

FEBRUARY 8-11, 2020 • ORLANDO WORLD CENTER MARRIOTT • ORLANDO, FL

FRANCHISING'S FUTURE STARTS WITH US

IFA
20
20 CONVENTION

Table of Contents

Introduction..... 3

IFA 2020 Sponsors..... 4

Schedule-At-A-Glance..... 5

First-Time Attending IFA’s Annual Convention?.. 6

2020 General Sessions..... 7

Saturday Highlights..... 10

Sunday Highlights..... 13

Monday Highlights..... 26

2020 Exhibit Hall..... 32

Registration Information..... 33

Hotel Room Reservations..... 34

Additional Information.....35

PERSONALIZED AGENDAS

Want a personalized, suggested schedule just for you and your business needs? We know that IFA’s Annual Convention offers a wide variety of sessions and events, and it is helpful to narrow options down by focus tracks. Make sure to check out franchise.org/convention for a list of schedules that pertain to the many focus tracks available during IFA 2020 – found under “Resources.” Focus tracks include:

- C-Suite Executives
- Emerging Franchisors
- Field Support
- Franchise Development/Sales
- Franchise Relations
- Franchisee/Operator
- International
- Marketing & Innovation
- Operations

On the schedule accompanying your specific focus track, you will find all the educational sessions we suggest, in addition to all events at Convention that you should attend. These pages are just suggestions. All educational sessions being offered are displayed in this brochure.



*Based on 2019 Convention attendee data.

FRANCHISOR ATTENDEE JOB TYPE



27%
C-Suite Executives



20%
Franchise Development and Sales Executives

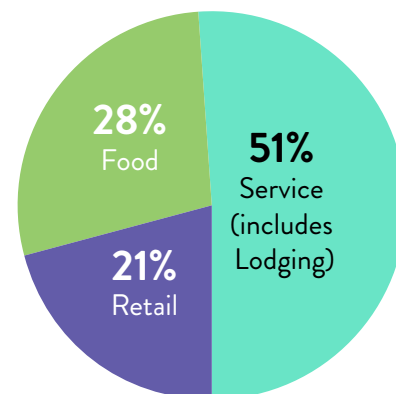


19%
Operations & Franchise Relations Executives



8%
Marketing & Technology Executives

FRANCHISOR ATTENDANCE BY INDUSTRY



FRANCHISOR ATTENDANCE BY SYSTEM SIZE

EMERGING BRANDS
0-100 Units

58%

ESTABLISHED BRANDS
100+

42%

FRANCHISOR BOOTCAMP! PG. 11

ANNUAL LEADERSHIP CONFERENCE! PG. 10

20
20

CONVENTION COMMITTEE

We extend our sincere thanks to our volunteer members for assisting us in developing a relevant and dynamic convention program that speaks to the needs of our diverse franchise audience.

CHAIR:

David Barr, Chairman, PMTD Restaurants; Managing Director, Franworth; IFA Chair of the Board

VICE CHAIR:

Catherine Monson, CFE, CEO, FASTSIGNS International

Aaron Chaitovsky, CFE, Franchise Accounting and Consulting Practice Co-Leader, Citrin Cooperman

Tim Courtney, CFE, VP, Franchise Development, PuroClean, Inc.

Elizabeth Dillon, CFE, Attorney, Gray Plant Mooty

Lane Fisher, CFE, Managing Partner, FisherZucker LLC

Stan Friedman, CFE, President, FRM Solutions

Mike Kehoe, President, International, FOCUS Brands Inc.

Tamra Kennedy, Franchisee, Owner - Taco John's, Twin City TJ's, Inc.

Mary Kay Liston, CFE, President, Molly Maid, Inc.

Leonard MacPhee, Shareholder, Polsinelli

Kristen Pechacek, CFE, Director, Digital Marketing, Self Esteem Brands

Karen Satterlee, CFE, SVP, Assistant General Counsel, Hilton Worldwide

Antonia Scholz, Partner, Cheng Cohen LLC

Michael Seid, CFE, Managing Director, MSA Worldwide

John Teza, CFE, Director, NRD Capital

Tony Valle, CFE, Founder & CEO, ELM Performance Group

Jordan Wilson, SVP, Sales, Scorpion

Thomas Wood, CFE, President & CEO, Floor Coverings International

Ralph Yarusso, CFE, Chief Development Officer, FullSpeed Automotive



A MESSAGE FROM IFA'S CHAIR

Dear Colleagues,

I am thrilled to personally invite you to join thousands of your franchise peers at IFA's 60th Annual Convention in Orlando, FL. Mark your calendars now for February 8-11, 2020, and start planning your schedule by reading through this brochure. As you'll see — we have another invaluable and forward-thinking event in store for you!

IFA's Convention is a unique opportunity to expand your network and meet key contacts to help grow your business. Members of your franchise family — consisting of those who have been in the community for years to those who are just starting out — are waiting for you to join them for an unforgettable time at franchising's premier event. Whether you're a franchisee, franchisor or supplier, we all have one very important thing in common that binds us together — our commitment to the success of the franchise business model.

One of the many things I am looking forward to is seeing our dynamic lineup of top-notch keynote speakers. Our opening keynote speaker on February 9 is world-renowned author and visionary thinker Simon Sinek. During his keynote presentation, he'll provide insights about his new book, *The Infinite Game*. You'll leave this session knowing just how important it is to stay ahead of the game and outlast your competitors. I am also excited to share that Kevin Hochman, President & Chief Concept Officer of KFC U.S., will take the main stage on February 10. During Kevin's presentation, you'll get an inside look at how a massive brand like KFC re-established itself. Kevin and I will also engage in an authentic one-on-one discussion (a brand new Convention feature!) about how critical it is for franchisors and franchisees to maintain a powerful partnership. On February 11, former NFL athlete Trent Shelton will be ending the event on a high note as our Closing General Session speaker. Trent will discuss breaking free from toxic environments and finding what drives you — leaving you prepared to take on any challenges you're facing professionally and personally. Please take a look at page 7 in this brochure for even more details about our incredible General Session speakers.

Every year, we bring many young entrepreneurs to this event through our NextGen in Franchising Global Competition. For 2020, we will be bringing back past winners and contestants for an All Star Edition. They'll walk us through what they've done to grow and improve their brand since we last saw them at IFA's Convention. I can't wait to hear their stories!

There are numerous networking and educational events throughout the four days you will be in Orlando. Between the Summits, Learning Labs, Receptions, Roundtables and more, you'll bring many new skills tools and resources back to your business with a renewed drive to succeed. Throughout this brochure, I'm positive you will find sessions catered to your needs as a franchisee, franchisor or supplier. You can also find more information about the event and register at franchise.org/convention or contact the IFA Conferences Team at events@franchise.org with questions.

I look forward to seeing you in February for IFA 2020, where the power of the future success of the franchise business model is in your hands. You, your peers and I will work together to produce positive outcomes for the good of the franchise community as whole — because Franchising's Future Starts With Us!

Sincerely,

David Barr
Chairman, PMTD Restaurants LLC
Managing Director & Partner, Franworth
IFA Chair

THANK YOU TO OUR SPONSORS (at press time)

LAI Live

Leading Authorities, Inc.



Interested in sponsoring? Contact Lynette James at ljames@franchise.org

FRIDAY, FEBRUARY 7, 2020

8:00 am-10:00 am	ICFE Registration Desk Open
9:00 am-5:00 pm	Concurrent ICFE Special Sessions*
11:00 am-4:00 pm	Franchising Gives Back*
12:00 pm-2:00 pm	Franchisor Forum Meeting
12:45 pm-2:30 pm	Finance Committee Meeting
4:30 pm-6:15 pm	Membership Committee Meeting
4:30 pm-6:00 pm	Diversity Institute Advisory Board Meeting

SATURDAY, FEBRUARY 8, 2020

7:00 am-7:30 pm	Registration Open
7:30 am-8:30 am	VetFran Military Caregivers Task Force Meeting
7:30 am-8:15 am	Past Chairmen's Council Meeting
7:30 am-10:30 am	Golf Outing*
7:45 am-1:00 pm	NextGen Orientation & Accelerator Session (for winners & advisors)
8:00 am-10:00 am	ICFE Registration Desk Open
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
8:15 am-10:15 am	Women's Franchise Committee Meeting
8:30 am-12:30 pm	IFA Board of Directors' Meeting
9:00 am-5:00 pm	Concurrent ICFE Special Sessions*
10:00 am-5:15 pm	IFA Foundation Scholarship Recipients' Meeting
11:30 am-5:30 pm	Annual Leadership Conference*
12:45 pm-2:45 pm	VetFran Committee Meeting
1:00 pm-4:45 pm	Emerging Franchisor Bootcamp* (open to franchisors with 100 units or less)
2:30 pm-3:45 pm	Supplier Forum Executive Committee Meeting
3:00 pm-5:00 pm	Marketing & Innovation Committee Meeting
3:30 pm-5:30 pm	Franchisee Forum Meeting (open to all franchisees)
3:45 pm-4:45 pm	Supplier Forum Open House (open to all suppliers)
4:45 pm-6:30 pm	Franchising in the Social Sector Task Force Meeting
5:00 pm-6:00 pm	New Member & First-Time Attendee Workshop
5:15 pm-6:15 pm	NextGen Reception (by invitation only)
5:30 pm-6:30 pm	Franchisee Open House Reception (open to all franchisees)
6:00 pm-7:00 pm	New Member & First-Time Attendee Reception
6:30 pm-8:00 pm	The Buzz (opening reception)

SUNDAY, FEBRUARY 9, 2020

6:00 am-7:00 am	Morning Yoga*
7:00 am-7:00 pm	Registration Open
7:00 am-8:30 am	SF Advisory Board & Membership Meeting
7:00 am-8:15 am	Prayer Breakfast* (breakfast served at 6:30am)
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
8:30 am-9:30 am	Fundamentals of Franchise Sales
8:30 am-10:30 am	INTENSIVE SUMMITS
	<ul style="list-style-type: none"> • Elements of Successful Franchising • Financial Summit • Franchise Relations Summit • International Summit-Track 1 • International Summit-Track 2 • Labor Issues Summit • Marketing & Innovation Summit • Operations Summit
8:45 am-11:45 am	NextGen Global Competition—Round One
9:00 am-11:15 am	C-Suite Think Tank & Forum Exchange
9:15 am-10:30 am	Specialty Seminar: Access to Capital for Veterans and Diverse Communities
9:45 am-11:45 am	Franchise Development/Sales Summit
10:40 am-12:05 pm	MINI SUPER SESSIONS
	<ul style="list-style-type: none"> • Talk Triggers • Achieving Your Wildly Important Goals – The 4 Disciplines of Execution
11:45 am-12:30 pm	FranPAC VIP Reception (by invitation only)
1:00 pm-3:00 pm	OPENING GENERAL SESSION (doors open at 12:15 pm w/ lunch service at 12:30 pm)

3:15 pm-4:30 pm LEARNING LABS

- Preparing Your Business for Sale: What I Wish I Had Known Before the In-vestment Bankers Called
- KPIs that Drive Success
- Understanding and Supporting Underperforming Franchisees
- How to Become a Supplier of Choice to Franchise Organization and Increase Your Client Base Dramatically
- Scaling Up! What resources should the growing franchisor add to the corporate office and when?
- Diversity Declaration: Join the Movement
- Best Practices in Global Franchise Development
- Managing the Digital Consumer Tsunami: Creating a Recipe for Disparate Digital Touchpoints/Ingredients to Successfully Action Your Business Intel
- Planning Effective Field Visits
- Mother Nature's Wrath: How to Protect Your Business from the Growing Threat of Imminent and Destructive Weather Events
- Navigating the Changing Tides from Corporate National Store Marketing to Lo-cal Store Marketing
- Recruiting and Retaining Top Talent by Becoming an Employer of Choice
- New Strategies to Improve Franchise Communications via Technology
- How to Attract the Right Franchisees for Your Brand: How Do You Move Them through Your Sales Process Effectively?

4:30 pm-7:30 pm CHAIRMAN'S RECEPTION WITH EXHIBITORS

4:45 pm-5:45 pm CFE Celebration w/ Graduates (by invitation only)

6:00 pm-8:00 pm International Committee Meeting

8:00 pm-9:30 pm International Reception

MONDAY, FEBRUARY 10, 2020

6:00 am-7:00 am	Fitness Bootcamp*
7:00 am-6:00 pm	Registration Open
7:00 am-8:00 am	Franchise Relations Committee Meeting
8:00 am-10:00 am	SUPER SESSION WITH CONTINENTAL BREAKFAST (breakfast available from 7:30 am-9:00 am)
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
10:15 am-11:30 am	LEARNING LABS
	<ul style="list-style-type: none"> • Creating Efficiency Models to Improve Profitability in Your Units • Enhancing Brand Growth by Leveraging Effective Partners • Building Trust and Engagement with Your Franchisees • Online Reputation Management • Profitability and Success: Developing a Best-in-Class Program with Systems • LinkedIn Lead Generation Workshop • How Do Franchisors Attract Multi-Unit Franchisees to their Brands? • Keeping Long-Term Franchisees Motivated & Engaged • International Roundtables • Implementing System-Wide Standards to Improve Performance • Raising the Value of Your Franchise Through a Well-Executed Resale Program • Navigating AB5: What Franchisors & Franchisees Need to Know Right Now • Practical Marketing Strategies to Win with Consumers • Did FASB Clarify the New Revenue Recognition Rules for Franchisors?
10:15 am-11:45 am	Exhibit Hall Open for Appointments
10:15 am-12:15 pm	IFA Executive Committee Meeting
11:30 am-1:00 pm	ICFE Board Meeting
11:45 am-2:45 pm	NETWORKING LUNCH WITH EXHIBITORS (lunch available from 11:45 am-1:15 pm)
12:30 pm-1:00 pm	California AB5 Education and Advocacy Bootcamp
1:15 pm-2:15 pm	International Attendees Networking Event
1:15 pm-2:45 pm	Legal Legislative Committee Meeting
1:30 pm-2:45 pm	IFA Foundation Board of Trustees Meeting
2:30 pm-5:00 pm	Exhibit Hall Open for Appointments
3:00 pm-4:45 pm	BUSINESS SOLUTION ROUNDTABLES
5:00 pm-7:00 pm	RECEPTION WITH EXHIBITORS
8:00 pm-11:00 pm	The Bash (closing party)

TUESDAY, FEBRUARY 11, 2020

7:30 am-12:00 pm	Registration Open
8:00 am-9:45 am	BUSINESS SOLUTION ROUNDTABLES WITH CONTINENTAL BREAKFAST (breakfast available from 7:30 am-9:00 am)
10:00 am-12:15 pm	CLOSING GENERAL SESSION (doors open at 9:45 am)
12:15 pm	Convention Officially Adjourns

*Separate registration and/or fee applies.

FIRST TIME ATTENDING IFA'S ANNUAL CONVENTION?

- **What are the must-attend events?**
- **How do I know what sessions are best to attend for my business needs?**
- **Where is the best place to meet and network with other attendees?**

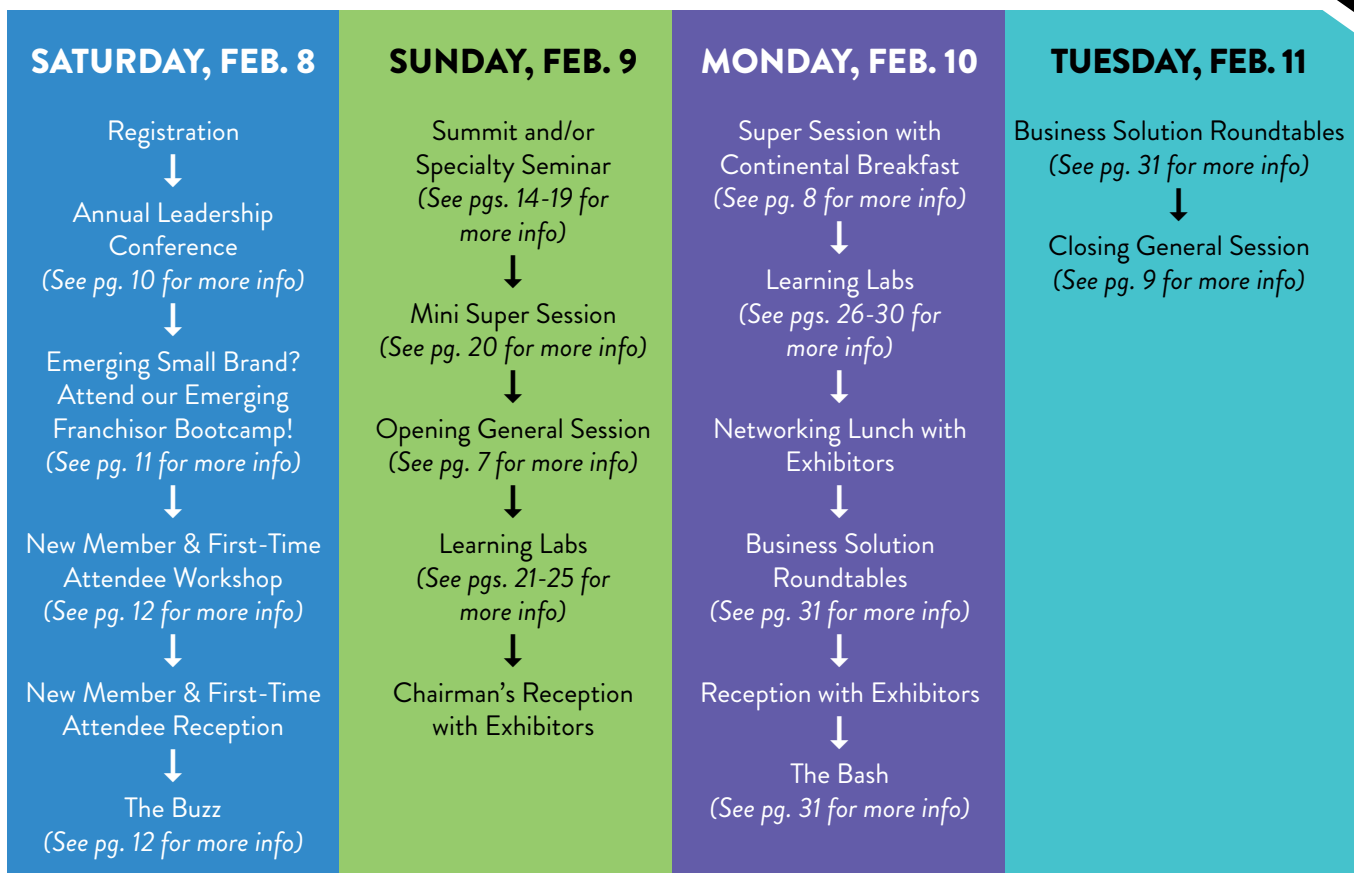
We have those answers for you here! Just follow the steps below, and you'll be sure to leave knowing you took advantage of all that this Convention has to offer.

- 1 Check out the entire Convention program schedule in this brochure or on our website. We will also have personalized schedules based off your area of expertise online soon!
- 2 Download our Convention mobile app to set your schedule and connect with other attendees before and during the event. The app will be released about 6 weeks prior to the start of the event.
- 3 When you arrive in Orlando, make sure you stop by the IFA Registration Desk to pick up your badge and final show guide. Depending on when you arrive, you would head to your first Convention event on the schedule. There are many networking and educational opportunities at IFA 2020. Check out the roadmap below for which events we recommend you attend to help you with planning, and let the fun and learning begin!

“Looks like I should plan to attend everything!”

Close to it! There is so much to see and do, so many people to network with, so many connections to be made (bring lots of business cards) and so many things to learn. It really is about finding the right events and sessions for your business needs. IFA staff are always available before the Convention, as well as on-site, for any questions you may have. We know you'll find IFA's Annual Convention to be an event you will want to attend each year!

First-Time Attendee Roadmap



2020 GENERAL SESSIONS

This year's dynamic programming will feature trailblazing content to boost your own business while propelling the franchising community forward through the next decade and beyond.

1:00 PM - 3:00 PM – SUNDAY, FEBRUARY 9



KEYNOTE PRESENTATION:

SIMON SINEK

World-Renowned Author

The Infinite Game – How Can We Win A Game That Has No End?

World-Renowned Author, Simon Sinek, will provide this ground-breaking Keynote Address followed by a sit-down Q&A with David Barr, Chairman PMTD Restaurants; Managing Director Franworth; IFA Chair of The Board.

Simon will address a perpetual question – *The Infinite Game* and how can we win a game that has no end? Taking a page

from his latest book *The Infinite Game*, the simple answer is we can't. However, that's exactly what so many companies are trying to do. The problem is, there is no such thing as "winning business."

In a game with no finish line and no agreed upon rules or metrics it is impossible to "be number one," "be the best" or "beat our competition." In this "Infinite Game," there is only ahead and behind. Leaders of organizations must understand the rules of the "Infinite Game." Failure to do so dramatically increases the chance that they will set themselves on a path that eventually drains them of the will and resources to play at all. Eventually they will drop out of the game and no one will care. Their competition will just keep playing without them.

In his talk, Simon explores how understanding the rules of the "Infinite Game" is essential if any leader wants to stay ahead and outlast any competitor... forever.

Simon is an unshakable optimist. He believes in a bright future and our ability to build it together. Described as "a visionary thinker with a rare intellect," Simon teaches leaders and organizations how to inspire people. With a bold goal to help build a world in which the vast

majority of people wake up every single day feeling inspired, feel safe at work, and feel fulfilled at the end of the day; he is leading a movement to inspire people to do the things that inspire them.

A trained ethnographer, he is fascinated by the leaders and companies that make the greatest impact in their organizations and in the world and those with the capacity to inspire. He has discovered some remarkable patterns about how they think, act and communicate and the environments in which people operate at their natural best. He has devoted his life to sharing his thinking in order to help other leaders and organizations inspire action.

Simon may be best known for popularizing the concept "Why" in his first Ted Talk in 2009. It rose to become one of the most watched talks of all time on TED.com, with over 35 million views and subtitled in 45 languages. His interview on "Millennials in the Workplace" broke the internet in 2016 and garnered over 200 million views in the first month. This led to Simon being YouTube's fifth most searched term in 2017. This dynamic "must see" presentation will change your outlook on business, and perhaps, your life!

2020 General Sessions continued

8:00 AM - 10:00AM – MONDAY, FEBRUARY 10



GUEST SPEAKER: KEVIN HOCHMAN

President & Chief Concept Officer,
KFC U.S.

The KFC Story

Join David Barr, Chairman, PMTD Restaurants, Managing Director, Franworth, and IFA Chair of the Board together with Kevin Hochman, in this first-of-its-kind session. Kevin will begin the morning with an overview of KFC's many recent successes and share an insider's look at how the return of Colonel Sanders' values re-established

KFC as America's most iconic chicken brand. Kevin and David will then engage in an authentic one-on-one session on how franchisors and franchisees effect change together and the power of that critical partnership. This session will have significant take-aways for every attendee and provide insights into how this unique business relationship can be augmented for mutual benefit.

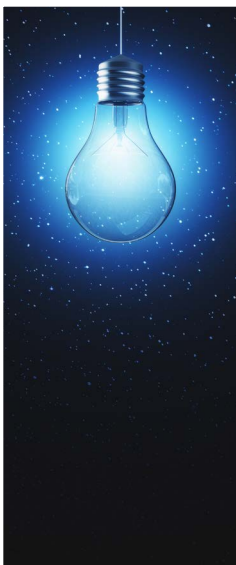
Kevin Hochman is president and chief concept officer of the KFC U.S. division, which has more than 4,000 restaurants across the United States.

Kevin became president and chief concept officer in March 2016 after serving as the brand's chief marketing officer since 2014. With a focus on customers, innovation and brand experience, Kevin has played a critical role in KFC's brand turnaround, which included launching a new advertising campaign in 2015, and bringing the Colonel (and the brand) back into pop culture again. In his current role, he is

responsible for driving overall KFC brand strategy and performance of the business in the U.S., leading the brand's efforts to retrain restaurant team members and managers, remodel approximately 3,000 restaurants, and re-establish the brand.

Kevin joined the KFC U.S. team in 2014, bringing more than 21 years of brand management and consumer marketing experience to the company. He constructed the brand positioning and advertising campaign that has delivered 5 consecutive years of same store sales growth and has doubled franchise system profitability.

In November 2015, Forbes recognized Kevin as the #2 Most Influential CMO in the world, and in 2017, he was named as one of Nation's Restaurant News' Top 50 most powerful people in foodservice, which is a testament to the work Kevin and his team have led to make Kentucky Fried Chicken relevant again.



Big Ideas – Franchise 10x

Perennial favorite, "Big Ideas – Franchise 10x" will be making a return appearance at the 2020 Convention. Due to its popularity and the feedback of the last year's attendees, we once again invite you to participate in one of the most important topics of the day in franchising. What does the future of the franchise industry look like?

This year's transformational stories in franchising will take franchising to the 10th degree. This cutting-edge session will bring you face-to-face with the fact that our world is changing at an incredibly rapid pace, and you have to disrupt the way you normally operate your business to stay ahead. We invite you to once again imagine the world-renowned TED Lecture Series featuring high-level presentations. Thought leaders will take the stage and share what they know about the latest innovations and technological trends that are taking root in franchising, the scope of which is groundbreaking and simply cannot be ignored.

Are you prepared for the emerging trends that are transforming the way we do business? Join the conversation and become educated so you, and your business, don't get left behind.

2020 General Sessions continued

10:15 AM - 12:15 PM – TUESDAY, FEBRUARY 11**CLOSING KEYNOTE
SPEAKER:****TRENT SHELTON**

Founder, Rehab Time Organization,
Author, and Former NFL Player

The Greatest You

Leave the convention on a high-note by hearing the motivational story of former NFL Player, Trent Shelton, who will wrap-up an unforgettable four days in Orlando.

Author of *The Greatest You* and Founder of Rehab Time Organization, Trent will close our convention with a session on breaking free from toxic environments, finding what motivates you, and realizing your purpose in life.

A former NFL Player for the Indianapolis Colts, Washington Redskins, and Seattle Seahawks, he always believed that there was life after sports. Trent graduated from Baylor University with a degree in Speech Communications and believes that his biggest life success is the founding of the Rehab Time Organization, a worldwide institution for positive change, helping countless many improve their lives.

One day, Trent told himself, “Today, I’m getting rid of everything toxic in his life, and I want to give back to God.” He held himself accountable of what he said he was going to do. He quickly went into conditioning his body, went on a strict diet, and dug deeper into his faith. He started to publicly post videos and blogs on blogtv.com, and other online sites, about what he was currently going through. What originally started as a way to help himself get through his life’s trials quickly turned into a wave that grew to affect more and more lives. Others could relate with his online posts, videos, and overall wisdom Trent shared, and they started to respond. They asked questions, and he answered. One day he posted on Blogtv.com, and someone asked, “What motivates you?” and from

that point he realized it was the people, and Rehab Time was born. He then went on to collaborate with Baylor Barbee, who saw Trent’s vision and created the Rehab Time website www.RehabTime.org. Now, Trent has 10 million followers on Facebook and 1.7 million on Instagram.

Trent most recently embarked on releasing a life-changing new book. In *The Greatest You*, Trent takes readers through the necessary steps to become everything they are meant to be, from facing the reality of their circumstances and realizing their purpose in life, to breaking free from toxic environments and forgiving those--including oneself--who’ve harmed them, to learning how to guard oneself against the pitfalls of life.

Weaving together personal stories from his own life and from others who have also gone through hard times, Trent reveals how you can bring out the best in yourself and establish a happier, more fulfilled future for generations to come.

A devoted father, CEO, author, and motivational speaker; Trent will inspire and motivate by giving you the tools for positive change as you travel home with a renewed sense of purpose.

NextGen
A NEW GENERATION IN
FRANCHISING

NextGen Global Competition

**GLOBAL
ALL STAR
EDITION**

Our Closing General Session will include our annual NextGen Global Competition, the “All Star Edition,” featuring past finalists and winners.

This program was created to celebrate young entrepreneurs from all over the world! 2020’s closing event will feature an “All Star” theme where top finalists and winners from previous seasons will join us and share what they have done to grow and improve their brand since the last time we saw them at the IFA Convention.



SATURDAY HIGHLIGHTS

7:30 am Shotgun Start

IFA Golf Outing

NEW FOR 2020! Join fellow Convention attendees for a 9-hole round at Hawk's Landing Golf Club - Orlando World Center Marriott Resort's championship course spanning over 220 acres of lush grounds offering a scenic blend of native Florida wildlife and tropical vegetation. Registration is \$85 per player and open to the first 36 fully registered Convention attendees that sign up. Per player price includes greens fees, golf cart, bag handling and range usage. Clubs, balls and shoes are available for rent onsite for an additional price.



11:30 am - 5:30 pm

Annual Leadership Conference

Adapt and Thrive: How to Change the Way You View Risk and Lead Your Company to Greatness

We are experiencing speed of innovation that is unprecedented. In just 25 years, Amazon went from being an online bookseller to delivering just about any product your heart desires to your doorstep within a day - and before you know it, maybe even by drone. Conversely, in 25 years Blockbuster rose and then fell to extinction because it failed to adapt to competitors like Netflix. As leaders, we need to change the way we think about our businesses or face extinction. We need to run toward, rather than away from, risk in order to achieve greatness - for our brands, our teams, and our franchisees.

The 2020 Annual Leadership Conference will feature a panel of senior-level franchise executives who will share their insight on leadership and business development, a case study where attendees will work to solve a real-world business issue and a keynote presentation that will emphasize the dire need for your business to evolve with your market in order to thrive into the future.

Evolve with the Market: Your Brand's Future Depends on It



**KEYNOTE
SPEAKER:
SCOTT
FISCHER**
CEO, Dippin' Dots
Franchising, LLC

Join hundreds of franchise leaders for a half-day workshop focused on how to overcome risk aversion, and chart new territory to stay relevant in an ever-changing market. Your registration fee includes lunch, educational content, refreshments and a closing networking reception.

1:55 pm - 2:45 pm – Leaders On the Spot

Moderator: Michelle Rowan, CFE, President & COO, Franchise Business Review
Speakers: Jennifer LoBianco, CMO, Huntington Learning Center, Inc; Andrew Gibson, CEO, Agile Pursuits Franchising, Tide Cleaners Suburban; Mike Stone, President & CEO, CertaPro Painters



Michelle Rowan, CFE



Jennifer LoBianco



Andrew Gibson



Mike Stone

3:00 pm - 4:30 pm – Case Study

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!). A tried-and-true favorite collaboration experience, your team will consider leadership strategies, decision-tree techniques, and find yourselves unleashing the potential in each other – and yourselves – to solve the business issues at hand.

The Annual Leadership Conference is \$250 per person and open to the first 325 fully registered convention attendees to sign up; attendees will earn 100 Education credits toward the completion of the Certified Franchise Executive (CFE) accreditation.

Saturday Highlights continued

1:00 pm - 4:45 pm

Emerging Franchisor Bootcamp

(This event is open to the first 500 franchisors with 100 units or less who sign up.)



The 2020 Emerging Franchisor Bootcamp is designed to provide practical value and networking that kick starts your learning. Participants once again will learn from the best in franchising through an opening presentation featuring a prominent franchise executive who will speak to “mistakes I’ve made as a franchisor,” followed by the centerpiece of the Bootcamp - peer and mentor input to solve business issues emerging franchisor attendees bring to the table. This input not only guides participants towards overcoming their discussed business issue but also helps them more effectively choose Convention sessions and events that will further help them solve important issues. The lineup of mentors includes a “who’s who” in franchising, and this access lasts long after the 2020 IFA Convention. This is an opportunity to connect with road-tested leaders who have been in your shoes and can help you navigate business issues and resources available to you.

This isn’t a show up and just listen kind of session. In order to maximize the value and experience at this Bootcamp, participants are expected to come prepared to share their issue, discuss others, and problem-solve together.

2020 Mentors Include (at press time):

- **Mark Andrew**, Director of Business Development, Planet fitness
- **Jania Bailey, CFE**, CEO, FranNet
- **Sam Ballas, CFE**, President & CEO, East Coast Wings + Grill
- **David Barr**, IFA Chairman of the Board; Chairman, PMTD Restaurants; LLC Managing Director, Franworth
- **Susan Boresow, CFE**, President, TITLE Boxing Club
- **Candace Couture, CFE**, VP, Business Development, Planet Fitness
- **Kevin Cushing**, President, Alliance Franchise Brands LLC
- **Emma Dickison, CFE**, President & CEO, Home Helpers Home Care
- **Dina Dwyer-Owens, CFE**, Former Chairwoman & CEO, Neighborly
- **Shane Evans, CFE**, President & Co-Founder, Massage Heights
- **Tariq Farid**, Founder & CEO, Edible Arrangements, LLC
- **Peter Holt, CFE**, CEO, The Joint Corp.
- **Jim Howe, CFE**, VP, Franchise Support, FASTSIGNS International
- **Mark Jameson, CFE**, EVP, Franchise Support and Development, FASTSIGNS International
- **Mike Kehoe**, President, International, FOCUS Brands Inc.
- **Todd Leonard, CFE**, VP, Operations and Franchise Development, Executive Care
- **Mark Liston, CFE**, Director, Special Projects, Neighborly
- **Gordon Logan**, Founder & CEO, Sport Clips, Inc.
- **Mark Lyso**, EVP, Operations, East Coast Wings + Grill
- **Kristi Mailloux**, COO, National Envy Development, LLC
- **Alan Majerko**, VP, Corporate Development, Winmark Corporation
- **Frank Milner, CFE**, President, Tutor Doctor Systems, Inc.
- **Dan Monaghan, CFE**, Managing Partner, Clear Summit Group
- **Catherine Monson, CFE**, CEO, FASTSIGNS International
- **Barbara Moran-Goodrich, CFE**, CEO & Co-Founder, Moran Family of Brands
- **Dave Mortensen**, President & Co-Founder, Self Esteem Brands
- **Steve Murphy**, President, Franchising, Winmark Corporation
- **Jeff Oddo**, President, City Wide Franchise Company
- **Scott Perry**, EVP & CFO, Urban Air Adventure Parks
- **Meg Roberts, CFE**, President, The Lash Lounge, Operating Partner, Franworth
- **Todd Recknagel, CFE**, Chairman, National Envy Development, LLC
- **Karen Satterlee**, SVP, Assistant General Counsel, Hilton Worldwide
- **Jeff Sturgis**, CDO, Fazoli’s Franchising Systems, LLC
- **Shelly Sun, CFE**, CEO & Founder, BrightStar Franchising, LLC
- **John Teza, CFE**, Principal, NRD Capital
- **Steve Truett, CFE**, President, Aire Serv Heating & Air Conditioning
- **Tom Wood, CFE**, President & CEO, Floor Coverings International
- **Ralph Yarusso**, CDO, FullSpeed Automotive

The 2020 Emerging Franchisor Bootcamp is \$100 per person and is open to the first 500 fully registered franchisors with 100 units or less to register. Attendees will earn 100 Education credits toward the completion of the Certified Franchise Executive™ (CFE) accreditation.

Saturday Highlights continued

5:00 pm - 6:00 pm

New Member & First-Time Attendee Workshop

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! This workshop will be immediately followed by the New Member & First-Time Attendee Reception from 6:00 pm - 7:00 pm. Both events are free and only open to new IFA Members and/or first-time Annual Convention attendees.

6:30 pm - 8:00 pm

The Buzz

Join us for good food, drinks and live music to help us kick-off the start of convention with a bang! Don't miss the first opportunity to network with your peers at The Buzz!



Emily Allen

@EmAnderson86

February 25, 2019

“Make every penny work like a dollar...and no dollar work like a dime” -
@garyvee during his powerful opening session at #IFA2019 #inspired



“The best opportunity to advance your knowledge of the franchise industry is in attending the annual IFA Convention!”

-Ron Bender, CFE, VP, Franchising, EnviroLogik Franchise

SUNDAY HIGHLIGHTS

6:00 am - 7:00 am

Morning Yoga

Start the first full day of our 2020 Convention off on a relaxed note by joining fellow attendees for a morning yoga class. This class will improve your strength, flexibility and concentration through breathing, transition and relaxation. All levels of experience are welcome! Yoga is complimentary to the first 40 fully registered Convention attendees to sign up.



7:00 am - 8:15 am

Prayer Breakfast

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



GUEST SPEAKER

OMAR SIMONS

Chairman, Planet Fitness and Managing Partner, Exaltare Capital Partners

Musical Guest: Chris Cepulis, Worship Ministries Director, Stafford Crossing Community Church in Fredericksburg, VA.

Musical Guest Sponsored By:  FranchiseWell
Rising Above the Ordinary

Thank you to our 2020 Prayer Breakfast sponsors:



James H. Amos, Jr., CFE; Mike Isakson, CFE & Jinny Isakson; Gail Johnson, CFE & Earl Johnson; Dr. Ben Litalien, CFE & Raeann Litalien; David McKinnon, CFE; Jim Olson; Dina Dwyer Owens, CFE & Mike Owens; Omar Simons; Todd Recknagel, CFE & Kristi Mailloux; Ken Walker, CFE & Vickie Walker; Graham Wehmler, CFE

Sunday Highlights continued

Franchise Sales Intensive!

8:30 am - 9:30 am

Franchise Sales Fundamentals

(This session is relevant to all system sizes.)

An overview of franchise sales basics all rolled up into one 60-minute session that addresses “what” the answers are – then our other sessions tell you “how” to execute them. We’ll feature an experienced moderator and one franchise development expert on each of the following:

- The Basic/Best Lead Gen Tactics – an overview of what works.
Speaker: Zack Fishman, CFE, Director, Innovation, Fishman PR
- Brokers – how to get started and how to stick with them.
Speaker: Jason Barclay, Partner, BrandONE Franchise Development, LLC
- Discovery Days – how to run them and what they are.
Speaker: Tom Monaghan, CDO, Philly Pretzel Factory
- Content Is Still King: Utilizing Video, Social Media and Engaging Your Customer Base
Speaker: Alex Samios, VP, Franchise Development, Dogtopia
- Item 19 FPR as a sales tool.
Speaker: Sarah Walters, Of Counsel, DLA Piper LLP (US)

Session Moderator: Ralph Yarusso, CDO, FullSpeed Automotive

9:45 am - 11:45 am

Franchise Development/Sales Summit

Part 1: Solving the 4 Biggest Lead Gen Obstacles for Emerging Brands

(This segment is most relevant to systems with 0 – 100 units)

Join this panel of fast-growth emerging franchisors and franchise sales experts as they identify and present solutions to the four most common growth hurdles faced by emerging brands. Panelists will share specific lead gen tactics as well as best practices to turn leads into sales. They’ll challenge attendees to closely examine their current franchise sales strategies and processes, helping them expose potential flaws and providing specific steps to attract the right candidates and move them through the sales funnel more efficiently. Challenges to be addressed include limited brand recognition, competition from more established brands in the space, tight lead generation budgets, and prospects who drop out of the process due to fears of risk with an untested concept. Time has been allotted for attendees to pick panelists’ brains in a rapid-fire question round at the end of the discussion.

Moderator: Kelly McNamara, Vice President, Fishman PR

Speakers: Michelle Holliman, VP, Franchise Development, Pigtales & Crewcuts; Jami Stigliano, Founder & CEO, DivaDance; Scott Taylor, CFE, President & COO, Walk On’s Bistreaux & Bar

Sunday Highlights continued

Part 2: At a Growth Standstill? How to Re-Ignite Your Franchise Sales

(This segment is most relevant to systems with 250+ units.)

Come prepared to problem-solve with some of the most successful high-growth mature brands in the franchise industry. This panel of forward-thinking, established franchisors will address the four most common barriers to continued system growth in an engaging problem/solution format. Each panelist will provide a differing approach to overcoming the top obstacles faced by mid-size and established brands, including lead flow/lead quality, market saturation, sales process flaws and brand perception. The solutions presented are applicable to any type of concept, across multiple segments. The session has been designed to carve out ample time for attendees to interact with the panelists about specific challenges they're facing in their own systems.

Moderator: **Debra Vilchis**, COO, Fishman PR

Speakers: **Bedros Keuilian**, CEO & President, Fit Body Boot Camp; **Ron Stillwell**, CDO, Marco's Pizza; **Ray Titus**, CEO, United Franchise Group

8:30 am - 10:30 am

Intensive Summits



Elements of Successful Franchising

(This summit is relevant to all system sizes.)

This interactive session will focus on the trends in franchising and the impact they may have on franchise systems. We will review the major legal and business stories during 2019 that continue to shape franchising and look to what we think we will see in 2020. Areas of discussion will include:

- Threats and challenges for franchisors, franchisees, and the franchise model in general.
- Anticipating and addressing system change.
- Balancing business and legal considerations in operating a franchise system.
- Seven habits of highly successful franchise systems.

Speakers: **Richard Greenstein**, CFE, Partner, DLA Piper LLP (US); **Richard Morey**, CFE, Partner, DLA Piper LLP (US)

Guest Speaker: **David Barr**, Chairman, PMTD Restaurants, Managing Director, Franworth, IFA Chair of the Board



Financial Summit

(This summit is relevant to all system sizes.)

Managing Growth in Turbulent Times

Financial strategies will be shared to address barriers to growth, such as rising construction costs, tightening credit, inconsistent TI allowances, stock market volatility, growing fear in 401k ROBS programs, COGS pressure, and increased labor costs. Learn how to prepare your brand's messaging for the lending marketplace so you are proactively – instead of reactively – addressing these issues.

Moderators: **Ron Feldman**, CFE, CDO, ApplePie Capital, Inc.; **Randy Jones**, Head, Originations, ApplePie Capital, Inc.

Speakers: **Chad Hartnett**, CFO, Scooter's Coffee; **Mike Mettler**, CFE, CDO, Orangetheory Fitness - Ultimate Fitness Group, LLC; **Scott Perry**, CFO & EVP, Urban Air Adventure Parks; **Paul Santomauro**, Lender Support Specialist, FRANdata; **Geoff Seiber**, President & CEO, FranFund, Inc.

Sunday Highlights continued**Franchise Relations Summit***(This summit is relevant to all system sizes.)*

Developed by the Franchise Relations Committee and the Franchisee Forum

Brilliant Collaboration: Franchisees and Franchisors Navigating the Future Together!

This year, the highly popular Franchise Relations Summit will tackle one of the most important issues in franchising today – how to use collaboration to flourish in uncertain times. In this highly interactive session, you will:

- Hear case studies of how established franchise networks have successfully navigated dramatic changes to their business models.
- Learn powerful psychological techniques for getting franchisee buy-in to important new initiatives.
- Participate in discussions on best practices for improving communication and engagement.
- Find out how to avoid common pitfalls when initiating change in a franchise network
- Gain access to cutting edge research on how to maintain high levels of franchisee satisfaction.
- Have your questions answered by leading franchisors, top performing franchisees and franchise relations experts.

The Franchise Relations Summit will be moderated by psychologist and best-selling franchise relations author, Greg Nathan.

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

Speakers: **Mary Kay Liston, CFE**, President, Molly Maids, Inc.; **Dan Schaeffer**, Franchisee/Owner, Five Star Painting of Austin, TX; **Matt Murphy, CFE**, COO, BNI Global; **Tim Roberts**, Executive Director, New Hampshire, Orlando and Jacksonville, BNI USA; **Scott Weber**, Board of Directors, Hooters; **Tom Campbell**, Multi-Unit Franchisee, Hooters

**International Summit-Track 1***(This summit is relevant to all system sizes.)*

Developed by the International Committee

International Franchising 101

Learn which questions you should be asking and where to find help. Topics will include assessing your readiness to go global, choosing markets, development models, finding franchisees, legal considerations and providing international support.

Moderator: **Larry Weinberg, CFE**, Partner, Cassells Brock & Blackwell LLP

Speakers: **Alex Oswiecinski**, CEO, Prospect Direct; **Mark Siebert**, CEO, iFranchise Group; **Carlos Vidal**, President, International Development, Orange Theory Fitness - Ultimate Fitness Group, LLC

**International Summit-Track 2***(This summit is most relevant to systems with 101+ units.)*

Developed by the International Committee

Success after Signing: Building Relationships that Thrive

The success of franchise network expansion abroad depends on the franchisor and franchisees achieving their goals. Franchising across borders adds variables and complexity that must be considered well in advance of planting the first international flag, however, once the “deal is done” it takes a deliberate strategy to ensure a successful relationship and outcome. This session will provide key insights and practical examples from executives experienced in global franchising. You will learn how to develop a strong relationship with your global partners, avoid key pitfalls, and how to successfully monitor engagement and results. The panel will discuss communication challenges, strategies for quality control and compliance, key metrics to monitor and gauge mutually agreeable outcomes, and provide you with the top 10 keys to success with your international franchisees.

Moderator: **Dr. Ben Litalien, CFE**, Founder & Principal, Franchise Well, LLC

Speakers: **Rajat Kumar**, EVP, International Franchise Operations, Self Esteem Brands; **Aqil Radjab, CFE**, Master Franchisee, BNI/IF20; **Kelli Schroeder, CFE**, Founder, Schroeder Consulting, LLC; **Galen Welsch**, CEO & Co-Founder, JIBU

Sunday Highlights continued



Labor Issues Summit

(This summit is relevant to all system sizes.)

Challenges & Opportunities for Franchising

: As America braces for the pivotal 2020 election, franchising now faces new independent contractor and joint employer liability in state legislatures, Congress and the courts. Furthermore, franchises continue to receive unfair treatment by city councils that enact new minimum wage and predictive scheduling laws. Be sure you are current on the labor and employment policy landscape – and hear how IFA is fighting for your business – by attending this year’s Labor Issues Summit.

Panel 1

Moderator: **Michael Layman**, VP, Federal Government Relations, International Franchise Association

Speakers: **Afshin Cangarlu**, CEO, Stratus Building Solutions ; **Amy Cheng, CFE**, Partner, Cheng Cohen; **Jeff Hanscom**, VP, State Government Relations and Public Policy, International Franchise Association

Panel 2

Moderator: **Michael Layman**, VP, Federal Government Relations, International Franchise Association

Speaker: **Tamra Kennedy**, President, Twin City TJs, Inc. Roseville, MN; **Michael Lotito**, Shareholder and WPI Co-Chair, Littler Mendelson, San Francisco, CA; **Azim Saju, Esq.**, Managing Member and General Counsel, HDG Hotels, Ocala, FL



Marketing & Innovation Summit

(This summit is relevant to all system sizes.)

Developed by the Marketing & Innovation Committee

Creating a Breakthrough Brand: How to Disrupt in a Crowded Franchise Category

This Summit will address the latest trends in marketing and technology, and keys that companies need in today’s ever-changing franchise landscape. Todd Magazine, CEO of Blink Fitness, will join us to share how marketing has helped Blink Fitness to grow exponentially, and share his tips for your brand’s growth. Following Todd Magazine will be 40 problem-solving roundtables where you will have discussions with leading experts, and your peers, about your unique successes and questions in the franchise industry. If you are a marketing or technology professional, you won’t want to miss this popular summit.

Keynote Speaker: **Todd Magazine**, CEO, Blink Fitness



Operations Summit

(This summit is relevant to all system sizes.)

Part 1: Onboarding and Training (including Ops Manuals)

1-2-3 GO! A successful franchise launch makes a large, and lasting, impact on the franchisee and franchise system. It’s a delicate balance among tools, training and budgets. In this session, attendees will hear briefly from seasoned professionals and their programs, then break into small groups to craft onboarding plans for the food, personal service, retail and home service sectors. Come prepared to share, work and learn. Your franchisees will thank you for it.

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

Speakers: **Yvonne Mercer, CFE**, VP, Business Services, Great Clips, Inc.; **Marianne Murphy, CFE**, VP, Brand Experience, Floor Coverings International; **Amy Perkins, CFE**, Senior Business Consultant, Ben & Jerry’s

Sunday Highlights continued

Part 2: What Makes for a Good Franchise System? SUPPORT!

Research from Franchise Business Review shows that nearly 1 in 5 new franchisees rate training and support “poor” or “average.” That’s 20% of new franchisees who are unimpressed right out of the gate. What’s more, overall satisfaction tends to dip when franchisees hit the 2-5 year mark. So how can you provide the support your franchisees need to stay engaged and profitable? In this hands-on session, you’ll have the opportunity to break out into groups to discuss specific challenges you’re facing and get real, and actionable, ideas for improving training and support in your system. Table topics include:

- Gerry Henley, Office Pride - **Using franchisees for support (Peer Groups, Mentor Programs)**
- Dean, FranchiseBlast - **Technology in Support (LMS, Videos, Web conferencing, One on One virtual meetings)**
- Tim Templeton, Mosquito Authority- **Corporate/Executive Support Initiatives (Call centers, Communications, Feedback Methods)**
- Mary Ann O’Connell, FranWise- **Financials (Benchmarks, KPI’s, Reporting that help franchisees, managing cash flow and profitability.**
- Amy Perkins, Ben & Jerry’s- **Support for franchisees based on tenure (1-2 years into their business, vs 5 years, 10 years, or getting ready to sell/exit)**
- Mary Ann Murphy, Floor Coverings International- **In-Person Support (Field Staff role, Visits, Support Staff to Franchisee Ratios)**
- Yvonne Mercer, Great Clips, Inc.- **Scaling for growth- balancing whether to invest in support ahead of growth, or after**

8:45 am - 11:45 am

NextGen Competition - Round 1

(This session is relevant to all system sizes.)



Please join us as past NextGen in Franchising Global Competition finalists and winners share what they have done to grow and improve their brand since the last time we saw them at the IFA Convention. They will compete to present in the final round during the Closing General Session.

The NextGen in Franchising Global Competition engages young entrepreneurs who are seeking careers and business opportunities in the franchising industry. By providing individuals from around the world with networking opportunities, constructive feedback, and a closer look into key components of the franchise process; NextGen is helping entrepreneurial dreams come true.

9:00 am - 11:15 am

C-Suite Think Tank & Forum Exchange

(This session is limited to Franchisor C-Suite Executives from systems of all sizes.)

Come to this session with the 2 to 3 “burning issues” or top challenges you face as the leader of your company. Attendees will work with a mentor and others at their table to brainstorm solutions, share best practices and ideas in order to address these challenges in a “group scoop” fashion. These potential solutions will be reported out to the group live, as well as captured and then emailed afterwards to all participants.

Session Moderator: **Catherine Monson, CFE**, CEO, FASTSIGNS International, Incoming IFA Chair

Facilitators: **Jania Bailey, CFE**, CEO, FranNet; **Peter Baldine**, President, Moran Family of Brands; **Charlie Chase**, President & CEO, FirstService Brands; **Emma Dickison, CFE**, CEO & President, Home Helpers Home Care; **Jeff Dudan**, Founder, AdvantaClean Systems, Inc.; **Chris Dull, CFE**, President & CEO, Global Franchise Group, LLC; **Dina Dwyer-Owens, CFE**, Former Chairwoman & CEO, Neighborly; **Steve Greenbaum, CFE**, CEO, Best Life Brands; **Dustin Hansen, CFE**, CEO, Americas, InXpress; **Mark Hemmeter**, CEO, Office Evolution; **Steve Hockett**, CEO, Great Clips, Inc.; **Peter Holt, CFE**, CEO, The Joint Corp.; **Mark Kartarik**, Consultant, Sport Clips, Inc.; **Jo Kirchner**, CEO, Primrose School Franchising Company; **Gordon Logan**, Founder & CEO, Sport Clips, Inc.; **Barbara Moran-Goodrich, CFE**, CEO & Co-Founder, Moran Family of Brands; **Jeff Oddo**, President, City Wide Franchise Company; **Meg Roberts, CFE**, President, The Lash Lounge, Operating Partner, Franworth; **Christina Russell, CFE**, CEO, Sola Franchise LLC; **Shelly Sun, CFE**, CEO & Founder, BrightStar Franchising, LLC; **Mary Thompson, CFE**, COO, Neighborly; **Tom Wood, CFE**, President & CEO, Floor Coverings International

Sunday Highlights continued

9:15 am - 10:30 am

Specialty Seminar

Access to Capital for Veterans and Diverse Communities

(This seminar is relevant to all system sizes.)

Developed by the VetFran Committee



Has your company ever identified a rockstar prospective franchisee only to have that person not secure the funds needed to start and start strong? Are you up to date on unique resources in the world of small business lending and are you giving your franchisees the best advice you can? Join us for a panel discussion on access to capital for veterans and diverse communities, business development resources and special programs that can help get your newest franchisees off to a great start.

Moderator: **Matt Gerding, CFE**, VP, Franchise Development, Home Helpers Home Care

Speakers: **Seda Goff**, PenFed Credit Union; **Matt Vean**, Navy Federal Credit Union; **Marisol Cruz**, Business Finance Depot; **Kristy Hall**, Bank of America



Michael Seitz
@MichaelSeitzCEO
February 27, 2019

Had a great meeting with a small group of franchise **#business** leaders yesterday at **#IFA2019**. The meeting eventually became a discussion about those that have been willing to take tremendous risks to make a difference in this world. Thank you **#CEOLife**

Sunday Highlights continued

10:40 am - 12:05 pm

Mini Super Sessions**Talk Triggers****FEATURED SPEAKER:
JAY BAER**

Founder, Convince & Convert, a digital strategy consulting firm; New York Times Best-Selling Author, Speaker, Consultant, Podcaster and Entrepreneur

The best way to grow ANY business is for your customers to grow it for you. But that only occurs if you deliver a customer experience that creates conversations. Word of mouth influences 50% of all purchases, but we too often take this for granted. We just assume that our customers will talk about us—but they won't, unless you give them a story to tell.

In this entertaining and interactive presentation filled with examples and research, Jay Baer teaches audiences how to create a unique story for their business; a tale that will turn their customers into their most effective sales and marketing advantage.

This powerful session creates real change for attendees. It will alter the way you think about the intersection of customer experience, marketing, sales, and operations, yielding big growth and enhanced cooperation.

Audiences Will:

- Learn how to grow their business with word of mouth.
- Discover why customers talk, and why they remain silent.
- Learn the definition of a Talk Trigger (an unconventional, operational choice that creates conversation).
- Discover the 4 Requirements of a Talk Trigger.
- Learn the different types/categories of Talk Triggers.
- Be entertained and inspired by a minimum of 9 relevant, customized (and often hilarious) examples and case studies.

**Achieving Your Wildly Important Goals –
The 4 Disciplines of Execution****FEATURED SPEAKER:****CHRIS MCCHESENEY**

Leadership Consultant and Wall Street Journal #1 national bestselling author of “The 4 Disciplines of Execution” and Global Practice Leader of Execution for Franklin Covey

Do you remember the last major initiative you watched die in your franchise? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened? The whirlwind of urgent activity required to keep your business running day-to-day devoured all the time and energy you needed to invest in executing your strategy to hit break-even, become profitable and provide measurable excellence in customer service for even greater returns. Whether you are a franchisor or franchisee, The 4 Disciplines of Execution will change that forever.

As a result of the mini super session, participants will be able to think about:

- **Creating a culture of execution by embedding and integrating four basic disciplines into your organization and current operating systems;**
- **Focus on the Wildly Important.** Exceptional execution starts with narrowing the focus— clearly identifying what must be done, or nothing else you achieve really matters much.
- **Act on the Lead Measures.** Twenty percent of activities produce eighty percent of results. The highest predictors of goal achievement are the 80/20 activities that are identified and codified into individual actions and tracked fanatically.
- **Keep a Compelling Scoreboard.** People and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win.
- **Create a Cadence of Accountability.** Great performers thrive in a culture of accountability that is frequent, positive, and self-directed. Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate performance-management system.

Sunday Highlights continued

3:15 pm – 4:30pm

Sunday Afternoon Learning Labs

Programming for breakout sessions are identified by area of focus, and content will be delivered in a variety of formats including panel discussions, case studies and audience exercises.



Emerging Franchisor Track

Scaling Up! What Resources Should the Growing Franchisor Add to the Corporate Office and When Should These Resources Be Added?

(This session is most relevant to systems with 0 – 100 units.)

During this session, a panel of experienced franchisors will discuss how they navigated growth within the budgetary constraints of a growing franchise system. This includes:

- What disciplines and structures to manage internally and what to outsource.
- How to have team members wear multiple hats effectively during the early years of franchising.
- How to prioritize human resources' roles/responsibilities with limited financial resources.
- Sharing mistakes made and lessons learned along the way.
- Incorporating technology to be more efficient from the start.
- Learning how to balance Strategy, People, Execution and Cash!

Moderator: **Heather Elrod**, CEO, Amazing Lash Studio

Speakers: **Christo Demetriades**, COO, LunchboxWax Franchise, LLC; **Peter Holt**, CFE, CEO, The Joint Corp.; **Chad Meisinger**, CEO, Over The Top Marketing



Field Support Track

Planning Effective Field Visits

(This session is most relevant to systems with 101 - 500 units.)

The ability of a franchisor to implement its brand vision is often only as good as the effectiveness of its field support visits. In particular, large franchise systems rely on their local networks of field support managers to develop relationships with franchisees, monitor unit-level performance, offer training and support, and engage franchisees with the brand. This session will present real-world examples of do's (and don'ts) for planning effective field visits with franchisees, including:

- Preparing an agenda for visits.
- Determining what metrics to track and what data to collect.
- Identifying areas for further franchisee training.
- Communicating a consistent brand vision.
- Enhancing franchisee relationships and employee productivity.

Moderator: **Antonia Scholz**, Partner, Cheng Cohen LLC

Speakers: **Denise Gorlick**, Director, Development, Dessange Group; **Mike Hopkins**, COO, Paul Davis Restoration; **Eric Trett**, Director, Franchise Operations, KFC Corporation

Sunday Highlights continued



Franchise Development/Sales Track

How to Attract the Right Franchisees for Your Brand. How Do You Then Move Them through Your Sales Process Effectively?

(This session is relevant to all system sizes.)

In this session you will learn from emerging and established brands. They will discuss how they identify qualified franchise candidates and move them through the discovery process to effectively validate, and award, their franchise opportunity.

Moderator: Tim Courtney, CFE, VP, Franchise Development, PuroClean, Inc.

Speakers: Carrie Evans, CFE, Director, Franchise Development, Chicken Salad Chick; **Todd Leonard, CFE**, VP, Operations and Franchise Development, Executive Care; **Jonathan Thiessen**, CDO, Home Franchise Concepts, Inc.



Franchise Relations Track

New Strategies to Improve Franchise Communication via Technology

(This session is relevant to all system sizes.)

Developed by the Franchise Relations Committee

The world of technology is constantly changing. In this session you explore some new free and/or low-cost technology that could massively improve communications within your franchise system. Learn how to host effective video conferences and use them for virtual franchise advisory council meetings, regional networking, and performance groups. As well, using video conferences to improve the franchise business consultant's interaction with franchisees, and create a modern operations manual that will help with brand consistency and execution.

Speakers: Evan Hackel, CFE, Founder & CEO, Ingage Consulting; **Amanda House, CFE**, Senior Franchise Development Manager, Ziebart International Corporation



Franchisee/Operator Track

KPIs that Drive Success

Developed by the Franchisee Forum

What are the reports and KPIs that drive success in your franchise location? Is it cost of customer acquisition, NPS, units sold? Make sure you're tracking the right metrics for growth and are sharing those metrics with your team in a way they can embrace them.

Speakers: Brenda Bedenk, CFE, Executive Director, Field Support, Primrose School Franchising Company; **Sean Falk, CFE**, Client Executive and Franchise Development Leader, Hylant, President, Great American Cookies; **Jeremy LaDuque, CFE**, Franchisee, Sport Clips of San Luis Obispo, CA



"The networking and education opportunities are second to none at IFA's Convention."

—**Azim F. Saju, Esq.**, Managing Member & General Counsel, HDG Hotels

Sunday Highlights continued



International Track

Best Practices in Global Franchise Development

(This session is most relevant to systems with 101+ units.)

Developed by the International Committee

Learn best practices and current strategies from leading practitioners of international franchise development. This classroom style session will integrate subject matter experts who will provide practical advice and tangible tools focused on how to prospect for potential international franchisees and generate inbound leads. In addition, it will touch on the importance of having a process to assess different international markets, qualify potential franchisees and ultimately close the “deal.”

Moderator: **Mike Kehoe**, President, International, FOCUS Brands Inc.

Speakers: **Taylor Bennett**, VP, Franchise Development, FOCUS Brands Inc.; **Mark Jameson, CFE**, EVP, Franchise Support and Development, FASTSIGNS International; **Eric Johnson, CFE**, Global Director, Franchise Programs, U.S. Department of Commerce; **Enrique Kaufer**, International Business Executive



Marketing & Innovation Track

1. Navigating the Changing Tides from Corporate National Marketing to Local Store Marketing

(This session is relevant to all system sizes.)

Who do your customers want to interact with: corporate or their local merchant? Learn how to shift from “what you have always done” to strategic local marketing that can re-ignite your business growth. These forward-thinking leaders share their tips and insight into a new way of business marketing that will set up your system for success.

Moderator: **Kristen Pechacek, CFE**, Director, Digital Marketing, Self Esteem Brands

Speakers: **David Blue**, Co-Founder, Blue Moon Estate Sales; **Marc Hawk**, CEO, RevLocal; **Steve Murphy**, President, Franchising, Winmark Corporation; **Joel Schultz**, VP, National Business Development, PureDriven

2. Managing the Digital Consumer Tsunami: Creating a Recipe of Disparate Digital Touchpoints/Ingredients to Successfully Action Your Business Intel

(This session is most relevant to systems with 101+ units.)

There is constant barrage of new digital technology being developed at breakneck speed, and everyone tends to chase the next shiny thing. This session will help attendees learn how to develop a digital strategy that incorporates all their disparate digital touchpoints into actionable data about who their customers are, how to better market to them based on their history, find more like them, and increase recency, frequency, and spend from each and every one of them.

Session Facilitator: **Stan Friedman, CFE**, President, FRM Solutions

Speakers: **Jason Anderson**, President, Venture X Franchising, LLC; **Chris Lybeer**, Chief Strategy Officer, Revel Systems; **Christian Pillat**, Co-CEO, Transitiv; **Marcus Slater**, Chief Marketing and Technology Officer, Dekalash



Adam Blake
@AdamBlake11
February 27, 2019

#IFA2019 was a terrific event and I would encourage ANYBODY that is in the #franchise industry in any capacity to consider attending future events.

Sunday Highlights continued**Operations Track****Understanding and Supporting Underperforming Franchisees***(This session is relevant to all system sizes.)*

Franchisors build strategies for finding and partnering with strong franchisees in order to grow their brand. What happens when everything does NOT go according to plan? Join 3 franchisees with nearly 100 years of combined experience to learn what does go wrong, what those warning signs can look like and how to develop specific plans specifically for supporting franchisees that need a tailored support system in order to improve!

Speakers: **Tom Baber**, Franchise Owner, Money Mailer of Mercer, Somerset County, Owner, IHOP; **Mitch Cohen**, Franchisee, Jersey Mike's Subs of East Meadow, NY; **Tamra Kennedy**, Franchisee, Owner-Taco John's, Twin City TJ's, Inc.

**General Track****1. Diversity Declaration 2020: Join the Movement***(This seminar is relevant to all system sizes.)*

Developed by the Diversity Institute Advisory Board



With America's communities, demographics, markets and consumers becoming more diverse every year and with diversity and inclusion rising as key values held by employees and consumers alike, franchising has challenge and an opportunity ahead of it in 2020. Continuing to lead the economy in growth for the next decade as we have in decades past will only be possible by also becoming a leader in diversity and inclusion. The franchise community will draft and publish a Diversity Declaration in 2020, setting the goal of making franchising the most diverse and inclusive sector of the US economy by the year 2030. Don't miss a chance for your company to have a seat at this table from day one. Drafting begins at this round table session at Convention 2020.

Moderators: **Earsa Jackson, CFE**, Member, Clark Hill Strasburger; **John Draper, CFE**, CEO, Viridian Group LLC

2. How to Become a Supplier of Choice to Franchise Organizations...and Increase Your Client Base Dramatically

Developed by the Supplier Forum Advisory Board

Are you a supplier who has tried to win new clients within the franchising vertical? How well did you succeed? Perhaps you, like other vendors of many kinds, have attended an IFA Convention to explore the world of franchises, only to discover that they don't quite "work" the way other businesses do. Perhaps you then tried to win new clients in the world of franchising for a year or two, became frustrated, and just gave up.

If that is the path you followed, you have probably made a costly mistake. Why? Because franchises need what you have to offer. And after this session, you will better understand what it takes to succeed in franchising. We will discuss strategies that include:

- **The Process** – You will better understand the time that you need to commit to win a franchise's business, and the time you need to invest to make your relationship last.
- **The Real Goals** – Your strategy is not to just get through the point of entry, but to establish specific goals and keep moving toward them.
- **The Franchise Mindset** – Franchises are governed by documents, but what they truly value is trust. It is something you have to earn over time by continually proving your value.
- **How to Manage Expectations** – Managing your franchise clients' expectations - as well as your own - is critical to entering and succeeding in the franchise space.

Moderator: **Cordell Riley, CFE**, President, Tortal Training

Speakers: **Graham Chapman, CFE**, VP, Account Services, 919 Marketing Company; **Michael Iannuzzi, CFE**, Partner, Citrin Cooperman; **Dawn Kane**, CEO, Hot Dish Advertising

Sunday Highlights continued

3. Mother Nature's Wrath: How to Protect Your Business from the Growing Threat of Imminent and Destructive Weather Events

(This session is relevant to all system sizes.)

With increasingly dramatic weather events such as hurricanes, tropical storms, and earthquakes happening all over the world today, businesses are being forced to put precautions in place to protect their systems from catastrophic impact. In this informative and eye-opening session, weather experts and franchise owners personally affected by a weather event will share why weather patterns are changing at such a rapid rate, what we can expect in the future, and lessons learned about how businesses can shore up and protect themselves when bad weather hits before they see a decline in sales due to short-term closures, or even worse, complete destruction of store locations. Franchisors and franchisees will both benefit from this session focused on delivering real-world insights, risk management practices, and cutting-edge strategies to help safeguard franchise operations against whatever Mother Nature has in store.

Moderator: **Dana Zukofsky**, Director, National Restaurant Practice, BDO USA, LLP

Speakers: **Stephanie Abrams**, On-Camera Meteorologist, The Weather Channel; **Shane Evans, CFE**, President & Co-Founder, Massage Heights; **Jeremy Liebman**, Senior Counsel, Krispy Kreme Doughnut Corporation; **Sean Murphy**, Managing Director, BDO USA, LLP

4. Preparing Your Business for Sale: What I Wish I Had Known Before the Investment Bankers Called

(This session is most relevant to systems with 250+ units.)

Mergers and acquisitions in franchising continue to grow, but many franchise companies are not ready when the investment bankers call. This session will focus on what franchise companies can do now to prepare for sale in the future including:

- Financial Review: quality of earnings – taking proactive steps.
- Working on the Warts: dealing with troublesome issues and cleaning up the system.
- Standing in the Buyer's Shoes: reducing risk/disputes and enforcing insurance compliance.
- Getting Your House in Order: checking material contracts and franchise documents.
- Future Growth: reviewing agreements/manuals for ability to change and grow system.
- Identifying Growth Strategies: mapping white space for additional expansion and creating incentives with existing franchises to reduce oversized territories.

Moderator: **Sandy Bodeau**, Principal, Gray Plant Mooty

Speakers: **Meg Montague**, Senior Managing Director, The McLean Group LLC; **Ted Rosenwasser**, Vice President, Trilantic Capital Partners

5. Recruiting and Retaining Top Talent by Becoming an Employer of Choice

(This session is relevant to all system sizes.)

Job seekers today are interested in more than a paycheck; they're looking for an employer that reflects their value system. When unemployment numbers are low and competition for talent is fierce, successful employee recruiting and retention takes strategy. Simply posting your job online and offering competitive pay probably won't cut it. Experts will share successful ways to help position your franchise as an employer of choice with both potential, and current, employees.

Moderator: **Elizabeth Watson**, Area Sales Manager, Paychex

Speakers: **Aaron Bylund, CFE**, Senior Director, Franchise Operations, Rent-A-Center Franchising International Inc.;

Meg Rose, CFE, Vice President of Field Operations, Firehouse Subs; **Courtney Obbink**, Talent Program Manager, Great Clips, Inc.

Sunday Highlights continued

8:00 pm – 9:30 pm

International Reception

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



MONDAY HIGHLIGHTS

6:00 am – 7:00 am

Fitness Bootcamp

Don't leave your fitness routine at home! Join fellow Convention attendees for a fun workout providing unique exercises in a group setting. All levels of experience are welcome! The Fitness Bootcamp is complimentary to the first 45 fully registered Convention attendees to sign up.

10:15 am – 11:30 am

Monday Morning Learning Labs

Programming for breakout sessions are identified by area of focus, and content will be delivered in a variety of formats including panel discussions, case studies, and audience exercises.



NEW IN 2020! Show your brand pride by participating in our Brand Pride Gear Day on Monday, February 10. Post photos at the Convention wearing your best brand gear and using the IFA hashtag #IFA2020.



Emerging Franchisor Track

Profitability and Success: Developing a Best-in-Class Program with Systems

(This session is most relevant to systems with 0 – 100 units.)

Profitability of the brand is a key to attracting targeted franchisees. Emerging franchisors have choices to make when structuring their brand to deliver the proper return on investment for both the franchisor and franchisee.

In this interactive format which will include audience participation and questions, we will explore:

- How to design, develop and support a modern franchise system that drives profitability.
- How to define the needs of the various classes of franchisees.
- What are the key learnings to support each class of franchisee in order to best leverage the brand's system resources to drive profitability?
- What are the best approaches to distinguish the franchise offering in marketing materials so that it will be attractive to the intended audience, and what methods are effective in creating a pipeline of potential franchisee candidates?

Moderator: Michael Seid, CFE, Managing Director, MSA Worldwide

Speakers: Bill DiPaola, CFE, COO, Ballard Brands, LLC; Don Fox, CEO, Firehouse Subs

Monday Highlights continued**Field Support Track****Keeping Long-Term Franchisees Motivated and Engaged: What to Do When They Say “What Have You Done for Me Lately?” How to Make Year 20 as Exciting as Year 1!***(This session is most relevant to systems with 101+ units.)*

Time doesn't heal all wounds...Sometimes it creates them. Discussions will center around motivating long-term franchisees in the following areas:

- Engaging mature franchisees who have mastered your system, are making money and feel that they no longer get “value” from the franchisor.
- Re-aligning with a franchisee that has outgrown the support provided by the franchisor; what happens when the franchisee feels they no longer need the franchisor? Learn to do and how to do it.
- Merger or acquisition with new leadership; seasoned leadership that may need revamping.

Bring your concerns and your solutions!

Moderator: **Aaron Chaitovsky, CFE**, Franchise Accounting and Consulting Practice Co-Leader, Citrin Cooperman

Speakers: **Bill Barton**, CEO & President, California Closet Company, Inc.; **Saunda Kitchen, CFE**, Owner, Mr. Rooter of Sonoma County, CA; **Mary Thompson, CFE**, COO, Neighborly

**Franchise Development/Sales Track****1. How Franchisors Can Attract Multi-Unit Franchisees to Their Brands***(This session is most relevant to systems with 101+ units.)*

The type of franchisee every franchisor seems to want is a multi-unit franchisee. But how do franchisors attract these business savvy entrepreneurs? And where do experienced multi-unit franchisees seek out new brands? Is it online, in magazines, through personal experience with a brand, media coverage, trade shows, personal references – all of the above?

What due diligence have multi-unit, multi-brand franchisees conducted prior to even reaching out to the franchisor? Brand power, strong C-Suite, profitable franchisees, satisfied customers, healthy FPRs, strength in locations, market share? How do they expect a franchisor to respond to their interest and inquiry? To respond like any other inquiry, to alter their sales approach and provide special consideration, to talk to a C-Suite executive early in the process? What do multi-unit franchisees look for from the brand when they do connect with a franchisor?

Franchisors who have been recruiting this desired target group will share their experiences and what it really takes to attract and recruit experience franchisees.

Moderator: **Therese Thilgen**, CEO & Co-Founder, Franchise Update Media Group;

Speakers: **Shawn Caric, CFE**, Director, Development, Dunkin' Brands Inc.; **Cheryl Fletcher**, SVP Franchise Development, Tropical Smoothie

2. LinkedIn Lead Gen Workshop: Learn How to Consistently Generate Franchise Prospect Leads Through the World's Largest Professional Network*(This session is relevant to all system sizes.)*

In this in-depth workshop, you will finally learn how to find, attract and market to your ideal franchise prospects on LinkedIn. Here's what you'll learn:

- How to Identify your ideal audience on LinkedIn.
- The 5 different organic and paid methods to target your audience.

Monday Highlights continued

- What you should say in our ads and posts to attract your ideal audience.
- How much of your budget to allocate toward LinkedIn.

By the end of this workshop, attendees will have an actionable LinkedIn lead generation strategy that fits their budget, current size, and unit growth goals.

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

Speakers: **Dan Monaghan, CFE**, Managing Partner, Clear Summit Group; **Marcos Moura**, CDO, Amada Senior Care

3. Raising the Value of Your Franchise Through a Well-Executed Resale Program: 5 Critical Ways to Leverage Franchise Transfers to Increase a Brand's Reach, Financial Performance and Development Goals

(This session is most relevant to systems with 250+ units.)

A well-executed franchise transfer program can increase the value of the franchisor in five critical ways:

1. Attracting new candidates who will not only acquire existing units but also sign development agreements to grow additional stores.
2. Raise the "after-market" or resale value of franchise units.
3. Bring new capital to tired units as they transfer and refresh the locations to the current standards
4. Raise AUV as older stores transition to new, energized owners who will embrace the latest franchise strategies and raise sales in underperforming or aging units.
5. Provide existing franchisees with assurances that they are building a valuable, transferrable asset.

Franchise resales for mature brands can represent up to 8% to 10% of their sales each year. How is your franchise development team handling the process? Do you have a well thought-out plan to handle franchise resales? The value of a franchise can be impacted directly by their approach to the resale market which exists in every brand. This dynamic workshop will introduce strategies to raise your franchise value through a well-executed franchise resale program.

Moderator: **Robin Gagnon**, Chief Marketing Officer, We Sell Restaurants

Speakers: **Peter Baldine**, President, Moran Family of Brands; **Cherry Hearn**, President, Which Wich Franchise, Inc.; **Kitt Shipe**, Franchise of Counsel, Kilpatrick Townsend & Stockton LLP



Franchise Relations Track

Building Trust and Engagement with Your Franchisees

(This session is relevant to all system sizes.)

Developed by the Franchise Relations Committee

There is strong evidence that engagement and business performance are closely linked. In this interactive session, we'll explore key strategies for building trust and engagement within your franchise network. You'll hear first-hand from our panelists on how they structure their franchise relationships for optimum success, and you'll learn tactical advice on the fundamentals of building trust, communication strategies, and how to re-engage franchisees that have gotten off track.

Moderator: **Eric Stites, CFE**, CEO, Franchise Business Review

Speakers: **Mike Bidwell, CFE**, President & CEO, Neighborly; **Deanna Loychuk**, President, 30 Minute Hit; **Wayne Freeman**, Sport Clips Multi-Unit Franchisee

Monday Highlights continued



Franchisee/Operator Track

Creating Efficiency Models to Improve Profitability in Your Units

Developed by the Franchisee Forum

Discover how other franchisees in multiple industries maximize labor/scheduling and time efficiencies across their company. Franchisees will share tactics they implemented in their units including training managers and aligning incentives to boost productivity and expand profitability. In addition, you will learn how they improved performance, tracked and shared results with their teams.

Moderator: **Kristi Mailloux, CFE**, COO, National Envy Development, LLC

Speakers: **Jerry Akers**, President & Franchisee, Great Clips of Palo, IA; **Todd Recknagel, CFE**, Chairman, National Envy Development, LLC



International Track

Roundtables on International Franchising*(This session is relevant to all system sizes.)*

Developed by the International Committee

Participants will discuss some of the most relevant, pressing issues facing franchise companies growing internationally. The program will feature ten roundtables.

Session Moderator: **David Humphrey**, CEO, ECP-PF Holdings Group, Inc.

1. Canada

Facilitator: **Sherry McNeil**, President & CEO, Canadian Franchise Association

2. UK Market Entry

Facilitator: **Pip Wilkins**, CEO, British Franchise Association

3. China

Facilitator: **Peter Pang**, Chairman & Managing Partner, IPO Pang Xingpu Law Firm

4. South America

Facilitator: **Fernando López de Castilla, CFE**, Founding Partner, Grupo Nexo Franquicia

5. US Market Entry & How Non-US Franchisors Can Work with the Us Commercial Service

Facilitators: **Dave Hood**, President, iFranchise Group & **Eric**

Johnson, CFE, Global Director, Franchise Programs, U.S. Department of Commerce

6. Reducing Legal Fees

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

7. Localization vs. Standardization

Facilitator: **James Hartenstein**, Managing Director, Hartenstein Global Consulting, LLC

8. Privacy Laws

Facilitator: **Alan Greenfield**, Shareholder, Greenberg Traurig, LLP

9. Supply Chain

Facilitator: **Joyce Mazero**, Shareholder, Polsinelli

10. International Infrastructure & Technology

Facilitator: **Rogelio Martinez**, President, Fast Cloud Consulting



Marketing & Innovation Track

Online Reputation Management – A Process*(This session is relevant to all system sizes.)*

This course will teach franchisors and franchisees how to identify common themes and situations that lead to positive and negative online reviews. Attendees will leave empowered to cultivate an environment that fosters new testimonials as well as a company policy on how to address all online reviews.

Speakers: **Matt Jones**, Co-Owner, WebPunch; **Marci Kleinsasser**, VP of Marketing, Handyman Connection; **Dasch Shenberger**, VP, Franchise Marketing, Scorpion

Monday Highlights continued

Practical Marketing Strategies to Win with Consumers

(This session is relevant to all system sizes.)

At the 2019 IFA Convention, VaynerX CEO & Chairman Gary Vaynerchuk challenged the franchise industry to re-think the power of brand marketing, educate itself on the impact of content and digital marketing, and work together as Franchisors and Franchisees to maximize investments. Several companies took up the mantle and put these learnings into practice. At the 2020 IFA Convention, key executives from The Sasha Group, a VaynerX consultancy dedicated to educating, mentoring and marketing businesses, will continue their engagement with the franchise industry and offer a deeper look at the philosophies, strategies and tactics that drive business results.

Speakers: **Nick Diodato**, Head of Education, The Sasha Group; Mickey Cloud, Executive Director, The Sasha Group; **Mickey Cloud**, Executive Director, The Sasha Group



Operations Track

Implementing System-Wide Standards to Improve Performance

(This session is relevant to all system sizes.)

This session will address how to develop and establish standards (both new standards and improvements to existing standards) that will have a direct impact on unit-level performance, as well as how to implement those standards system-wide. Drawing from a panel of experts with real world experience, the session will cover actual examples of brands who successfully implemented system-wide standards. This best practices discussion will include developing a sufficient description and specificity of standards, communication and roll-out of the standards, including training, consulting and guidance to operators. Best practices to entice buy-in and incent compliance, as well as enforcing the standards consistently will be discussed.

Moderator: **Leonard MacPhee**, Shareholder, Polsinelli

Speakers: **Neil Billingsley-Michaelsen**, CEO & President, Triple Tap Ventures LLC - Multi-Unit Franchisee of Alamo Drafthouse Cinema, President, ADC Franchisee Association, Inc.; **Rocky Clark**, VP, Operations, Taco John's International Inc.



General Track

1. Did FASB Clarify the New Revenue Recognition Rules for Franchisors?

Description: Founder and CEO of BrightStar Group Holdings, Inc., Shelly Sun, will provide an overview of the 2018 guidance issued by the Financial Services Accounting Board that clarifies the ASC 606 revenue recognition rules for franchisors. This session will provide real world examples and recommendations on how franchise brands can work with their accountants to maximize the benefit of the 2018 guidance document.

Speakers: **Shelly Sun, CFE**, Founder and CEO, BrightStar; **David Pallaschke**, BrightStar

2. Enhancing Brand Growth by Leveraging Effective Partners

(This session is relevant to all system sizes.)

Developed by the Supplier Forum Advisory Board Committee

Franchising has been appropriately described as a three-legged stool: Franchisor, Franchisee and Supplier Partners. As a franchisor you must constantly work on keeping balance in your system. This session will offer insight on how to effectively leverage external resources to take your system to the next level. Specific areas to be covered are:

- When to outsource vs. insource.
- What makes for a great supplier/partner relationship?
- Is your stage of growth a factor here- i.e. different for an organization with 10 or 150 locations?
- Key issues in defining your relationship with your outside supplier.

Monday Highlights continued

Moderators: Daniel Mormino, CFE, Senior Vice President, INFINITI HR; Ritchie Taylor, CFE, Shareholder, Manning, Fulton & Skinner, P.A.

Speakers: Marisa Faunce, Partner, Plave Koch PLC; Keith Gerson, CFE, President, Franchise Operations & CMO, FranConnect; Luke Stanton, President, ProTradeNet, Neighborly

3. Navigating AB5: What Franchisors and Franchisees Need to Know Right Now

(This session is relevant to all system sizes.)

California's codification of *Dynamex Operations West, Inc. v. Superior Court of Los Angeles* (California Assembly Bill 5 ("AB 5")) is a potential game changer in the franchise community. Dynamex sets forth a three-part test in which all elements must be satisfied in order for a worker to be deemed an independent contractor instead of an employee. While it is not clear that Dynamex applies to franchising, given that the franchise industry did not receive an exemption from the law (despite industry's best efforts). Franchisors and franchisees must consider the potential legal and business impacts of this bill on their businesses. This session will discuss the potential impact of AB5 on both franchisors and franchisees, consider what steps each should take to protect themselves from liability under the statute and review potential new bills being proposed in other statehouses.

Moderator: Karen Satterlee, CFE, SVP & Assistant General Counsel, Hilton Worldwide

Speakers: Susan Grueneberg, Member, Cozen O'Connor; Justin Klein, Partner, Marks & Klein, LLP; Norman Leon, Partner, DLA Piper LLP (US)

3:00 pm - 4:45 pm

Business Solution Roundtables

Don't miss this unique opportunity to sit down at a roundtable of 10-12 people and exchange ideas, challenges, solutions and best practices with some of franchising's most accomplished executives and IFA Supplier Forum members. Pose questions and listen to their success stories, lessons learned and innovative business solutions. Discussion topics include such issues as franchise sales, franchisee engagement, operations, legal issues, branding, technology and more! During Monday's session, multiple tables under each topic track will be designated "Ask the..." where you will have the opportunity to discuss a tailored issue that you are currently facing with an experienced franchise professional. Many attendees say that the Business Solution Roundtables are the most valuable and rewarding sessions offered at the Convention, so don't miss your chance to learn from franchise visionaries and thought leaders!

The roundtables will also be conducted over breakfast on **Tuesday, February 11** from **8:00 am – 9:45 am**.

8:00 pm - 11:00 pm

The Bash

Join us Monday evening for franchising's night out at The Bash! Network and mingle with fellow Convention attendees at the last, official networking event of IFA 2020. This must-attend party will be held on the Marriott World Center's expansive outdoor pool deck and lawn! At The Bash, you can relax, wind-down, challenge your colleagues to a game of Ping-Pong or Foosball and connect with old friends while also forging new relationships. You can't afford to miss the franchise party of the year!



EXHIBIT HALL: MEET YOUR NEXT BUSINESS PARTNER!

The IFA Exhibit Hall offers something for everyone—accounting, business and legal services, financial services, insurance programs, marketing and public relations specialists, software and technology providers, human resources experts, franchise development resources and travel, hotel and special event services. Stroll the aisles for new ideas, inspiration and some fun while learning about products and services that can help you better achieve your business goals. This year's Exhibit Hall will feature activities and games for you and your colleagues to enjoy between aisle strolls and booth visits. Also, don't forget to enter the exciting door prize drawings for \$1,000 held during official exhibit hours!

2020 IFA ANNUAL CONVENTION EXHIBITOR LIST (at press time)

5th Avenue Leads, LLC
 919 Marketing Company
 Acrisure & Signature Insurance Group
 ADP, Inc.
 Aranco Productions
 AskNicely
 Astley Gilbert Ltd
 Apple Pie Capital
 AscendantFX
 Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
 The Bancorp
 Banjo
 Bank of America
 BDO
 Bendsen Signs & Graphics, Inc.
 Benetrends, Inc.
 Better Software
 BizBuySell
 Boefly
 BooXkeeping Corp.
 BrandWide
 Broadly
 Business Finance Depot
 Canadian Franchise Association
 CareerPlug
 Careington International Corp.
 Catalyst Commercial Group
 Chetu
 Citrin Cooperman
 Clarity Voice
 Clayton Kendall
 Constant Contact, Inc.
 Consumer Fusion Inc.
 Creative Colors International, Inc.
 Curious Jane
 DCV Franchise Group
 Decisely
 Defenders Gateway
 Deliver Media
 Dispatch Technologies, Inc.
 Divvy by Alexander's
 Dr. Banner / Mediakeys, Inc.
 dynamigroup
 E3 Local
 ELEDLIGHTS
 Engage121
 Entrepreneur Media, Inc.
 EventPrep Franchise, Inc.
 Falcon Construction
 F.C. Dadson
 FisherZucker LLC
 Fishman PR
 Fortinet, Inc.
 Forum Analytics, LLC

Four51
 Franchise Benefit Solutions
 FranchiseBlast
 Franchise Brokers Association
 Franchise Business Review
 FranchiseClique
 Franchise Direct
 Franchise Gator LLC
 Franchise Opportunities Network
 Franchise Payments Network
 The Franchise Show
 Franchise Times
 Franchise Update Media Group
 Franchise.com Network
 FranConnect
 FRANdata
 FranFund, Inc.
 FranNet/Proven Match
 Franklin Covey
 Franpos
 FranWise
 FRM Solutions
 Gallagher
 GatherUp
 GbBIS
 Global Franchise Magazine
 Gray Plant Mooty
 The Great American Franchise Expo
 Guggenheim Retail Real Estate Partners, Inc.
 Guidant Financial Group, Inc.
 Hanna Commercial Real Estate
 Hireology, Inc.
 HigherVisibility, LLC
 Hot Dish Advertising
 Hylant Group
 Hyrell
 Identifi
 IFPG-International Franchise Professionals Group
 iFranchise Group
 IFX Software & Strategies
 Image Cube
 Indevia Accounting
 INFINITI HR
 Inkbench, Inc.
 Integrated Digital Strategies
 Intrepid Direct Insurance
 Intuit, Inc.
 IPO Pang Xingpu Law Firm
 ITI Smart Solutions
 Jones Loffin
 Kent Franchise Law Group
 Keyser
 Launch to Growth
 LearningZen

EXHIBIT HALL SCHEDULE

SUNDAY, FEB. 9

Chairman's Reception with Exhibitors

4:30 pm-7:30 pm

MONDAY, FEB. 10

Optional Networking Hours

10:15 am-11:45 am

Networking Lunch with Exhibitors

11:45 am-2:45 pm

Optional Networking Hours

2:45 pm-5:00 pm

Reception with Exhibitors

5:00 pm-7:00 pm

Interested in Exhibiting?
Space is filling up quickly. Contact
Lynette James at ljames@franchise.org
today and don't miss out!

Lipscomb & Pitts Insurance LLC
 Listen360, Inc.
 LocateAI
 Location3 Media
 LoyaltyLoop by Survey Advantage
 LSM
 Lucidpress
 Matrix Imaging
 MFV Expositions
 MINDBODY
 Modernistic
 MOO
 Morrow Hill
 My1Stop.com
 MyTime
 NetSearch Digital Marketing
 NetSpend Corporation
 New Image Marketing Research Corp.
 Nora Lighting
 Northeast Color
 Online Image
 Osler, Hoskin & Harcourt LLP
 Our Town America
 Paychex, Inc.
 Paycor
 Pegasus Communication Solutions, Inc. (PCS VOIP)
 Powerchord
 PrimePay / ProfitKeeper
 PrintComm/Marketing Impact
 Profit Mastery
 Profit Soup
 PRONEXIS
 PwC
 Prospect Direct
 Qiigo, Inc.
 Qubo Technologies and Systems, LLC
 Qvinci Software
 ReachLocal, Inc.
 Reliable Background Screening
 Reno Tahoe

Retail Solutions
 Revenue Assurance Company
 Rhino 7 Franchise Development Corporation
 Royal Caribbean International
 RPM
 Scorpion
 Sentio
 SeoSamba
 Servant Systems, Inc.
 SFV Services
 Signs.com
 Signs Unlimited, Inc.
 SiteZeus
 SMB Franchise Advisors
 SOCi, Inc.
 Social Joey LLC
 SocialMadeSimple
 Specialized Accounting Services, LLC
 Spectrio
 Spectrum Business
 State Farm Insurance
 Stearns Bank N.A.
 Synuma
 Textellent
 Text Request
 Thumbtack
 Titus Center for Franchising
 Tortal Training
 TSYS
 Universal Background Screening, Inc.
 V Digital Services
 Visualogistix
 Web.com for Enterprise
 WebPunch, LLC
 Welcomemat Services
 Winmark Franchise Partners
 WIRED Telcom
 Xplor, Inc.
 Xpressdocs
 ZeeWise, Inc.
 Zipwhip
 Zoracle Profiles

REGISTRATION INFORMATION

PRE-REGISTRATION

To register for all events described in this brochure, please visit franchise.org/convention and click on the registration link. Our pre-registration deadline is **January 17, 2020**. Registration after this date will be subject to a \$100 onsite processing fee. Once you have registered, you will receive a confirmation packet via email. For questions, please contact IFA's Conferences Department at (202) 662-0763 or events@franchise.org.

Having trouble logging in to register online? Visit member.franchise.org and click "Forgot Your Password?" Type in your email address associated with IFA and click "Reset Your Password." Check your inbox and follow the instructions. For issues with resetting your password, please contact Jaleesa Brown at jbrown@franchise.org.

THE REGISTRATION DESK WILL BE OPEN AT THE FOLLOWING TIMES:

- Saturday, Feb. 8, 7:00 am-7:30 pm
- Sunday, Feb. 9, 7:00 am-7:00 pm
- Monday, Feb. 10, 7:00 am-6:00 pm
- Tuesday, Feb. 11, 7:30 am-12:00 pm

REGISTRATION FEES

IFA Franchisor/Supplier Member Registration Rates

Registrants 1-4 when all register together.....\$1,050 per person
 Registrants 5-9 when all register together.....\$950 per person
 Registrants 10 + when all register together.....\$850 per person

IFA Member Franchisee.....	\$600
IFA Member Exhibitor.....	\$750
IFA Member Exhibitor Badge.....	\$300
<i>(Includes Only Exhibit Hall Access & The Buzz)</i>	
Non-Member Exhibitor.....	\$1,500
Non-Member Exhibitor Badge.....	\$600
<i>(Includes Only Exhibit Hall Access & The Buzz)</i>	
Non-Member.....	\$2,350
Spouse <i>(Includes evening social events only)</i>	\$500
Speaker.....	\$550
University/Academic Personnel.....	\$850

Note: IFA Franchisor and Supplier Members looking to take advantage of the bulk attendee pricing must register all attendees at the same time. Discounted pricing will not activate unless all attendees are registered within the same transaction. Pricing tiers take effect only for the number of registrants within each tier. Example, if registering 6 people, persons 1-4 will each receive the \$1,000 price, and person 5 and 6 will each receive the \$900 price.

Cancellation Policy: Full refunds (minus a \$100 administrative fee) will be granted for cancellations received in writing at least 14 days in advance. A 50% refund (minus a \$100 administrative fee) will be granted for cancellations received in writing between 7 and 14 days in advance. No refunds are permitted for cancellations requested less than 7 days in advance. Substitutions can be made for \$50 by contacting events@franchise.org.

Registration Fees* are per person and include:

- Entry into all convention General Sessions and educational sessions including the Summits, Specialty Seminars and Mini-Super Sessions.
- Exhibits and evening networking events (includes food and beverage).
- Educational session instruction and materials.
- Saturday's "The Buzz" (includes cocktails and food stations.)
- Continental Breakfast Monday & Tuesday.
- Lunch on Sunday & Monday.
- Monday's "The Bash" (includes cocktails and food stations.)
- Refreshment breaks.
- IFA will also compile an event registration list, which will include your name, company, job title, business address, phone number and email address provided on this form. The list will be sent to all attendees, event sponsors, and exhibitors both before and after the event, who, in accordance with their contracts with IFA, may use this information to contact you about their products, services, and special offers. For questions about our registration list policy, to have just your email removed, or to be removed completely from the registration list, please contact events@franchise.org.

**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 The Buzz only).*

ADDITIONAL EVENT FEES/INFORMATION

The Golf Outing is an additional \$85 for fully registered Convention attendees. The Annual Leadership Conference on Saturday is an additional \$150 for fully registered Convention attendees. The Emerging Franchisor Bootcamp on Saturday is an additional \$100 for franchisors with 100 units or less.

The Prayer Breakfast, Morning Yoga and Fitness Bootcamp are offered on a complimentary basis to fully registered Convention attendees on a first-come, first-served basis. ICFE Special Sessions on Friday and Saturday are not included in your Convention registration fee. Please visit franchise.org/events/2020-icfe-special-sessions for more information or to register.



BOOK YOUR ROOM NOW!

ORLANDO WORLD CENTER MARRIOTT

The Orlando World Center Marriott is located at 8701 World Center Dr, Orlando, Florida. Amenities include an 18-hole golf course, 3 large outdoor pools, 3 bars/lounges, full-service spa, and much more. For dining, you may choose any of the 5 restaurants found within the resort or you can take advantage of 24-hour room service. **All Convention events will take place at the Orlando World Center Marriott.**

A room block has been reserved at the Orlando World Center Marriott with a special rate of **\$269 per night** (plus taxes and fees) for IFA Convention attendees. You may reserve your hotel room at the World Center by [clicking here](#) or calling 855-999-0496 and referencing the IFA Convention. **Marriott Bonvoy members will receive complimentary in-room internet. The deadline for making a reservation is January 15, 2020**, or when the IFA room block is filled, whichever is first. Once the room block is sold out, reservations will be accepted on a space and rate availability basis.

SPRINGHILL SUITES

The IFA has also secured an overflow block at the SpringHill Suites, approximately 2.5 miles from the Orlando World Center Marriott. IFA will provide limited **shuttle bus service** between the SpringHill Suites and the World Center from Saturday, February 8th to Tuesday, February 11th. To book the **special IFA rate of \$199 per night** (plus taxes and fees) please [click here](#) or call 888-789-3090 and reference the IFA Convention. **The deadline for making a reservation is January 15, 2020**, or when the IFA room block is filled, whichever is first. Once the room block is sold out, reservations will be accepted on a space and rate availability basis.

Important Note: Be sure to book your reservations for IFA's Convention through the above websites and phone numbers, or directly through the hotel of choice. If you have any questions, please call our conferences department at 202-662-0763. Don't be fooled by offers from third party sources indicating that they are officially booking rooms for the IFA Convention – they are NOT affiliated with IFA or our Convention. Buyer beware, many of these offers are fraudulent attempts to solicit money from you for a non-existent reservation. Remember, if the offer seems too good to be true, it probably is.

ADDITIONAL INFORMATION



ATTIRE

“Business casual” attire is the order of the day.

Please keep in mind that meeting rooms tend to be cool, so you may be more comfortable with a jacket. We also advise that you wear comfortable shoes. Jeans are discouraged except during exhibitor set-up and dismantle hours. In February, average Orlando daily temperatures are highs in the mid 70 degrees Fahrenheit high and lows in the mid 50 degrees Fahrenheit.



1HUDDLE APP

GAME ON! Are you ready to take on your fellow Convention attendees and solidify your spot at the top of the leader board on the all-new IFA

Convention gaming app powered by 1Huddle? Prior to the Convention, engage with other attendees to compete in games through a special app created just for IFA 2020 that will test your knowledge about IFA, Convention offerings, our venue and host destination. During the event, you will be challenged to answer questions gathered from our Convention speakers about the content being offered throughout our program – showcase your knowledge and reinforce learnings only found at IFA 2020. Exhibitor and sponsor-related questions will also be included, so it will be important to immerse yourself in as much of the 2020 Convention as possible. Stay tuned for download instructions and then get your game on!



STAY UP-TO-DATE BEFORE, DURING AND AFTER THE SHOW

IFA will be offering a complimentary mobile app for Convention 2020 that will be available for download approximately 6 weeks before the event. Attendees will be able to download the mobile app to any smart phone via an email they will receive; the mobile app will also be accessible via desktop. The mobile app will give you access to all information on the Convention’s sessions, speakers and sponsors, allow you to create your own schedule, see all event and session materials, view profiles for all exhibiting companies and a map of the Exhibit Hall floor, and connect and setup meetings with other attendees. Visit franchise.org/convention often for new announcements and updates. To participate in the conversation on social media, be sure to use #IFA2020 in your posts prior to and during the Convention.

ABOUT ORLANDO

Orlando is a legendary destination that welcomes more than 65 million visitors per year with their easily accessible location, extensive recreation and fun-filled themed attractions. It is home to Walt Disney World Resort, Universal Orlando Resort, SeaWorld and diverse culture. Though known for their many theme parks, “The City Beautiful” also offers other enticing activities that include shows, shopping centers, and special dining experiences. For more information on Orlando, please visit www.visitorlando.com.

The Orlando World Center Marriott is centrally located near Orlando’s world-renowned theme parks - just 2 miles from Walt Disney World Resort, 5 miles from SeaWorld and 10 miles from Universal Orlando. Walt Disney World Resort offers 4 theme parks, 2 waterparks and multiple dining and shopping options throughout the resort property. SeaWorld is comprised of 2 amusement and zoological parks and a waterpark. Universal Orlando Resort, home to the recently expanded Wizarding World of Harry Potter, offers 3 theme parks, 2 waterparks and Universal City Walk – the resort’s outdoor entertainment and dining hub. **Tickets to all parks and resorts, along with other area attractions, can be purchased through the hotel’s Concierge.**

To purchase specially priced Disney Theme Park tickets, please call 407-566-5600 or [CLICK HERE](#).

WANT AN IN DEPTH LOOK INTO THE WORLD’S MOST VISITED THEME PARK?

Walt Disney World offers many behind the scenes tours at all 4 of their parks, including Disney’s Keys to the Kingdom Tour – a 5-hour look at the most iconic theme park at Walt Disney World Resort, Disney’s Magic Kingdom.



*Please note the cut-off date for advance purchase savings is February 8, 2020.

Registration fee includes event access, course instruction and materials. IFA will compile an event registration list, which will include your name, company, job title, phone number and email address provided on this form. The list will be sent to all attendees, event sponsors and exhibitors both before and after the event, who, in accordance with their contracts with IFA, may use this information to contact you about their products, services and special offers.

Please check here if you do not want your email address included on the registration list.

Please complete one form per person.

Full Name _____ Franchisee Franchisor Supplier

Nickname for Badge _____

Company Name _____ Job Title _____

Address _____

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

Telephone _____ Mobile _____

Email _____

Check here if you wish to receive emails on Convention events and issues of interest.

Is this your first IFA Convention? Yes No Are you a U.S. Veteran? Yes No

Please mark the appropriate boxes to indicate your participation and fees.

Registration fees are **PER PERSON**.

<input type="checkbox"/> IFA Franchisor/Supplier Member	\$1150
<input type="checkbox"/> IFA Franchisee Members	\$700
<input type="checkbox"/> Member Exhibitor	\$850
<input type="checkbox"/> Member Exhibitor Badge (tradeshow access only)	\$400
<input type="checkbox"/> Non-Member Exhibitor	\$1600
<input type="checkbox"/> Non-Member Exhibitor Badge (tradeshow access only)	\$700
<input type="checkbox"/> Non-Member Franchisor/Supplier	\$2400
<input type="checkbox"/> Speaker	\$650
<input type="checkbox"/> Spouse (evening social events only)	\$600
<input type="checkbox"/> University Personnel	\$950

Bonus Sessions: (Open to Fully Registered Attendees Only)

<input type="checkbox"/> Annual Leadership Conference (Saturday) (includes lunch and reception)	\$250
<input type="checkbox"/> Emerging Franchisor Bootcamp (Saturday) (ONLY open to first 450 fully registered Convention franchisors with 100 unites or less // includes refreshments)	\$100
<input type="checkbox"/> Prayer Breakfast (Sunday) (Limited to first 400 registrations to sign up)	Complimentary

Additional Tickets (On-Site Only)

- The Buzz
(Saturday).....\$175
- Opening General Session
(includes lunch service at 12:30pm)
(Sunday).....\$150
- Chairman's Reception with Exhibitors
(Sunday).....\$150
- Monday Super Session
(Monday).....\$75
- Networking Lunch with Exhibitors
(Monday)\$100
- Reception with Exhibitors
(Monday).....\$125
- The Bash
(Monday).....\$250
- Closing General Session
(Tuesday).....\$75

Total Fee \$ _____

PAYMENT METHOD

Check payable to IFA (Federal Tax ID # 36-6108621) Credit Card: AMEX/ Visa/MasterCard/Discover

Account # _____ Expiration Date _____ CVV _____

Cardholder's Name _____

Signature _____

If you are completing this form, please print out and bring payment with you to the on-site registration desk. Online registration is closed and we are no longer accepting forms via email.

Thank you! - Events Team