





International Symposium on
FRANCHISING

A stylized world map in shades of blue and green, overlaid on a light blue grid background. The map shows the continents of North America, South America, Europe, Africa, and Asia.A large, white, curved arrow that starts from the bottom left and points towards the right, ending near the text below.

October 3-4, 2007
BERR Conference Centre
London, England



International Symposium on **FRANCHISING**



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- **Is your system growing so fast that you can barely keep up with the demand?**
- **Have you considered international expansion?**
- **What are the different methods of global expansion? Which one is right for you?**
- **How do you manage the legal, cultural and financial challenges of bringing your brand into another country?**
- **What financial and operational support will you need?**
- **How can you tap into the growing European market?**



Franchising is one of today's fastest growing methods of business expansion, not just in the U.S. and Europe but all over the world. With more and more countries opening their doors to businesses outside their own borders, it's likely you've thought about taking advantage of today's favorable economic climate by expanding your

franchise system into other parts of the world. Attend the BFA/IFA International Symposium in London, October 3 - 4, discover the latest trends and strategies for increasing your franchise system's presence internationally while meeting the people that can help you make it happen.

Our International Symposium is designed specifically for those with an interest in expanding their franchise business internationally as well as for those who have already brought their system to other regions of the world. Over the course of our two-day program, you will participate in discussions that will give you a better understanding of the various international legal, financial, and cultural challenges you will likely face in establishing and operating your business on a global scale.

We will have experts on hand to share their knowledge on hot expansion topics including Financing Alternatives, Maintaining Brand Consistency, Technology and Franchising, Entering the U.S. Market from

Europe, International Lead Generation and more. Our General Sessions will shine a spotlight on successful franchise executives as they reveal their strategies for growth. Don't miss this opportunity to get the inside track on how they reached their goals, the obstacles they overcame and their plans for the future. Our "Legal Update and Country Reports" feature experts on developments around the world which have a direct impact on your expansion plans. Our roundtable discussions and networking reception allow time for you to meet and share ideas with other international specialists along with executives from global franchise companies.

Plus, take advantage of this opportunity to visit the gateway to continental Europe. London is a cosmopolitan city blending old world charm with modern conveniences, making it the perfect host for our most dynamic international program ever. So, enhance your own brand's opportunities for growth by joining us this October. For program information and more, peruse the following pages. Then complete your registration form and send it to the IFA offices in Washington, DC to reserve your space at this "must attend" event.

Sincere Thanks to our Delegate Course Materials Sponsor



The Program

Wednesday, October 3rd

8:00 am – 9:00 am Registration

9:00 am - 10:00 am Opening General Session

Welcome: *Nigel Toplis, BFA Chairman, Managing Director, Recognition Express, Leicestershire, UK*
Michael M. Isakson, IFA Chairman, President & COO, ServiceMaster Clean & Furniture Medic, Memphis, Tennessee, USA



Nigel Toplis



Michael M. Isakson

Keynote Address: "Global Branding"

Guest Speaker: *S. Kirk Kinsell, President, EMEA, InterContinental Hotels Group, Windsor, Berkshire, UK*



S. Kirk Kinsell

As one of the world's most recognizable brands, the InterContinental Hotels Group (IHG) has proven itself to be an expert when it comes to the topic of branding. Mr. Kinsell will discuss the challenges and opportunities that exist today for global branding. Additionally, he will illustrate what is needed to take a brand to the next level of global recognition by revealing best practices and proven strategies employed by IHG. This is a session you can't afford to miss.

10:15 am – 11:15am Concurrent Sessions 1 & 2 (Select One)

Are You Prepared for International Expansion?

- What is needed to be able to franchise outside of your home market?
- When should you begin international expansion?
- What franchise strategy should you use; master, area, unit?

Speakers: *Michael Woida, Vice President – International, CKE Restaurants, St. Louis, Missouri, USA*
Duncan Berry, Director of European Franchising, Cartridge World, Harrogate, North Yorkshire, UK

Expansion into Emerging Markets, Challenges and Benefits

- What are the challenges and benefits of expanding to emerging markets?
- What business and legal considerations must be taken into account when expanding into emerging markets?
- How do you qualify leads from emerging markets?

Speakers: *Yuki Takai, Vice President Global Development, Mail Boxes Etc., San Diego, California, USA*
Kevin Cox, Oxfordshire, UK

11:30 am - 12:30 pm Concurrent Sessions 3 & 4 (Select One)

How to Enter the U.S. Market

- How do you enter a market the size and complexity of the U.S.?
- How do you establish a fee structure for the U.S. market?
- What are the legal requirements for entering the U.S.?
- How do you deal with the ongoing requirements for the U.S. market?

Speakers: *Richard Dawson, CEO, Stagecoach Theatre Arts USA, Surrey, UK*
Fred Marfleet, Chairman, Expense Reduction Analysts, London, England

How to Enter the EU Market

- What is the most effective means of entering the E.U.?
- How should you establish a fee structure for E.U. markets?
- What are the legal requirements for entering E.U. markets?

Speaker: *Clive Houlston, Chairman & Managing Director, Mr. Electric, Bromsgrove, UK*
Nigel Toplis, Managing Director, Recognition Express, Leicestershire, England, BFA Chairman of the Board

12:45 pm - 2:15 pm Luncheon & General Session

Guest Speaker: *Ben Amante, Vice President, Franchising, BP North America*

"Global Franchising"

Taking your franchise brand global. Deciding whether and how to take your brand global involves a careful consideration of many exciting implications and challenges. Franchising as a method of entry into a foreign market can be lucrative and significantly more cost-effective and viable than establishing your own company-operated facilities in a foreign country with which you are unfamiliar. This session will discuss the main considerations involved in establishing a franchised presence for your brand abroad including: developing a "lens" for determining which countries would be the best fit for your brand and concept; an assessment of those countries' cultures and legal environments and their receptiveness to foreign brands and franchising as a method of distribution; whether direct or indirect (master) franchising is the best approach; formulating a global franchise strategy; risk assessment including the impact that taking your brand international will have on your domestic business; and tips for avoiding common mistakes.



Ben Amante

2:30 pm - 3:30 pm Concurrent Sessions 5 & 6 (Select One)

International Lead Generation

- What are the best sources of international leads?
- How do you qualify international prospects?
- How do you create a profile of your international franchisee?

Speakers: *John Hayes, President & CEO, Home Vectors of America, Dallas, Texas, USA*
Suzie McCafferty, International Development Director, Smart Cartridge, Edinburgh, Scotland

How to Enter a Country the Second Time Around

- How can you motivate a candidate in a market you are entering a second time?
- What training must you give your new franchisee in a second-time market?
- What are the logistical and operational issues when entering a second time?

Speaker: *Peter Holt, Chief Operating Officer, Tasti D-Lite, Franklin, Tennessee, USA*

Wednesday, October 3rd (Cont'd.)

3:45 pm – 5:00 pm Country and Business Solution Roundtables

Our business solution roundtables offer you the opportunity to sit down with other international franchise development specialists to discuss insights and lessons learned about a particular international market or topic. These roundtables offer a wide range of important topics relevant to how to bring your business overseas successfully. You decide which table topic is most germane to your franchise business - then let the open exchange of ideas begin!

Topics slated for discussion include:

- Adaptation of a Franchise
- Latin America
- Mediation of Franchise Conflicts
- United States
- Direct Franchising vs. Master Franchising
- Europe-Western and Eastern
- Building your brand internationally
- Asia – China and Beyond
- Effective International Training
- Emerging Markets

5:30 pm – 6:30 pm International Reception

Sponsored by



Thursday, October 4th

7:30 am Continental Breakfast

8:00 am – 8:45 am Legal Panel – News From Around the World

International franchise legal experts will share details about recent legal developments affecting franchising in the EU and abroad.

*Speakers: John Pratt, Partner, Hamilton Pratt, Birmingham, UK
Chris Wormald, Partner and Head of Franchising Eversheds LLP, London, UK
Phil Zeidman, Partner, DLA Piper US LLP, Washington DC, USA
Carl Zwisler, Haynes & Boone, Washington, DC, USA*

9:00 am – 10:15 am Concurrent Sessions 7 & 8 (Select One)

Technology in Franchising

- What leverage does the Internet bring to the development of a network?
- How can you adapt your current technology for international use?
- How can technology make it easier for franchisees to report sales and other information?

*Speakers: Jane Kimberlin, IT Director, Domino's Pizza, Milton Keynes, UK
Bob Kerr, Chief Information Officer, Curves International, Waco, Texas, USA*

Financing Alternatives for International Franchising

- When is it appropriate to offer or look into financing?
- What financing options are available to your international franchisees?
- How can a franchisor assist franchisees in obtaining financing for growth?

*Speakers: Martin Francis, Senior Manager, Global & Corporate Franchising, HSBC UK, London, UK
Nathalie Dubiez, Head of Franchising, France, HSBC, Paris, France*

10:30 am – 11:45 am Concurrent Sessions 9 & 10 (Select One)

Maintaining Brand Consistency When Expanding Abroad

- How do I adapt my concept without compromising my brand?
- Lessons learned from global branding.
- Cultural differences and how they can affect your brand.

Speakers: Steve Tulk, Head of Franchising, Autosmart International, UK

Andrew Mugliston, Director Regional Development, Gloria Jean's Coffees, London, UK

Factors in Setting up a Home Office Abroad, Challenges and Benefits

- When is it appropriate to setup a home office abroad?
- Benefits and challenges of a home office abroad.
- Structure and support of a home office abroad.

Speakers: Michael Cortelletti, Director, Europe & Central America, Dunkin'Brands, Berlin, Germany

12:00 n – 2:00 pm Lunch & General Session

Panel of Experts – Global Expansion

- What is the current scenario for franchise global expansion?
- Lessons learned from global expansion – case studies.
- Cultural differences and how to approach them.

Moderator: Brian Smart, General Director, British Franchise Association, Henley on Thames, UK

*Speakers: Lee Vala, Senior Vice President International Development, The Alternative Board, Denver, Colorado, USA
Michael M. Isakson, President & COO, ServiceMaster Clean and Furniture Medic, Memphis, Tennessee, USA, IFA Chairman of the Board
Fiacre Nagle, CEO, O'Brien's Irish Sandwich Bars, Dublin, Ireland
Melvin Lusty, Chairman, Chemex International, Smethwick, West Midlands, UK*

3:00 pm

Ground Transportation to Birmingham to attend the British Franchise Association (BFA) Awards Dinner and National Franchise Expo

Please meet outside the main entrance of the London Hilton on Park Lane. The coach will leave promptly at 3:00PM and will make several stops at National Franchise Expo official hotels.



Who Should Attend This program is specifically designed for international franchise development professionals looking for the latest strategies for expanding their franchise systems overseas. Everyone from Presidents, CEOs, Vice Presidents, Directors and Managers will benefit from attending our Symposium. If you are seeking information on how to bring your franchise system to the next level - across borders and around the globe, this is a "must-attend" event for you.

Registration Fees

IFA or BFA Members @ £350 (US\$699)

Non Members @ £450 (US\$ 899)

Your registration fee includes course instruction and materials, two continental breakfasts, refreshments, two luncheons, and one evening cocktail reception. BFA members should register online at www.thebfa.org while IFA members should register online at www.franchise.org. Those wishing to pay by wire transfer should send payment to:

Chevy Chase Bank, Routing #255071981

International Franchise Association

Acct # 211-430112-5

If you prefer to complete and mail or fax in a hard copy registration form, please refer to the next page of our program brochure.

ICFE Credits Attendees will earn 300 Elective credits towards completion or recertification of the Certified Franchise Executive (CFE) designation by attending the International Symposium on Franchising.



British Franchise Association Awards Dinner

You are invited to attend the BFA Franchisee of the Year Awards Dinner on Thursday, October 4th at the International Convention Centre (ICC) in Birmingham. You can join the top franchisees at this glittering black-tie event held during National Franchise Week for a ticket price of £78 + VAT. Transportation from London at the conclusion of the International Symposium will be provided. For ticket information, please contact Pip Wilkins (pwilkins@thebfa.org) at the BFA, Thames View, Newton Road, Henley on Thames, Oxfordshire RG9 1HG.

Bonus Program for U.S. Franchise Companies!

Tap into the growing European market now by participating in an IFA organized Master Franchise Conference in Dublin and London, October 1 & 2. This new format will allow companies to present their concepts to a group of investors in a seminar program especially tailored to attract master franchise candidates. Companies will also have the opportunity to conduct one-on-one meetings. The IFA partner for this program, Howarth Consulting Group, will do post-event follow-up for all the participants. Your participation includes one complimentary registration to attend the International Symposium. For more information, e-mail Marcel Portmann at mportmann@franchise.org.

Accommodations A block of rooms has been reserved for your convenience at the London Hilton on Park Lane situated in the heart of Mayfair and overlooking Hyde Park. Please contact the hotel directly at (44) 020-7208-4040 to make your reservation between 8:00 am and 6:00 pm London time. Indicate you are registering for the IFA International Symposium (**code INTA290907**) to receive our negotiated group rate of £229 single or double occupancy per night. A credit card will be required to hold the reservation at the time it is made. The cut-off date for making reservations is September 28, 2007 or when the room block is filled. After that date or when the room block is filled, reservations will be accepted based on space availability at the group rate. Check-in time is 3:00 pm and check-out time is 12:00 noon. For more information, visit www.hilton.com.

Conference Venue All sessions held in conjunction with the International Symposium are scheduled at the Department for Business Enterprise and Regulation Reform (BERR) Conference Centre, located in the heart of downtown London at 1 Victoria Street. The Wednesday evening cocktail reception will be held at the Churchill Museum and Cabinet War Rooms located Clive Steps, King Charles Street. A shuttle bus will be provided to take attendees from the BERR Conference Centre to the reception venue.



The Voice of Franchising®

The International Franchise Association, founded in 1960, is the oldest and largest association in the world representing

franchisors, franchisees and suppliers to the franchise community. The IFA represents more than 1,000 franchisors, thousands of franchisees and more than 400 franchise community suppliers. IFA's members have franchise operations in virtually every corner of the globe, and IFA serves as a resource center for both current and prospective franchisors and franchisees, public policy makers, legislators, regulators, the media and the general public.

IFA's membership services include educational seminars and conferences, publications, trade shows, marketing and promotional assistance, government and public relations activities and international and minority outreach programs. The IFA actively promotes educational awareness programs for franchise investors and educational programs for franchisors to ensure compliance with franchise disclosure laws and regulations. The IFA is instrumental in creating and implementing programs designed to safeguard franchising from abuse by fraudulent operators.

International Franchise Association

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Washington, DC 20005 USA

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Email: ifa@franchise.org ★ Web site: www.franchise.org



The British Franchise Association (bfa) was established in 1977 and is the only voluntary self-accrediting body for the UK franchise sector. Its aim is to promote ethical franchising practice in the UK and help the industry develop credibility, influence and favourable circumstance for growth. It does this with a self-regulatory, standards based approach to membership of the association. In addition the bfa works to increase the awareness of ethical franchising by communicating with government, academia, the media and the UK public on what constitutes franchising best practice.

Membership of the bfa is divided into 3 levels of franchisor membership and affiliate membership for professional advisors. The franchisor members have to meet the standards set by the Association in order to establish that their franchise represents a fair, ethical and disclosed opportunity. The standards are adopted from the European Franchise Federation (EFF) Code of Ethics and set out in *The bfa Ethics of Franchising*. The UK Franchising sector has a turnover of £10.8 billion and employs more than 370,000 people. There are 781 active franchise systems accounting for over 30k franchisee businesses operating in the UK and last year.

British Franchise Association

Thames View, Newtown Road,

Henley-on-Thames, Oxon. RG9 1HG UK

Tel: 01491 578050, Fax: 01491 573517

pwilkins@thebfa.org ★ www.thebfa.org

International Symposium on FRANCHISING




October 3-4, 2007 BERR Conference Centre, London, England

Registration Form

Fee includes course instruction and materials, continental breakfast, refreshment breaks, two luncheons, and an evening cocktail reception. Please complete one form per person.

Full Name _____ Nickname for Badge _____
Title _____
Company _____
Address _____
City _____ State _____ Postal Code _____ Country _____
Telephone _____ Fax _____
Email _____

- Check here if you DO NOT wish to receive emails and faxes on Symposium events and issues of interest.
 Check here if you require assistance to participate.  Please specify: _____

Registration Fees

Please mark the appropriate box to indicate your participation and fees. Fees are per person.

- BFA / IFA Member (Franchisor, Supplier Forum, Association Reps) £350 (US\$699)
 Non Member £450 (US\$899)

Grand Total _____

(A £25 (US\$50) fee will be added to regular registration rates for onsite processing.)

Payment Method

- Check enclosed Payable to "IFA" (Federal Tax ID #36-6108621)

- Credit Card

Amex Discover Card MasterCard Visa

Account # _____

Expiration Date _____

Card Member Name _____

Signature _____

Billing Address _____

- Wire Transfer

Chevy Chase Bank, Routing #255071981
International Franchise Association
Acct # 211-430112-5
(no IBAN, no SWIFT codes)

What do I do with my completed registration form?

BFA members should submit their forms with payment to the BFA Headquarters in Henley-on-Thames.

IFA members should submit their forms with payment to the IFA Headquarters in Washington, DC.

For Hotel Reservations:

Contact the London Hilton on Park Lane at (44) 020-7208-4040 by September 28 to reserve a room at our special rate of £229 per night. Indicate you are registering for the IFA meeting code INTA290907.

Cancellations:

Full refunds (minus a £25 administration fee) will be granted for registrations cancelled at least 14 days in advance of the Symposium. At 50% refund (minus a £25 administration fee) will be provided for registrations cancelled 7-14 days in advance. No refunds will be permitted for cancellations less than 7 days in advance or for "no shows." All requests for refunds must be made in writing. Substitutions are permitted at any time.