



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

PROGRAM OF EVENTS



IFA FRANCHISE EXECUTIVE LEADERSHIP CONFERENCE

November 16-18, 2011

Turnberry Isle Hotel & Resort • Miami, FL



Welcome to the International Franchise Association’s Franchise Executive Leadership Conference. I’ve heard from many IFA members that some of their very best and most successful strategies have been fostered during this blue-ribbon event each year. We’re pleased that you have made the investment to spend your valuable time with us here in Miami, and I’m extremely confident that we’ve developed a program that promises to deliver a significant return on that investment.

The caliber of the speakers, the quality and relevancy of the sessions and roundtable content, and this unique setting—are all designed to foster relaxed educational sessions, collaboration and innovative ideas for moving forward in a still very challenging economic and public policy environment.

At IFA, we are committed to equipping franchise professionals with business, public policy and pertinent industry-related research, tools and resources in order to deliver the quality and value that is unmatched within our industry, and we hope that you agree.

Thanks for your participation in this critically important event, and of course, for your ongoing support and encouragement. On behalf of the IFA’s Board of Directors and dedicated staff, thank you.

Sincerely,

Stephen J. Caldeira, CFE
IFA President & CEO

Thank you to our program sponsors:



THE PROGRAM

Wednesday, November **16**

4:00 pm – 6:30 pm:
Registration *South Foyer*

5:00 pm – 6:30 pm:
Opening Reception with
Table-Top Exhibits *South Foyer*

6:30 pm:
Dinner *Garden Room II*

Thursday, November **17**

8:00 am:
Registration Desk
Opens *South Foyer*

8:00 am – 9:00 am:
Continental Breakfast with
Table-Top Exhibits *South Foyer*

9:00 am – 10:30 am:
Welcome & Opening
General Session *Ballroom III*

Welcoming Remarks by:



Jack Earle,
Managing Director,
Earle Enterprises LP
(McDonald's Franchisee) and
IFA Chairman of the Board

Panel Discussion: *Ballroom III*

Managing System Change Together

Collaboration and communication between franchisors and franchisees is the key to effectively implementing system change. Learn from the first-hand experiences of our panel, who will share their stories and tips for success.

Moderator:



Doc Cohen, CFE,
President & CEO, Cookie
Associates (Multi-Unit
Franchisee of Great American
Cookies, PretzelMaker, Coffee
Beanery, and TCBY)

Speakers:



Steve Joyce,
President & CEO,
Choice Hotels
International



Azim F. Saju,
VP of Operations, General
Counsel, Hotel Development &
Management Group (Multi-Unit
Franchisee of Choice Hotels)



Kat Cole,
President of
Cinnabon,
FOCUS Brands, Inc.



Frank Ross, Jr.
Cinnabon of Albany, Georgia

THE PROGRAM

10:45 am – 11:45 am:
General Session

Ballroom III

Franchising in the Global Economy

Speaker:



Jeff Rosensweig,
Associate Professor of
International Business and
Finance, and Director, Global
Perspectives Program, Emory
University

12:00 noon – 1:30 pm:
Luncheon & General
Session

Salons V/VI/VII

Strategies for Navigating for Economic
Success

Speaker:



Geoff Colvin,
Senior Editor-at-Large,
Fortune magazine

1:40 pm – 2:25 pm:
General Session

Ballroom III

The Effects of the Patient Protection and
Affordable Care Act on the Franchising
Industry

Speaker:



Diana Furchtgott-Roth,
Senior Fellow,
Manhattan Institute

2:30 pm – 3:15 pm:

Executive Roundtables *Ballroom III*

Take advantage of this opportunity to participate in small discussion groups with other franchise leaders, focused on finding innovative solutions to some of the most pressing issues affecting franchised businesses all over the country.

1. Creative Financing

Facilitated by Bill Hall, CFE, CEO, William G. Hall & Co. (Dairy Queen Multi-Unit Franchisee) and IFA Credit Access Working Group Chairman

2. Private Equity for Multi-Unit Franchisees

Facilitated by Steve Romaniello, CFE, Managing Director, Roark Capital, and Chairman, FOCUS Brands (Auntie Anne's Pretzels, Carvel, Cinnabon, Moe's Southwest Grill and Schlotzsky's)

3. Healthcare Solutions

Facilitated by Diana Furchtgott-Roth, Senior Fellow, Manhattan Institute

4. Growth Strategies (including integrating brands)

Facilitated by Aziz Hashim, President & CEO, NRD Holdings, LLC (Multi-Unit Franchisee of Popeyes, Checkers/Rally's Drive-In Restaurants, Inc., Subway and Moe's Southwest Grill)

5. Succession Planning/Exit Strategies

Facilitated by Mike Bidwell, CFE, COO, The Dwyer Group

6. Compensation Issues for Key Executives

Facilitated by Michael M. Isakson, President and COO, ServiceMaster Company

7. Benchmarking

Facilitated by Kenneth D. Walker, CFE, Chairman & CEO, Driven Brands, Inc.

8. The Future of Franchise Development

Facilitated by Shelly Sun, CFE, CEO and Co-Founder, BrightStar Franchising, LLC

9. Managing Through Change

Facilitated by Chris Dull, President & CEO, Global Franchise Group

10. Managing the Impact of Healthcare on Your Business to Minimize Risk

Facilitated by David Barr, Chairman, PMTD Restaurants (Multi-Unit Franchisee of KFC & Taco Bell)

11. Business Management Tools

Facilitated by Aslam Khan, CEO, Falcon Holdings (Multi-Unit Franchisee of Church's Chicken)

THE PROGRAM

3:15 pm – 3:45 pm:
**Refreshment Break with
Table-Top Exhibits** *South Foyer*

4:00 pm – 5:00 pm:
Keynote Address *Ballroom III*

The Latest from Washington &
An Insider's View

Speaker:



Juan Williams,
Political Analyst, FOX News

5:30 pm – 6:30 pm:
**Reception with
Table-Top Exhibits** *South Foyer*

6:30 pm – 8:30 pm:
Dinner *Magnolia
Courtyard*

11:45 am – 1:45 pm:
**Luncheon & General
Session** *Salons V/VI/VII*

Speaker:



Herman Cain
2012 Republican Presidential
Candidate

2:00 pm – 3:30 pm:
General Session *Ballroom III*

IFA President's Report

Speaker:



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

Economic Outlook

Speaker:



Marty Regalia, Chief Economist,
U.S. Chamber of Commerce

Friday, November 18

7:30 am – 8:30 am:
**Breakfast & Networking with
Table-Top Exhibits** *South Foyer*

8:30 am – 11:30 am:
General Session *Ballroom III*

Managing Service Operations

Speaker:



Frances Frei,
Professor in the Technology and
Operations Management Unit
and the Chair of the MBA
Required Curriculum,
Harvard Business School

3:30 pm – 4:30 pm:
**Closing General
Session** *Ballroom III*

A Technology Infused Leader

Speaker:



Scott Klososky,
Founder and Chairman of the
Board, Alkami Technology, and
Internet Entrepreneur &
Technology Expert

4:30 pm:
Conference Adjourns

SPEAKER BIOGRAPHIES

HERMAN CAIN

After working for the Coca-Cola Company and quickly rising to executive positions with Pillsbury, Herman Cain sought a different challenge, and became the Regional Vice President of Pillsbury's Burger King division, starting from the "ground up." Within three years, he led a low-performing region of 450 restaurants to the best-performing region in the company. Energized by the experience, Mr. Cain became the President and CEO of Godfather's Pizza, a company teetering on bankruptcy. In just 14 months, he returned Godfather's to profitability and led his management team to the company's buyout. Garnering the respect and admiration of industry peers, he was named President of the National Restaurant Association. In this capacity in 1994, he gained national attention when speaking with President Clinton during a town hall meeting, highlighting the impact on small businesses if his health care overhaul proposals were passed. At the urging of grassroots conservatives across the U.S., he is currently seeking the Republican nomination for the 2012 presidential election.

STEPHEN J. CALDEIRA, CFE

Stephen J. Caldeira is President & CEO of the International Franchise Association (IFA), where he works with the Board of Directors to design and implement the organization's strategic priorities: government relations and public policy, media and public relations, professional development programs and research initiatives. He acts as the association's primary spokesperson and liaison, both domestically and internationally. Before joining IFA in June 2010, he served as the Executive Vice President of Global Communications & Chief Public Affairs Officer for Dunkin' Brands, Inc., the parent company of Dunkin' Donuts and Baskin-Robbins. He also held the Vice President of Industry Relations and Business Development position for PepsiCo, Inc. and served as Managing Director in the U.S. Public Affairs Practice for Burson-Marsteller. His trade association experience includes positions as President and COO of the National Restaurant Association Educational Foundation in Chicago, and Senior Vice President of Communications & Marketing for the National Restaurant Association in Washington, D.C. Mr. Caldeira's government affairs experience includes serving as political director to Ronald S. Lauder (R-NY) in his bid for Mayor of New York City in 1989; Senior Manager of Political Affairs for the U.S. Chamber of Commerce (Northeast Region) and Political Director for former U.S. Senator Alfonse D'Amato's (R-NY) successful 1986 re-election campaign. He presently serves on numerous boards and advisory councils, including the U.S. Chamber of Commerce's "Association Committee of 100;" the Board of Directors for the Small Business Legislative Council (SBLC); the World Franchise Council (WFC), the 2010 Restaurant Leadership Conference Advisory Council; the Society of Fellows at the Culinary Institute of America; the National Committee of Advisors for the Leon & Sylvia Panetta Institute for Public Policy at California State University—Monterey Bay, and the Board of Directors of the HealthStore Foundation, the parent company of the CFWshops franchise system in Kenya.

LAWRENCE "DOC" COHEN, CFE

Lawrence "Doc" Cohen is President & CEO of Cookie Associates, a franchisee of Great American Cookie Co., PretzelMaker, The Coffee Beanery and TCBY. He served as founding President of Great American Cookie's franchise advisory council and has been honored by IFA as Franchisee of the Year and by Great American Cookie Co. as Franchisee of the Decade. Prior to becoming a franchisee, Mr. Cohen was a pharmacist and attorney. He is an IFA Past Chairman of the Board and has served as Chair and a member of various other IFA committees, including the Franchisee Forum, Convention Committee, FranPAC Advisory Board and Finance Audit and Budget Committee. Mr. Cohen was the first franchisee to earn the Certified Franchise Executive (CFE) designation.

KAT COLE

Kat Cole is the President of Cinnabon, Inc. a division of FOCUS Brands Inc. Cinnabon operates more than 770 franchised locations worldwide. Prior to her role with FOCUS Brands at Cinnabon, Inc., she was Vice President of Training and Development for Hooters of America, Inc. Ms. Cole has over a decade of multi-disciplined experience in change management, culture, communications, service, training, sales, restaurant operations, and brand and organizational leadership. Ms. Cole is past Chair of the Board of Directors for the Georgia Restaurant Association (GRA) and Past President of the GRA PAC. She now serves on the Board of Directors of the Women's Foodservice Forum and the Certification Governing Board for the NRAEF.

GEOFF COLVIN

Geoff Colvin is Senior Editor-at-Large for *Fortune* magazine where he is a leading thinker, writer, broadcaster and speaker on today's significant trends in business. He addresses 5 million readers in his monthly *Fortune* column, "Value Driven," and is heard by 7 million people on the CBS Radio Network each week. A former co-anchor of *Wall Street Week with Fortune* on PBS, Mr. Colvin has appeared on *The Today Show*, *Good Morning America*, *CBS This Morning*, *ABC's World News*, CNN and many other programs. Mr. Colvin's groundbreaking book, "Talent Is Overrated: What Really Separates World-Class Performers From Everybody Else," has quickly become a national bestseller.

JACK EARLE

Jack Earle heads Earle Enterprises, LP and is a franchisee of McDonald's restaurants in Southeastern Pennsylvania and Southern New Jersey. Mr. Earle is the current IFA Chairman of the Board. He joined the McDonald's system in 1983 and has served in a variety of leadership positions during his franchising career, which spans more than two decades. Mr. Earle served as Chairman of IFA's Franchisee Forum and the association's Political Action Committee, FranPAC. Currently he chairs the National Restaurant Building and Equipment Standards Team and is a Board Member of the McDonald's Political Action Committee. Additionally, Mr. Earle is an Executive Committee member of the company's Regional Leadership Council for the Philadelphia Region. Prior to joining McDonald's, he was Vice President, National Lending Division Head of Fidelity Bank in Philadelphia.

SPEAKER BIOGRAPHIES

FRANCES FREI

Frances Frei is Professor in the Technology and Operations Management Unit and the Chair of the MBA Required Curriculum, Harvard Business School. Her research, course development and teachings examine how organizations can more effectively design and implement service excellence. Ms. Frei's academic research has been published in top-tier journals such as *Management Science* and *Harvard Business Review*. In addition, she has published dozens of case studies across a variety of industries, including financial services, government, retail, software, telecommunications and hospitality.

DIANA FURCHTGOTT-ROTH

Diana Furchtgott-Roth is a Senior Fellow at the Manhattan Institute and former Chief Economist, U.S. Department of Labor. Prior to joining the Manhattan Institute, Ms. Furchtgott-Roth was Senior Fellow at the Hudson Institute, where she conducted a recent study for IFA on the effects of the new healthcare law on franchised businesses of varying sizes and industries. Earlier in her career, she served as Deputy Executive Director of the Domestic Policy Council and Associate Director of the Office of Policy Planning in the administration of President George H.W. Bush. She also served as an economist on the staff of President Ronald Reagan's Council of Economic Advisors. From 1993 to 2001, she was a Resident Fellow at the American Enterprise Institute.

STEPHEN P. JOYCE

Stephen P. Joyce is President, Chief Executive Officer, and Member of the Board of Directors of Choice Hotels International, Inc., one of the world's largest hotel franchisors. With a career in the lodging industry spanning nearly three decades, Mr. Joyce has a proven track record of developing and growing some of the best-known hotel brands in markets worldwide. Prior to joining Choice Hotels in May 2008, he served as Executive Vice President, Global Development/Owner & Franchise Services for Marriott International, Inc. Mr. Joyce serves on a variety of boards and community organizations. Most notably he is the National Chairman of the U.S. Travel Association and also holds leadership roles with the American Hotel & Lodging Association (AH&LA) as Chair of its Multicultural Diversity Advisory Council; and the IFA as Secretary and Member of the Executive Committee of the Board of Directors.

SCOTT KLOSOSKY

Scott Klososky is a former CEO of three successful startup companies, and specializes in identifying emerging trends in technology and how they are changing the world. He uses these skills to help organizations thrive, leaders prosper, and entire industries move forward. A technology entrepreneur, he continually works in the trenches of building his own companies, and currently serves as the founder and the chairman of the board of Alkami Technology, a privately-owned software company focused on providing unique online account management solutions to the financial services industry. His perspectives on technology, business culture, and the future allow him to travel the globe as a speaker and consultant, working with senior executives in Fortune 500 corporations, universities and nonprofits. He will release three books this year: *The Velocity Manifesto*, *Enterprise Social Technologies*, and *Managing with Social Technology*.

JEFF ROSENSWEIG

Jeff Rosensweig is an Associate Professor of International Business and Finance at the Goizueta Business School, Emory University and serves as Director of the Global Perspectives Program. Dr. Rosensweig specializes in global strategy, global economics and international finance. Prior to joining Emory in January 1988, he was Senior International Economist at the Federal Reserve Bank of Atlanta.

MARTIN REGALIA

Dr. Marty Regalia is Senior Vice President for Economic and Tax Policy, and Chief Economist at the United States Chamber of Commerce. In conjunction with Chamber members, he is responsible for developing Chamber policy on tax and economic issues. He also oversees the Chamber's Council on Small Business and the Corporate Leadership Advisory Council.

FRANK ROSS, JR.

Frank Ross, Jr. is the 2010 Franchise Partner of the Year for Cinnabon, successfully operating bakeries in Albany and Columbus, Georgia. Currently, he serves as a member of the Cinnabon Franchise Advisory Council and was recently appointed as a member of the SMS Board as a representative for FOCUS Brands. Prior to joining the Cinnabon team in December 2009, Mr. Ross retired from a 25-year career with Procter & Gamble. Mr. Ross received the 2011 Stride Award given by the Department of Community and Economic Development (DCED) in the city of Albany. This award was granted to Cinnabon because of the economic impact that it had on the community through jobs that were created.

AZIM SAJU

Azim Saju is the Vice President and General Counsel for HDG Hotels, a hotel management and development company which owns and operates seven hotels, including three Choice brands, one Hampton brand, two Holiday Inn brands and one Wyndham brand, throughout Central and North Central Florida. Each of the seven hotels within the HDG portfolio ranks within the top ten percent of their respective brands and consistently outperform their competitive set by an average of over 40 percent. Prior to joining HDG Hotels, Mr. Saju practiced law as a trial lawyer for over nine years.

JUAN WILLIAMS

A political analyst with FOX News, Juan Williams has taken his uncompromising integrity and insight into issues and ideas that dictate our nation's discourse to rise to the top of the media profession. As one of our most accomplished writers, thinkers and journalists, Mr. Williams bridges the political spectrum with ease, and conveys a knowledgeable perspective of the news that is grounded in the truth and the facts. Mr. Williams' breadth of experience spans more than 20 years, ranging from his tenure at *The Washington Post*, where he served as an award-winning editorial writer, op-ed columnist and White House correspondent, to his role as Senior Correspondent for NPR and his current position with FOX News. As an Emmy winner for television documentary writing, Mr. Williams has won widespread critical acclaim. He has written six highly regarded books on the state of our nation, including *Enough: The Phony Leaders*.