

54th Annual



**IFA**

# CONVENTION

— DRIVING GROWTH *in* CHALLENGING TIMES —

FEBRUARY 22-25, 2014 | NEW ORLEANS CONVENTION CENTER/  
HILTON RIVERSIDE & TOWERS | NEW ORLEANS, LA



INTERNATIONAL FRANCHISE ASSOCIATION

**Franchising**  
Building local businesses,  
one opportunity at a time.

# WHY ATTEND?



STEVE ROMANIELLO



STEVE CALDEIRA

Dear Colleagues,

We invite you to join thousands of franchise business leaders at the 54th IFA Annual Convention, February 22-25, 2014, in magical and unforgettable New Orleans for what will be the most rewarding and entertaining meeting you attend all year.

The theme for this year's Convention is simply, but aptly, "Driving Growth in Challenging Times." IFA's Convention is the forum to find the solutions you need for growth, with content designed for franchisors, franchisees and the companies that support the franchise industry. The program will keep you informed on new challenges facing our industry and the new opportunities that will help your business grow.

IFA's Convention will draw some of the industry's top speakers who will share best practices as the industry continues to work its way out of these still challenging economic and public policy times. In addition, our keynote speakers are the top minds in business and politics that you will not find at any other industry meeting.

Our Convention is filled with educational sessions, roundtables, summits and mini-super sessions designed to give you the latest trends and information in the areas of franchise relations, management and leadership, financing, multi-unit growth, international growth, franchise development, social media and more.

You'll also find the industry's premier exhibit hall showcasing nearly 250 companies offering state-of-the-art tools and resources that franchise professionals need to grow their business.

The Convention Committee has done an excellent job filling the program with top-flight speakers, high-level programming, energizing roundtables, and the best networking anywhere. Our congratulations to them for making the 54th IFA Annual Convention a must-attend event.

You don't want to miss the best franchising event of the year. Register today at [convention.franchise.org](http://convention.franchise.org), or use the form found at the back of this brochure. We look forward to seeing you in New Orleans this February, where we will deliver another through-provoking and dynamic program for our great industry!

Sincerely,

A handwritten signature in cursive script that reads "Steve Romaniello".

Steve Romaniello, CFE  
Managing Director  
Roark Capital Group  
IFA Chairman of the Board

A handwritten signature in cursive script that reads "Stephen J. Caldeira".

Stephen J. Caldeira, CFE  
President & CEO  
International Franchise Association

## COME VISIT THE BIG EASY!

We are thrilled to be hosting franchising's most important program of the year in the Big Easy! Make your plans now to join us in a unique city that will serve as the perfect backdrop to our best convention yet! There are many reasons to visit New Orleans this February – not just for the great educational and networking opportunity the IFA convention is known for – but to take advantage of the laid-back atmosphere of the riverfront, the mixture of French sophistication, culinary genius and architecture that is unlike any other American city. “Laissez les bons temps rouler” is what they say in the Big Easy, and you too can “let the good times roll” with a cool stroll down Bourbon Street, or take the street car to the French market to find the famous Café Du Monde beignets. Mardi Gras may be the city's calling card, but when it's time to leave, you, too, will know what it means to miss New Orleans. Please visit [www.neworleanscvb.com](http://www.neworleanscvb.com) for more information about visiting the Big Easy.

## 2014 CONVENTION COMMITTEE MEMBERS



### **Chairman:**

Steve Joyce, President & CEO, Choice Hotels International and IFA First Vice Chair

### **Vice Chairman:**

Melanie Bergeron, CFE, Chair of the Board, Two Men And A Truck International, Inc.

Mitch Cohen, Owner, Baskin Robbins/Dunkin' Donuts Bayshore, NY

Ken Colburn, President & CEO, Data Doctors Franchise Systems

Carlton Curtis, VP Industry Affairs, The Coca-Cola Company

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

Lane Fisher, CFE, Partner, FisherZucker LLC

Lorne Fisher, CFE, CEO & Managing Partner, Fish Consulting

Cynthia Gartman, CFE, President, IKOR@USA Incorporated

Michael Isakson, CFE, Partner, Insight to Execution

Mark Kirsch, CFE, Principal, Gray Plant Mooty

Amit Kleinberger, CEO, Menchie's Frozen Yogurt

Joe Lindenmayer, President & COO, TSS Photography, Inc.

Tabbassum Mumtaz, President & Owner, Apex Restaurant Management, Inc.

Mary Ann O'Connell, CFE, President, FranWise®

Andrew Perrin, Attorney, Larkin Hoffman Daly & Lindgren

Steven Rafsky, Chairman & CEO, Padgett Business Services

Karen Satterlee, CFE, VP & Senior Counsel, Hilton Worldwide

Shawn Spencer, COO & Partner, YEAH! BURGER Development

Jeffrey Tews, Multi-Unit Franchisee, Bright Star Healthcare of Madison, WI

Marla Topliff, President, Vive Bene Enterprise, Inc.

# THANK YOU TO OUR SPONSORS



General Session Production



Opening General Session Speaker Sponsor



Monday Super Session  
Leadership Conference Lunch



Taste of Franchising Title Sponsor  
Entrepreneur of the Year Award



Hall of Fame Awards



Convention Mobile App



Registration Bags



Franchise Party Title Sponsor



Small Screen Promotions



Opening General Session



Tuesday Super Session



Wireless Internet



Bonny LeVine Award



Convention Program Book  
Leadership Conference Program



VetFran Chairman's Corps  
Reception



Ronald E. Harrison Award



Cell Phone Charging Stations  
Board of Directors' Dinner



Exhibit Hall Aisle Banner  
Exhibit Hall Door Prizes  
Escalator Runs



Franchise Party Gold Sponsor



Lobby Banner



Technology Summit



Convention Badge Lanyards



International Reception  
Leadership Conference Program



Convention At-A-Glance Pocket Guides



Convention Badge Lanyards



New Member & First Timer Reception  
Financial Summit



Exhibitor Social Lounge



Board of Directors' Dinner



Twitter Feed



Franchise Party Silver Sponsor



Exhibit Hall Aisle Banner  
Lobby Banner



New Member & First Timer Reception



Registration Lounge/Email Kiosks/Print  
Stations



WFC Crystal Compass



International Summit - Track 1



Room Drop



International Lounge



Exhibit Hall Footprints



Taste of Franchising



Cell Phone Charging  
Stations



Leadership Conference  
Networking Reception



Business Solution Roundtables



International Summit - Track 2



Exhibit Hall Footprints



Exhibit Hall Footprints



International Lounge



Business Solution  
Roundtables



Exhibit Hall Footprints



"You Are Here" Signs



New Markets Summit



Taste of Franchising



Leadership  
Conference Program



FranPAC 365 Club Event



Gift Coupon



Registration Lists



Registration Lists

# SCHEDULE AT-A-GLANCE

\*indicates separate fee or registration required

## FRIDAY, FEBRUARY 21, 2014

- 7:30 am – 10:00 am..... ICFE Special Sessions Registration Desk  
 8:30 am – 5:30 pm..... Concurrent ICFE Special Sessions\*
- IFA FRAN-GUARD™
  - Financial Boot Camp: Improving Network Unit Profitability and Performance
  - Leading with Excellence
  - Principles of Franchise Management
- 11:30 am – 1:00 pm..... Franchising Gives Back Registration Desk & Boxed Lunch Pick-Up  
 12:00 noon – 1:00 pm..... ICFE Special Sessions Lunch\*  
 1:00 pm – 4:00 pm ..... Franchising Gives Back\*

## SATURDAY, FEBRUARY 22, 2014

- 7:00 am – 7:00 pm..... Registration  
 8:00 am – 5:00 pm..... Press/VIP Office  
 8:00 am – 5:00 pm..... International Lounge  
 8:00 am – 9:30 am..... Finance Committee  
 8:00 am – 9:30 am..... Franchisee Forum  
 8:00 am – 10:00 am..... Marketing & Technology Committee  
 8:00 am – 10:00 am..... VetFran Committee  
 8:00 am – 10:00 am..... Membership Committee  
 8:30 am – 10:00 am..... Legal Legislative Committee  
 8:30 am – 10:30 am..... Women's Franchise Committee  
 8:30 am – 5:30 pm..... Concurrent ICFE Special Sessions\*
- IFA FRAN-GUARD™
  - Moving from Conflict to Collaboration
  - Leading vs. Managing
  - Ignite Brand Growth by Integrating Social Media Into Your Overall Marketing Strategy
- 9:00 am – 5:00 pm..... International Society of Franchising  
 10:00 am – 12:00 noon..... International Committee  
 10:00 am – 12:00 noon..... Franchise Relations Committee  
 10:00 am – 12:00 noon..... Corporate Counsel  
 10:00 am – 12:00 noon..... IFA Executive Committee  
 10:30 am – 12:30 pm..... Diversity Institute Advisory Board  
 11:30 am – 12:45 pm..... Annual Leadership Conference Lunch\*  
 12:00 noon – 1:00 pm..... ICFE Special Sessions Lunch\*  
 12:00 noon – 1:00 pm..... International Society of Franchising Lunch  
 12:00 noon – 4:00 pm..... IFA Board of Directors' Luncheon & Meeting  
 1:00 pm – 4:15 pm..... Annual Leadership Conference\*  
 3:00 pm – 4:00 pm..... Supplier Forum Orientation  
 4:15 pm – 5:45 pm..... Annual Leadership Conference Reception\*  
 4:30 pm – 5:30 pm..... New Member Orientation  
 5:30 pm – 6:30 pm..... First-Time Attendee/New Member Reception  
 6:30 pm – 8:30 pm..... Taste of Franchising  
 8:00 pm – 10:00 pm..... IFA Board of Directors' Dinner (by-invitation-only)

## SUNDAY, FEBRUARY 23, 2014

- 7:00 am – 7:00 pm..... Registration  
 7:00 am – 7:30 am..... Supplier Forum Executive Committee  
 7:00 am – 9:00 am..... Women's Foodservice Forum Breakfast\*  
 7:15 am – 8:45 am..... Prayer Breakfast\*  
 7:30 am – 9:00 am..... Supplier Forum Advisory Board & Membership Meeting  
 8:00 am – 5:00 pm..... Press/VIP Office  
 8:00 am – 5:00 pm..... International Lounge  
 8:00 am – 10:00 am..... Franchisor Forum  
 9:00 am – 11:00 am..... Past Chairmen's Council  
 9:00 am – 11:00 am..... Franchising in the Social Sector Task Force  
 9:00 am – 12:00 noon..... Franchise Relations Summit: Social Media Risk  
 9:00 am – 12:00 noon..... International Summit – Track One  
 9:00 am – 12:00 noon..... International Summit – Track Two  
 9:00 am – 12:00 noon..... Digital Marketing & Technology Summit  
 9:00 am – 12:00 noon..... New Markets Summit  
 9:00 am – 12:00 noon..... Elements of Successful Franchising  
 9:00 am – 12:00 noon..... Financial Summit: Four Different Ways Financing is Affecting the Franchise Industry  
 9:00 am – 12:00 noon..... Franchisee Leadership Summit  
 9:00 am – 12:30 pm..... International Society of Franchising
- 10:00 am – 11:30 am ..... MINI SUPER SESSIONS**
- The Three Critical Steps to Positioning Your Franchise into a World-Class Brand
  - Amaze Every Customer Every Time: 10 Must-Do Customer Service Strategies and Tools
  - On Fire at Work: How to Ignite Passion in Your People and Prevent Them from Burning Out
- 11:30 am – 12:30 pm..... FranPac VIP Reception\*  
 12:30 pm – 2:30 pm..... Opening General Session
- 2:45 pm – 4:15 pm ..... CONCURRENT SESSIONS**
- Getting the Most Out of Customer Satisfaction Surveys
  - Supplier Forum Best Practices Seminar: Cutting Edge Ways to Reduce Cost & Improve Efficiency of Opening New Outlets
  - The Evolution of Change in the Franchise Workplace
  - CEO/COO/Presidents Roundtable
  - Building Brand Evangelists While Conquering the Coupon Illusion
  - Leading Your Franchise System: Can This Franchisee Be Saved?
  - Underdog Marketing: Competing Against the Big Guys/ Re-launching Your Brand
  - Thinking ROE: How to Deliver a Return on Engagement with Your Social Media Content
  - The Health Care Law and Your Business: What You Need to Know
  - Marketing Strategies for Today's Multi-Unit Franchisees
  - An FRC Best Practices Program: Crisis Management - Are You Ready?
  - Failure to Launch
  - International: Setting Fees, Development Schedules, Enforcement Agreements and Preparing for Changes with Master Franchise Agreements

# SCHEDULE AT-A-GLANCE

## Sunday, February 23 continued

\*indicates separate fee or registration required

- The Real Estate Deal: Getting to YES!
- The Game Has Changed: How to Redefine and Redesign the Franchisee Event Experience
- Franchisee Buy-In: How to Capture, Captivate and Self-Motivate Franchisees to Follow and Apply Your Proven System

4:30 pm – 8:00 pm..... Chairman’s Reception with Exhibitors  
 8:00 pm – 9:30 pm..... International Reception  
 8:00 pm – 9:30 pm ..... VetFran Chairman’s Corps Reception

## MONDAY, FEBRUARY 24, 2014

7:00 am – 6:00 pm..... Registration  
 8:00 am – 5:00 pm..... Press/VIP Office  
 8:00 am – 5:00 pm..... International Lounge  
 8:00 am – 10:00 am..... Super Session with Continental Breakfast

### 10:15 am – 11:45 am ..... CONCURRENT SESSIONS

- Coaching Franchisees to Better Performance by Understanding Their Style
- International: News From Around the World
- PAFI Best Practices: Pairing Athletes with Good Operators
- Building the Brand Together
- Supplier Forum Best Practices Seminar: How Much Franchisee Support is the Right Amount?
- How to Build a Successful and Sustainable Franchise System: It’s All About Unit Level Economics
- Increase Local Share and Customer Engagement with Less Time and Effort
- Are You REALLY Engaged? “Stuff” You’ll Wish You Knew about the “Customer Experience”
- Today’s Marketing Strategies for Growth-Oriented Franchisees/ Franchise Systems
- On-Boarding New Franchisees
- Exit Succession and Estate Planning for Baby Boomer Franchise Owners
- Facebook & Franchising – What You Don’t Know and Wish You Did
- Connecting Veterans & the Military with Your Franchise System – How to Bring These Powerhouses Together
- Regulation Nation: Focus on the Food Service Franchisor – How to Comply, Survive & Thrive
- #1 Skill to Master for Increasing Top Line Revenues
- Franchise Cash Flow Management

11:00 am – 5:00 pm..... 2015 Exhibit Booth Selection (by appointment)  
 12:00 noon – 2:30 pm..... Networking Lunch with Exhibitors  
 1:00 pm – 2:00 pm..... FranPAC 365 Club Event  
 1:00 pm – 2:30 pm..... Educational Foundation Board of Trustees  
 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 Party

## TUESDAY, FEBRUARY 25, 2014

7:00 am – 10:00 am..... Registration  
 8:00 am – 10:00 am..... Super Session with Continental Breakfast  
 8:00 am – 11:00 am..... Press/VIP Office  
 10:00 am – 11:30 am..... ICFE Board of Governors  
 10:15 am – 11:45 am..... Business Solution Roundtables  
 11:45 am..... Convention Program Adjourns



BUSINESS SOLUTION ROUNDTABLES



TASTE OF FRANCHISING

# GENERAL SESSIONS

FA's general sessions offer exciting, compelling programming that meet the wide-ranging needs of our diverse membership. Qualified, experienced, and through-provoking speakers will share best practice tips, marketplace trends and industry insight advice for positioning your business for success in 2014.



LEON PANETTA

Our Opening General Session Sunday afternoon will officially kick-off our 54th Annual Convention program when Former U.S. Secretary of Defense and CIA Director Leon Panetta takes the stage. Leon Panetta has dedicated much of his life to public service. He served as the 23rd Secretary of Defense from 2011 to 2013 and oversaw the final removal of American troops from Iraq as well as the beginning of troop withdrawals from Afghanistan. He led the effort to develop a new defense strategy to advance greater agility, protect national security and meet fiscal discipline, opened up new opportunities for everyone to serve in the military and protected benefits for wounded warriors and their families. Before joining the Department of Defense, Mr. Panetta served as the Director of the Central Intelligence Agency from 2009 to 2011, where he led the agency and managed human intelligence and open source collection programs on behalf of the intelligence community, placed an emphasis on more racial diversity and increased language training for officers in the agency. Most notably, he was responsible for overseeing the operation that resulted in bringing Osama bin Laden to justice. Before joining the CIA, he spent 10 years co-directing with his wife Sylvia, the Leon & Sylvia Panetta Institute for Public Policy, based at California State University, Monterey Bay. The Institute is a nonpartisan, not-for-profit center that seeks to instill in young men and women the virtues and values of public service. From July 1994 to January 1997, Mr. Panetta served as Chief of Staff to President Bill Clinton and represented California's 16th (now 17th) Congressional District from 1977 to 1993, rising to House Budget Committee Chairman during his four final years in Congress. Mr. Panetta joins us to provide a rare insider's view gleaned from years of public service in the White House, Congress and intelligence community. He will also speak to leadership and the value of giving back.



CHERYL BACHELDER

Monday morning you will hear from Cheryl Bachelder, CEO of Popeye's. Ms. Bachelder is a passionate restaurant industry executive, known for her crisp strategic thinking, guest-focused operations, consistent financial performance and the development of outstanding leaders and teams. She brings more than 30 years of experience in brand building, operations and public-company management at companies like KFC, Domino's Pizza, RJR Nabisco, The Gillette Company and The Procter & Gamble Company. Join us for breakfast and learn from one of the industry's most well-known and well-respected leaders – what are Bachelder's future plans for the brand and how does she plan to get there? You'll walk away with invaluable insights and real-world take-home tools that will make a difference for your business.



TODD ROWE

Our Tuesday morning session will showcase Todd Rowe, Google's Managing Director of Global Channel Sales, a \$5 billion Channel Sales organization globally, which is one of Google's fastest growing sales organizations worldwide. He is responsible for selling Google's AdWords, video and mobile products to small and mid-sized companies through third parties in 25 countries throughout North America, Europe, Asia Pacific and Latin America. Mr. Rowe has 20 years of experience in the hardware and software industries, with sales, marketing and general management experience. Mr. Rowe also works with venture capital firms in Silicon Valley, advising them on potential investments in start-up companies, and has served on the board of directors of two successful start-up technology companies. Todd Rowe joins us to share how new media tools are changing the way businesses (like yours) operate today and in the future. This is a session you can't afford to miss!

## AWARD PRESENTATIONS

The most prestigious awards in franchising will be presented at our General Sessions. Join us for the following to celebrate some of franchising's best and brightest:

### Hall of Fame Awards

Sunday, February 23

### Entrepreneur of the Year Award

Monday, February 24

### Bonny LeVine Award

Tuesday, February 25

### Ronald E. Harrison Award

Tuesday, February 25

[convention.franchise.org](http://convention.franchise.org)

# FRIDAY HIGHLIGHTS

11:30 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 Third Annual Franchising Gives Back. Get your convention experience off to a great start and plan to connect with your fellow attendees Friday, February 21 as we help to build the community and enrich lives. This year, Franchising Gives Back attendees will travel to a local charter school in downtown New Orleans called the William J. Fischer Accelerated Academy to take on projects that will make a real difference. Volunteers will help build new planter boxes for the garden, build new picnic tables and benches, paint interior and exterior spaces, and paint/restripe the playground black-top 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, t-shirt and supplies are all included. There is no additional fee\* to participate and space is limited to the first 150 people to register. Simply check off the box on our registration form and watch your email for more details to come soon!

*\*While there is no registration fee to participate in Franchising Gives Back, we do reserve the right to charge a \$100 "no show" fee in the event you fail to participate. All fees collected will be donated to the William J. Fischer Accelerated Academy in New Orleans.*



# SATURDAY HIGHLIGHTS

11:30 am – 5:45 pm  
Annual Leadership Conference

## *Digging Deeper: Mining for the Leader Within*

"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everyone can understand." – General Colin Powell

Great leaders rarely develop overnight. They cultivate their leadership abilities over time through education, hard work, risk taking, reflection and help from other great leaders. Whether you are currently a CEO grooming your successor and building your leadership team, an aspiring leader developing your individualized leadership style, or a franchise professional looking to further your personal career growth, join us for this program that will provide you with valuable lessons and techniques to develop the great leader within you. To indicate your participation (additional registration fee of \$100 required), please check off the appropriate box on the IFA Convention registration form. You will earn 100 CFE Education credits for participating in this event.

### 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:** **Mary Thompson, CFE**, President, Mr. Rooter & Director, Veteran Affairs, The Dwyer Group

Our keynote address will set the stage for an exciting and informative day. We will feature Mary Thompson, President of Mr. Rooter, one of the most highly-regarded and well-respected leaders in franchising today. She will share her roadmap to success -- the tools and strategies she used to her advantage as she developed her own leadership style. She will discuss the bumps she encountered during her journey, her best practices for overcoming those challenges and what she learned about herself along the way. She will also reveal what she thinks some of the most important leadership qualities are and what kind of leadership she believes a franchise system needs to be successful.

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 a variety of key areas including: knowing when to take a step back to be more strategic and less hands on; grooming leaders in your organization; succession planning; evaluating and taking risks; leading your system through change; rallying your team around the system's goals and purpose; making sure everyone in the system is on track; and more!

Our council members will also reveal their journey in franchising, how they dug deep to define their own leadership style, what they learned about themselves along the way and what they know now that they wish they knew then. Finally, we will open up the conversation to include the audience where you are encouraged to ask your pressing questions of this elite group.

**Moderator:** **Debbie Shwetz, CFE**, Co-Founder, Nothing Bundt Franchising, Inc. and 2014 Program Chair

**Speakers:** **Bob Johnston, CFE**, CEO, Front Burner Brands; **Nancy Bigley, CFE**, CEO, Bottle & Bottega; **John Teza**, Chief of Development, Jersey Mike's Subs



# SATURDAY HIGHLIGHTS continued

## (Annual Leadership Conference continued)

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.

Our Facilitators include:

- Ama Romaine**, VP & Sr. Counsel, Brands, Hilton Worldwide
- Tipton Shonkwiler, CFE**, President, Plan Ahead Events, United Franchise Group
- Iric Wexler, CFE**, Vice President, Development, FranForward
- Cynthia Clark**, Associate General Counsel, AAMCO Transmissions, Inc.
- Abby Whetstone**, Non-Traditional Development Director, Jack in the Box/Qdoba Restaurant Corporation
- Edith Wiseman, CFE**, Vice President, Client Solutions, FRANdata
- Christine Connelly**, Partner, Wiley Rein LLP
- Jerrold Sessler, CFE**, CEO, HomeTask, Inc.
- Ken Colburn**, President/CEO, Data Doctors Franchise Systems, Inc.
- Jamie Izaks**, President, All Points Public Relations, LLC
- Nikki Sells, CFE**, Principal, Sells Development, Inc.
- Kyle Smith**, Chief Operations Officer, Nothing Bundt Franchising, Inc.
- G. Michael Landry, CFE**, Vice President Franchise Development, Rent-A-Center Franchising International Inc.
- Rosemarie Hartnett, CFE**, President, Abradoodle Remarkable Art Education
- Bill Edwards, CFE**, Chief Executive Officer, Edwards Global Services
- Liz Sigety**, Partner, Co-Chair Franchise Group, Fox Rothschild LLP
- Liz Dillon, CFE**, Principal, Gray Plant Mooty
- Renee Maloney**, Owner, Painting with a Twist, LLC
- Felena Hanson**, Founder, Hera Hub
- Linda Shaub**, Senior Vice President, Marketing, Interim Healthcare
- Danessa Itaya**, Vice President, Maid Right Franchising, LLC
- Maria Haan**, Executive Director – Franchisees’ Association, Valpak
- Debra Lynch**, Director of Corporate Culture, Tilted Kilt Franchise Operating LLC
- Jan Muhleman, CFE**, President, re:group, inc.
- Renee Israel**, CMO/Founder, Doc Popcorn
- Andy Bell**, CEO, Handyman Matters, Inc.
- Leslie Hackett**, Franchisee/Franchise Developer, Express Employment Professionals of West Jordan, UT

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.



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

## 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 – 8:30 pm Taste of Franchising

The Taste of Franchising is one of the most popular events during the IFA Annual Convention. It is the first opportunity for attendees to catch-up with old friends and meet new contacts during the unique networking reception that showcases the many savory and sweet delights franchising has to offer. Franchisor members generously provide branded food and beverage items making this the perfect beginning to your convention experience.

Raise your brands' visibility with the 3,000 + convention attendees (and potential customers!) expected this year, including hundreds of CEO's, Presidents, COOs, Executive Vice President and Franchise Development Executives. Whether it's a new menu item or a tried and true favorite, treat attendees to a taste of what your company can offer! In addition to showcasing your products, benefits of hosting a booth include:

- One complimentary convention registration
- Your brand's logo in: *Franchising World* magazine, Convention promotional material, onsite Convention program book and Convention signage at the Taste of Franchising and General Session events.

This is a unique way to provide a fun-filled evening for convention attendees while marketing your company to potential customers and key players in the franchising community.



Title Sponsor



To reserve your space today, contact IFA's Conferences Manager, Catherine Murphy, at [cmurphy@franchise.org](mailto:cmurphy@franchise.org) or 202/662-0786.

# SUNDAY HIGHLIGHTS

## 7:00 am – 9:00 am Women's Foodservice Forum Breakfast

For the third year in a row, the Women's Foodservice Forum breakfast will showcase industry experts and provide insight on the latest trends to take your business to the next level. This year's theme is **Honoring the Trust Code: Building Business Relationships to Drive Economic Value.**

The economics of Trust builds business. It is not just a virtue- Trust is a measure of value and an economic driver fostering communication, speed and success. Trust is the DNA of any business organization, that "something" in a business relationship you can rely on. So if Trust is so important to business relationships, why is it such a challenge to establish and maintain among business leaders? This session will explore the challenges of gaining and maintaining your trusted relationships and achieving and improving your economic value.

**Panel Members:** Joyce Mazero, Partner, Perkins Coie LLC; Sarah Palisi Chapin, CEO, Hail Merry LLC; Kathy Tang, Chief Legal Officer, KFC Corporation

This event is opened to fully-registered IFA Convention attendees & WFF members for a separate fee. The cost is \$55 for WFF and IFA members and \$65 for non-members. Tables can be purchased at \$600 per table. Simply check off your participation on our online or hard copy registration form before submitting it to IFA.

## 7:15 am – 8:45 am Prayer Breakfast

A non-denomination event, the Prayer Breakfast is a great way to start the day with music, reflection, inspirational speakers and food for both body and mind. Jump start the day of concurrent educational sessions, networking engagements and high-powered business meetings with a bit of reflection. This year's program will feature a keynote presentation from Highpoint Church's lead pastor, Chris Conlee. His comments will focus on Character, Competence and Driving Leadership Excellence. Highpoint Church has campuses in Memphis and Collierville, Tennessee. Along with the explosive growth in church attendance Chris has been faced with many challenging leadership issues of growing an organization from start up to maturity. He has had to rely on his faith, eclectic life experience, high energy, and insatiable passion for excellence to lead a growing church and staff. Because of Chris's understanding of small business, his gift of communication, and his personal challenges with leadership in a fast-growing organization, he is often asked to speak to business leaders on topics like leadership and developing organizational vision.

The Prayer Breakfast is sponsored by:



Thank you to our additional co-sponsors:

- HomeTask.com
- MSA Worldwide
- Servant Systems
- Parable Christian Stores
- Two Men And A Truck International
- Tasti D-Lite

- Mike and Jinny Isakson
- Mike & Dina Owens
- Brian & Sally Oxley
- Todd Recknagel
- Ken & Vickie Walker

## 9:00 am – 12:00 noon Summit Programs

### ■ Franchisee Leadership Summit

Developed by the Franchisee Forum



### 9:00 am – 12:00 noon

#### Leadership vs. Management: How to be More Effective in Sales, Business and Life

##### Leadership vs. Management

- 10 skills to master to be an effective leader.
- 9 characteristics of top sales leaders.
- Manage things, lead people.
- People don't care how much you know until you show how much you care.
- Leadership affirmations and attitudes.
- 10 skills you need to master as a leader.
- Are you a boss or a leader?

##### Closing for Champions

- The 12 characteristics of top closers.
- Signals when it's time to close and when not to close.
- 20 basic closing strategies.
- Closing with passion.

##### Turn It Up a Notch

- 5 strategies how to add excitement and enthusiasm to your life.
- Excitement and Enthusiasm in balancing your life.
- Excitement and Enthusiasm in goal setting.
- Excitement and Enthusiasm with your attitude.

**Speaker:** Gary Michels, Co-Founder, Southwestern Consulting

### ■ Franchise Relations Summit

Developed by the Franchise Relations Committee



### 9:00 am – 12:00 noon

Session 1: 9:00 am - 10:25 am

#### Social Media Risk

Franchise systems have developed social media programs to market their brands and stay connected with their customers. How do franchise systems utilize social media to promote the brand?

- What types of social media does your system use?
- How often do you monitor social media?
- How do you control your brand website? Who can comment on the site?
- Use of Dashboards and other systems to monitor website and other social media.
- Use of social media to promote franchise development.
- Do you monitor your competitors' social media?
- Five suggestions on how to improve your social media program today.

**Moderator:** Andrew Perrin, Attorney, Larkin Hoffman Daly & Lindgren  
**Speakers:** Deb Binder, VP, Marketing & Communications, Ingage Consulting; Andy Giefer, Director of Digital & Social Media, Anytime Fitness LLC; Ashley Betzendahl, Social Communications Manager, Goddard Systems

## SESSION KEY

### Which Session is for You?

Summit and Educational Sessions Track Key

To help you identify the sessions most relevant to you and your business, session descriptions in the brochure are coded with symbols next to each title. Please refer to the following key:

- Large/Mature Franchise Systems = 500+ units and/or franchising 20+ years
- ◆ Medium/Established Franchise Systems = 100+ units and/or franchising 6+ years
- ▲ Small/Emerging Franchise Systems = Less than 100 units and/or franchising less than 5 years
- Relevant to All Franchise Systems

## Franchise Relations Summit continued

Session 2: 10:30 am – 12:00 noon

### Social Media Risk

Does your system have safeguards to protect the brand in light of social media risk?

- What are the social media risks?
- What is required for a social media risk program?
- How do you monitor social media for risks?
- How often do you monitor social media?
- What are some of the legal risks associated with a social media program?
- What actions should you take if you have a review that is less than excellent on your website or a third-party website?
- Do franchisees respond to comments about their location?
- Do you monitor your competitors' social media?
- Five suggestions on how to improve your social media risk program today.

**Moderator:** Brad Fishman, CFE, CEO, Fishman PR & Marketing

**Speakers:** Harvey Homsey, CFE, Vice President, Franchise Systems, Express Services, Inc.; Ama Romaine, Vice President & Senior Counsel-Brands, Hilton Worldwide; Heather Neary, Chief Marketing Officer, Auntie Anne's, Inc.

## International Summit - Track 1

Developed by the International Committee



9:00 am – 12:00 noon

Session 1: 9:00 am - 10:25 am

### How to Know When Your Franchise is Ready to Go Global

- When is the right time to take your brand international?
- What does international expansion involve in terms of sales, operations and finance?
- How can you maximize success and avoid mistakes?
- Legal considerations in going international.

**Moderator:** Robert Shaw, CFE, Executive Advisor, International Business, Right at Home Inc.

**Speakers:** Allen Hager, Chairman & CEO, Right at Home, Inc.; Dave Koch, Managing Partner, Plave Koch PLC; Adam Scott, COO & Co-Founder, WingZone Franchise Corporation

Session 2: 10:35 am – 12:00 noon

### Choosing the Countries that Will Give Your Franchise the Best ROI

- How to evaluate which markets are the best fit for your brand.
- How to decide which markets to avoid.
- Adapting to new markets and cultures.

**Moderator:** Bill Edwards, CFE, Chief Executive Officer, Edwards Global Services

**Speakers:** Dan Stone, CFE, Vice President of Franchise Development, Front Burner Brands; Kurt Ullman, CFE, Vice President, Global Development, Planet Smoothie/Tasti D-Lite; Farrah Rose, Director of International Development, The International Franchising Centre

## International Summit - Track 2

Developed by the International Committee



9:00 am – 12:00 noon

Session 1: 9:00 am – 10:25 am

### Training and Supporting International Licensees

- Master franchise agreements.
- International operations best practices.
- Efficiently and effectively supporting master franchisees.

**Moderator:** Ned Lyerly, CFE, Executive Vice President of International, CKE Restaurants Inc.

**Speakers:** Tony Foley, CFE, Executive Vice President, Global Sales, United Franchise Group; Rod Young, Global CEO and Executive Chairman, Cartridge World; Doug Wong, CFE, Sr. Director Global Franchise Recruitment, Denny's Inc.

Session 2: 10:35 am – 12:00 noon

### How to Keep Your International Operations Growing

- Alternative development strategies.
- International franchise finance.
- American franchisees and international development.
- IFA member success stories and pitfalls.

**Moderator:** Kay Ainsley, CFE, Managing Director, MSA Worldwide

**Speakers:** Aziz Hashim, President & CEO, NRD Holdings, LLC; Keith Carleton, CFE, Dir. New Business Development, International, FOCUS Brands Inc.; Kerry Olson, CFE, Vice President - Assistant General Counsel, International Dairy Queen

## Digital Marketing & Technology Summit

Developed by the Marketing & Technology Committee



9:00 am – 12:00 noon

### Innovative Lead Generation for Your Entire Franchise System

- Learn the essentials of a killer content marketing strategy.
- Optimize your use of social media to increase leads.
- Are customers getting to your site? Learn about the latest SEO techniques to generate organic leads.
- Email is still relevant. Learn how to properly manage email campaigns to drive sales to your franchisees.
- Looking for a few good franchisees? Utilize LinkedIn for your franchisee recruitment.

**Moderator:** Ken Colburn, President/CEO, Data Doctors Franchise Systems, Inc.

**Speakers:** Christine Merritt, Head of Business Development, Google; Lana Khavinson, Group Product Marketing Manager, LinkedIn; David Mihm, Director of Local Search Strategy, MOZ; Alec Stern, Founding Team, VP Strategic Market Development, Constant Contact; Nicole Hudson, President, Inbound Lead Solutions; Jim Sheehan, Franchisee of Nothing Bundt Cakes

*\*\*After presentations, participants will have the opportunity to share ideas and strategies on a variety of technology-related topics at roundtables led by experts in the field.*

## New Markets Summit

Developed by the Diversity Institute



9:00 am – 12:00 noon

It has been said, "You can buy in any language, but if you want to sell, you better sell in the language of your customer." The same goes in franchising. Companies need to evaluate the way they market and operate their business. If the customer feels they are different from what you represent or feel unrecognized, you will lose them. They will go where they are valued, understood and well served.

- Hear successful strategies employed to reach racial, ethnic, 50+, LGBT and other untapped markets.
- Learn how to engage ethnic media to reach a broader audience.
- Understand how to build a better brand story.
- Develop approaches to attract new customers, franchisees and employees to enhance your growth strategy in the U.S. and globally.
- Gain knowledge on Cultural Intelligence and its value in today's workplace.
- Receive tools to effectively connect and strengthen your marketing outreach, including social media while accelerating the mission of franchising.

**Moderator:** Joe Bourdow, CFE, Senior Advisor, Valpak and Chair of the Diversity Institute

**Speakers:** Patricia Harris, Global Chief Diversity Officer, McDonald's Corporation; Marty Greenbaum, CFE, President, Greenbaum Marketing Communications; Gerry Fernandez, Founder & President, Multicultural Foodservice & Hospitality Alliance

# SUNDAY HIGHLIGHTS *continued*

## ■ Financial Summit

9:00 am – 12:00 noon

*Four Different Ways Finance is Affecting the Franchise Industry*

### SBA & General Access to Credit

- Hear the very latest on how SBA Loans have impacted the franchise industry.
- Learn the details of a new program to help streamline the lending process for potential franchise buyers.
- Hear an update on Legal Legislative Committees SOP Taskforce and how the new language makes approval for FDD's easier.
- Join the discussion on how Access to Credit impacts a growing economy- interest rates, loan volume, small guy vs. big guy.

### Private Equity

- What are the best steps to take to prepare for an influx of private equity dollars?
- How does one know when they are ready to take the next step into private equity?
- How does a private equity purchase effect the manner in which a company is run?

### Alternative Funding Sources for Franchisees

- Learn how loans on 401k's have changed franchise lending.
- Will Crowdfunding be a legitimate resource from potential franchisees to garner support?
- What will be the next game changer in the lending community for the franchise industry?

### Conventional Money for Traditional Franchisors

**Moderator:** **Geoffrey Seiber**, CEO, FranFund, Inc.

**Speakers:** **Charlie Chase**, President & CEO, FirstService Brands; **Stephen Olear**, SBA Franchise Counsel, Los Angeles District Counsel, U.S. Small Business Administration; **Scott Frith**, CFE, President, Lawn Doctor; **Michael Daigle**, Partner, Cheng Cohen LLC; **Bob Rodi**, Managing Executive, Mount Pleasant Capital, LLC; **Jay Duke**, Audit Regional Managing Partner, Franchising Practice Leader, BDO USA, LLP; **Kristy Hall**, SVP, Small Business Lending Products, Bank of America; **Kurt Landwehr**, Vice President, Development, REGIS Corporation; **Holly Bejar**, Director of Operations, FranFund, Inc.; **Edwin Yancey, Jr.**, CFE, Vice President of Franchise Development, Jersey Mike's Subs; **Don Bescher**, Sr. Vice President- Wealth Manager, Merrill Lynch

## ▲ ◆ The 23rd Annual Elements of Successful Franchising

9:00 am – 12:00 noon

- 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?
- The changing patterns of ownership.
- How to cope with government intrusions on your business.
- Going international: Yes? No? When? Where? How?
- Growth trends of the top 200 franchise companies.
- Change: anticipating it, accommodating it and using it to your advantage.

**Speakers:** **John Hamburger**, President, Franchise Times; **Steve Joyce**, President & CEO, Choice Hotels International; **Dennis Wiczorek**, CFE, Partner, DLA Piper LLP; **Phillip Zeidman**, Senior Partner, DLA Piper LLP

10:00 am – 11:30 am

Mini Super Sessions

## ■ Amaze Every Customer Every Time: 10 Must-Do Customer Service Strategies and Tools

Customer service is everyone's job. If you're not working directly with a customer you are supporting someone who is. It is a philosophy, not a department. The strategies, tactics and tools in this presentation will help you compete and win in business. The focus will be on:

- Building credibility that will create customer confidence and create customer loyalty.
- Giving you a competitive advantage that will make price less relevant.
- Creating a culture that is employee-focused as well as customer-focused.
- How to engage and build rapport with your customers.
- How to keep customers... because without customers, you don't have a business.

**Speaker:** **Shep Hyken**, Founder, Shepard Presentations, LLC

## ■ On Fire at Work: How to Ignite Passion in Your People and Prevent Them from Burning Out

- Discover the secrets and strategies that 51 legendary leaders use to consistently attract top talent to their organizations with minimal recruiting.
- Engage employees so that they are motivated to work harder, perform better, and provide outstanding service.
- Significantly reduce costly turnover and develop hourly young talent into long-term leaders.
- Create award-winning workplace cultures that generate priceless PR and brand awareness.

**Speaker:** **Eric Chester**, Founder & CEO, Reviving Work Ethic, Inc.

## ■ The Three Critical Steps to Positioning Your Franchise into a World-Class Brand

- Determine if your brand is strategically positioned and if its message is clearly being communicated.
- Clarify what positioning is, why it is important, and how to determine the optimum positioning for your franchise brand.
- Learn how to craft brand positioning that will aid in getting your desired message across to the people you want to reach, and make an impression that lasts.
- Discover how to allow your brand to reach its full potential in the marketplace, and bring additional focus to your organization's initiatives.
- Understand the importance of identifying your brands "Point Of Difference" in a way that is pre-emptive, ownable, and defendable.
- Examine a collection of specific relevant case examples of different positioning statements.
- Leave with new tools to help you have an immediate impact on this critical area of your business.

**Speaker:** **Warren Elish**, President & CEO, Elish Marketing Group and Senior Lecturer, Cornell University, Johnson Graduate School of Management

2:45 pm – 4:15 pm  
Concurrent Sessions

### ■ Getting the Most Out of Customer Satisfaction Surveys

- The benefit of the right data - what you REALLY need to know.
- How to use the data to enhance the customer's experience.
- How can the franchisor best use the data to help the franchisee?
- Engaging your customers in the customer satisfaction process.

**Moderator: Mitch Cohen**, Owner, Baskin Robbins/Dunkin' Donuts Bayshore, NY

**Speakers: Seth Goldstein**, Owner, Baskin Robbins/Dunkin' Donuts of Bayshore, NY; **Harold Kestenbaum, CFE**, Partner, Gordon & Rees LLP; **Ken Kimmel**, President, On The Spot Systems, Inc.

### ■ Cutting Edge Ways to Reduce Cost & Improve Efficiency of Opening New Outlets

A Supplier Forum Best Practices Seminar



- Revamping construction and design criteria to reduce build-out cost and construction time.
- Reducing your footprint while maintaining AUV.
- Redesigning your site selection process to expedite finding and closing on new sites.
- Reaching new customers through non-traditional real estate.
- Dialing in your site criteria through on-going tracking of site performance.

**Moderator: Ryan Cunningham**, President, Javelin Solutions

**Speakers: Tim Johnson, CFE**, Vice President of Social Development, Process Peak LLC; **Larry Myer**, VP of New Business Development, F.C. Dadson SIB, LLC

### ■ The Evolution of Change in the Franchise Workplace

Cloud and mobile technology is driving an evolution in franchise business, changing how we connect with franchisees, our employees, and our clients. In this session, examine how franchisors and franchisees are socializing and combining their business systems and traditional intranets to transform their business.

- The difference between externally focused social media channels and enterprise social networks (ESNs). Are cloud and mobile options replacing on-premise deployment?
- Learn how Domino's Pizza socialized their intranet to improve employee engagement and drive better business results including their "lessons learned" and how to identify problems to change system-wide beliefs and behaviors.
- Hear how a service-based franchisor, Mr. Appliance, use their system to connect via mobile with techs in the field to provide a franchise knowledge base and instant answers, easily accessed and searchable on one platform.
- What do franchisees think about using social tools in the workplace? How do businesses keep franchisees focused on work, conversations positive and engage in constructive, business-focused conversations?
- Will private communities eventually replace public social networks to help franchisee's stay customer intimate, locally? What are the international implications?

**Moderator: Kathleen Schneider**, VP, Franchise Division, HigherLogic

**Speakers: Rob Wenger**, CEO, HigherLogic; **Doug Rogers**, President, Mr. Appliance; **Aswathy Mathew**, Franchise Communications, Domino's Pizza LLC

### ▲ ♦ CEO/COO/Presidents Roundtable

Open to C-level franchisor executives only.

- What factors influence the decision to use franchising as the business model to grow your concept?
- What does franchising change for the founder's leadership and management style?
- How do you objectively assess what you have and what you will need to be a franchisor?
- How do you build the foundation for your infrastructure first and when do you know it's time for a change?
- Why people, processes, and profitability tell the full story.

**Moderator: Steve Greenbaum, CFE**, CEO, PostNet International Franchise Corp.

**Speakers: Jerry Crawford, CFE**, President, Jani King International, Inc.; **Dina Dwyer Owens, CFE**, Chairwoman of the Board, The Dwyer Group; **Catherine Monson, CFE**, CEO, FASTSIGNS International; **Amit Y. Kleinberger**, Chief Executive Officer, Menchie's Frozen Yogurt

### ▲ ♦ Building Brand Evangelists While Conquering the Coupon Illusion

- How to find and use community sources - this includes a "how to" guide on connecting with school, churches, community events, chambers of commerce, etc.
- Creating a corporate culture of customer service - how good customer service is the key to creating great word of mouth advertising and loyal customers.
- How to create the illusion of discounting by using bundling or limited time offers instead.
- Networking skills: how to use networking to your best advantage and how to network in general.
- Using social media including Facebook, Twitter and Foursquare to build loyalty or letting your customers speak for you.
- Embrace a charitable cause and make it your own - how to enhance your profit while doing a good deed.

**Moderator: Marla Topliff**, President, Vive Bene Enterprises, Inc.

**Speakers: Paul Damico**, President, Moe's Southwest Grill; **Brian Mattingly**, CEO, Welcomemat Services; **Kathleen Wood**, Founder, Suzy's Swirl

### ▲ Leading Your Franchise System: Can This Franchisee Be Saved?

- Why do franchisees fail? How do franchisors fail franchisees?
- How do smart franchisors avoid selecting franchisees destined to be underperformers?
- How can a franchise system identify franchisee problems before there is failure to comply with system standards?
- What techniques can franchisors use to differentiate between franchisees that can be coached to success and those that need to be managed out of the system?
- What techniques and strategies can franchisors employ to work more effectively with challenging franchisees?

**Moderator: Karen Satterlee, CFE**, VP & Senior Counsel, Hilton Worldwide

**Speakers: Kathryn Kotel**, SVP, General Counsel & Corporate Secretary, TGI Friday's Inc.; **Jeff Brimer, CFE**, Attorney, Faegre Baker Daniels LLP; **Steve Goldman**, Partner, Quarles & Brady

**Abbreviated Key** (see page 11 for full definitions):

- Large/Mature Franchise Systems
- ♦ Medium/Established Franchise Systems
- ▲ Small/Emerging Franchise Systems
- Applicable to All

# SUNDAY HIGHLIGHTS *continued*

## ▲ ♦ *Underdog Marketing: Competing Against the Big Guys/ Re-launching Your Brand*

- Re-engineering the initial invest to minimize costs to make your offer more attractive.
- Understanding and highlighting points of differentiation from larger competitors in your Item 19.
- Finding and demonstrating cost efficiencies in materials, labor.
- Leveraging social media, PR, and Advertising.
- Effective ways to demonstrate superior profitability or return on investment.
- Using non-economic measures of unit performance to distinguish the brand such as the value of a customer, percentage of repeat business, wholesale account or service contracts, customer acquisition, call centers, salesman closing rates, franchisor website, national accounts, customer referrals, etc.

**Moderator:** Lane Fisher, CFE, Partner, FisherZucker LLC

**Speakers:** Dave Bolen, President and CEO, Pet Supplies Plus; John Neitzel, CEO, Bar Louie; Forrest Walden, CEO, Iron Tribe Fitness

## ■ *Thinking ROE: How to Deliver a Return on Engagement with Your Social Media Content*

- Everyone's using social media to promote their franchise brand, but is your content truly engaging?
- Franchisors and franchisees are pushing content on Facebook and Twitter, pictures on Instagram and Pinterest and videos on Vimeo and YouTube, but is it delivering for your brand and business? Best tools to develop engaging content.
- How to "collaborate" with franchisee-managed social content.
- Examples of monitoring and measuring social sites.
- Tips on responding to consumer responses.

**Moderator:** Lorne Fisher, CFE, CEO & Managing Partner, Fish Consulting

**Speakers:** Renae Scott, VP of Marketing, Togo's Franchisor, LLC; Donna Josephson, VP, Marketing, McAlister's Corporation; Chris Stipp, Director of Online Marketing, Massage Envy Franchising LLC

## ■ *The Health Care Law and Your Business: What You Need to Know*

- Review the Patient Protection and Affordable Care Act (PPACA) to understand the basic provisions that require employers with more than 50 full-time equivalent employees to provide affordable health coverage to full-time employees or pay penalties.
- Discuss both current and anticipated regulations set to take effect in 2014 and 2015.
- Understand what you need to do to prepare your business to comply with all the requirements whether you are a large or small employer defined by the law.
- Learn about IFA's efforts to simplify the law through regulatory and legislative avenues.
- This discussion is for business owners with all different levels of expertise regarding PPACA.

**Moderator:** Jay Perron, VP, Government Relations & Public Policy, International Franchise Association

**Speakers:** Don Fox, CEO, Firehouse Subs; David Barr, Chairman, PMTD Restaurants; Andria Herr, President Orlando Operations, Hylant Group

## ■ *Marketing Strategies for Today's Multi-Unit Franchisees*

- Effective Marketing (Local vs. National).
- How to use minimum dollars (and get maximum results).
- Healthy top line/healthier bottom line.
- Net promoters vs. new conditioners.
- LTO : Is it limited time offer or life time offer?

**Moderator:** Tabbassum Mumtaz, President & Owner, Apex Restaurant Management, Inc.

**Speakers:** Mike Kern, CEO, Long John Silver's; Richard Duffy, COO, Creative Alliance; Manish Patel, Vice President, Mitra Group

## ■ *Crisis Management - Are You Ready?*

*A Franchise Relations Committee Best Practices Program*



- What steps should you have in place before, during, and after there is a crisis with the brand?
- Does your response depend on whether the crisis is internal or external? What metrics do you have to manage a crisis?
- How involved should the franchisor become if there is a crisis within an individual franchisee's unit? Does too much assistance put the franchisor at risk?
- What tools, services, and training need to be available? (Legal, PR, Franchise support, Franchise Advisory Council, Insurance?)
- How do you monitor the system and social media so you know if a crisis is coming?
- Who should speak to media? What should you never say?
- 10 Steps you can take today so you are ready for the next crisis.

**Moderator:** Kenneth D. Walker, CFE, Past IFA Chairman

**Speakers:** Doug Imholte, Franchise Risk Management Practice Group Leader, Marsh McLennan Agency; Greg Nathan, Founder, Franchise Relationships Institute; James Satterfield, President & COO, Firestorm

## ▲ *Failure to Launch*

New franchisors and start-up franchisors do not dream of launching their brand to face very slow growth or failure, but it happens. We will explore why this happens and how to turn this "learning stage" into success.

- Strategy: The best plan to perceive issues that you will face.
- System: The set-up to jump the hurdles in the best possible manner.
- Shield: The protection tools needed to continue your success.

**Moderator:** Karen Spencer, President & Partner, YEAH! BURGER Development LLC

**Speakers:** Robin Gagnon, Vice President, We Sell Restaurants; Jason Mann, Multiunit/MasterFranchise, Planet Smoothie of Altamonte Springs, FL; Matt McKeown, Vice President, Franchising, Valvoline Instant Oil Change Franchising Inc.

### Abbreviated Key (see page 11 for full definitions):

- Large/Mature Franchise Systems
- ♦ Medium/Established Franchise Systems
- ▲ Small/Emerging Franchise Systems
- Applicable to All

◆ **International: Setting Fees, Development Schedules, Enforcement Agreements and Preparing for Changes with Master Franchise Agreements**



Developed by the International Committee

- Establishing fees in international master franchise agreements and apportioning fees collected from subfranchisees between franchisor and master franchisee.
- Structuring master franchise programs to allow for changes in the franchise program and in franchise fees charged during the term of a master franchise agreement.
- Setting, modifying, and resetting development schedules and remedying development schedule defaults.
- Strategies for dealing with master franchisee defaults, including failing to enforce subfranchise agreements.
- Planning how to unwind the many relationships a master franchisee may have with subfranchisees, suppliers, advertising funds, landlords, etc. at the end of a master franchise relationship.

**Moderator:** Carl Zwisler, Principal, Gray Plant Mooty

**Speakers:** Srinivas Kumar, SVP & General Manager, Pearle Vision; Fred Marfleet, Chairman, Expense Reduction Analysts, Inc.; Yoshino Nakajima, SVP & COO, Global Operations, Home Instead Senior Care

▲ **The Real Estate Deal: Getting to YES!**

Developed by the International Council of Shopping Centers (ICSC)

- Biggest challenges/differences in corporate franchisor versus franchisee leases from the landlord perspective.
- How franchisees can get connected with the best market opportunities to obtain quality sites.
- The key trigger points for landlords to approve the deal.
- What role can the franchisor play in helping franchisees source, secure, and close on quality real estate?
- Do brokers and tenant reps really understand the deal breakers for franchisors and large multi-store franchise operators?
- How to balance the often divergent interests of franchisors, franchisees, and the landlord.

**Moderator:** Rudolph E. Milian, Senior Staff Vice President, International Council of Shopping Centers

**Speakers:** Lewis W. Stirling III, Executive Vice President and Partner, Stirling Properties; Mark A. Whittle, CFE, Vice President, North American Development, Hooters of America LLC; Robert E. Young, Jr., Managing Director, The Weitzman Group

■ **The Game has Changed: How to Redefine and Redesign the Franchisee Event Experience**

- Learn how to connect with your franchisees with a multi-dimensional engagement strategy - before, during, and after.
- Hear directly from ServiceMaster to gain insight on how the brand has created a "Universe of Possibilities" for their franchisees.
- Take away specific examples of how other top brands are redesigning their event experiences and the impact it's having as a result.

**Speakers:** Fred Bendana, SVP, Sales and Marketing, Creative Producers Group; Bobbie Mellard, Director, Product Sales & Vendor Relations, ServiceMaster Company

■ **Franchisee Buy-In: How to Capture, Captivate and Self-Motivate Franchisees to Follow and Apply Your Proven System**

Everything you always wanted to know about how to generate coachable, high performance franchisees who open faster, get up to speed faster, and generate a positive ROI faster. If only a fraction of your franchisees are applying your system or if most of them seem to prefer reinventing the wheel, this is **the** session for you to turn that all around.

- How to produce coachable, high performance franchisees who work together to apply your system.
- How to establish real-world Incremental Expectations that franchisees can achieve to advance their business growth.
- What Self Analytics work best to dramatically increase franchisee buy-in and participation?
- 10 "Must Have" tips that work to bring franchisees together and build a consensus to support the brand.
- How to leverage peer groups and focus groups to improve your system in a constructive and productive way.
- How to turn Buy-in Situations into Buy-in Solutions using New Proactive Support Approaches.
- 5 key strategies on how to double franchisee buy-in and participation in your franchise system within 30 days.

**Moderator:** Dan Martin, CFE, CEO & Founder, IFX Online

**Speakers:** Tom Scalese, CFE, Chief Operating Officer, East Coast Wings & Grill; Jim Cavale, COO, Iron Tribe Franchise, LLC

## MONDAY HIGHLIGHTS

10:15 am – 11:45 am  
Concurrent Sessions

▲ **Coaching Franchisees to Better Performance by Understanding Their Style**

- How to capitalize on franchisee instinctive talents, develop their confidence, and use the innate abilities to run their business.
- Learn how to use behavioral profiling to communicate more effectively with franchisees during ramp up and decrease days to first dollar.
- Increase franchisee results by adopting a "coaching" approach based on their style.
- Develop confidence in franchisees to hit and exceed their performance plan by capitalizing on their strengths and abilities.
- Laser-focus franchisee conversations on results.
- Course correct with franchisees faster by communicating in their style.

**Moderator:** Cynthia Gartman, CFE, President, IKOR@USA Incorporated

**Speakers:** Fiona Middleton, President, Fairfield Business Solutions; Margaret Haynes, Senior Vice President, Support Services, Right At Home, Inc.

◆ **International: News From Around the World**

Developed by the International Committee

- Country trends.
- Business climate.
- Opportunities for international franchisors.

**Moderator:** Michael Isakson, CFE, Partner, Insight to Execution & Chairman, IFA International Committee

**Speakers:** Steve Caldeira, CFE, President & CEO, International Franchise Association; Lorraine McLachlan, President & CEO, Canadian Franchise Association; Ricardo Camargo, Executive Director, Association of Brazilian Franchising; Brian Smart, Director General, British Franchise Association; Michael Paul, Chairman, Franchise Council of Australia; Diego Elizarraras, Chairman, Mexican Franchise Association; Phil Zeidman, General Counsel, International Franchise Association



# MONDAY HIGHLIGHTS continued

## ■ PAFI Best Practices: Pairing Athletes with Good Operators



- Should a franchisee get involved with matching an athlete with an operator?
- What are the risks associated with direct involvement by the brand?
- How important is an athlete having an experienced operator from the start?
- Comments from athlete/operator pairings that have been successful.
- 10 tips for a successful Athlete/Operators pairing.

**Moderator:** Stan Friedman, CFE, President, FRM Solutions

**Speakers:** Michael Stone, Executive Director, Professional Athlete's Franchise Initiative (PAFI); John Draper, Vice President, Cotrell-Coliseum LLC; Sam Ballas, CFE, President and CEO, East Coast Wings & Grill; Keith Jackson, Principle, JacksonBrown Hospitality Group (Management Company of 10 East Coast Wings & Grill Franchises in the Orlando, FL area); Dan Monaghan, Co-Founder, WSI

## ■ Building the Brand Together

This panel of franchise insiders, who deal with these all-important issues on a daily basis, will share what they have learned about branding in the real world, from down in the trenches to high-level strategic thinking.

- CEOs that are/were franchisees giving insight to their significant experiences.
- Leadership styles, company culture, and growth strategies.
- Why integrity of brand is important to the success of any business.
- Alignment between the needs of the brand and the needs and desires of its franchisees.

**Moderator:** Therese Thilgen, CEO, Franchise Update Media Group

**Speaker:** Jeffrey Tews, Multi-Unit Franchisee, Bright Star of Madison, WI; Pierre Panos, Founder & President, Fresh to Order; Dave Buzza, Chief Development Officer, AlphaGraphics; Gordon Logan Founder & CEO, Sport Clips, Inc.

## ▲ How Much Franchisee Support is the Right Amount? A Supplier Forum Best Practices Seminar



Prospect development, training, site support, field support, compliance, marketing, and legal all take franchisor financial and human capital. Over-supporting franchisees wastes resources and under-supporting franchisees can lead to greater long term costs. Focusing on the right cause and effect relationships helps maximize performance and returns.

- Gain an understanding of the relationships between operational support costs and franchisee outcomes.
- See what the rationale is between fees and royalties relative to support levels and how that rationale can be used to attract franchisees.
- Learn what can and is being measured and how that information leads to better business decisions.
- Identify unit/franchisee, system, and franchisor performance outcomes that matter most.
- Assess franchisor functions that have the greatest influence on those performance outcomes.
- Discuss ways to measure the relationships between outcomes and functions to maximize franchisor financial and human capital returns.
- Consider ways to use such measures to attract franchisee prospects.

**Moderator:** Darrell Johnson, CFE, President & CEO, FRANdata

**Speakers:** Shelly Sun, CFE, CEO, Co-Founder & President, Bright Star Franchising, LLC; Ron Feldman, CFE, Chief Executive Officer, Franchise America Finance; Keith Gerson, CFE, President, FranConnect

## ▲ How to Build a Successful and Sustainable Franchise System: It's All About Unit Level Economics

During this session we will engage in a best practices discussion that will focus on the following keys for successful and sustainable growth at the franchisor and unit level:

- What separates franchisors who talk about the importance of unit level economics and those who have a passion for it and obsess over the franchisees' bottom line?
- How do those franchisors who obsess over unit level economics engage their franchisees so the franchisees are brand champions and instill the same attitude in their employees to make a difference in the customer experience?
- How do franchisors effectively lead their organizations and networks through systemwide change that is endorsed and implemented effectively rather than resisted by franchisees at the unit level?
- How can a franchisor who is struggling in some of these areas begin to make meaningful change in their system that will have a positive effect on unit level economics?

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

**Speakers:** Steve White, Chief Operating Officer, PuroClean, Inc.; Saunda Kitchen, CFE, Owner, Mr. Rooter of Sonoma County, CA and Chair, IFA Franchisee Forum; Tony Gioia, Chairman & CEO, Togo's Franchisor, LLC

## ▲ ♦ Increase Local Share and Customer Engagement with Less Time and Effort

- We will explore efficient ways to increase local revenue, save staff time and foster strong and meaningful customer engagement.
- Franchisors and franchisees need local customer contact information to begin two-way engagement and learn operational deficiencies at the local and regional levels.
- Attendees will learn how to use Social Media to create Top of Mind Awareness, how to effectively use the ad fund to support local branding, automate programs that are easy for franchisees to use, and automate the use and distribution of in-store kits.

**Moderator:** Mary Ann O'Connell, CFE, President, FranWise®

**Speakers:** Kelly Crompvoets, Marketing Coordinator, Home Franchise Concepts, Inc.; Donnie Robertson, Director of Marketing, Nothing Bundt Franchising, Inc.; Deb Evans, CFE, President, Franchise Foundry

## ■ Are You REALLY Engaged? "Stuff" You'll Wish You Knew About the "Customer Experience"

- What are the 8 killer words that drive your customer nuts?
- What are the 5 forbidden phrases that will drive your customer to the competition?
- What's the one thing you're not doing that you should be doing at least once a week at each franchisee?
- What are some keys to a successful franchisee?

**Speaker:** Nancy Friedman, President, Telephone Doctor Customer Service Training





### ▲ ♦ Today's Marketing Strategies for Growth-Oriented Franchisees/Franchise Systems

With so many marketing options, how does one know what's effective or manageable? Today, marketing is one of a franchise operator's biggest challenges. In this session, get tips about:

- Marketing strategies that work - what's available?
- What are today's marketing best practices and how do you get the best "bang" for your buck?
- Adding affordable technology to your marketing plan.
- What technology enhances results while minimizing time and effort?
- Effective social media strategies - when and how to incorporate social media and more from marketing and brand leaders.
- Does your marketing program have a pURL?
- Making marketing routine for high volume and multi-unit operators.

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

**Speakers:** Greg Delks, CFE, Vice President, Franchise Development, Firehouse Subs; Stephen Howell, VP Operations, Sandler Training; Jim Lake, Vice President & Managing Director, Michael Walters Advertising

### ▲ ♦ On-Boarding New Franchisees

- Develop an Action Plan for Ramp Up - start before franchisees attend training and get "informed consent" on the path forward.
- Correlate a "Vision" Plan to a Business and Tactical Marketing Plan in easy to understand language.
- Adopt a "coaching" vs. a "consultant" approach to achieve maximum performance.
- Help franchisees discover gaps/blind spots earlier and course correct faster.
- Learn how to have a meaningful discussion to help franchisees stay on track and be successful.
- Deploy a "60 day" cure plan to get struggling franchisees back on track.

**Moderator:** Brian Miller, CFE, Consultant, FranchisEsource Brands International

**Speakers:** Robert Fish, CEO, Biggy Coffee; Rosemarie Hartnett, CFE, President, Abrakadoodle Remarkable Art Education; Justin Brogan, Director of Operations, Two Men And A Truck International, Inc.™

### ■ Exit Succession and Estate Planning for Baby Boomer Franchise Owners

With 10,000 people turning 65 each day, many successful franchise owners are about to head for the exits – whether they are ready or not. This program covers succession planning issues such as:

- The need to enlighten baby boomer franchisees about contractual provisions on transfer before there is an after-death dispute.
- The elements of a succession plan to cover what happens if the principal unexpectedly dies or becomes disabled.
- The need for a valuation of the business so the principal knows what is available for retirement and bequests.
- Legal documents needed for an estate plan.
- Creating a workable exit plan.
- What elements go into a sensible estate plan?
- To sell or not to sell: choices faced by the aging business owner.
- Why a valuation is an integral part of the transition plan.
- How estate tax issues come into play for people with more than \$5 million.

**Moderator:** Carlton Curtis, VP of Industry Affairs, The Coca Cola Company

**Speakers:** Bruce S. Schaeffer, Founder and President, Franchise Valuations, LTD.; Michael Seid, CFE, Managing Director, MSA Worldwide

### ■ Facebook and Google+ Essentials for Franchise Systems

- Why the proper foundation is a "Must" at the corporate and local level
  - Role of the franchisor, franchisee, and partners
  - What constitutes an optimized listing and why it is important
- How to leverage for system growth and recruiting success
  - Facebook advertising
  - Google advertising
  - Pro-active validation for candidates and reputation for customers

**Moderator:** Jon Carlston, CFE, Vice President of Social Development, Process Peak LLC

**Speaker:** Todd Juneau, President/COO, Aviatech

### ■ Connecting Veterans & the Military with Your Franchise System – How to Bring These Powerhouses Together

Developed by the VetFran Committee

- Learn how veteran franchisees can strengthen your system.
- Hear best practices from franchisors that are successfully recruiting veterans.
- How you can join VetFran and start adding veterans to your system.

**Moderator:** Joe Lindenmayer, President/COO, TSS Photography, Inc.

**Speakers:** Mary Thompson, CFE, President, Mr. Rooter & Director, Veteran Affairs, The Dwyer Group; Steve Wadlington, President, WIN Home Inspection; Greg Tanner, National Director, Franchising, Aaron's Sales & Leasing



#### Abbreviated Key (see page 11 for full definitions):

- Large/Mature Franchise Systems
- ♦ Medium/Established Franchise Systems
- ▲ Small/Emerging Franchise Systems
- Applicable to All

# MONDAY HIGHLIGHTS continued

## ▲ ♦ **Regulation Nation: Focus on the Food Service Franchisor – How to Comply, Survive & Thrive**

- Increasing state and federal regulation impacting the manufacturing, production, and offering of food products has increased costs and risks of operation and required franchisors to integrate regulatory requirements and importantly, the public policy mandates supporting such regulation, into their business strategies.
- This program will feature a discussion on “top of mind” regulatory obligations affecting franchised business operations and give direction to franchisors and franchisees seeking to align their desire to offer consumers the food they want with their desire to operate in a cost-prudent fashion within the demands of the food industry regulatory environment.
- Key topics include: menu labeling and current regulatory status, food labeling, including nutrient content claims and allergen labeling and warnings, marketing and advertising, strategic planning and review, food preparation, handling and safety requirements, including compliance with the Food Safety Modernization Act (FSMA) and new regulations.
- Managing the franchisor and franchisee relationship – risk management related to potential government, consumer and competitor actions.

**Moderator: Joyce Mazero**, Partner, Perkins Coie LLP

**Speakers: Joan McGlockton**, VP of Industry Affairs & Food Policy, National Restaurant Association; **Sloane S. Perras**, Vice President & Chief Legal Officer, The Krystal Company; **Sarah Chapin**, CEO, Hail Merry

## ▲ ♦ **#1 Skill to Master for Increasing Top Line Revenues**

- 10 secret weapons to boost your top line sales and customer counts.
- 5 amazing strategies for broadening your customer base, encouraging repeat sales and boosting the average ticket.
- 7 secrets for recruiting top talent.
- 4 innovative tools to transform your Four Walls into a sales-boosting, customer-loyalty machine!
- 4 leading edge strategies to reduce turnover by 20%+
- 5 groundbreaking profit strategies to cash in on the most profitable, yet most overlooked market niche in your neighborhood.

**Speaker: Tom Feltenstein**, CEO/President, Tom Feltenstein’s Power Marketing Academy

## ■ **Franchise Cash Flow Management**

- An overview of the risks of ineffective cash flow management.
- Top 5 common cash flow management pitfalls common among new, established and mature franchises.
- How to identify the signs of potential cash flow issues.
- Effective online cash flow management solutions and how they work.
- Do’s and don’ts when selecting a cash flow management solution.
- Identify common mistakes of integrating solutions with other aspects of the business.

**Moderator: Joe Francis**, Vice President, Strategic Alliances ADP, Inc.

**Speaker: David Sharp**, SVP Business Development & Partner Growth PaySimple

## 8:00 pm – 11:00 pm Franchise Party

Join us for the franchise party of the year! We’re throwing a New Orleans style celebration that will take place on Monday evening, giving more of you a chance to participate in this fun, festive way to celebrate with your fellow convention attendees. With gourmet food stations and a high-energy entertainment, it’s a great way to mingle informally with old and new friends and colleagues alike!

New Orleans’ own **Dirty Dozen Brass Band** will be playing LIVE music for all attendees to enjoy!

*“For more than two decades, The Dirty Dozen’s ability to be funky - to play complex syncopated rhythms with a carefree flair that automatically makes listeners want to get up and dance - has never been in doubt. By incorporating elements of modern jazz, pop, R&B and other genres into its style, the band has kept fresh what could easily have become a stodgy, time-bound formula.”*

**- New York Times**



# NEED MORE REASONS TO PARTICIPATE IN IFA'S 2014 CONVENTION?

## BUSINESS SOLUTION ROUNDTABLES

Monday, February 24 \*\* 2:45 pm – 4:45 pm

Tuesday, February 25 \*\* 10:15 am – 11:45 am

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 CEOs, Presidents and COOs of leading companies in the industry. Pose questions and listen to their success stories, lessons learned, innovative business solutions, and what they see for 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!

## FRANPAC



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

### Silent Auction

The FranPAC Silent Auction returns in 2014. Held in the Exhibit Hall during regular exhibit hours, the silent auction is a fun way to support FranPAC. You will have the opportunity to bid on an array of travel packages, electronics, and other spectacular prizes donated by IFA members.

### VIP Reception

Another excellent opportunity to support FranPAC is during the VIP Reception with our guest of honor, the convention keynote speaker. You will visit with Leon Panetta before he takes the stage during the Opening General Session.

### 365 Club Event

Join us for our annual FranPAC 365 Club event on Monday, February 24 from 1:00 pm – 2:00 pm held to honor and thank all FranPAC contributors. The 365 Club is FranPAC's initial level of membership and asks franchise community leaders to pledge \$1 per day a year. This pledge helps provide effective political representation in Washington and allows individuals to become part of a critical IFA endeavor.

For more information about signing up for any of our FranPAC events, please contact Erica Farage at 202/662-0760 or [efarage@franchise.org](mailto:efarage@franchise.org).

## NETWORKING OPPORTUNITIES

Build your business, forge new alliances and make deals during a variety of networking events structured to allow attendees to exchange information and creative ideas for building their professional networks as well as their brands.

All fully-registered convention attendees (and spouse registrants) are cordially invited to participate in the following evening networking and social events:

Sunday, February 23

8:00 pm – 9:30 pm

### International Reception

Join your colleagues from around the globe at this reception, hosted by the International Committee, to learn more about trends and developments in franchising outside of the U.S.



Sunday, February 23

8:00 pm – 9:30 pm

### VetFran Chairman's Corps Reception

Please join the Chairman's Corps reception honoring our veterans and celebrating VetFran's Operation Enduring Opportunity campaign. Thanks to the efforts of VetFran members, IFA has helped over 151,000 veterans, military spouses and wounded warriors start careers in franchising. IFA honors our nation's heroes with respect and action – offering opportunities to help veterans become leaders of our civilian economy and, through franchising, create the jobs America needs.



Saturday, February 22 – Monday, February 24

8:00 am – 5:00 pm

### International Lounge

International delegations, international companies, and members of IFA's International Committee are welcome to stop by our International Lounge Saturday through Monday to visit, network, or just get re-energized during our power-packed convention program. This is a great opportunity to connect with other international franchise executives in a smaller setting to build relationships, exchange ideas, and discuss strategies, developments, and trends revealed during the various educational sessions offered at the convention.

# EXHIBIT HALL

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 Schedule

### Sunday, February 23

4:30 pm – 8:00 pm

#### Chairman's Reception with Exhibitors

Join IFA's Chairman of the Board for the official opening of the 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.

## EXHIBITORS

### At Press Time

5th Avenue Leads, LLC  
 8x8, Inc.  
 919 Marketing Company  
 A Closer Look  
 Accord Management Systems  
 AdGeo, Inc.  
 ADP, Inc.  
 Allstate  
 Althans Insurance Agency  
 Aranco Productions  
 ARCpoint Labs  
 Associated Luxury Hotels International  
 Aviatech, LLC  
 Avitus Group  
 Balboa Capital  
 The Bancorp Bank - Franchise Lending  
 Bank of America  
 Baum Realty Group  
 BBES (AdSmart)  
 BDO USA, LLP  
 Benetrends, Inc.  
 BFC Print  
 Bill.com  
 BizBuySell.com  
 BizVision  
 Bluefin Payment Systems  
 Bluewater  
 BoeFly LLC  
 Booker  
 BrandPOP  
 Bridgeline Digital  
 BuildASign.com  
 BullsEye Telecom

Buxton  
 Callidus Cloud  
 CallSource  
 CallTrackingMetrics  
 Carbonite  
 Certilearn, Inc.  
 Citrin Cooperman  
 Clarity Voice  
 Cockrell Enovation  
 Comark Direct  
 Conenza  
 Constant Contact, Inc.  
 Core Financial Outsourcing, Inc.  
 Cornerstone Bank  
 Corporate Press  
 Corrigo Incorporated  
 Creative Producers Group  
 CruiseOne/Pollin Group  
 Dawson Franchise Insurance/An  
 Assured Partners Company  
 DECA  
 Decision Logic  
 Development & Training  
 Resources, LLC  
 Dexter Solutions  
 Direct Capital Franchise Group  
 DirectMail2Go  
 DirecTV  
 Divvy by Alexander's  
 Driven Local, LLC  
 Dynamic Media (Sirius XM Music  
 for Business)  
 E3 Local  
 Ecolab Inc.  
 EmailDirect.com  
 Engage121  
 Entrepreneur Media, Inc.

EPI Marketing Services  
 F.C. Dadson, SIB, LLC  
 Faegre Baker Daniels LLP  
 Fetch Graphics  
 FisherZucker LLC  
 Fishman PR  
 Fort Worth Convention & Visitors  
 Bureau  
 Forum Analytics, LLC  
 Franchise America Finance  
 Franchise Business Review  
 Franchise Clique  
 Franchise Council of Australia  
 Franchise Development Services  
 Franchise Direct  
 Franchise Finance  
 Franchise Gator  
 Franchise Marketing Systems  
 Franchise Opportunities Network  
 Franchise Payments Network  
 Franchise Printing Services  
 Franchise Solutions  
 Franchise Times  
 Franchise Update Media  
 Franchise.com  
 FranchiseBlast  
 FranConnect  
 FRANdata  
 FranFund, Inc.  
 FranWise  
 FRM Solutions  
 G/O Digital  
 Gallagher  
 GbBIS, an Intelligent Direct, Inc.  
 Company  
 GetCompanyUniforms.com  
 Global Cash Card

### Monday, February 24

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 optional appointments and networking 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!

## EXHIBITORS continued

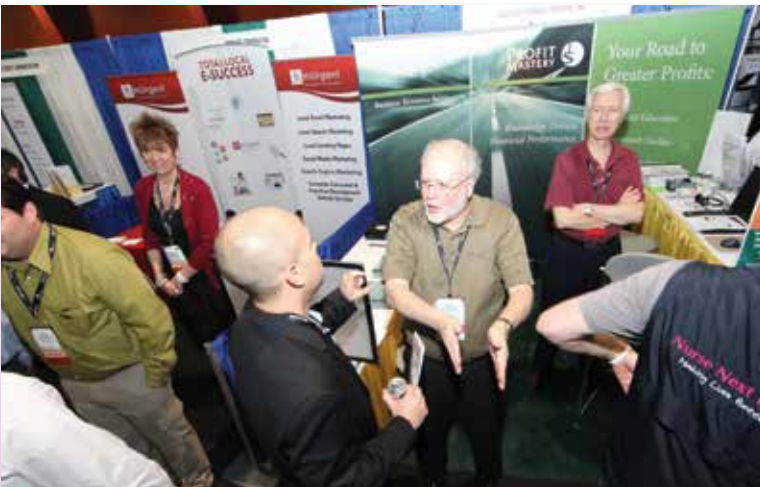
Google  
 Gordon & Rees LLP  
 Gray Plant Mooty  
 Guidant Financial Group, Inc.  
 Harte Hanks  
 hibu  
 Higher Logic  
 HigherVisibility, LLC  
 Hireology  
 Hot Dish Advertising  
 Hughes  
 Hylant  
 iFranchise Group  
 IFX  
 Infiniti HR  
 Infogroup  
 Initial Impression  
 International Council of Shopping Centers  
 Intuit, Inc.  
 Jani-King International  
 Javelin Solutions  
 KD Kanopy  
 Kiekenapp & Associates  
 Kinetic.theTechnologyAgency  
 Konnect Public Relations  
 LearningZen  
 LED Source  
 LegalShield  
 Level Up  
 Lipscomb & Pitts Insurance, LLC  
 Listen360, Inc.  
 Location3 Media  
 m2M Strategies  
 Management 2000  
 Manalto Inc.  
 MFV Expositions  
 The Military Officers Association of  
 America (MOAA)  
 MINDBODY  
 Mindshare Technologies  
 Modernistic  
 Money Mailer Franchise Corp.

National Event Management  
 NetSearch Direct  
 New Image Marketing Research  
 Corporation  
 newBrandAnalytics  
 No Limit Agency  
 Northwood University  
 On The Spot Systems  
 Optiva Signs  
 Our Town America  
 Out of the Box Technology  
 Patriot Creative Group  
 Paychex, Inc.  
 POSitive Technology  
 Precision Services Group  
 Premier Mounts  
 PrimeNet Direct Marketing Solutions  
 PrintingForLess.com  
 Process Peak LLC  
 Profit Mastery  
 ProfitKeeper  
 ProspectPro  
 Proven Match  
 Qiigo, Inc.  
 Quattro FPO Solutions  
 Randal Retail Group  
 RBZ, LLP - Franchise Services  
 Group  
 ReachLocal  
 Rehmann  
 Remote Quality Bookkeeping  
 Rhino 7 Franchise Development  
 Corporation  
 RingCentral  
 ROIC analytics, LLC  
 Royal Caribbean International  
 Satmetrix, Inc.  
 SDCooper Company  
 Servant Systems, Inc.  
 Service Management Group (SMG)  
 Shopper Local LLC  
 Sightly

Silvercrest Advertising, Inc.  
 Skoop!  
 SmarterU.com  
 SMB Franchise Advisors  
 Solomon Group  
 Specialized Office Systems  
 SproutLoud  
 St. Jacques Marketing  
 Stark Logic  
 Summit Direct Mail, Inc.  
 Sympateco Inc.  
 Taradel, LLC  
 Team/MHC Franchise Services  
 Telephone Doctor Customer Service  
 Training  
 TFG Card Solutions, Inc.  
 Time Warner Cable Business Class  
 Tortal/Ingage Consulting  
 TransFirst  
 TripBuilder Media, Inc.  
 UBL Interactive  
 Uniserv Inc.  
 United States Postal Service  
 Universal Background  
 Screening, Inc.  
 The UPS Store, Inc.  
 Valpak  
 Visualogistix  
 Volano Solutions  
 The Wall Street Journal  
 Waterfall FMS  
 Web.com  
 WebPunch  
 Where 2 Get It, Inc.  
 World Manager  
 Yodle  
 ZeeWise, Inc.  
 ZNAP  
 Zoom.7, Inc.  
 ZorSource/The Entrepreneur's  
 Source

**Want to reserve your booth in franchising's premier marketplace?**

**Contact IFA's Manager, Sponsorships & Exhibits, Lynette James, at [ljames@franchise.org](mailto:ljames@franchise.org) or 202-662-0782.**



## MOBILE APP

**Stay Tuned! Ready for Download January 6, 2014.**

Get connected with IFA's smartphone mobile app again this year. Attendees can download the app (at no cost) to their iPad, iPhone, Android, or use a hybrid for a web-based app for Blackberries and other web-enabled phones. Make the best use of your time and enhance your convention experience by accessing:

- Schedule of Events
- Exhibitor Listings
- Exhibit Hall Floor Plan
- Session Descriptions
- Speaker Bios
- Speaker Handouts
- Fellow convention attendees
- Convention Announcements and more!

## PRE-REGISTRATION

To register for all events described in this brochure, please visit <http://convention.franchise.org> and click on the registration link.

You may also complete our registration form found on the last page of this brochure and mail it with payment to IFA's 54th Annual Convention, 1501 K St. NW Suite 350, Washington, DC 20005, or fax form(s) to 202-628-0812. We ask for one form per person please. Our pre-registration deadline is **February 7, 2014**. Once you have registered you will receive a confirmation packet via email. For questions, please call IFA's Conferences Department at 202/662-0763.

## 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.
- Exhibits and evening networking events.
- Educational session instruction and materials.
- Continental Breakfast Monday & Tuesday.
- Lunch on Sunday and Monday.
- Monday Franchise Party.
- Saturday Taste of Franchising.
- Refreshment breaks.

*\*Pertains to full convention registration fees only. This excludes our Spouse Rate (applicable to evening social events only) and our Exhibit Hall Access badge rate (provides booth workers entry into the Exhibit Hall and Taste of Franchising only).*

## EVENTS REQUIRING SEPARATE REGISTRATION

**Franchising Gives Back:** Get your convention experience off to a great start and plan to connect with your fellow attendees Friday, February 21 as we help to build the community and enrich lives. There is no additional fee\* to participate and space is limited to the first 150 people to sign up. Simply check off the box on our registration form and watch for more details. While there is no registration fee to participate in Franchising Gives Back, we do reserve the right to charge a \$100 "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 New Orleans.

**Annual Leadership Conference** on Saturday, February 22 is an additional \$100 for fully registered convention attendees.

**Prayer Breakfast** on Sunday, February 23 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).

**Women's Foodservice Forum Breakfast:** The Women's Foodservice Forum Leadership Breakfast on Sunday, February 23 will feature industry experts and provide insight on the latest industry trends. This event requires a separate registration fee of \$55 for IFA and/or WFF members and \$65 for non-members.

## 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 these sessions. Go to [www.franchise.org/certification.aspx](http://www.franchise.org/certification.aspx) or call Rose DuPont at 202/662-0771 for more information.



## ON-SITE REGISTRATION DESK HOURS

Saturday, February 22	7:00 am – 7:00 pm
Sunday, February 23	7:00 am – 7:00 pm
Monday, February 24	7:00 am – 6:00 pm
Tuesday, February 25	7:00 am – 10:00 am

## HOTEL ROOM RESERVATIONS – BOOK YOUR ROOM NOW!

IFA has reserved a block of rooms at several hotels in the immediate area surrounding the New Orleans Convention Center. You will book your room through the IFA Housing Bureau. Our headquarters hotel is the **Hilton Riverside & Towers Hotel** and our room rate is \$223 per night (single/ double occupancy). Additional rooms are available at four overflow properties including:

- DoubleTree by Hilton New Orleans - \$209 (single/double occupancy)
- Embassy Suites New Orleans - \$201 single/\$221 double occupancy
- Marriott Convention Center - \$223 single/\$243 double occupancy
- Loews New Orleans - \$259 single/double occupancy

To make your reservation online visit:

<http://registration3.experientevent.com/showFRA141/>. For questions, please call the IFA Housing Bureau at 1-800-424-5250 or 1-847- 996-5880 Monday through Friday between the hours of 8:00 am and 5:00 pm Central Time or you may send an email to [franchise@experient-inc.com](mailto:franchise@experient-inc.com).

The deadline for booking your room at one of our convention hotels is **January 22, 2014** (or when the room blocks sell out, whichever comes first). A credit card is required at the time of booking to guarantee your reservation. To make changes to your reservation, you may revisit the online booking link, call the IFA Housing Bureau Monday through Friday between the hours of 8:00 am and 5:00 pm Central Time or you may send an email to: [franchise@experient-inc.com](mailto:franchise@experient-inc.com).





# REGISTRATION FORM



FEBRUARY 22-25, 2014 | NEW ORLEANS, LA

Please complete one form per person. **Pre-Registration closes on February 7, 2014.** 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 [convention.franchise.org](http://convention.franchise.org).

Full Name: \_\_\_\_\_  Franchisor  Franchisee  Supplier  
 Nickname for Badge: \_\_\_\_\_  Check here if you are a U.S. Veteran  
 Job Title: \_\_\_\_\_  
 Spouse (if registering): \_\_\_\_\_  
 Company: \_\_\_\_\_  
 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.)

**CANCELLATION POLICY:** Refunds (minus a \$100 administration fee) will be granted for cancellations received in writing by January 22, 2014. Cancellations received after that date are subject to a 50% penalty + a \$100 administration fee. No refunds are permitted after February 7, 2014. Substitutions are permitted at any time, subject to a \$50 substitution fee. Please email your request to [hmurtaza@franchise.org](mailto:hmurtaza@franchise.org).

**HOTEL RESERVATIONS:** IFA has reserved a block of rooms at several hotels in the immediate area surrounding the New Orleans Convention Center. Our headquarters hotel is the Hilton Riverside & Towers Hotel and our room rate is \$223 per night (single/double occupancy). For more information and to book your room online visit <http://registration3.experientevent.com/showFRA141/>. For questions, please email the IFA Housing Bureau at [franchise@experient-inc.com](mailto:franchise@experient-inc.com). The deadline for booking your room at one of our convention hotels is **January 22, 2014** (or when the room block is full, whichever comes first).

**SEND YOUR COMPLETED FORM(S) WITH PAYMENT TO:** INTERNATIONAL FRANCHISE ASSOCIATION, 1501 K Street, NW, Suite 350, Washington, DC 20005 Phone: 202/628-8000 • Fax: 202/628-0812 • [franchise.org](http://franchise.org)

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

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	\$1,040
<input type="checkbox"/> 4-9 registrants when registering together	\$890
<input type="checkbox"/> 10 or more registrants when registering together	\$790
<input type="checkbox"/> IFA Franchisee Member	\$850
<input type="checkbox"/> Member Exhibitor	\$690
<input type="checkbox"/> Media	Complimentary upon approval
<input type="checkbox"/> Spouse (includes evening social events only)	\$500
<input type="checkbox"/> Speaker (does not apply for roundtable facilitators)	\$650
<input type="checkbox"/> Non-Member	\$2,250
<input type="checkbox"/> University Personnel	\$790
<input type="checkbox"/> Franchising Gives Back (Friday)	Complimentary*
<i>*Requires a credit card number. A \$100 "no show" fee will be charged post-Convention for non-participation.</i>	
<input type="checkbox"/> Annual Leadership Conference (Saturday)	\$100
<input type="checkbox"/> Prayer Breakfast (Sunday)	Complimentary
<input type="checkbox"/> WFF Breakfast (Sunday)	
<input type="checkbox"/> IFA & WFF Members	\$55
<input type="checkbox"/> Non-Members	\$65

**Total Fee \$** \_\_\_\_\_

## 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 \_\_\_\_\_

INTERNATIONAL FRANCHISE ASSOCIATION  
1501 K STREET, NW, SUITE 350  
WASHINGTON, DC 20005  
www.franchise.org



WHAT DO ALL OF THESE BRANDS HAVE IN COMMON?



THEY ARE ALL SPONSORS OF FRANCHISING'S PREMIER ANNUAL EVENT!

convention.franchise.org