

THE INTERNATIONAL FRANCHISE ASSOCIATION  
presents

# MULTI-UNIT FRANCHISE BEST PRACTICES CONFERENCE



## POWER UP YOUR BUSINESS

WITH WINNING STRATEGIES  
& SOLUTIONS

**MAY 23-24, 2010**

Las Vegas Hilton  
Las Vegas, Nevada

**FINAL PROGRAM**



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

**50**  
YEARS  
1960-2010

# Sponsor Recognition

IFA expresses its sincere thanks and appreciation to the industry leaders who are participating as sponsors during this important event. Visit with them in Pavilion 11 throughout our two-day program.



## Sunday, May 23, 2010

8:00 am .....Registration & Continental Breakfast  
with Table-Top Exhibitors  
Pavilion 11

Pick up your meeting credentials here and visit with IFA members who will have table-top displays showcasing the opportunities they have available to enhance and expand your business. The companies represented are listed above in our sponsor recognition. You will have the chance to meet with representatives from these companies throughout our two-day program.

8:45 am – 10:00 am.....Welcome & Opening General Session  
Pavilion 10



**Welcome:**  
Kenneth D. Walker, CFE  
Chairman & CEO, Driven Brands &  
IFA Chairman of the Board

Kenneth D. Walker, CFE

8:45 am – 10:00 am (continued)

**Keynote Address:**  
**The Changing Dynamics of Leadership**



Jon Luther

**Speaker:**  
Jon Luther  
Executive Chairman of the Board  
Dunkin' Brands

Multi-unit franchising is one of the fastest growing segments of the franchise business model but it hinges on developing a well-executed multi-unit business plan. A strong leader is critical to staying on track and making sure expansion is a success. This session will address:

- Effective leadership strategies for taking your business to the next level.
- Changes to your leadership style you must consider as you expand from a single-unit operation to a multi-unit operation.
- Focusing on growth and profitability while maintaining the quality of the franchise system.
- Creating the best team for your expansion plans – leading with a team approach.
- The importance of communication.

10:00 am – 10:30 am.....Refreshment Break with  
Table-Top Exhibitors  
Pavilion 11

10:45 am – 12:00 noon .....Choice of 2 Concurrent Sessions:

**Operational Issues that Make a Difference**

Pavilion 10

- Leadership from the front office to the front line - staying focused on core values, core business and serving the customer.
- Little things matter – maximizing the customer experience.
- Live by the Operations Manual! Everything that touches the customer and the brand must be operationalized!
- Measure, monitor, reinforce – what's working, what's not working.
- Focus field and administrative support on the most critical areas (quality control, supply chain, security, cash control, equipment use/maintenance, records retention and legal compliance).
- Continuous training and coaching.
- Open communications & transparency, customer, employee, and vendor feedback (how can we do better?).
- Financial management – timely, accurate and actionable.

**Speakers:**  
**Michael Kuzminsky**, SVP, Franchise Operations, US, Church's Chicken;  
**Aslam Khan**, CEO, Falcon Holdings (Church's Chicken Franchisee);  
**Steve Greenbaum**, CFE, CEO, PostNet International Franchise Corporation;  
**John Francis**, Area Developer, PostNet International Franchise Corporation



Michael Kuzminsky



Aslam Khan



Steve Greenbaum, CFE



John Francis

## Best Practices for Communicating with Management

Ballroom G

- Forums for providing management feedback: marketing committees, FAcS, operations committees, product development committees, regional meetings, advertising co-ops, etc.
- Effective use of technology to allow for franchisee input about the system, i.e. corporate Intranet.
- Appropriate channels for optimal communication between the franchisee and franchisor regarding customer satisfaction, service recovery and customer service.

### Speakers:

**Mike Bamrick, CFE**, Vice President of Franchising, Jack in the Box; **David Beshay**, Jack in the Box Franchisee; **Melanie Bergeron, CFE**, Chairwoman, Two Men And A Truck; **Kyle Norcutt**, Two Men And a Truck Franchisee



Mike Bamrick, CFE



David Beshay



Melanie Bergeron, CFE



Kyle Norcutt

12:15 pm – 1:30 pm ..... General Session & Luncheon Pavilion 9

### Luncheon Presentation:

## Partners for Progress: How to Make Franchisees an Integral and Essential Part of Your Strategic Plan for Success

### Guest Speaker:



Jim Johannesen

Jim Johannesen, Executive Vice President and Chief Operating Officer, McDonald's USA, LLC

- The meaning of teamwork: how can—and should—franchisors work with franchisees in the strategic planning process?
- Why is it important?
- What are the key factors to consider before bringing franchisees into the process?
- What type of impact will including franchisees have on the strategic planning process? Is there a downside?
- How is franchisors and franchisees working in tandem advantageous for the overall health of the franchise system?

1:45 pm – 3:00 pm ..... Choice of 2 Concurrent Sessions:

## Best Practices in Margin Improvements

Pavilion 10

- Income statement management – knowing your costs.
- Profit planning, budgets and cash flow.
- Metrics That Matter – cost of goods sold, inventory turnover, accounts receivable and turnover, costs of goods sold/accounts payable, accounts payable turnover.
- Reports That Matter – daily dashboards, KPI, etc. Know what is happening before it's too late.
- Benchmarking – comparing your business against prior years, against future plans, against industry standards.

### Speakers:

**Chris Dull**, President, NexCen Brands; **Rae Ann Womble**, The Athlete's Foot Franchisee; **Leigh Anne Snider**, COO, Long John Silver's; **Tabbassum Mumtaz**, Apex Restaurant Management, Inc. (Long John Silver's & A&W Franchisee)

## Speakers, Best Practices in Margin Improvements:



Chris Dull



Rae Ann Womble



Leigh Anne Snider



Tabbassum Mumtaz

## Non-Traditional Sites for Multi-Unit Operators

Ballroom G

- What are today's non-traditional sites?
- What is the ROI for pursuing non-traditional sites vs. traditional sites?
- What is the process and methodology for identifying non-traditional sites?

### Speakers:

**Martin Amschler**, VP Franchising, Radio Shack; **Kerry Symons**, Radio Shack Franchisee; **Stuart Mathis**, CEO, The UPS Store; **Nicole Byrne**, The UPS Store Franchisee



Martin Amschler



Kerry Symons



Stuart Mathis



Nicole Byrne

3:00 pm – 3:30 pm ..... Refreshment Break with Table-Top Exhibitors Pavilion 11

3:30 pm – 5:00 pm ..... Business Solution Roundtables Pavilion 9

1. Local Marketing that Drives New Business  
**Saunda Kitchen**, Owner, Mr. Rooter of Sonoma, CA
2. Multi-Unit Ownership: Challenges and Opportunities Post-Recession  
**Melanie Bergeron, CFE**, Chairwoman, Two Men and a Truck
3. Operational Issues Unique to Multi-Unit Owners  
**John Francis**, Area Developer, PostNet International Franchise Corporation
4. Evaluating a Franchisee for Multi-Unit Growth  
**Mike Bamrick, CFE**, Vice President of Franchising, Jack in the Box
5. Non-Traditional Sites for Multi-Unit Operators  
**Stuart Mathis**, CEO, The UPS Store
6. Multi-Brand Franchise Leadership During Tough and Demanding Times  
**Chris Dull**, President, NexCen Brands
7. How to Identify and Recruit Star Multi-Unit Operators  
**Tabbassum Mumtaz**, Apex Restaurant Management (Long John Silver's and A&W Franchisee)
8. High Performance Multi-Unit Franchisee Organizations  
**Aslam Khan**, CEO, Falcon Holdings (Church's Chicken Franchisee)

5:30 pm ..... Reception with Table-Top Exhibitors Pavilion 11

6:30 pm ..... Dinner Ballroom F&G

# Monday, May 24, 2010

8:00 am – 8:30 am..... Continental Breakfast  
with Table-Top Exhibitors  
Pavilion 11

8:30 am – 9:30 am..... General Session  
Pavilion 10

**Panel Discussion:**

**Obtaining Capital to Grow Your Business:  
Which Road to Take – Private Equity, Conventional  
Lenders or SBA**

**Moderator:**

**Doc Cohen, CFE**, President, DOC & Associates (Great American Cookies Franchisee)

**Speakers:**

**David Barr**, PMTD Restaurants (Kentucky Fried Chicken & Taco Bell Franchisee); **Steve Romaniello, CFE**, Managing Director, Roark Capital Group; **Bob Bielinski**, Managing Director, CIT Corporate Finance

- Overview of current access to capital.
- Using private equity vs. conventional/SBA financing to achieve growth, unit-by-unit or by acquisition.
- Knowing when you are ready. What is a private equity investor looking for? What is a bank or lender looking for?
- Finding a private equity group, bank or capital source that is right for you.
- Getting ready for the first meeting. What will they ask? What should you ask?
- Using private equity as an exit strategy.



Doc Cohen, CFE



David Barr



Steve Romaniello, CFE



Bob Bielinski

9:30 am – 10:00 am..... Refreshment Break with Table-Top Exhibitors  
Pavilion 11

10:00 am – 11:15 am..... Choice of 2 Concurrent Sessions:

**Multi-Unit Growth through Multiple Brands**

Pavilion 10

- When does the franchisee know when they can make the transition from multi-unit to multi-brand growth?
- When does it make more sense to grow within your brand vs. multi-branding? Determining the company's ROI and infrastructure required.
- What are the advantages of multi-branding?
- What are the opportunities and challenges of co-branding?

**Speakers:**

**Mike Bidwell, CFE**, COO, The Dwyer Group; **Saunda Kitchen**, Owner, Mr. Rooter of Sonoma, CA; **Boo White**, Rainbow International Restoration & Cleaning and Mr. Rooter Franchisee; **Sean Falk**, Great American Cookies, Pretzelmaker, and Salsarita's Franchisee



Mike Bidwell, CFE



Saunda Kitchen



Boo White



Sean Falk

**Keeping Your Shadow on the Business**

Ballroom G

- Finding the right balance between being hands-on and hands-off. How do you master the art of delegation?
- Who is watching your business as you continue to grow? Making sure you have the right team in place to take care of the business while you are gone.
- How do you manage and motivate your team? What sort of oversight and processes do you need to have in place for your top management?
- How do you manage multiple locations and ensure your vision is being executed in the same way by everyone on your team?

**Speakers:**

**Kenneth D. Walker, CFE**, Chairman & CEO, Driven Brands & IFA Chairman of the Board; **Phil Collins**, MAACO Franchisee; **Bryan Brown**, Meineke Franchisee; **Joel Walker**, Driven Brands Franchisee



Kenneth D. Walker, CFE



Phil Collins



Bryan Brown



Joel Walker

11:30 am – 2:00 pm..... Closing Luncheon with Panel of Experts  
Pavilion 9

Join us for your last opportunity to share best practice stories and solutions. Our Panel of Experts will provide time for attendees to pose questions to top franchisors and franchisees from some of the most well-known franchise brands.

**Moderator:**

**Doc Cohen, CFE**, President, DOC & Associates (Great American Cookies Franchisee)

**Speakers:**

**Jerry Crawford, CFE**, President, Jani-King International, Inc.; **Tom Enmon**, Master Franchisee, Jani-King International; **David Barr**, PMTD Restaurants (Kentucky Fried Chicken & Taco Bell Franchisee); **Kenneth D. Walker, CFE**, Chairman & CEO, Driven Brands & IFA Chairman of the Board



Doc Cohen, CFE



Jerry Crawford, CFE



Tom Enmon



David Barr



Kenneth D. Walker, CFE

2:00 pm ..... Conference Adjourns

**RECon – The Global Retail Real Estate Convention**



Your registration affords you access to the International Council of Shopping Center's RECon event occurring at the Las Vegas Convention Center, May 23-25. RECon is the largest gathering of retail real estate professionals in the world. Their Leasing Mall features more than 1,000 leading developers, retailers, lenders and brokers and their Trade Exposition & Green Zone allows you to discover the industry's latest and most innovative products and services.

Your IFA badge will gain you access to RECon services. From the Hilton, go out the back entrance and up the escalator. Take the sky bridge to the convention center. ICSC Registration is in the North Hall first floor meeting rooms. The RECon Exhibits are located in the Central and South Halls and the breakout sessions are occurring in the South Hall meeting rooms on the second level.



You will earn 300 Certified Franchise Executive (CFE) education credits for attending our Multi-Unit Conference.