rod Bristol, CFE, Senior Vice President, Profit Mastery; Thom Gilday, President and COO, BrightStar Franchising, LLC

● Franchisee Growth: How to Grow Beyond an Operator to a Company with Multi-Units

As a one-unit operator, many of the day-to-day functions can be done internally. If you're planning to grow to 5-10-15 units, a completely different infrastructure will be needed to be successful. This session helps you evaluate your existing infrastructure while planning for growth including number of locations, talent and monetizing infrastructure. What are the dangers of growing to 5-15 locations without properly supporting your infrastructure?

Moderator: Therese Thilgen, CEO, Co-Founder, Franchise Update Media

Speakers: Sean Falk, CFE, Vice President, Franchising, SafeWay Driving Franchise, LLC; Mara Fortin, Owner, Nothing Bundt Cakes of San Diego, CA; Brian Sommers, CFE, Vice President Franchise Development, Jersey Mike's Subs

● A Hire Purpose

Hiring is one of the most important things you do as a franchise owner – but it can also be one of the challenging. In this presentation, ADP® uses data from their National Franchise Report to discuss franchise employment changes, the unprecedented opportunities for professional growth that franchising affords, and the tools you need to achieve your franchise's hiring goals.

Speaker: Aldor H. Delp, Division Vice President & General Manager for ADP's Resource and Small Business Services HR Solutions, ADP®, LLC

2:45 pm – 4:45 pm

BUSINESS SOLUTION ROUNDTABLES

Hosted by both Franchise Executives & Supplier Forum Members, don't miss this unique opportunity to sit down – at literally a round table of 10-12 people – and exchange ideas, challenges, solutions and best practices with some of franchising's most accomplished professionals including CEO's, Presidents and COO's of leading companies in the industry. Pose questions and listen to their success stories, lessons learned, innovative business solutions, and where they see the future of franchising. Discussion topics include such issues as franchise sales, credit/lending, operations, legal issues, branding, technology and much more! Many say these are the most valuable and rewarding sessions offered at the convention so don't miss your chance to learn from franchise icons and thought leaders – what they share can really have an impact on your franchise brand's future!

The Roundtables will also be held on Tuesday, February 23 from 8:30 am – 10:15 am.

8:00 pm – 10:30 pm

FRANCHISE BASH

Join us Monday evening for Franchising's Night Out! Make sure to network and mingle with fellow convention-goers at our newly-branded Franchise Bash! This must-attend party will be at "The Grotto" located under Bridge Hall at the Convention Center along the famed River Walk. You can relax indoors and out while getting to know other franchise professionals and sampling the best of San Antonio cuisine. At our Franchise Bash, you can connect with old friends and talk about your collective convention experiences while also forging new relationships. You can't miss it! This will be the franchise bash of the year!

Franchising's
Night Out!

SESSIONS BY UNIT SIZE

Our convention committee is hard at work developing programming relevant to all franchise system sizes at whatever stage of their development. However, some content at our Sunday Summits and Sunday/Monday morning educational sessions can be **suggested** for those representing certain system sizes. While our sessions are still applicable to all, the following titles are being identified as being particularly relevant for the following system sizes.

SUNDAY, FEBRUARY 21

Systems with 0-25 Units

- To Outsource Your Sales or Not to Outsource
- Turning The Tide in an Emerging Brand
- International Summit – Track One

Systems with 26-100 Units

- To Outsource Your Sales or Not to Outsource
- International Summit – Track One

Systems with 101-250 Units

- International Summit – Track One
- Adjusting for Millennial Customers
- To Outsource Your Sales or Not to Outsource
- Addressing a PR Crisis in a Social and Online World – Lessons from Case Studies
- Keeping Tenured Franchisees Motivated and Engaged as the Years Go On

Systems with 250-500 Units

- International Summit – Track Two
- To Outsource Your Sales or Not to Outsource
- Keeping Tenured Franchisees Motivated and Engaged as the Years Go On

Systems with 500 & More Units

- International Summit – Track Two
- Keeping Tenured Franchisees Motivated and Engaged as the Years Go On

All Systems Above

- Franchise Development/Sales Summit
- Digital Marketing & Technology Summit
- The 25th Annual Elements of Successful Franchising
- Franchise Relations Summit
- Respect Your Audience
- Executive Insider: The Keys to Success (and Failure) that No One Tells You... But We Will!
- Attracting and Engaging Seven Figure Net Worth Candidates to Your Franchise
- Supporting Franchisees from an Operations Perspective
- Key Franchise Cases of 2015 that Directly Impact Business Decision-Making
- Market Trends and Success Stories in Franchise Mergers & Acquisitions
- Strategies for Improving Franchise Communications
- Franchisor and Supplier Partnerships: Working Together to Build a Better Brand
- Franchisors: How Will the NLRB's Decision on Joint Employer Standards Impact You? And Where Might It Go Next?

MONDAY, FEBRUARY 22

Systems with 0-25 Units

- Help! How Do I Get to 100 Units?
- Unit Level Economics is a Difference Maker (Driving Profitability through Benchmarking & Performance Groups)

Systems with 26-100 Units

- Help! How Do I Get to 100 Units?
- Strategies For Working with Franchisee Associations
- Unit Level Economics is a Difference Maker (Driving Profitability through Benchmarking & Performance Groups)

Systems with 101-250 Units

- Strategies for Working with Franchisee Associations
- Unit Level Economics is a Difference Maker (Driving Profitability through Benchmarking & Performance Groups)

All Systems Above

- The International Franchisee's Perspective on International Franchising Practices
- New Financing Opportunities to Better Qualify Military Veteran Candidates
- Creating a Social Franchise
- Financial Performance Representations: What Franchisors Need to Know about The Latest Regulatory Evolution and How It Affects Your Item 19
- Seamless Succession Planning Strategies and How to Transition the Franchise Business Either to Family or in a Sales Transaction
- Shifting Gears: Modifying Key Franchise Agreement Terms in Response to Recent Regulatory Changes and Advances in Technology
- Building an Effective Training Program for Your Franchise System
- Communicating the Positive Message of Franchising... Things You Need to Know and Do
- Get Your Mobile On – Capitalizing on Mobile Devices to Drive Traffic
- Driving Brand Consistency across Social Media from Infancy to Scale
- Building an Effective Training Program for Your Franchise System

Exhibit Hall

MEET YOUR NEXT BUSINESS PARTNER!

The IFA Exhibit Hall offers something for everyone—accounting, business and legal services, financial services, insurance programs, marketing and public relations specialists, software and technology providers, human resources experts, franchise development resources, and travel, hotel and special event services. Stroll the aisles for new ideas, inspiration and some fun while learning about products and services that can help you better achieve your business goals. Visit with your current business partners and meet potential new ones. Don't forget to enter the exciting door prize drawings for \$1,000 held during official exhibit hours.

EXHIBIT HALL SCHEDULE

Sunday, February 21

4:30 pm – 8:00 pm

Chairwoman's Reception with Exhibitors

Join IFA's Chairwoman of the Board for the official opening of the 2016 Exhibit Hall. This is your first opportunity to meet with service providers who offer innovative and cost-effective products and solutions to help your company achieve its strategic goals.

Monday, February 22

12:00 noon – 2:30 pm

Networking Lunch with Exhibitors

Take advantage of the second opportunity to meet the vendors, enter raffle drawings and learn what our service providers can offer to help build your brand and run a more streamlined operation.

2:30 pm – 5:00 pm

Optional Hours

The Exhibit Hall will remain open for one-on-one appointments and networking time. Exhibitors are not required to staff their booths during this time.

5:00 pm – 7:00 pm

Reception with Exhibitors

Your final chance to visit with our exhibitors and enter the drawings to win \$1,000!

For exhibiting opportunities, please contact Lynette James at ljames@franchise.org or 202-662-0782.



The Learning Lab

Be sure to visit the Learning Lab in the rear of the hall for a more in-depth look at the products and services being offered by the vendors in our exhibit hall!

2016 IFA ANNUAL CONVENTION EXHIBITOR LIST (AT PRESS TIME)

5th Avenue Leads, LLC
919 Marketing Company
A Closer Look
Actio Marketing
Axiom Corp.
Aestra, Inc.
AdGeo, Inc.
ADP, Inc.
Apple Pie Capital
Aranco Productions
Armanino Franchise Services Group
Ascentium Capital
Associated Luxury Hotels International
Astley Gilbert Ltd
Audio Video Unlimited
Avalara
Avitus Group
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
Balboa Capital
The Bancorp Bank – Franchise Lending
Bank of America
Baum Realty Group
BDO USA, LLP
Benetrends, Inc.
The Bernard Group
BFC
BizBuySell
BizVision
Bluewater
BNI Global
Boefty
Brandify
Bridgeline Digital
BuildASign.com
Buxton
CallTrackingMetrics
Cartvertising
Central Payment
Chainsync Inc.
Chat 24/7 Live
Citrin Cooperman
Clarity Voice
Clayton Kendall
Cockrell Enovation
Comark Direct
Connectivity
Constant Contact, Inc.
Creative Producers Group
CruiseOne/SmithPollin Group
Cutco Cutlery
Dawson Franchise Insurance / An Assured Partners Company
Digital West
Direct Capital Franchise Group
DirectMail2Go
DirectTV
Divvy by Alexander's
DSI Parts, Inc.
E3 Local
Ecolab Inc.
Entrepreneur Media, Inc.
Executive Leads LLC
F.C. Dadson, SIB, LLC
Faegre Baker Daniels LLP
Ferrandino & Sons, Inc.
Firebolt Group, Inc.
FisherZucker LLC
Fishman PR
Fort Worth Convention & Visitors Bureau
Forum Analytics, LLC
Franchise Business Review
Franchise Clique, LLC
Franchise Gator LLC
Franchise Growth Partners
Franchise Marketing 360
Franchise Marketing Systems
Franchise Opportunities Network
Franchise Payments Network

Franchise Solutions
Franchise Times
Franchise Update Media Group
Franchise.com
FranchiseBlast
FranchiseHelp.com
FranchiseResales, LLC
FranConnect
FRANdata
FranFund, Inc.
FranMan, Inc.
FranWise
FRM Solutions
Funding Avenue
G/O Digital
Gallagher
GbBIS
GetCompanyUniforms.com
Global Cash Card
Gray Plant Mooty
GridPoint, Inc.
Guggenheim Retail Real Estate Partners, Inc.
Guidant Financial Group, Inc.
Heartland Investigative Group
HigherVisibility, LLC
Hiltons of Chicago
Hireology, Inc.
HKP
Hot Dish Advertising
Hughes
Hylant Group
IFPG-International Franchise Professionals Group
iFranchise Group
IFX Software & Strategies
Imagine! Print Solutions
IMN
INFINITI HR
Infogroup
Initial Impression
Insperity
International Council of Shopping Centers
The Internicola Law Firm
Intuit, Inc.
Jive Communications
Katzman Insurance
Keyser
Kindle Communications
Konnect Public Relations
LatitudeCG
Leading Authorities, Inc.
LearningZen
LED Source
LiftForward, Inc.
Listen360, Inc.
Litmos by CallidusCloud
Littler Mendelson
LocalBiz360
LocalVox
Location3 Media
m2M Strategies
Management 2000
Manalto Inc.
MarComet
Marlin Franchise Finance Group
Marron Lawyers
Meet AC
MFV Expositions
Mindstream Interactive
Modernistic
Murphy Business & Financial Corp. LLC
MyPayrollHR.com LLC
Naranga
NCR Silver
NetSearch Direct
Netsurion
New Image Marketing Research Corp.
Newmark Grubb Knight Frank
No Limit Agency
Northwood University

Online Image
OpsMatrix
OrderWithMe
Our Town America
Out of the Box Technology
Pango Financial, LLC
Paragon Small Business Capital Group
Patriot Creative Group
Patriot Software, Inc.
Paychex, Inc.
Paycom
Paycor
PCS VOIP
Pictura Graphics
PODS
POSitive Technology
Precision Services Group
PrintComm/Marketing Impact
Profit Mastery
ProfitKeeper
PROGRADE
Proliant
Proven Match/Franchiseworks.com
Qiigo, Inc.
Quattro FPO Solutions
Qvinci
Randal Retail Group
ReachLocal, Inc.
re:group
Remote Quality Bookkeeping
Reno Tahoe USA
Rhino 7 Franchise Development Corporation
RingCentral
RME360
ROIC analytics, LLC
Royal Caribbean International
Safeguard by Team/MHC
Scorpion
SDCooper Company
SecurityMetrics
SEMrush
Servant Systems, Inc.
Siegel Financial Group
Signpost, Inc.
Sign Pro, Inc.
Site Zeus
SMB Franchise Advisors
Snagajob
SOCi, Inc.
Spectrio
Strategic Meetings Solutions
Surefire Social
Sympateco, Inc.
Tortal
TransFirst
TriNet HR Corporation
TripBuilder Media, Inc.
Tsheets
Uniserv, Inc.
United Community Bank
Universal Background Screening, Inc.
UP Creative, Inc.
Valley Screen Graphics
Valpak
VF Imagewear, Inc.
Visualogistix
The Wall Street Journal
WebPunch
We Speak Franchise
World Manager
Worldpay US, Inc.
Xpressdocs
Yodle
Yooz, Inc.
ZeeWise, Inc.
Zoom 7, Inc.

Everything You Need to Know Before You Go

PRE-REGISTRATION

To register for all events described in this brochure, please visit <http://convention.franchise.org> and click on the registration link. Our pre-registration deadline is February 5, 2016. Once you have registered you will receive a confirmation packet via email. For questions, please call IFA's Conferences Department at 202/662-0763 or email events@franchise.org.

REGISTRATION FEES

Registration Fees* are per person and include:

- Entry into all convention general sessions and educational sessions including the Summits and Mini-Super Sessions.
- Speaker materials/presentations
- Exhibits and evening networking events.
- Educational session instruction and materials.
- Saturday's "The Buzz" Reception.
- Continental Breakfast Monday & Tuesday.
- Brunch on Tuesday.
- Monday's Franchise Bash.
- Refreshments.

**Pertains to full convention registration fees only. This excludes the Spouse Rate (applicable to evening social events only) and the Exhibit Hall Access badge rate (provides booth workers entry into the Exhibit Hall and Saturday's The Buzz).*

The registration desk will be open at the following times:

Saturday, February 20	7:00 am – 8:00 pm
Sunday, February 21	7:00 am – 7:00 pm
Monday, February 22	7:00 am – 6:00 pm
Tuesday, February 23	7:30 am – 12:00 noon

ADDITIONAL EVENT FEES/INFORMATION

The Annual Leadership Conference on Saturday is an additional \$100 for fully registered convention attendees. The Prayer Breakfast on Sunday is offered on a complimentary basis to the first 400 fully registered convention attendees on a first-come, first-served basis.



ICFE SPECIAL SESSIONS

Attendance at the ICFE Special Sessions Friday and Saturday is not included in the convention registration fee. There is a separate registration fee of \$550 for members, \$800 for non-members for the full day sessions. Visit www.franchise.org/cfe or call Rose DuPont at 202/662-0771 for more information.

FRIDAY (full-day)

- IFA Fran-Guard
- Profit Mastery
- Principles of Franchising
- Leading With Excellence in Franchising

SATURDAY (full-day)

- IFA Fran-Guard™
- Profit Mastery: Charting a Course for the Future Part II
- FranTogether
- The 5 Choices to Extraordinary Productivity

SATURDAY (half-day)

- Understanding and Managing Potential Joint Employer Impacts on Franchise Operations
- Coming to America: Exporting a Franchise to the U.S.

STAY CONNECTED BEFORE, DURING AND AFTER THE SHOW!

IFA is pleased to offer a mobile app for our 2016 Convention. Attendees can download the app (at no cost) to your iPad, iPhone, Droid, or use a hybrid web-based app for other web-enabled devices. Stay tuned for more information on how and when you can access the convention app as it becomes available! Make sure to check out convention.franchise.org for new announcements and updates! To participate in the conversation on social media, be sure to use #IFA2016 in your posts prior to and during convention.

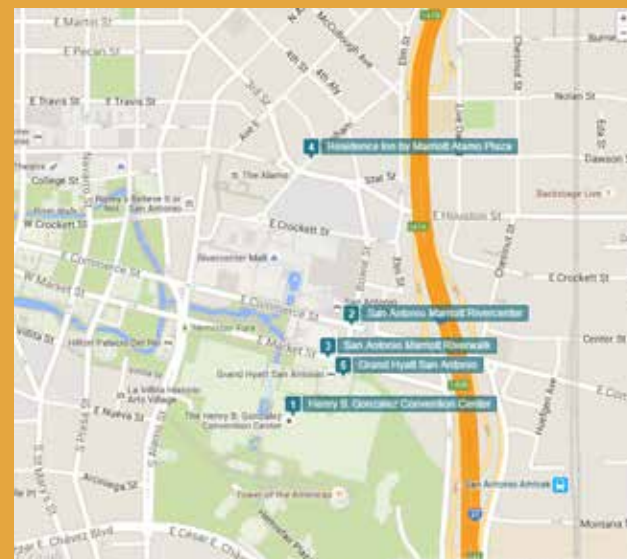


ATTIRE & WEATHER INFORMATION

Business casual attire is appropriate for all Convention events. Please keep in mind that meeting rooms tend to be cool so you may be more comfortable with a jacket. Jeans are discouraged except during exhibit hall set up and dismantle. Moderators and speakers should dress in business attire for their presentations. San Antonio's average high temperatures are 67°F and average lows are 42°F in February.

BOOK YOUR HOTEL ROOM NOW!

The majority of convention events will occur at the Henry B. Gonzalez Convention Center with a few committee meetings and evening activities scheduled at our headquarters hotel, the Marriott Rivercenter. We have room blocks at three Marriott properties (the Marriott Rivercenter, Marriott Riverwalk and the Marriott Residence Inn San Antonio Downtown) and at the Grand Hyatt, all very close to the Henry B. Gonzalez Convention Center. Please visit convention.franchise.org and click on the Hotel & Travel tab for more details on booking your hotel room. The deadline for booking your room at one of our convention hotels is **January 27, 2016** (or when the room blocks sell out, whichever comes first). All guests are responsible for submitting a credit card number as a guarantee at the time of the reservation. There is no cancellation penalty for rooms cancelled 48 hours prior to check in. All hotel properties include complimentary in-room wifi.



Please complete one form per person. Pre-Registration closes on February 5, 2016. Registrations received after this date will be processed onsite and subject to an additional \$100 fee. For up-to-date convention news or to register online please visit <http://convention.franchise.org>.

Full Name _____ ☐ Franchisee ☐ Franchisor ☐ Supplier

Nickname for Badge _____

Spouse (if registering) _____

Company Name _____ Job Title _____

Address _____

City _____ State _____ Zip _____ Country (if not U.S.) _____

Telephone _____ Fax _____

Email _____

(An individual email address for the actual person attending convention is required for confirmation packets and hotel reservations.)

☐ Check here if you do not wish to receive emails and faxes on Convention events and issues of interest.

Is this your first IFA Convention? ☐ Yes ☐ No

Are you a U.S. Veteran? ☐ Yes ☐ No

Please mark the appropriate boxes to indicate your participation and fees.
Registration fees are PER PERSON.

<input type="checkbox"/> IFA Franchisor/Supplier Member	
<input type="checkbox"/> 1-3 registrants when registering together	\$1040
<input type="checkbox"/> 4-9 registrants when registering together	\$940
<input type="checkbox"/> 10+ registrants when registering together	\$840
<input type="checkbox"/> IFA Franchisee Member	\$590
<input type="checkbox"/> Franchisor/Franchisee Package (includes one franchisor and three franchisees from the same system)	\$2200 (or \$550 each)
<input type="checkbox"/> Member Exhibitor	\$690
<input type="checkbox"/> Member Exhibitor Badge (tradeshow access only - max (4) per 10x10 booth)	\$250
<input type="checkbox"/> Non-Member Exhibitor Badge (tradeshow access only - max (4) per 10x10 booth)	\$500
<input type="checkbox"/> Spouse (includes evening social events only)	\$500
<input type="checkbox"/> Speaker/Moderator (does not apply for roundtable facilitators)	\$650
<input type="checkbox"/> Non-Member	\$2,250
<input type="checkbox"/> University Personnel	\$840
<input type="checkbox"/> Annual Leadership Conference (Saturday)	\$100
<input type="checkbox"/> Prayer Breakfast (Sunday)	Complimentary
<input type="checkbox"/> Media (complimentary upon approval)	Complimentary

Total Fee \$ _____

CANCELLATION POLICY: Refunds (minus a \$100 administration fee) will be granted for cancellations received in writing to events@franchise.org by January 29, 2016. Cancellations received after that date are subject to a 50% penalty + a \$100 administration fee. No refunds are permitted after February 5, 2016. Substitutions are permitted at any time, subject to a \$50 substitution fee.

HOTEL RESERVATIONS: The deadline for booking your room at one of our convention hotels is January 27, 2016 (or when the room blocks sell out, whichever comes first). Our headquarters hotel is the Marriott Rivercenter. All guests are responsible for submitting a credit card number, or a deposit equal to one night's room rate, plus tax as a guarantee, at the time the attendee makes the reservation. Deposits will be refunded for rooms cancelled more than 48 hours prior to arrival. To book your room, visit convention.franchise.org and click on the "travel" drop-down box.

PAYMENT METHOD

☐ Check payable to IFA (Federal Tax ID # 36-6108621)

☐ Credit Card : AMEX/ Visa/MasterCard/Discover

Account # _____ Expiration Date _____

Cardholder's Name _____

Cardholder's Billing Address _____

Signature _____

Send your completed form(s) with payment to:

IFA's 56th Annual Convention

c/o INTERNATIONAL FRANCHISE ASSOCIATION
1900 K Street, NW, Suite 700
Washington, DC 20006

Questions? Please call IFA's Conferences Department at 202/662-0763 or email events@franchise.org.

Fax: 202/628-0812 • www.franchise.org



FRANCHISING®
Building local businesses,
one opportunity at a time.

INTERNATIONAL FRANCHISE ASSOCIATION

1900 K STREET, NW, SUITE 700

WASHINGTON, DC 20006

www.franchise.org



AT IFA 2016, YOU WILL:

Connect with leading franchise executives who will share their stories of success, mistakes and lessons learned. There is no better venue than IFA 2016 to increase your knowledge and portfolio of contacts.

Discover the latest innovations in the marketplace for taking your franchise system to the next level. How can these innovations change the way you run your business? How can you be more efficient? How do you make your brand stand out and appeal to new customers and new franchisees? Innovation is the key to success and you will learn strategies and trends that will inspire you back home.

What is the future of franchising? Staying ahead of the curve is crucial in today's competitive environment. IFA 2016 features creative ways to evolve your brand so you can grow, increase your customer base and increase your bottom line.

Meet cutting-edge, smart and savvy supplier members in our Exhibit Hall who can help build your brand and provide solutions to better your business.

Hear from first-class business and thought leaders during our high-energy and dynamic general session programs. These are unique venues for gathering thousands of franchisors, franchisees and suppliers to the industry. We will unite and discuss the state of franchising and how we can rally together to protect our time-tested and proven business model.

Engage in in-depth discussions during interactive concurrent sessions and business solution roundtables on topics ranging from operations, franchise relations, digital marketing & technology, sales & development, international development and more!

Get to know other franchise professionals at a variety of networking events like THE BUZZ, our revamped opening networking reception that is bound to impress, or our Franchise Bash Party! IFA 2016 will allow for time to meet your fellow attendees to gain insights, talk through your challenges while making new friends.