

IFA 2018 Annual Convention Speaker Bios



Chris Adkins, CFE

Chris Adkins joined The UPS Store, Inc.® in December 2010 as Vice President of Franchise Development. He manages domestic franchise sales and has led the development of more than 800 new stores during his time with the company. Mr. Adkins' career with UPS® began in 1984 in Central Ohio, and in 1990, he joined the business development function. He has held a variety of positions, including: district sales and UPS corporate assignment, Region National Account Manager, District Director of Sales, and Director of Strategic Accounts in Kansas. Mr. Adkins holds a bachelor's degree in marketing from Ohio State University and is a Certified Franchise Executive, serving on the IFA's Veteran committee.

Kay Ainsley

Kay Marie Ainsley is a Managing Director of MSA Worldwide, a domestic and international franchise advisory firm. She has over 20 years of experience in franchising for major franchise systems or as a strategic advisor to companies within the retail, restaurant, services, manufacturing, and business to business industries. Ms. Ainsley provides franchise feasibility assessment and franchise program development, structure, and strategy that enable MSA's clients to meet their objectives. She also provides valuable expertise to established franchisors on system expansion, enhancing franchisee performance, franchise relations, profitability, system compliance, and effectively instituting change. She has created development programs to evaluate new market opportunities; established programs to source, recruit and select franchisees; negotiated international deals and developed and provided training and support programs for multi-unit and individual unit operators.

Tom Baber

Tom Baber is a small multi-unit franchisee of both Money Mailer and IHOP (DineEquity). He has been self-employed for most of his career and has owned and continues to own businesses outside of franchising. He serves on IFA's Franchise Relations Committee and Franchisee Forum as the Chairman. Mr. Baber started his career in NYC at an investment banking firm but realized in just a few short years that self-employment was the direction for him, and small business was his passion.



Jania Bailey, CFE

Jania Bailey is CEO of FranNet and joined the company in August, 2006. Under her tenure, FranNet has seen an astonishing 18-fold increase in system-wide revenue, transitioned FranNet to a franchise business model, more than doubled the number of FranNet consultants across North America and guided the company's expansion into Europe. Ms. Bailey also sits on the Board of Directors for the International Franchise Association (IFA) and serves on the IFA Membership Committee. She also mentors new franchisors as part of her role with the IFA FranShip program, while serving locally as a board member for Big Brothers Big Sisters of Kentuckiana. Her background includes over 25 years' experience in the banking and franchise industries.



Sam Ballas, CFE

Sam G. Ballas serves as President and Chief Executive Officer of East Coast Wings + Grill. A Co-Founder of East Coast Wings + Grill, he has lead the brand by instilling Unit Level of Economics (ULE) as the brands absolute DNA since the chain started franchising. With over 28 years of experience in the financial markets, retail real estate/ development industries and 38 years of restaurant experience, Mr. Ballas has used his vast knowledge base in implementing traditional growth strategies and has pioneered proprietary strategies- the Unit Level Performance Index (ULPI)- in evolving the brand's "Best Practices" and sustainment of brand "Bench Marks & KPI's" and double-digit EBITDA as a unit level brand average in item 19 of the FDD. As a result, East Coast Wings + Grill has achieved many industry accolades including Top 50 Restaurant Franchise with *Franchise Business Review* (FBR) 2012-17, 2017's Top 200 Food Franchises with *Entrepreneur Magazine*, a Top 500 Franchise System with *Entrepreneur Magazine*, *Restaurant Business Magazine's* Top 50 brand to watch, a 2016 Top 5000 Privately held companies by *INC Magazine*. Mr. Ballas serves on several committees for the International Franchise Association and is a designated Certified Franchise Executive (CFE) by the Institute of Certified Franchise Executives. He serves on the Government Affairs Committee for the North Carolina Restaurant and Lodging Association and is a Board and Advisory member with several franchise system supplier boards.

Susan Beth, CFE

Susan E. Beth is a Principal with NRD Capital. She was previously a Vice President and COO of Super Wash, Inc., the nation's largest franchisor of self-serve car washes. Ms. Beth took her first leap into business ownership when she bought her first franchise at the age of 19. She went on to acquire two more locations and was a multi-unit franchisee with her business partner for 9 years, and she founded three franchise-related businesses by the time she turned 35. Ms. Beth is a member of the Board of Directors of the International Franchise Association (IFA), and is a motivational speaker on topics such as passionate leadership, embracing change, building committed teams, rewarding relationships and dynamic cultures, visionary entrepreneurship and goal-setting. She is a past chair of the International Franchise Association's (IFA) Women's Franchise Committee; the co-founder and past co-chair of the Chicago Women's Franchise Network; and the past co-chair for the Strategic Advisory Board of International Institute for Franchise Education based at Nova Southeastern University. Ms. Beth received the IFA's prestigious Bonny LeVine Award for mentoring and promoting women in franchising in 2012; she is also the proud recipient of the 2013 Crystal Compass given by the IFA's Women's Franchise Committee celebrating leadership in franchising, company and/or community.



Jeff Bevis, CFE

With a business career that has stretched over 38 years, including 35 years in franchise and entrepreneurial environments, Jeff Bevis has a unique and aggressive perspective for what it takes to build successful franchise systems. He is the Co-Founder and CEO of FirstLight Home Care Franchising LLC along with his son Devin. FirstLight is a new and innovative offering for non-medical in-home care, which has already expanded to over 240 markets in 33 states in its' first 6 years---with growth accelerating as they add 4-6 new markets now every month. He previously led major growth initiatives in several franchise companies such as Comfort Keepers, Express Personnel Services, Thrifty Rent-A-Car, INTERIORS by Decorating Den and also

developed a successful international franchise consulting practice. Mr. Bevis has been a Certified Franchise Executive (CFE) since 2000 and serves within the IFA as a board member of the ICFE Board of Governors, as well as, the incoming VetFran Chairman for 2018-2019.

Mike Bidwell, CFE

Mike Bidwell has led Dwyer Group and its concepts at every level. He was a successful and visionary franchisee and served as president for three Dwyer Group subsidiary franchise companies. In 2000, Dwyer Group named him Chief Operating Officer (COO) and in 2007, Bidwell was also named President. In January of 2014, he was named President and CEO of Dwyer Group. Mr. Bidwell joined Dwyer Group in April 1984 when he opened a Rainbow International® Carpet Cleaning & Restoration franchise in Tucson, AZ. In 1987, he became the first multi-concept franchisee when he started the first Worldwide Refinishing Systems—now known as DreamMaker Bath and Kitchen by Worldwide—franchise in the country. He also served as a Worldwide area developer for Arizona. He later added a Mr. Rooter® Plumbing franchise in 1992. Mr. Bidwell was successful as a franchisee, being named Franchisee of the Year for Rainbow International and Worldwide, Sales Leader for Rainbow for four years, and Top Gun for Mr. Rooter. Mr. Bidwell sold his businesses and joined the corporate team in 1995 as President of Rainbow International until 2002, and President of Mr. Appliance® and Mr. Rooter Plumbing from 1998-2006, concurrently leading these three brands while also assuming the duties of COO in 2000. Prior to joining Dwyer Group, Mr. Bidwell held a variety of positions with Shell Oil Company at its world headquarters in Houston, Texas from 1980 to 1984.



Alex Bingham

Alex Bingham oversees The Little Gym International's Domestic and International Franchise Service, Marketing, Training, Leadership and Brand Development departments. He has been with The Little Gym since 2002, and in that time has served in several different roles within the company, including running a corporate owned store as a Gym Director, working with franchise owners in both their pre-opening and ongoing operations as a Business Consultant, managing Franchise Service as a VP of Franchise Services, and several other responsibilities. Mr. Bingham also co-owned a franchise for almost two years. In addition to the last 13+ years, Mr. Bingham was also an instructor at The Little Gym of Scottsdale during college breaks in 1996-97, and previously was a student at the original The Little Gym from age 2 to age 5.

Walter Bond

Walter Bond is one of the top corporate keynote speakers and executive coaches in the nation. His reputation is built on a powerful speaking style, memorable ideas, and his hard-earned mastery of peak performance principles. A bench player during his four-year college career at the University of Minnesota, Mr. Bond decided to dedicate himself to understanding peak performance. He willed himself to a full-scale optimization of every aspect of his game—and a six-year professional career, including stints with the Dallas Mavericks, the Utah Jazz, and the Detroit Pistons. Ever since, Mr. Bond has worked to hone his methodologies and teach them at businesses across the United States. His expertise on business performance has led to diverse opportunities in corporate America. For instance, he hosted Food Network's franchise food-business show, *Giving You the Business*.

Tom Bouwer

Tom Bower is co-author of *What The Heck Is EOS?* with EOS founder, Gino Wickman. A top-ranked Vistage speaker, he presents internationally to CEOs and C-level members of world-class executive organizations. Today, with ProfitWorks, Mr. Bower implements The Entrepreneurial Operating System™ (EOS) to help leadership teams and businesses simplify, clarify and achieve their vision. In addition to running his own company in Turkey, he has worked for start-ups, Fortune 50 companies and has consulting experience with Deloitte & Touche and Booz Allen Hamilton. Mr. Bower earned his B.A. from Hope College and MBA from the Fuqua School of Business at Duke University. He is a Certified EOS Implementer.

Clarissa Bradstock

Clarissa Bradstock served as the COO of Any Test Franchising between September 2007 and July 2013; Acting CEO between August 2013 until becoming the CEO in April 2014. During her tenure as CEO, system revenues increased by 48% due to efforts focused on franchisee engagement and adoption of new marketing initiatives. She also served as a senior executive managing the acquisition and integration of over 30 companies within an 18-month period. Ms. Bradstock is very involved in the franchise community as the Chair for the Southeast Franchise Forum, on the Leadership Committee for the IFA Women Franchise Network, Atlanta Chapter, and on the IFA Women's Committee.

Charles Brady, Jr.

Chuck Brady is Chief of the Respondent Management and Promotion Branch, Economic Management Division, U.S. Census Bureau. His office is responsible for providing guidance to respondents for the five-year economic census and more frequently occurring economic surveys. Mr. Brady holds a bachelor's degree in Marketing from the University of Maryland and has a Masters Certificate in Project Management from George Washington University.

Rob Branca

Robert Branca, Jr., is President, General Counsel, and Director of Development for entities including Branded Management Group and Branded Realty Group, doing business in Massachusetts, Ohio and New York. He is the Chair of Dunkin' Donuts Franchise Owners PAC and the Dunkin' Brands Government Affairs Committee, as well as the Vice Chair of the Washington, DC-based Coalition of Franchisee Associations. He and his direct family partners own and operate 87 Dunkin' Donuts. His extended family, including in-laws, siblings, spouses, children, and cousins, own more than 700 Dunkin' Donuts, and dominate the brand in the Northeastern U.S. Mr. Branca and his partners are currently expanding their Dunkin' Donuts and real estate businesses into the Midwest, developing a Korean-American concept slated to open in the fall of 2017, and have established Worcester Building Systems, a custom manufacturer of stainless steel exhaust hoods, ductwork, and purpose built restaurant equipment. Their real estate development businesses were recently recognized for their significant historic renovation projects and community contributions in Massachusetts. Mr. Branca graduated with honors from Boston College, and holds a law degree from the University of Michigan Law School. Before franchising, he practiced law and specialized in commercial transactions, real estate development and complex financing arrangements, which introduced him to franchising.

Rod Bristol, CFE

Rod Bristol is the Executive Vice President of Profit Mastery in Seattle, WA. Previously, Mr. Bristol owned Sudden Printing, which had 19 locations and annual revenues of about \$5 million. He sold the company in 2007 after a 23-year career as a business owner. Mr. Bristol was elected to the White House Conference on Small Business from Washington State, and served as Governor Appointee and Chairman of the Washington State Economic Development Finance Authority and Washington State Small Business Improvement Council.



Trevor Brocklebank

Trevor Brocklebank established Home Instead Senior Care in the UK in 2005. Today, the organization has more than 200 franchise offices and 10,000 employees across the UK. Home Instead Senior Care UK is part of the Home Instead Senior Care network, which provides home care services through more than 1,100 franchise offices across 12 countries. Mr. Brocklebank currently serves as the Chairman of the British Franchise Association and Chairman of the United Kingdom Home Care Association. Following the sale of the business to Home Instead Inc. in 2016, he serves as a global advocate for seniors, by promoting better access to quality care and support for their caregivers.

Liam Brown

Liam Brown oversees all of Marriott's franchising in North America, across all brands, as well as leading the Select Service & Extended Stay managed portfolio. He is supported by the CFRST Franchising Team, the Owner & Franchise Services Team, and the Select Service & Extended Stay Managed Team. He began his career with Marriott International in 1989. He served in multiple general manager and regional positions across Marriott's Courtyard, Residence Inn and full-service portfolio from 1989 until 1999. From 1999 to 2007, he held several corporate positions including VP of Franchising for Residence Inn and TownePlace Suites, and SVP for the Fairfield Inn brand. From 2007 to 2010, Mr. Brown held the positions of SVP and EVP of Development for Marriott's Select Service & Extended Stay lodging products. From 2010 to 2012, Mr. Brown served as Chief Operations Officer, The Americas for Select Service & Extended Stay Lodging and Owner & Franchise Services. Mr. Brown will be Chairperson of the IFA Board of Directors in 2018, and currently holds the position of 1st Vice Chair of the IFA.

Joel Buckberg

Joel Buckberg is a Shareholder in Baker, Donelson, Bearman, Caldwell & Berkowitz, PC's Nashville office, and serves as Leader of the Commercial Transactions & Business Counseling Group, and is the Co-Chair of the Firm's Hospitality Industry Service Team, the practice group serving the franchise, distribution and hospitality markets. Mr. Buckberg counsels clients on business transactions and operations, particularly in hospitality, franchises and distribution, including strategic planning, development, disclosure, equity and debt financing, mergers and acquisitions, system policy and practice development, regulatory compliance and commercial contracts. Prior to joining Baker Donelson, Mr. Buckberg was Executive Vice President and Deputy General Counsel of Cendant Corporation. In his career, he has worked on the acquisition of worldwide hotel chains and their financing, de novo brand start-ups, multi-unit acquisitions, initial public offerings, hotel management agreements for existing and new build hotels, divestitures, master license grants, area development agreements, supply chain sourcing, distribution agreements, sales and marketing arrangements, and technology agreements.



Aaron Chaitovsky, CFE

Aaron Chaitovsky is the Partner-in-Charge of Citrin Cooperman's franchise accounting and consulting practice, which focuses primarily on servicing franchisors and multi-unit franchisees. Mr. Chaitovsky has more than 30 years of experience in accounting, auditing, and tax with a strong concentration on franchising, manufacturing, restaurants, and professional service firms. His work with franchisors includes audits of financial statements, international tax structuring, expansion consulting, due diligence and acquisitions services, the structuring of royalty audit programs, advertising funds, and succession planning. Mr. Chaitovsky currently holds positions as a member of the IFA Budget and Finance Committee; the Supplier Forum Advisory Executive Board; the Task Force for Franchising in the Social Sector in addition to being a member of the IFA Membership Committee. He has been an instructor for many years at the North American Securities Administrators Association (NASAA) assisting in the training of the various state regulatory franchise examiners. Mr. Chaitovsky is also a member of Citrin Cooperman's Audit and Attest, Quality Assurance Committee, the American Institute of CPAs, and the New York State Society of CPAs.

David Chapman

David Chapman is the Founder and CEO of 919 Marketing Company, a nationally recognized franchise marketing agency headquartered in Raleigh, NC with satellite offices in NYC, Washington DC, Fort Lauderdale and Houston. Mr. Chapman is a frequent marketing speaker at national franchise conferences, and is a regular contributor to *Forbes Magazine*.

Charlie Chase

Charlie Chase is the President and CEO of FirstService Brands, Inc. Prior to his role as CEO, Mr. Chase served as the President of the Consumer Franchises of The Franchise Company, and prior to that he was CEO of CertaPro Group. Throughout his 29 years with FirstService Brands he has held numerous roles, starting as a Franchise owner in 1982 at College Pro Painters. Believing that there was an opportunity to create a successful and significant full-time painting company, in 1992 he became the founding President/CEO of CertaPro Painters. Mr. Chase has a B.A. Honors in Economics from Queen's University, Ontario, Canada.

Dawn C. Chase

Dawn Chase serves as the Director of Diversity & Inclusion for the National Association for the Advancement of Colored People (NAACP). Ms. Chase's primary role is to cultivate partnerships and programs that create wealth building opportunities for people of color and remove barriers that hinder their economic success. In addition, she is also responsible for monitoring the diversity and inclusion practices of over fifty corporations. Through the years, she has supported economic programming in over a dozen NAACP State Conferences. Ms. Chase continues to manage on the ground relationships to promote financial literacy and wealth equity in local communities across the country.

Mitch Cohen

Mitch Cohen is currently the CEO of Management 360LLC. He is responsible for the development of 5 Jersey Mikes Subs location in Long Island New York. He is also the Franchisee Relations Committee Chair at IFA, and is currently the Field Engagement Manager

for the Joy in Childhood Foundation. Mr. Cohen received the Long Island Business News Corporate Citizenship Nonprofit of the year award for 2015 for his work as Co-Chair of the Dunkin Donuts and Baskin Robbins Community Foundation. Mr. Cohen previously managed the production and distribution operations for his network of 13 franchise locations in Long Island, NY which include Baskin-Robbins, Dunkin' Donuts and Nathan's Famous Hot Dogs restaurants. He has been an active franchisee for more than 32 years. He is a past IFA Board of Director, FRANPAC and Franchisee Forum board member. He had spent 16 years as the Baskin-Robbins Advisory Council Co-Chair. In 2013 he was awarded the Special service recognition award by Dunkin Brands. In 2009, he was honored as Franchisee of the Year and received the Pathfinder Leadership Award in 2007.

Art Coley, Jr., CFE

Art Coley became a small business owner in 1985, at the young age of 15, when he opened a small hamburger stand in Temple, Texas. After attending the University of Houston, Mr. Coley joined Barnes & Noble as a freelance writer for a Houston Metro-area business magazine. In 1994, after meeting the founder of I.C.E.D., Bud Hadfield, he was inspired to gain a deep understanding of the franchise industry and the impact it had on small business ownership. In 1996, Mr. Coley established CGI, a Franchise recruitment and on-boarding firm dedicated to helping franchise brands maximize their development dollars. Since then, he has served as President of a nationwide children's technology education franchise where the brand had double-digit sales growth, opened a record number of new franchise territories, and was launched in the U.K., Australia, and Canada. With a decade of global leadership and sales positions, he has been responsible for driving system-wide revenues and overall business operations for Top 200 franchise brands including a turnaround role in 2012 as the President and CEO for AlphaGraphics. Mr. Coley accepted the President and CEO position in May 2015 with Franchise Source Brands International, which owns several brands including: The Entrepreneur's Source, AdvCoach, and ZorSource. Today, Mr. Coley is running CGI, out of Temple, Texas. He is also acting as the Chief Development Officer for InXpress, a shipping and logistics franchise brand located in Salt Lake City.

Juan Corvinos

Juan Corvinos is Vice President of Development in Latin America since September 2017, responsible for corporate development and expansion of Hilton's portfolio of brands through Mexico and Latin America. Prior to that, he was Managing Director of Development for Mexico, Central America, Andean region and Hispanic Caribbean since 2013. Mr. Corvinos also supports the Americas development team on special projects. He joined Hilton in 2009 in Malaysia as part of the human resources team. He showed interest in driving the company's presence in key markets, and quickly migrated to join the development team for the Iberian Peninsula in 2010. In 2011, he transferred to London and accepted a role as Manager of Development for Europe and Africa until August 2013, when he moved to Hilton's headquarters in McLean, VA for a stint as Manager of Luxury and Corporate Development for the Americas before taking on his current role. Mr. Corvinos holds a bachelor's degree from Escuela de Hosteleria de Sevilla where he specialized in international law and business, and a Master Certificate in Hotel Management from Cornell University.

Angela Cote

Angela Cote is a Franchisee of M & M Food Market, and is Canada's only Franchise Growth Catalyst. Ms. Cote's father founded the iconic Canadian brand, M&M Food Market, which grew to over 450 franchise locations, and she has lived and breathed in all areas of the franchise world. The three key areas Ms. Cote specializes in with regards to franchising are (1) helping existing franchisors follow the framework for exponential growth, (2) helping small businesses assess whether the franchise model is a fit and then helping them implement the steps, and (3) helping established franchisors improve franchisee engagement, compliance and profitability by working directly with the field ops team and franchisees.

Stephen M.R. Covey

Stephen M.R. Covey is a cofounder of CoveyLink and the FranklinCovey Global Speed of Trust Practice. He is the *New York Times* and #1 *Wall Street Journal* best-selling author of *The SPEED of Trust*, a groundbreaking and paradigm-shifting book that challenges our age-old assumption that trust is merely a soft, social virtue and instead demonstrates that trust is a hard-edged, economic driver. He and business partner Greg Link recently coauthored *Smart Trust: Creating Prosperity, Energy, and Joy in a Low-Trust World*, which shares enlightening principles and anecdotes of people and organization that are achieving unprecedented success from high-trust relationships and cultures. He is the former CEO of Covey Leadership Center, which, under his stewardship, became the largest leadership development company in the world. Mr. Covey personally led the strategy that propelled his father's book, Dr. Stephen R. Covey's *The 7 Habits of Highly Effective People*, to one of the two most influential business books of the 20th Century, according to *CEO Magazine*. Over the years, Covey has gained considerable respect and influence with executives and leaders of Fortune 500 companies as well as with mid- and small-sized private sector and public-sector organizations he's consulted. Mr. Covey currently serves on the board/advisory board of several entities, including the Human Performance Institute—the leader in energy management technology—where he serves as Advisory Board Chairman.



Sandy Craven

Sandy Craven is the Director of Training and Team Development at Sport Clips, Inc., named the top haircare franchise and ranked #9 in the *Entrepreneur* "Franchise 500". In her 13-year tenure with Sport Clips, the system has grown from approximately 200 units to 1700 units in the US and has expanded to Canada. Ms. Craven also served as a National Marketing Education and Training Manager for AT&T Wireless Services.

John "JD" Draper, CFE

John "JD" Draper is CEO of Viridian Group, LLC, a multi-state, multi-unit franchisee with Pie Five Pizza Company. He has over four decades of retail and operational management experiences. He was President of Operations at V & J Holdings Companies, Inc. in Milwaukee from 1994 until 2014. Mr. Draper and his son, John Draper II, have been awarded up to 55 franchise units of Pie Five Pizza Co. The father-son team plans to introduce the concept throughout Michigan and Wisconsin. Throughout his career, Mr. Draper has had direct responsibility for over 100 restaurants, including Pizza Hut, Burger King, Auntie Annie's, Coffee Beanery, Cinnabon Bakery, Haagen Dazs and MyYoMy Frozen Yogurt. While developing his career in hospitality, Mr. Draper served as a Dental Specialist Five in the U.S. Army Reserves for six years, owned and operated J.C. Draper Management Consultant, Inc. and for four years

was an owner, Vice President and General Manager of two radio stations, WJIZ-FM and WJYZ-AM Communications Group in Albany, Ga. He is a proud member of several professional organizations including The Multicultural Foodservice & Hospitality Alliance, and a life member of Kappa Alpha Psi Fraternity. A longtime resident of Milwaukee, Wis., Mr. Draper maintains an active profile within the local community, where he serves as a Board Member of Kappa Alpha Psi Foundation of Southeast Wisconsin and a previous Board member with North Milwaukee State Bank and the Milwaukee World Festivals. He is First Vice-Chair and a board member of the IFA Diversity Institute and was named the 2014 IFA Ronald E. Harrison Diversity Award recipient for his accomplishments in diversity and inclusion. In 2015, he was the state finalist from Wisconsin for the National Restaurant Association Educational Foundation's Faces of Diversity Award.

Jay Duke

Jay Duke has more than 32 years of public accounting experience and leads BDO's National Franchise Practice and Southwest Regional Assurance Services group. His heavy involvement in the International Franchise Association (IFA) ranges from Hall of Fame Awards presenter, to well-known conference speaker at numerous IFA and franchise-industry conferences. He has spoken on topics including Private Equity in Franchising, International Franchise expansion, and numerous transactional, operational and financial franchise topics. Additionally, BDO co-authored a Franchise Tax Study with the IFA exploring the implications of the recent tax law changes in the industry. Mr. Duke is also a personal Max Contributor to the IFA's FranPAC. During his BDO career, Mr. Duke served on the BDO Board of Directors, and as the National Assurance Business Line Leader and the Managing Partner for the Dallas office assurance practice. He currently leads the firm's national Marketing Task Force and is involved in national and international M&A expansion efforts. Mr. Duke has led numerous audit and consulting engagements for a diverse client base, assisting clients with mergers, acquisitions, hostile takeovers, and divestitures. He has provided consultation on public offerings, complex transactions and reporting requirements, arbitration matters, and discussions with the SEC. His industry experience includes franchising, healthcare, manufacturing & distribution, retail & consumer products and financial services. Prior to joining BDO, Mr. Duke worked in the internal audit and cost accounting staff of Archer Daniels Midland, a Fortune 100 international agricultural corporation.

Joe Dunn, CFE

Joe is a Partner at FisherZucker, LLC. His practice areas include commercial transactions and litigation focusing on franchise and distribution issues. Mr. Dunn is a former Corporate Counsel for AMMCO Transmissions, Inc., and is experienced in regulatory compliance, intellectual property, licensing agreements and employment law. Mr. Dunn actively represents the firm's franchise and general commercial clients in both the federal courts and in private arbitrations, relating to breach of system standards, terminations, employment matters, trademark infringement, restrictive covenants and contract disputes, including securing preliminary and permanent injunctions. Mr. Dunn is a graduate of the University of Notre Dame Law School (J.D. 1995) and holds a B.A. from the University of Delaware (1991).

Steve Dunn, CFE

Stephen Dunn is Senior Vice President and Chief Global Development Officer for Denny's, one of the leading global full-service family dining restaurant chains. He is responsible for

overseeing all aspects of global restaurant development for the company. In his more than 28 years of franchise and development experience, he has held executive-level positions with TCBY, Mr. Gatti's and El Pollo Loco.

William Edwards, CFE

An executive with 43 years of successful international experience, William Edwards specializes in growing the business of his US franchisor clients around the world using his experience, expertise, knowledge, contact network and proprietary processes. He has lived in seven countries, and worked on projects in 68 countries. Prior to founding Edwards Global Services, Inc. in 2001, he co-founded the AlphaGraphics master license in China in 1990-91, and the AlphaGraphics' Eastern Europe master license in 1999-2000. From 1992-1999 and again in 2000-2001, Mr. Edwards was AlphaGraphics, Inc.'s Senior Executive directing the growth of the company's global network. In 2015, Mr. Edwards received the U.A. Presidential Award for Export Excellence.

Shane Evans

Shane Evans is Co-Founder and President of Massage Heights, a health and wellness company whose vision is to elevate the lives of the people they touch by providing a mind, body experience that promotes well-being and exceeds expectations. Massage Heights provides massage and skincare services in an upscale retreat environment. Ms. Evans is the co-owner of several Massage Heights retail locations, co-owner of the supply chain, Summit Franchise Supply, LLC, co-owner and on the Board of Directors of The Gents Place, an ultra-premium men's grooming franchise brand and is on the Board of Directors of the Massage Heights Family Fund, a 501c3 dedicated to team members in need throughout the United States. She is also the co-owner of Elevated Brands, a franchise management company that helps emerging brands franchise their concepts. Ms. Evans is a member of and serves on the Board of the Young Presidents Organization (YPO) and serves on the International Franchise Associations Franchise Relations Committee. She has been recognized as one of the franchise industries top female founders and was on the cover of *Franchise Times* magazine in May 2017. She also appeared in Season 5 of *Undercover Boss* in December 2013.

Sean Falk, CFE

Sean Falk is a Client Executive/Franchise Development Leader with Hylant Insurance. He has served as Vice President of Franchising at SafeWay Driving and was instrumental in awarding SafeWay Driving's Franchise business model to 21 locations in the 15 months following launch. Mr. Falk also has 18 years of experience as a franchisee of 7 different brands across the Midwest. He is active with the International Franchise Association, earning his Certified Franchise Executive credentials, serving on the VetFran Committee, Franchise Forum Committee, and Franchise Relations Committee. He was the Chairman of the Multi-Unit Franchise Conference in 2013, and still serves as a member of their Advisory Board. He graduated from University of Michigan and is a veteran of the United States Marine Corps.

Ron Feldman, CFE

Ron Feldman is responsible for growing ApplePie Capital's brand portfolio and contributing to the product strategy of the company. He has been active in franchising for over 20 years. Prior to joining ApplePie Capital, Mr. Feldman co-founded and was CEO of Franchise America Finance (FAF) and later served as Principal and Chief Brand Strategist along with its affiliate,

The Siegel Financial Group. At his role with FAF, he and his team created a brand based credit modeling strategy and was able to place 20+ captive lending programs with over \$300 Million in committed funds during the great recession. Subsequently, Mr. Feldman served as the Chief Development Officer of FRANdata where he was integral in creating and implementing new credit scoring models for Franchise Brands and created processes for acquisition due diligence outsourcing, and supplier strategies within the franchise sector. Mr. Feldman was also an early franchisee in The Goddard School system. As an active advocate of the franchising business model, Mr. Feldman currently serves the International Franchise Association (IFA) as Chair of the Supplier Forum Advisory Board, sits on both the Board of Directors and the Executive Committee of the association and has previously served on the Education Foundation Board of Trustees. Mr. Feldman was awarded the Sid Feltenstein MVP Award for service to the IFA's Political Action Committee (FRANPAC) in 2013.

Don Fertman

Don Fertman is the Chief Development Officer for Franchise World Headquarters, the service company for Subway and affiliated brands, a position he has held since 2010. In this capacity, he oversees all departments handling the franchise development pipeline, including franchise advertising and marketing, sales, real estate, store design, site development and non-traditional locations. In addition, Mr. Fertman is responsible for the Field Performance Management Department, overseeing the execution and implementation of strategic initiatives in the field. He previously held the position of Director of Development and simultaneously functioned as Director of Franchise Sales since 1988. Since joining the franchisor in 1981, Mr. Fertman has handled public relations, publications and has even been the company photographer in the early days of his Subway career. Prior to his employment at Subway, Mr. Fertman was associated with the company through his previous career as a freelance writer and musician, composing and performing jingles promoting Subway sandwiches nationwide. He is a member of both the Domestic and Global Strategic Planning Committees, and currently serves on the System Advisory Council and both the Global and Executive Leadership Team at Subway World Headquarters.

Rocco Fiorentino, CFE

With more than 25 years of franchise industry experience, Rocco Fiorentino serves Benetrends Financial as Vice Chairman of the Board. He served as President and CEO of Benetrends Financial from 2012 to 2017. He is also the Senior Managing Partner and CEO of Primo Hoagies, a quick casual sandwich chain of more than 100 stores. Mr. Fiorentino served as President and CEO of Freedom Rings, LLC, an area developer and multi-unit franchisee of Krispy Kreme Doughnuts for Pennsylvania, New Jersey, and Delaware. He has served two concurrent terms on the Board of Directors for the International Franchise Association (IFA) and is Past Chair of IFA's Membership Committee from 2008 to 2017. He is a Past Chairman for the Multi-Unit Franchise Conference, as well as a member of the Board of Advisors. Mr. Fiorentino has authored numerous articles on franchise financing, and co-authored a book that is on the Amazon best sellers list. Mr. Fiorentino holds a Master's Degree in Management from the Richard D. Irwin Graduate School of the American College, as well as the distinction of Certified Franchise Executive (CFE) by the Board of Governors of the IFA.

Brad Fishman, CFE

Brad Fishman is CEO of Fishman Public Relations, the premiere national agency providing PR and content marketing services for more than 100 franchise organizations. He also founded Franchise Elevator, a fast-growing specialty PR agency serving emerging franchise brands, and co-founded Rev PR, a leading franchise PR firm in the United Kingdom. Mr. Fishman has spent more than 25 years helping franchise companies create brand awareness and reach their desired growth through lead generation PR and content marketing. His professional involvement in franchising includes sitting on the board of directors of many franchise organizations and franchise suppliers including Franchise Payments Network, FranFund and Raintree. He previously served on the Board of Directors of FranChoice. He is the Past Chairman of the International Franchise Association's Supplier Forum and a past member of the IFA's Board and Executive Board. Mr. Fishman also serves on the IFA's Membership Committee.



Don Fox

Don Fox is Chief Executive Officer of Firehouse of America, LLC, in which he leads the strategic growth of Firehouse Subs, one of America's leading fast casual restaurant brands. Under his leadership, the brand has grown to more than 1,090 restaurants and non-traditional locations in 44 states, Puerto Rico, Canada, and Mexico, and is recognized as one of the best franchises in the country. Mr. Fox sits on various boards of influence in the restaurant community, and is a respected speaker, commentator and published author. He was recognized by *Nation's Restaurant News* as 2011's Operator of the Year. In 2013, he received the prestigious Silver Plate Award from the International Food Manufacturers Association (IFMA), was recognized by *FastCasual.com* as the No.1 Executive in the fast-casual restaurant community, and received the National Restaurant Association's Advocacy Leadership Award.

Steve Friedman

Steve Friedman is Co-Founder and Chief Strategist of Creative Producers Group (CPG), overseeing the strategy and internal engagement work for CPG clients. With 35 years of experience in the industry, Mr. Friedman has seen and done it all for countless organizations across the globe – from developing internal communications campaigns to producing international conventions, concerts and experiential tours. Mr. Friedman has helped shape CPG since its founding and continues to be the intellectual and creative fuel behind many of the agency's projects.

Mara Fortin

Mara Fortin found a niche for her abilities to flourish - not only in the pursuit of achievement – but in a way that greatly influences the Nothing Bundt Cakes brand nationally and regionally in her seven bakeries. Ms. Fortin encourages the growth of small business and protects its existence by using her legal background and the grit of 12 years' experience opening small, but prolific, retail bakeries in the challenging California market. Along with raising two daughters, Ms. Fortin is an invested member of the community. Her philanthropy through charitable partnerships with Susan G. Koman and Rady's Children's Hospital, leadership as an IFA member, executive member with the Franchise Forum, amongst other organizations, and involvement in her franchise as a founder and first President of its franchisee association, demonstrates her passion for business development and sustainability. 'Doing good business' is not only a matter of money, but a matter of leadership and advocacy. She mentors her team, fellow franchisees and community, and proudly represents her Brand every day.

Gary Goerke, CFE

With a keen understanding of franchising, Gary Goerke combines world-class expertise in emerging technologies with a distinct focus on enhancing profitability for small and medium-size businesses. A leading evangelist for business VoIP, Mr. Goerke is focused on the success of franchise owners and their franchisor partners by providing valuable telecommunications solutions that meet the distinct needs of the franchising community. As an IFA member since 2009, Mr. Goerke serves on the Supplier Advisory Board and previously served on the organization's Marketing & Technology Committee, evaluating and creating tools that allow franchise systems to build and protect their brands.



Rob Goggins

Rob Goggins started his career at Great Clips, Inc. in 2007 as Vice President of Franchise Development. He was promoted to Senior Vice President of Real Estate and Development in the fall of 2011, to Chief Operations Officer in January 2014, and to President in January 2018. Great Clips is the world's largest and fastest-growing salon brand. As of early 2018, the brand has nearly 4,300 salons, 35,000 stylists, 1,200 franchisees and generates roughly \$1.5 Billion in total revenue.



Chris Grandpre

Chris Grandpre serves as Chairman & CEO of Outdoor Living Brands, Inc., a multi-branded franchise organization comprised of category leading brands including Archadeck, Outdoor Lighting Perspectives, Mosquito Squad, Renew Crew and Conserva Irrigation. Outdoor Living Brands has approximately 450 franchise locations across North America along with several international locations. In his role, Mr. Grandpre sets the strategic direction for the company, including organic growth through the existing businesses, growth through acquisitions and new concept development, while fostering the company's culture of innovation and service.

Richard Greenstein, CFE

Rich Greenstein is the Chair of the Franchise and Distribution practice at DLA Piper. For more than 30 years, he has been a transactional lawyer representing clients across multiple industries principally involving different aspects of franchise and distribution law, mergers and acquisitions, licensing and intellectual property. Mr. Greenstein is ranked in *Chambers USA* as one of the leading franchise lawyers in the United States. Additionally, in 2014, Mr. Greenstein was presented with the *Franchise Times* Dealmaker Award and in 2012, he was named the *Best Lawyers' Atlanta Franchise Law Lawyer* of the year. Mr. Greenstein has regularly been named in *The Best Lawyers in America*, *The International Who's Who of Franchise Law*, *The International Who's Who of Business Lawyers* and *Georgia Super Lawyer*.

Susan Grueneberg

Susan Grueneberg is a Partner at the law firm of Snell & Wilmer L.L.P. in Los Angeles, California, and is certified as a specialist in franchise and distribution law by the State Bar of California. Ms. Grueneberg serves as Chair of the Industry Advisory Committee to the North American Securities Administrators Association (NASAA) Franchise Project Group, and is a Past Chair of the American Bar Association Forum on Franchising. She is also a member of the

International Franchise Association's Legal/Legislative Committee. She previously served as Chair of the California State Bar Franchise and Distribution Law Commission, the commission that oversees the certification of legal specialists in franchise and distribution law in California. Ms. Grueneberg was also a member of the California State Bar Business Law Section Executive Committee, Chair of the California State Bar Franchise Law Committee and a member of the Board of Governors of the Century City Bar Association. A graduate of UCLA Law School, Ms. Grueneberg also taught at the Chinese University of Hong Kong as a U.S. State Department Fellow, and received a National Academy of Sciences Fellowship for post-graduate study in economics at the University of Beijing. Ms. Grueneberg served as the Press Interpreter for the Chinese National Basketball Teams at the 1984 Olympics.

Evan Hackel, CFE

Evan Hackel is the Founder and Principal of Ingage Consulting, a consulting firm focused on improving the performance of franchises by improving the relationship between franchisees and the franchisor. He is also the CEO of Tortal Training, the largest provider of training to the franchise industry. Mr. Hackel has over 30 years of experience in franchising. During that time, he helped start three different, successful franchising systems. Mr. Hackel led the effort to buy and turn around Flooring America/Flooring Canada from bankruptcy. In four years, he was able to grow the franchise from 250 locations and \$700 million in system volume, to a very successful company with over 550 locations and \$2 billion in volume. Mr. Hackel was also president of Carpet One, with system-wide sales of over \$3.5 billion operating in the US, Canada and Australia. He is very active in the franchise community. He is a co-chair of the International Franchise Association's Knowledge Share Task Force, a board member of the New England Franchise Association and a Certified Franchise Executive. He is the author the leadership book *Ingaging Leadership*, and received an MBA from Boston College, and a BA, in Economics from Colorado College.

Lisa Hafetz, CFE

Lisa Hafetz works as a Profit Mastery Presenter and a Performance Group Facilitator. She was a CPA in the state of Pennsylvania, and has a Bachelor's degree in Accounting from Penn State University. Ms. Hafetz is also a business owner. Prior to becoming a business owner, she created a Financial Consulting Department for Granite Transformations. In that role, she conducted annual benchmarking that included results from all of franchisees in the U.S. and Canada, and developed best practices within the network allowing the unit operators to drive improved profitability.



Michael Haith

With 28 years of experience as a franchisee, franchisor, franchise investor and franchise supplier, Michael Haith has a unique perspective on what it takes to achieve success for franchisors. Focused on aggressive growth of his franchise systems, Mr. Haith has three Inc. 500 awards building two different companies. His companies are perennially named to the Entrepreneur 500 for the last 20 years, and he has twice been named an Ernst and Young Entrepreneur of the Year Finalist. Today we find Mr. Haith as the Chairman-Mentor of Seven separate brands; Maui Wowi Hawaiian (which recently sold to Kahala), KidCreate (which recently sold to Raintree), Franchise Sherpas, Raintree Franchise Sales, Doc Popcorn (which recently sold to Dippin Dots), and his recent acquisition of Teriyaki Madness of which he just

took the helm as CEO. Applying his experience of aggressive franchise growth and mentoring of young brands, Mr. Haith formed a partnership with two other veterans of franchising to create the Raintree Franchise Sales Agency which helps and mentors emerging franchisors to recruit franchisees.

Jeff Hanscom

Jeff Hanscom is the Vice President of State Government Relations & Public Policy for the International Franchise Association, and serves as one of the association's day-to-day lobbyists on state and local issues. Mr. Hanscom previously worked for the Direct Selling Association as a state and federal lobbyist. Prior to joining the Direct Selling Association, he served as the Director, Financial Services and Insurance Division at State Net, a division of LexisNexis. Mr. Hanscom received a degree in political science from Penn State University and his Juris Doctorate from Penn State, Dickinson School of Law. He is a member of the Virginia Bar.

Dustin Hansen, CFE

Dustin Hansen is a highly successful and focused entrepreneur and franchise executive. He started his franchise career in 2006 when he joined InXpress as the first franchisee in North America, He was the sole owner of the InXpress Atlanta franchise from 2006 – 2017, a top 10 global franchise each year. Mr. Hansen joined InXpress corporate office in 2009 as EVP. In 2012, he was named CEO of InXpress Americas and appointed as one of the seven InXpress Global Board of Directors. Since 2012, InXpress Americas has a CAGR of 40%, and an AUV increase of 136%. Mr. Hansen has a comprehensive background in assisting small business and startups to create a targeted business model to drive sales and marketing strategies, as well as their infrastructure and operational development processes, and client and revenue generation. A Results-driven executive, he understands that a well-constructed and experienced team can make all the difference to business success. Mr. Hansen graduated from Utah Valley University with a degree in Business Management and a second degree in Aviation.

Joe Hart

Joe Hart is the President and CEO of Dale Carnegie Training, an organization whose founder pioneered the human performance movement over 100 years ago and has continued to succeed and grow worldwide, through constant research and innovation building on its founding principles. Dale Carnegie Training has more than 3,000 trainers and consultants, operating in 300 offices in over 90 countries impacting organizations, teams and individuals. In addition to being a Dale Carnegie graduate, Mr. Hart worked closely with the company as a strategic partner for nearly 10 years before taking the reins as President and CEO in 2015. A visionary, risk-taking leader, Mr. Hart helped build two technology-based companies, including an e-learning business. In 2005, he sold the company and started a business called Asset Health. Asset Health is a privately-held and fast-growing technology / health promotion and training company that serves numerous Fortune 1,000 companies, internationally recognized health systems, and other major businesses. Mr. Hart holds a Bachelor's degree in political science from University of Michigan and a law degree from Wayne State University Law School.

Aziz Hashim

Aziz Hashim is one of the world's leading experts on franchising and a highly-regarded executive in the U.S. and international franchise space. He is the Founder and Managing Partner of NRD Capital (NRD), the first business fund both sponsored and managed by a former

multi-unit franchisee. He is the immediate Past Chairman of the Board of Directors for the International Franchise Association (IFA). Mr. Hashim's franchise portfolio began with one QSR location and he has since grown it to become one of the top 200 franchise operators in the country, representing a number of high-profile brands, including Popeye's®, KFC®, Taco Bell®, Dominos Pizza® and many others. NRD Capital, founded in 2014, now occupies a unique niche in franchise equity investments. Based in Atlanta, NRD Capital is focused on supporting the growth of high quality franchise brands by positioning them for accelerated success, and its portfolio now includes successful QSR concepts like Fuzzy's Taco Shop and the iconic American brand Frisch's Big Boy, acquired by NRD in 2015 through an investor group made up of greater than 80 percent multi-unit franchisees. NRD Capital now boasts more than 75 years of collective operational and financial experience with top global brands like Burger King and Snap Fitness as well as regional brands like Moe's Southwest Grill, Pet Valu, Super Wash. Mr. Hashim was named by *Nation's Restaurant News* as one of the 50 most powerful people leading and shaping change in the restaurant industry, and he serves on the Board of Advisors at the J. Mack Robinson College of Business at Georgia State University, the BB&T Bank Regional Advisory Board. He also served as past Chairman of the 2014 Multi-Unit Franchise Conference.



Margaret Haynes, CFE

Margaret Haynes joined Right at Home, Inc., in 2011 and currently serves as Chief Operating Officer. In her role, she's responsible for overseeing day-to-day franchisor operations and enhancing the internal infrastructure in support of Right at Home's strategic intent and continued System growth. With over 25 years of business experience, she (and her team) is focused on helping franchisees build sustainable, profitable businesses through effective coaching, process improvement and execution.

Colette Hittinger, CFE

Colette Hittinger is the Senior Global Manager for Operations & Training for Ben & Jerry's. In her current role, Ms. Colette is responsible for the global operations SOP's, training and communication strategies for the 600+ Ben & Jerry's scoop shops worldwide. She also works collaboratively with the US Franchise Advisory Council to establish sales growth and customer experience goals, strategies and tactics. While in this role, Ms. Hittinger has lead the team that developed and implemented the Ben & Jerry's Core Academy. The Core Academy teaches areas above and beyond the work needed to run a scoop shop; subjects covered are areas such as emotional intelligence, community involvement to activism (identifying your passion and how can you become involved), what makes social entrepreneurship special, and most recently- what is social equity and how can we all join together and make a difference. Prior to joining Ben & Jerry's, Ms. Hittinger was with Mail Boxes Etc. (now, the UPS stores), and prior to that was an Operating Partner for a Haagen- Dazs franchise shop in Brooklyn, NY.



Larry Hughes

Larry Hughes is the Vice President of Franchise Systems at 7-Eleven, Inc. In this capacity, he oversees the development of franchise policies, franchise marketing and sales, and franchisee engagement platforms for one of the largest franchise systems in the world. Immediately prior to this, Mr. Hughes served as 7-Eleven's Vice President of Training and Development, where he

led teams that both designed and delivered training materials for all field leaders and associates, as well as new Franchisees across the system. Prior to that, he spent several years as a Division Vice President and Zone Leader in the Pacific Northwest. As DVP, Mr. Hughes was responsible for the performance of nearly 900 convenience stores extending along the West Coast from the Canadian border to Bakersfield, California. Prior to joining 7-Eleven, Mr. Hughes served in a variety of leadership assignments in the retailing and hospitality sectors. He has also launched and led a not-for profit organization which focused on accelerating the growth of inner city based businesses - Initiative for a Competitive Inner City. Mr. Hughes earned his Doctor of Education in Human and Organizational Learning from the George Washington University and his Master of Business Administration in Strategy and Managerial/Organizational Behavior from the University of Chicago. He also earned a Master of Science in Management from Baker University in Kansas. He is a graduate of the United States Military Academy at West Point and served as a Field Artillery Officer in both active duty and reserve components.

David Humphrey

David Humphrey has served franchising in many roles. He is currently CEO of a major franchisee group within the Planet Fitness gym chain, operating 71 of the 1500+ Planet Fitness gyms and building 55 more gyms across the U.S. and Canada. As CEO of Massage Envy, he led the world's largest spa franchisor, which doubled in size to over 670 locations and 1 million members during his three years there. He has consulted with a wide range of franchise brands, large and small, and worked with several Private Equity firms in acquiring and managing franchise systems. Mr. Humphrey is also a Regional Developer for the Dogtopia dog daycare franchise in western Canada, and he serves as Chairman of Massage Heights, a 150-unit family-owned upscale spa franchisor.

Dan Israel

Dan Israel is the Director of Franchising and General Counsel for Goldfish Swim School Franchising, LLC (Goldfish). In these capacities, Mr. Israel oversees the franchise award process and real estate site selection, as well as the coordination of all legal matters for Goldfish. Since joining Goldfish in May of 2016, he has overseen the addition of approximately 100 signed franchised schools, including expansion into Canada. Mr. Israel brings a unique perspective to franchising having provided business representation to franchisees during his many years in private legal practice. He is a graduate of Brown University and the University of Michigan Law School.

Jamie Izaks, CFE

Filling a void in the franchising space for an energetic thought leader that is adept at both understanding the complexities of today's business environment and the revolutionary changes emerging in the media world, Jamie Izaks drives results for his clients through the creation of innovative integrated PR campaigns. As the Founder and President of All Points Public Relations, he leads a talented team bringing together powerful publicity, dynamic social media and storytelling content creation that build and enhance brands to exceed their growth potential.

Dave Jackson

Dave Jackson is currently Director of SBA Lending for Fifth Third Bank. His career at Fifth Third Bank extends more than 30 years. Mr. Jackson is responsible for directing all activities in the

government guarantee loan program areas - SBA, USDA, and State Small Business Credit Initiative.

Earsa Jackson, CFE

Earsa Jackson is a Partner with the law firm of Strasburger & Price, LLP in Dallas, Texas and a member of the firm's Specialty Group. She handles complex litigation matters on behalf of businesses in a multitude of industries. She is also Practice Area Leader for the firm's Franchise & Distribution group and serves as Chair of the firm's Diversity Committee. She is also on the steering committee of the firm's women's initiative, StrasburgerBOLD. Ms. Jackson chairs the Diversity Institute for the Franchise Education and Research Foundation. She has been a featured author, speaker, writer, panelist and/or facilitator for seminars hosted by such organizations as the American Bar Association Forum on Franchising, Professional Athlete Franchise Initiative, Federal Trade Commission, National Black MBA Association, National Association of Women Business Owners, Association of Small Business Development Centers, Texas Diversity Council, and the Dallas Bar Association, among others. In 2016, Ms. Jackson co-authored her first book, *Annual Franchise Developments 2016*. She currently serves on the editorial board of the *Franchise Law Journal*, and is a former Director of the Litigation and Dispute Resolution Division for the American Bar Association Forum on Franchising. Ms. Jackson received her Bachelor's Degree from the University of Arkansas at Little Rock, graduating magna cum laude. She earned her law degree from the University of Virginia School of Law.



Madison Jobe

Madison A. Jobe serves as Chief Development Officer of Wingstop Restaurants Inc. Mr. Jobe holds memberships with the International Franchise Association, the National Restaurant Association and with the International Council of Shopping Centers. Mr. Jobe is an experienced senior development and operations executive. He has decades of experience with well-known brands such as Ruby Restaurant Group, Red Robin International, Rave Restaurant Group and most recently he was CEO/Founder & Principal of Development Strategies International, a restaurant advisory firm based in Dallas, TX.

Darrell Johnson, CFE

As CEO, Darrell Johnson led the transformation of FRANdata from a data/FDD database company to a world class franchise-focused advisory firm. Known in the industry as the "Franchise Economist" he is a nationally recognized authority on franchising and is a frequent speaker and author on franchising topics and trends. Mr. Johnson was instrumental in the creation of the only franchise underwriting scoring system (FUND) and three industry accepted franchise industry performance measurements: unit continuity rate, recurring revenue self-sufficiency, and real-business failure rate. Prior to his time at FRANdata, Mr. Johnson was part of the National Cooperative Bank's executive team, where he managed investment, conventional and SBA lending groups. His career spans information services, commercial banking, investment banking, and federal financial regulation. Mr. Johnson has served on many private company and non-profit boards and committees, which currently includes the International Franchise Association's (IFA) Finance Committee. Previously, Mr. Johnson also served as an IFA board member, an IFA Education and Research Foundation board member and was also the Chairman of the IFA Supplier Forum. He received a bachelor's degree in

business and a master's degree in economics from Montana State University. He also earned an MBA from the Wharton School, University of Pennsylvania.



Jeff Johnson

Jeff Johnson has been immersed in franchising for over 30 years; first as a franchisee, then a multi-unit franchisee, and then an area developer for a national QSR franchise. In 2002, Mr. Johnson founded the Franchise Research Institute® to study and promote franchise excellence through comprehensive, confidential franchisee surveys using scientific research methodology. Mr. Johnson's professional passion is helping franchise companies to identify and measure areas of strength (to promote their franchise opportunities) and areas which need improvement (to build better brand offerings).

Randy Jones

Randy Jones is Head of Originations for ApplePie Capital, and is responsible for managing ApplePie's business development team out of Plymouth, MI and growing our originations through franchisor and lender network partnerships. Mr. Jones has more than 15 years' experience in franchise financing. He comes to ApplePie from Funding Solutions, a highly successful franchise financing solution founded in 1999 and acquired by ApplePie in March of 2017. Mr. Jones joined Funding Solutions in 2001 and during his time there oversaw the financing of thousands of businesses across the U.S. At Funding Solutions, he built strong and enduring relationship with franchisors and was instrumental in developing a diverse lender network to address the unique needs of their franchisees. Mr. Jones has a B.S. in Mathematics from Kalamazoo College, and a Masters in Sports Administration from Western Michigan University.



Libby Junker

As the Vice President of International Support for Anytime Fitness, Libby Junker has played a key role in the global expansion of one of the world's most well-respected franchises – right from its very beginning. Ms. Junker joined the Anytime Fitness corporate staff, as one of the company's first employees, shortly after it was founded in in 2002. Prior to joining Anytime Fitness, her various fitness industry experiences included marketing, operations and customer service. More recently, Ms. Junker has helped Anytime Fitness earn the title of “The world's #1 Top Global Franchise” by serving as a franchise consultant, a creative services manager and a corporate project director. In 2008, she was selected to lead the operation of Anytime Fitness Australia -- the company's first international master franchisee relationship. Currently, Anytime Fitness serves more than 300,000,000 members in nearly 30 countries on five continents. And 1,500 of Anytime Fitness' 3,700 gyms are located outside of the United States.

Tom Kaiser

Tom Kaiser is Associate Editor of *Franchise Times*. *Franchise Times* magazine is the news and information source for franchising, which is read by growth-minded franchisors and franchisees, and the consultants and advisors who help them succeed. Mr. Kaiser is also the Deputy Editor of *Food On Demand*, a new media project for restaurateurs, foodservice professionals, delivery providers and suppliers profiting at the intersection of food, mobility and technology. Its mission

is to be the voice of and deliver news to an innovative industry bringing better food to more people.

Dawn Kane

With her strategic vision, endless supply of energy, and a healthy “work hard, play hard” attitude, Dawn Kane leads Hot Dish Advertising by example. She has over 30 years of professional marketing experience and has worked in agencies in New York, Chicago, and Minneapolis. Ms. Kane has an intensive understanding of the franchising industry and often speaks on marketing and branding throughout the U.S. She is a member of the International Franchise Association (IFA) and is the past Chairwoman for the IFA Supplier Forum. In addition to her involvement with the IFA, Ms. Kane sits is a founding member of the Minnesota Franchise Network Group.

Lori Kiser-Block, CFE

Lori Kiser-Block is a franchise industry executive that shares her experience as a Managing Partner of The Decide Group, a consultancy delivering Franchise Executive Coaching and Consulting. She is an executive leader and coach with over 30 years’ experience in the franchise and travel industries as franchisor, franchisee and former President of FranChoice. Starting her career as a Slurpee Girl at a family owned 7-Eleven provided a true education on the value of always showing up with enthusiasm, determination, being direct and most importantly, a sense of humor!

Mel Kleiman

Certified Speaking Professional Mel Kleiman, is an international authority, writer, speaker, trainer, business owner and consultant, whose expertise is hourly, frontline employee recruiting, selection, and retention. He serves as President of Humetrics, founded in 1976, and is a member of a number human resource-related boards and organizations. He is also a longstanding member of the Society for Human Resource Management and the National Speakers Association. Mr. Kleiman is the author of five books, including the bestselling *Hire Tough, Manage Easy - How to Find and Hire the Best Hourly Employees*, and has written hundreds of articles for numerous business and trade publications worldwide. With over 25 years of research and consulting work to his credit, Mr. Kleiman is known for helping organizations improve their employee hiring processes by delivering high impact, high energy presentations that impart hands-on, practical information and advice attendees can put to immediate use.

Justin M. Klein

Justin M. Klein is considered one of the leading franchise and business attorneys in the United States. He is one of only 138 lawyers from throughout the United States, and 323 attorneys worldwide named to the *International Who’s Who of Franchise Lawyers*. He is recognized as a ‘Legal Eagle’, one of the nation’s leading franchise attorneys, by the *Franchise Times*, and has been designated a New Leader of the Bar, one of the top 40 lawyers under 40 years of age by the *New Jersey Law Journal*. Mr. Klein mainly represents single and multi-unit franchisees around the globe. He has served as lead counsel in some of the most prominent franchise litigation matters amassing hundreds of millions of dollars in settlements. And, has quarterbacked numerous franchise transactions both large and small.

Devan Kline

Devan Kline is President and CEO of Burn Boot Camp. Throughout his career with the San Francisco Giants, Mr. Kline developed a passion for fitness. He and his wife Morgan have appeared on television and in magazines hundreds of times in dozens of different markets, setting the example for the future trainers that partner with their brand. Their mission is to influence women to put themselves first and lead them to adopt a lifestyle that breeds confidence, creates REAL change, and ultimately changes the way their family lives their lives.

Kari Klinedinst

Kari Klinedinst began her career at the U.S. Census Bureau as a retail trade analyst for the Economic Census. For the past five years, she has worked in the Respondent Outreach and Promotion Branch, focusing on outreach for the Economic Census and other surveys, including the Account Manager program. Ms. Klinedinst received a B.S. in Statistics with Management and Sociology minors from Purdue University, and has completed a Masters Certificate in Project Management from George Washington University.



Paul Koulogeorge

Paul Koulogeorge is the Vice President of Marketing, Advertising and PR at Goddard Systems, Inc. (GSI), franchisor of The Goddard School. GSI currently licenses over 475 franchised schools with more than 65,000 students in 38 states. Mr. Koulogeorge has been with Goddard Schools since March 2015. From 2006 – 2015, he was Vice President of Global Marketing at DFC Global Corp. Prior to that, Mr. Koulogeorge was Vice President of Marketing at EB GAMES (the Electronics Boutique Holding Company), in Brand Management at Kraft Foods, and was with The Coca-Cola Company in several different roles - his final position was Director of Marketing for the North Group. Mr. Koulogeorge has an MBA in Marketing and Finance from the Kellogg School of Management at Northwestern University, and an Undergraduate degree in History and Economics from Washington University in St. Louis.

John Krebs

John Krebs is the Owner and Operator of two locations of The UPS Store® located in Charleston, South Carolina. Mr. Krebs received his undergraduate degree from UNC Charlotte in 2010 with a double major in Business and Criminal Justice. Following several years in business development for the medical sales industry, he moved to Charleston to open his first location of The UPS Store. He also began work on his MBA in 2013 at Charleston Southern University. Mr. Krebs has sat on the board for the Francis Willis SPCA, the North Charleston Business Expo, and is an active member of his local Chambers of Commerce and Rotary Club.

Marty Kress

Marty Kress currently serves as the Executive Director of Ohio State University's Global Water Institute. The Institute is committed to transformative, interdisciplinary research aimed at solving pressing global issues (gwi@osu.edu). Prior to assuming this position in January 2016, Mr. Kress served as the Assistant Vice President for Research at The Ohio State University. In this capacity, he was responsible for framing innovative interdisciplinary research activities and for accessing non-traditional funding. Prior to joining OSU in May 2013, Mr. Kress was the Executive Director of the Von Braun Center for Science & Innovation – a not-for-profit established in Huntsville in 2006 to foster and promote collaborative R for D – the integration of

university and industry research to provide new and innovative applications. Prior to coming to Huntsville, Mr. Kress worked for the U.S. Senate (Senior Energy Analyst on the Senate Budget Committee and Senior Majority Staff of the Subcommittee on Science, Technology and Space), NASA (Associate Administrator for Legislative Affairs and Deputy Center Director of NASA Glenn), and Battelle (Vice President/General Manager of the NASA Sector). He has degrees from Notre Dame, Northeastern, and MIT, and was a PhD candidate in political science at Georgetown University.



Larry Kruguer

Larry D. Kruguer is Chief Operating Officer and EVP at Wingstop Inc., where he leads the company's global operations, supply chain, training and international development initiatives. He joined Wingstop in June 2015, just prior to the company's IPO (NASDAQ: WING), as President of International with extensive industry experience in global markets and franchise leadership. Mr. Kruguer has contributed to the development agreements that put Wingstop on five continents and thirteen countries. In 2017 alone, Mr. Kruguer's efforts generated growth for the brand with new restaurants in Colombia, Malaysia and Saudi Arabia, as well as new deals for the Panama, UK, France, Australia and New Zealand. Mr. Kruguer was appointed Chief Operating Officer in January of 2018. Prior to Wingstop, Mr. Kruguer most recently served as Vice President, International Joint Ventures and Key Markets at Wendy's International and has held a number of senior positions across a range of companies. Earlier in his career, Mr. Kruguer served as President of Prontowash USA, Vice President of Marketing and Strategic Alliances of SportsLine.com, Vice President of Marketing and International Sales at Alamo Rent-A-Car and Vice President of Stored Value Products at American Express Company. Mr. Kruguer is a graduate of the University of Miami where he received both his Executive MBA and BA in International Finance and Marketing.

Lex Lane

Lex Lane has 25 years of experience in providing more than \$3 billion of conventional franchise loans to multi-unit franchisees nationwide, covering more than 30 franchise concepts. In addition, Mr. Lane has been a franchisee of Wingstop for 11 years, and is currently a 4-unit Wingstop franchisee in the Portland, Oregon area.

Michael Layman

Michael Layman is Vice President, Federal Government Relations for the International Franchise Association. He develops public policy initiatives and builds coalitions in support of franchising, and monitors federal agencies and Congress to identify threats to, and opportunities for, the franchise industry. Mr. Layman also serves as the Executive Director for the Coalition to Save Local Businesses (CSLB). He will serve as the day-to-day liaison between CSLB members and Congress, who are concerned about the overreach of the National Labor Relations Board (NLRB) and the impact of an expanded joint employer standard on local businesses. Prior to joining the IFA in January 2015, Mr. Layman was a Senior Manager with Littler Mendelson's Workplace Policy Institute. He promoted Littler clients' interests and shareholders' policy work in Washington. From 2007 to 2013, Mr. Layman worked at the Society for Human Resource Management (SHRM) as Manager of Employment and Labor Policy, where he led multiple national coalitions on employment and labor policy. From 2001 to 2007, Mr. Layman worked on Capitol Hill, where he served as Legislative Director for U.S.

Representative Tim Murphy of Pennsylvania, and Professional Staff Member at the U.S. House Government Reform Committee staff under committee chair, U.S. Representative Tom Davis of Virginia.

Steve LeFever, CFE

Steve LeFever is the Founder and Chairman of Profit Mastery, and he and his colleagues have worked closely with the IFA for over two decades with a singular focus – driving improved franchisee profitability. They accomplish this with four integrated components: (1) Financial Education, (2) Financial Benchmarking, (3) Performance Groups, and (4) Profit Gap – a start of the art analytical tool that automatically extracts financial data from accounting systems and displays it in the Profit Mastery format. In addition, the Profit Mastery curriculum was the very first CFE session and remains, to this day, the highest-rated. Mr. LeFever and his colleagues have worked with dozens of franchisors to provide uniquely effective guidance and support to drive franchisee profitability.



Jennifer Lemcke

In January 1993, Jennifer Lemcke turned her attention to the lawn care industry. She became a manager trainee for Weed Man in Ottawa, Canada. During her first year with Weed Man, she worked in every position from marketing to administration to field technician. This varied experience gave her valuable, hands-on knowledge and understanding of the lawn care industry. After completing her year of training in 1993, Ms. Lemcke was promoted to General Manager of the Weed Man Ottawa franchise. From that time to December 1999, she managed the sales and administration divisions and helped grow the franchise revenues from \$200,000 to \$2,000,000. This tremendous growth created a deficiency in the systems and standards needed for the newly expanded company. In 1998, Ms. Lemcke played a big role in a standardization project, and she was a leading force in the implementation of these standardized systems. The advent of the new millennium brought her to Weed Man Scarborough. While bringing a helping hand to the existing management team in Scarborough and managing the two largest lawn care companies in Canada, Ms. Lemcke gained the experience she needed to launch Weed Man in the United States. She is now responsible for training and supporting Weed Man's 10 U.S. sub-franchisors and 206 licensed franchisees covering over 532 territories across the United States, representing over \$102 Million in system sales.

Edward (Ned) Levitt, CFE

Ned Levitt is a Certified Franchise Executive and one of Canada's leading authorities in franchising and distribution law. He has represented some of the world's foremost franchises, and provides legal services to Canadian and international clients on all aspects of Canadian franchise law. Mr. Levitt is a member of the American Bar Association's Forum on Franchising, the Canadian Franchise Association, the International Bar Association and is a member of the International Committee of the International Franchise Association. Mr. Levitt is a prolific writer, having published numerous books, papers and articles on franchise and distribution law. Among his many publications is the leading Canadian text, *Canadian Franchise Legislation* (2001, Lexis/Nexis/Butterworths). He is recognized as a leader in his field by several ranking publications including, *Chambers, Best Lawyers in Canada, Who's Who Legal, Canadian Legal Expert Directory, and Martindale-Hubbell*.



David Lewis

Named one of the "100 Most Influential People in the North American Staffing Industry" by *Staffing Industry Analysts*, David Lewis wears many hats including Vice President of Franchising for North America's largest franchised staffing company, Express Employment Professionals. He also serves as Principal of Express Franchise Development, which supports emerging franchise concepts with growth equity investments. He has been appointed by both Democrat and Republican Governors to serve as an advisor on economic development matters. Mt. Lewis holds a bachelor's degree from Southern Nazarene University, an MBA from Columbia Business School, and an internationally focused MBA from London Business School. He is the bestselling author of *The Emerging Leader: Eight Lessons for Life in Leadership*, as well as a member of MENSA - the international high I.Q. society.



Joe Lewis

Joe Lewis has over 25 years of business and legal experience in franchising, and serves on the IFA's Franchise Relations Committee. He is Vice President and General Counsel of Smoothie King Franchises, a global brand with over 900 stores in the United States and internationally. In 2016, Smoothie King was rated the #1 franchise in its category, and #92 out of the top 500 franchises in the country by *Entrepreneur Magazine*. Mr. Lewis began his undergraduate career at the University of Washington, and graduated cum laude from the University of Southwestern Louisiana in Business Administration. He obtained his Juris Doctor degree from Louisiana State University (LSU) Law School.

Fernando López de Castilla

A Harvard negotiation expert and a graduate from the University of Texas, Mr. López de Castilla is Founding Partner at Grupo Nexo Franquicia, Latin America's #1 franchise consulting and international brokerage firm, based in Lima, Perú. As head of Latin America's leading franchise consulting group, with presence from Perú to Brazil and from Chile to Mexico, Mr. López de Castilla, an Endeavor Mentor and an IFA Member, is an opinion leader and the industry's principal advocate throughout the Region.

Michael Lotito

As co-chair of Littler's Workplace Policy Institute (WPI), Michael Lotito strategically advises clients and policy makers on what labor and employment law might become, not just what it is today. He provides counsel in all aspects of traditional labor relations, including matters arising under the National Labor Relations Act. A nationally recognized thought leader on workplace policy, Mr. Lotito is Labor Counsel to the International Franchise Association. He has testified before the U.S. House of Representatives and the U.S. Senate, as well as the National Labor Relations Board and the Equal Employment Opportunity Commission. In his WPI role, he advocates on behalf of the employer community on a variety of issues, regularly files amicus briefs on vital workplace policy concerns and has led the management community in opposition to the expanded definition joint employment. *Human Resource Executive* magazine has inducted Michael into its Hall of Fame of the Nation's Most Powerful Employment Attorneys. The College of Labor and Employment Lawyers has elected him a fellow. Awarded an AV Preeminent Peer Review Rating by Martindale-Hubbell, Mr. Lotito is frequently quoted by the media, including *Bloomberg BNA*, *Law360*, *Forbes*, *Politico*, *The Wall Street Journal*, *CNBC*, *Fox Business Network* and *The Hill*, among others.



Ned Lyerly, CFE

Ned Lyerly was named President of CKE Restaurant Holdings Inc. international division in July 2014. He previously served as the division's Executive Vice President. Under Mr. Lyerly's leadership, the international division has doubled in the past five years to 830+ restaurants in more than 40 countries. Over his 30-year career with CKE, Mr. Lyerly has held positions in many disciplines, including Executive Vice President of Global Franchise Development, Senior Vice President - International, Director - International Finance and Marketing, Director – Domestic Finance. He currently serves as a member of the International Franchise Association's International Leadership Council. Mr. Lyerly received a Bachelor of Science Degree in Business Administration from the University of North Carolina – Chapel Hill.

Leonard MacPhee

Len MacPhee, who serves as Co-Chair of Gardere's Global Supply Network Industry Team and practices in the commercial litigation practice area, focuses on global and national supply network, franchise and distribution matters. He frequently litigates franchise disputes and issues relating to supply network, distribution, trade secrets, trade dress, covenants not to compete and enforcement of trademark rights under both contracts and the Lanham Act. Mr. MacPhee has extensive experience representing franchisors, suppliers, manufacturers and other businesses before state and federal trial and appellate courts, as well as arbitration panels, and in supply and distribution contract drafting and negotiation. He also has extensive experience analyzing and advising clients on significant supply network matters, including on a pre-litigation basis, and business strategies for the rollout of products and diverse distribution methods. Mr. MacPhee has been recognized by *Chambers USA: America's Leading Lawyers* for Franchise Law (2011-2017); recognized by *Colorado Super Lawyers®* for Franchise/Dealership (2012-2017); recognized by *Best Lawyers®* for Franchise Law (2010-2018); and named Franchise Law Lawyer of the Year, *Best Lawyers Denver* (2014 and 2017).

Perry Maisonneuve

J. Perry Maisonneuve is the Founder and Principal of Northern Lights Consultants Corp. The firm has been consulted by companies in private supplemental education, health care, food service (QSR, fast casual and full-service restaurants), retail (health, entertainment, and sporting goods) business-to-business services (accounting services, small business support services), entertainment and skin care and cosmetics. Educated at McGill University in Montreal, Quebec, Mr. Maisonneuve articulated with Deloitte Chartered Accountants (then Touche Ross) before joining a multi-national franchisor as its Director of Franchise Operations. Mr. Maisonneuve subsequently worked with a diverse range of Franchisors in the marketing and expansion of their systems before establishing Northern Lights Consultants Corp. in 1998. In 2002, the firm was engaged by the African Development Bank (the "AfDB") to study the impact of business format franchising on the economic development of Africa. Mr. Maisonneuve subsequently worked in various African countries as well as across the Middle East and North Africa ("MENA"). In April 2005 and again in June 2006, Mr. Maisonneuve appeared before the Canadian Senate Committee on Foreign Affairs in order to provide testimony regarding his business activities and experiences in the private sector in Africa. In November of 2003, the Canadian Franchise Association ("CFA") presented Mr. Maisonneuve with the "Franchise Support Services Recognition Award" for outstanding support and contribution to the CFA and the franchising community.



Saronna Maldonado

Saronna Maldonado serves as the Event Director for Sport Clips, Inc., where she has directed events for franchisees and their teams for over 15 years. She is also a Certified Meeting Professional with an extensive background in handling a diverse group of attendees, ranging in size from 30 to over 3,000, and ranging from professional hairstylists to business professionals. This diversity has been the driving force in ensuring a wide range of engagement tactics are implemented throughout each event.

Rogelio Martinez

Rogelio Martinez is the founder and President of Fast Cloud, a Salesforce.com Consulting and Systems Integration Partner specialized in helping franchisors build the right technological platform to grow their business. Previously, Mr. Martinez worked as President of Berlitz Franchising Corp, a New Jersey-based franchisor franchising since 1889, and operating in 71 countries. Other previous roles include, Vice President of Franchise Development and Marketing for Tutor Doctor, Vice President of Franchise Development for WSI and sales roles at SAP and Oracle. Mr. Martinez graduated from the MBA program at HEC University of Montreal, has traveled to over 50 countries and developed franchises in more than 30 countries in all continents. He speaks French, Spanish, English, German and Portuguese.

Joe Mathews, CFE

Joe Mathews is a 32-year franchising veteran. He is CEO and Founder of Franchise Performance Group (FPG), a management consulting firm specializing in franchisee recruitment tactics and strategies. Mr. Mathews has worked with over 100 brands over the last 15 years. He is author of 4 books on franchising including *Street Smart Franchising*, with former IFA President Don Debolt, and has written or was featured in 70 articles.

Joyce Mazero

In her counsel to national and global clients in the areas of franchising, licensing, distribution, manufacturing, logistics, buying groups, cooperatives and shared services systems, Joyce Mazero provides transactional, regulatory and dispute resolution services. She is a corporate partner and co-chair of Gardere's global supply network industry practice. Ms. Mazero works with product and serviced-based client companies and leads them through major initiatives, including manufacturing and logistics transactions, mergers & acquisitions, registration and disclosures, negotiations of strategic alliances, joint ventures, domestic and international licensing, franchising, and financings. Additionally, managing risk in supply chain operations and leveraging supply chains for competitive advantages is a practice focus. Her background includes extensive counsel related to distribution networks, purchasing cooperatives and buying groups, manufacturers, suppliers, logistics providers and out-sourced systems. Ms. Mazero also advises clients on structuring, negotiation and legal enforcement of international commercial relationships. She has been ranked in Band 1 for Franchising Nationwide by *Chambers USA* since 2008, and is recognized by *Chambers Global*, which highlighted her "very strong sense of what it takes to drive a business" and "well-rounded viewpoint on transactions."



Glee McAnanly

Glee McAnanly has over 25 years of franchising experience. She has spent a significant amount of that in disaster restoration with ServiceMaster Restore, one of the nation's largest disaster restoration companies in the U.S. Ms. McAnanly has a keen ability to see things through the eyes of both the franchisee and the franchisor, having owned an award-winning franchise that served multiple territories, and today serving as Vice President of Franchise Relations for ServiceMaster Franchise Services Group. In addition to extensive operations experience, Ms. McAnanly has also held leadership roles in a variety of other functions, including franchise development and market expansion. She has led the network in the adoption of new technology solutions, defining and establishing accountability for service level agreements, and providing full service solutions to national accounts and major insurance carriers.



Mike McCoy, CFE

Mike McCoy manages the franchise sales team and processes for all traditional Auntie Anne's locations in the U.S. market. He has been in this role since January 2015. Mr. McCoy joined Auntie Anne's as a Store Support Representative in 1993, and has since served as Associate Director of the Northeast Region, Mid-Atlantic Regional Director, Director of Store Support, Director of Franchise Development and International Operations, and, most recently, Regional Vice President, International for FOCUS Brands, where he oversaw the operations and development for all FOCUS Brands locations in Europe, Russia, Canada, and Hawaii. Mr. McCoy earned his B.A. in International Relations from Bucknell University.



Roger McCoy, CFE

Roger McCoy is a Senior Franchise Business Consultant for Direct Energy. He has been involved in franchising since 2004, and is a US Army Veteran. He has had articles on franchising published in *Franchising USA* (September 2017) and *Franchising World* (October 2017). He is pursuing his PhD in Franchise Management and has spoken at two international conferences on his paper *World View of Women in Leadership*.

Martin McDonald

Martin McDonald is no stranger to the franchise space. As an active IFA Supplier Member for the past several years, Mr. McDonald has presented at several conferences in addition to his agencies being active sponsors. Mr. McDonald has over 15 years of strategic sales and marketing, digital development, extensive franchise industry knowledge (FDD, Items 11, 19) product marketing, P/L responsibility and brand management experience across a complete range of traditional and digital marketing platforms. He has worked with some of the largest brands in the Franchise industry designing digital strategies including Menchie's, Massage Envy, AAMCO, and Papa John's as well as working with Chevrolet, Kia and other multi-location business models.



Dave McDougall

David McDougall is the President and Chief Executive Officer of Back Yard Burgers, Inc., a better burger restaurant company based in Nashville, TN. After joining the company in 2013, Mr. McDougall has led the successful turnaround of the brand through four years of improved performance. This in turn led to the company attracting new owners, Axum Capital Partners, who are investing in the business to grow the brand. Mr. McDougall's background includes more than 35 years of food and franchise experience specializing in operations, development and international business. He is on the board of advisors for No Kid Hungry and a member of the Society of Fellows for the Culinary Institute of America.

Merrick McKinnie

Merrick McKinnie is President of SD Holdings. He started his career with McAlister's Deli in 1999 as a General Manager, and has worked his way up the ranks ever since, spending time as a district manager, director of operations and vice president of operations before landing the role of president in 2012. He earned his degree at the University of Mississippi. SD Holdings currently operates over 100 restaurants which include McAlister's Deli, MOD Pizza, Sonic Drive-In, and Fuzzy's Taco Shop.

Marcia Mead

Marcia Mead is Head of Franchise Relations at Naranga, LLC, the second-largest provider of franchise operations software. In this role, Ms. Mead will connect franchisors with Naranga's incredibly easy-to-use software platform that simplifies and automates operations across emerging, growing, and mature franchise systems. She brings over 15 years' experience in franchising to Naranga. Prior to joining in July 2017, Ms. Mead was a member of the executive team of PuroClean as Vice President of Franchise Development, where she led PuroClean's franchise development efforts, generating more than \$3.1 million in franchise fee revenue by signing qualified candidates to franchise agreements in three years. Prior to her role at PuroClean, she served as Director of Franchise Development and Operations Manager for Floor Coverings International where she onboarded new franchise owners and provided field support for the brand's franchise owners. She began her franchising career as a CertoPro Painters franchisee in Kansas City at the age of 25, rapidly growing her business to nearly \$1 million in annual revenue.

Barry Miller

Barry Miller is a multi-unit franchisee of Sylvan Learning Centers, and operates Prometric/ETS Computer based testing sites at locations in Ohio and Pennsylvania and New York. Starting in 1985, Mr. Miller has expanded with both companies while serving multiple terms as President of the Sylvan Franchise Owners Association. He has been active in the IFA since 2001 and is a two term, past chairman of the IFA Franchisee Forum. He served as a member of the IFA Board of Directors for 8 years, retiring from the Board in 2016. Other IFA activities include serving as the Vice Chairman of the IFA Franchise Relations Committee, and as a member of the IFA Educational Foundation Board of Directors. Mr. Miller has also served on the board of directors and as an officer of two Sylvan related companies - Sylvan National Advertising Inc. and eSylvan Inc. Prior to becoming a Sylvan Franchisee, Mr. Miller served in corporate division management positions with Midland-Ross and ITT Corporations. He holds a bachelor's degree in engineering and a master's degree in business administration from Kent State University.



Brian Miller, CFE

Brian Miller is a seasoned COO, Franchise Executive and Business Consultant. He is currently the Chief Operating Officer and a shareholder of Patrice & Associates Franchising, Inc. a nationwide recruiting firm specializing in the hospitality and restaurant Sector. Mr. Miller has helped grow the Patrice Brand, achieving exponential results in both franchise sales and unit economics. Mr. Miller spent 10 years with Franchise Source Brands Int'l, a multi-brand, international franchisor. For five years, he served as their Chief Operating Officer helping to lead a team of franchise development, franchise operations, sales and marketing professionals. Mr. Miller also spent more than 15 years on the senior management team of Snelling Staffing, one of the nation's premier full-service franchise staffing firms.

Mary Mills

Mary Mills serves as Marketing Director at United Franchise Group, launching all new brands, developing both digital and traditional strategies and working with her team to provide support for franchisees of the company's nine different international brands. Ms. Mills is responsible for evaluating and implementing marketing programs to grow sales for the franchisees, providing them with impactful marketing strategies and serving as a key communications source. She is a former television journalist who has been featured on many network news outlets across the country. She started at United Franchise Group brands in 2009 as Signarama's Marketing Manager.



Frank Milner, CFE

Frank Milner has been president of Tutor Doctor since 2007. The moment Mr. Milner learned about the model, he recognized its vast potential and was hooked. With a daughter who struggled with what he called "math meltdowns," Mr. Milner understood firsthand the chief benefit of Tutor Doctor's one-on-one model being that it takes on the tremendous stress that everyday families face by addressing the specific needs of student. He also recognized Tutor Doctor's unlimited growth potential, since education is one of the only segments that's universally valued across nearly every culture and continent. Coming from 10+ years in franchising after a successful career in the insurance industry, Mr. Milner and his team outlined a strategy to cater to the growing demand for private tutoring by introducing the unique Tutor Doctor concept to new cities and countries around the globe.

Justin Mink

As SVP of Franchise, Justin Mink focuses on growing Scorpion's national business across a variety of industries. Prior to joining Scorpion, Mr. Mink was the CMO at New Frontier Data. Other previous roles include Co-Founder and VP of Strategy at Music Audience Exchange, National Director at ReachLocal, and Brand Marketing Lead at Gannett. Mr. Mink is a graduate of the University of Mary Washington, where he received a B.A. in political science.

Dan Monaghan, CFE

Dan Monaghan's entre into the world of entrepreneurship began at the age of 19 when he became a franchisee with Dickie Dee – an ice cream bicycle operation in Canada. He used the profits from this franchise business to put himself through university at Sir Wilfred Laurier University. With several entrepreneurial successes behind him, and a national best-selling book

to his credit (*Why Not Me?*), Mr. Monaghan founded WSI at the age of 27. WSI's latest book, *Digital Minds*, was released in 2013 and quickly achieved best seller status. In 2006, Mr. Monaghan founded Clear Summit Group, a private equity firm which invests in early-stage high growth franchise and technology companies. In addition to his ongoing role with WSI, the CSG portfolio includes Tutor Doctor (world leader in in-home education), Qualicare (specializing in case managed medical home care), Recruiting In Motion (staffing and recruitment) and Fuzz Wax Bar (wax salons). Mr. Monaghan sits on the board of governors of the Institute of Certified Franchise Executives (ICFE), and is the secretary/treasurer of the IFA's Education and Research Foundation. He is also the founder of "Make Child Poverty History," a world-wide outreach program operated in partnership with World Vision.

Catherine Monson, CFE  

Catherine Monson was named CEO of the international sign and visual graphics franchise, FASTSIGNS International, Inc., in January 2009, bringing a strong background in franchising and digital printing. Since joining FASTSIGNS, she has repositioned the brand and accelerated both the growth of average unit volume and the number of locations. Her team is focused on improving franchisee profitability and further increasing already high franchisee satisfaction. Ms. Monson's background in franchising began in 1980 with Sir Speedy, Inc., serving as Western Region Operations Manager. She was promoted to Assistant Vice President of Franchise Development in 1984, and later Vice President of Franchise Development; she and her team opened over 400 Sir Speedy locations. Ms. Monson was promoted to Group Vice President of Marketing and Communications in 1991, playing an integral role in Sir Speedy's growth and it becoming the first printing franchise to launch a Web site. In 1996, she became Vice President of Business Development of Franchise Services, Inc. (FSI), Sir Speedy's parent company. In 2009, she received the International Franchise Association (IFA) Bonny LeVine Award in recognition of her contributions to the growth of the franchising industry. Additionally, she serves on the Board of Directors for two franchise companies—The Learning Experience® and Brain Balance—and one other print industry association, Idealliance. Ms. Monson currently serves on the Board of Directors of the IFA and was elected Secretary in 2017. She has been involved in the Women's Franchise Committee, Franchise Relations Committee, Research Committee, FranPAC Task Force, Franchise Relations Best Practices Task Force, Franchise Business Network meetings and the IFA Annual Convention Committee.

Barbara Moran-Goodrich, CFE  

In 1990, Barbara Moran-Goodrich co-founded Moran Industries, Inc. with her parents, and had held the title of President from 1999 to 2014, and is now CEO. Moran Family of Brands has received awards from Top 500 franchises with *Entrepreneur* magazine for over the past decade, and more recently, Top 100 Franchises with *Franchise Gator*. Ms. Moran-Goodrich has been an active member of the IFA on several committees, focusing on franchise relations and mentorship. Currently, she serves as Chair to the Franchise Relations Committee and Franship for the IFA. In 2014, Ms. Moran-Goodrich was honored as the recipient of the Bonny LeVine Award by the IFA for her support and mentorship of others. She is also a member of the Women's Car Care Board. Ms. Moran-Goodrich has been featured in the *Wall Street Journal*, *Crain's Business*, *Franchise Times*, *Womenentrepreneur.com*, *Window Film Magazine*,

Franchise Update and *Gears Magazine*, and has been a contributor on *Fox Business Network*, *America's Nightly Scoreboard* and *MSNBC, Closing Bell*.

Rick Morey, CFE

Rick Morey's franchise practice involves working with both experienced and startup franchise companies, from structuring new franchise programs to negotiating multi-unit, multi-country development deals. In his M&A practice with DLA Piper, he represents franchisors and other companies acquiring and selling businesses, as well as private equity funds and other investors in franchise company acquisitions and divestitures. *Chambers USA* has repeatedly recognized Mr. Morey for his franchising practice. He has also been recognized in *The International Who's Who of Business Lawyers* and *The International Who's Who of Franchise Lawyers*. He was named a Best Lawyer for 2014 in *Chicago's Best Lawyers* magazine. He has been listed in *The Best Lawyers in America* in the franchise law category.

Daniel Mormino, CFE

Daniel Mormino is Senior Vice President of INFINITI HR, the Professional Employer Organization for Franchises®. Mr. Mormino leads strategic management for INFINITI HR, including national alliance, sales divisions, business conversions, operations and corporate sponsorships. His career spans approximately two decades as a passionate innovator in Human Capital Management. Mr. Mormino is the founder of the INFINITI HR Franchise Division, the INFINITI HR National Alliance and the ranking member of "The President's Club." He is known for his public policy advocacy and is recognized for his financial support of franchises; Mr. Mormino is an advocate for the Political Action Committee, FranPAC. Mr. Mormino holds a Franchise Management Certification from Georgetown University and a M.B.A. from the W.P. Carey School of Business from Arizona State University.

Ashley Morris

Ashley Morris is the current CEO of Capriotti's Sandwich Shop, Inc., the parent franchising company for Capriotti's Sandwich Shop Restaurants. He is responsible for the oversight of all corporate departments and employees of the company. Mr. Morris has over twelve years' experience in restaurant operations, corporate finance, management, franchise operations, negotiations, venture capital, money management, banking and investments. He combines a natural aptitude for strategic formulation and business implementation.



Scott Mortier

As an experienced business development executive specializing in the franchise space, Scott Mortier has brought innovative approaches to generating and cultivating leads through unique marketing strategies. Mr. Mortier has been responsible for closing thousands of deals for various franchise concepts including Quiznos, Dental Fix Rx, Original Frameless Shower Doors, The Dentist's Choice, Gyroville, Tikiz Shaved Ice & Ice Cream and others. As the President of Franchise Whales and Executive Vice President of Business Development for Dental Fix Rx, Tralongo, Conversion Whale, Gyroville and other brands, Mr. Mortier has developed strategic plans and management tools to effectively manage all aspects of business development. With his partners in Franchise Whales, he makes minority investments into startup brands and as a condition of that investment takes over all aspects of business development. Mr. Mortier and his

team have sold more than 1,000 franchises to small, single-unit owner-operators, large multi-unit franchisees and area developers.



Marianne Murphy, CFE

A veteran of franchising with over 30 years of experience, Marianne Murphy joined Floor Coverings International®, a FirstService Brands company, in October 2011 as Director of Operations. In April 2015, Ms. Murphy took on the role of Vice President, Brand Experience. Prior to joining Floor Coverings International, Ms. Murphy enjoyed a 23-year tenure with HouseMaster, a home inspection franchise. In addition, Ms. Murphy is an active participant in the International Franchise Association, having received the designation of Certified Franchise Executive (CFE), and previously served on the IFA's Women's Franchise Committee. She was awarded the 2013 Crystal Compass Award. The award is presented annually to an individual within the franchise community who epitomizes the ideals of leadership. Those chosen for this honor have made significant contributions within their respective franchise organizations, the franchise community in general and in their local communities. Throughout her career in the real estate and franchising industries, she has engaged with numerous audiences on topics ranging from *Selling in a Down Market* to *The Power of Connecting*. She holds a B.A. from Rutgers College, New Brunswick, NJ.

Greg Nathan, CFE

Greg Nathan is Founder of the Franchise Relationships Institute, a research and education organization dedicated to fostering profitable partnerships between franchisors and franchisees. Mr. Nathan is a registered corporate psychologist, author of five best-selling franchising books and developer of many popular franchising models such as *The Franchise E-Factor*, and *The Franchisor and Franchisee Wheels of Excellence*. In addition to his research and advisory roles, he has been a successful multi-unit franchisee and senior franchisor executive, and is an inductee of the Australian Franchising Hall of Fame.

Nick Neonakis

Nick Neonakis is the CEO of The Franchise Consulting Company, Inc, the founder of The Great American Franchise Expo – the 1st VR enabled franchise trade show - and the author of #1 bestseller, *The Franchise MBA* He is recognized as one of the pioneers of using Virtual Reality as a tool in selling franchises with the creation of The FCCVR. As an entrepreneur and franchise expert who has over 20 years of franchise business experience, he has personally helped hundreds of people achieve franchise business ownership and has clients in over 30 countries around the world. Mr. Neonakis has an economics degree from Trinity College and an MBA in Finance and Marketing from The Weatherhead School of Management at Case Western Reserve University. He speaks English and Greek fluently, and is comfortable in Spanish, French and German.

Angela Newell

Angela Newell has 20 years of experience in both auditing and operational and financial reporting. In her role as a National Assurance Partner at BDO, she is responsible for working with audit engagement teams to determine the appropriate accounting for a variety of topics. In addition, she plays a key role in the firm's response to the new revenue recognition and leasing standards. Prior to joining BDO, Ms. Newell most recently served as the Vice President –

Corporate Controller for Fiesta Restaurant Group, Inc., a publicly traded restaurant company created in 2012 through the spin-off of its two brands from a former parent company. Prior to Fiesta, she served as the Vice President of Revenue Assurance and Corporate Controller for Clearwire Inc., a publicly traded provider of wireless internet services that is now part of Sprint. Ms. Newell began her career in auditing with a large national firm, including a short rotation in their national office.



Reed Nyffeler

Reed Nyffeler is the CEO and Co-Founder of Signal 88 Security Franchise Group, Inc. A lifelong entrepreneur, Mr. Nyffeler paid his college expenses by launching a bed-lifting startup from his dorm at the University of Nebraska–Lincoln. While there, he earned a Bachelor of Arts degree in Communication in only three years. After graduation, Mr. Nyffeler worked as a Regional Sales Manager at Black & Decker, where he was one of the youngest sales associates ever. He successfully negotiated a \$2.5 million deal, the company's largest regional contract, and led double-digit sales growth in his territory. Two years later, he was hired as Director of Sales for Brite Ideas Decorating, a holiday lighting vendor based in Omaha. He revolutionized the company's sales process so that within five years, the company's 25 distributorships skyrocketed to 286. In 2007, Mr. Nyffeler partnered with a retired police officer to co-found the Signal 88 Franchise Group, a security services franchisor with a simple mission: to provide peace of mind to pursue passion in life. Since its inception, Signal 88 has disrupted the security industry with a unique patrol model, industry-leading technology, and unrivaled corporate support for franchisees. After ten years, Signal 88 is the world's leading security services franchisor and now comprises over 400 territories in the United States, Canada, Australia, New Zealand, and the United Kingdom. Under Mr. Nyffeler's leadership, the company has posted 20% year-on-year growth, reaching annual revenue totals of over \$70 million. Signal 88 has been consistently ranked as one of the nation's fastest-growing franchisors, and one of the best franchise opportunities for veterans and police.

Larry Oberly, CFE

Larry Oberly oversees the growth and development of the SpeedPro network, a leader in large format print solutions. SpeedPro is a franchisor with more than 130 U.S. locations. Prior to his appointment at SpeedPro, Mr. Oberly was Vice President, Global Development at RE/MAX, a franchisor with over 3,800 offices outside the U.S. He joined RE/MAX in 1998 as a Franchise Consultant for the RE/MAX Central Ohio Region. In 2000, he was promoted to Region Vice President of the RE/MAX Southwest Region (Arizona, Nevada and New Mexico). Mr. Oberly's focus shifted in 2005, when he was promoted to Vice President, U.S. Regional Development. In 2007, he was promoted to Vice President, Global Development. His leadership has helped RE/MAX expand into over 100 countries and territories on six continents. Mr. Oberly entered the franchise industry as a multi-unit franchisee with Baskin-Robbins from 1992 to 1998.

John O'Brien, CFE

John O'Brien's passion and experience in franchising and the pool industry is difficult to rival. He is a dynamic leader and entrepreneur with a penchant for bringing order to disorganized industries. He founded his current brand, Poolwerx, over 20 years ago and has grown it into a global multi-award-winning system. Most notably recognized by the Franchise Council of Australia (FCA) as the Franchise System of the Year 2017, and amazingly three times winner of

Best Multi-Unit Franchisee (2012, 13 & 15). He is an inductee into the FCA Hall of Fame and past chair of the World, Asia Pacific and Australian Franchise Councils, and founding member of the Australian Federal Government (ACCC) franchise advisory group. Mr. O'Brien has also been a game changer in the swimming pool sector where he co-founded and chaired the Swimming Pool Retail Association of Australia. He currently serves on the industry's peak governing board, the Swimming Pool and Spa Association of Australia. Fast becoming a global brand, Poolwerx is a successful franchise in the USA, with launches in other countries on the horizon. It is Australia and New Zealand's largest pool retail and service group with over 100 stores, 400 service vehicles and over 250 franchises.

Mary Ann O'Connell, CFE

Mary Ann O'Connell is the Founder of FranWise®, a franchise-consulting firm that helps franchise systems grow through processes, compliance, manuals and training. Her franchise career stretches more than 30 years as a multi-unit franchisee, franchise executive and a consultant. Ms. O'Connell has worked with major brands, new concepts and the top professionals in the franchising sector. She produces Franchise Capital Exchange, matching brands with private equity. She serves on the IFA Board of Directors, the Supplier Forum Advisory Board, several IFA committees, is the recipient of the Crystal Compass Award.

Rohan Oza

Rohan Oza is the mastermind behind some of the most iconic brands in the consumer space today. Dubbed "Hollywood's Brandfather" by the Hollywood Reporter, Oza is a global pioneer in celebrity equity deals, and is known for transforming groundbreaking consumer products into household names. His revolutionary expertise has led him to appear on numerous national television shows, including his upcoming appearance as a Guest Shark on "Shark Tank," as well as "Squawk Box," "Closing Bell with Liz Clayman," "Power Pitch" and more. Oza's unique philosophy, ideas and strategy have earned billions for corporations, brands and celebrities alike. His strong track record and consistent success have enabled him to identify key trends and leverage those insights to build iconic brands.

In 2002, after six years at The Coca Cola Company, Oza left to become partner and chief marketing officer of then-fledgling beverage company Glacéau. From this position he helped build the powerhouse brands Vitaminwater and Smartwater through trailblazing partnerships with celebrities, including 50 Cent, Jennifer Aniston, LeBron James and Tom Brady. Oza's career came full circle when, five years later, The Coca-Cola Company purchased Glacéau for \$4.1 billion. Oza left The Coca Cola Company to begin a successful venture career leading to co-founding CAVU Venture Partners in 2016. CAVU has quickly become one of the fastest-growing venture funds in the CPG space, raising over \$156 million in four months for their first fund, and another \$210 million in under a month for their second fund. Continuing to use his uncanny ability to identify the brands of tomorrow at an early stage, Oza has built a highly disruptive portfolio, including Vita Coco, popchips, Flywheel Spinning Studios, WTRMLN WTR, Chef's Cut Real Jerky (the fastest-growing jerky in the country), Sir Kensington's (sold to Unilever in 2017) and his latest success, Bai Brands (sold to DPSG for \$1.7 billion in 2017). Oza's lasting impact in pop culture and brand development is evidenced by the partnerships he forged for WTRMLN WTR (Beyoncé), Bai (Justin Timberlake), Vita Coco (Madonna), popchips (Bruno Mars) and Chef's Cut: Real Jerky (Olivia Munn), among many others.

Oza has many philanthropic endeavors but is most passionate about the Children Matter NGO, a partnership between The Starkey Hearing Foundation and Matter Organization, which focuses on providing hearing implants, food and medical equipment to underprivileged children in Africa. Oza, alongside Gene Simmons, hosts an annual gala at his residence and in only two years has raised over \$1 million.

Born and raised in Zambia and of Indian descent, Rohan Oza has accumulated numerous prestigious honors throughout his decades-long career, including being named on: Crain's "40 Under 40," Brandweek's Top Ten Marketers, Ad Age's "Marketing 50" and many more. Sharing his vision with others, Oza has spoken at BEVNet, Lincoln Conference, Summit Series, SAMMA and was the keynote speaker at events for 20th Century Fox, Nestle Brands, Michigan's Stephen R. Ross School of Business, and University of Southern California. As one of the most notable and knowledgeable brand builders in the world, Oza has been profiled by The New York Times, Fortune, Forbes, Business Insider, LA Times, Hollywood Reporter, UK Telegraph, Huffington Post and many more.

Oza was educated in the U.K. at Harrow School and Nottingham University and earned an MBA in the United States at the University of Michigan.

Matthew Patinkin

Matthew Patinkin has been a senior executive, consultant and board member for multi-unit retail, specialty food franchise, and other businesses for over 35 years, and currently sits on the boards of three privately held companies. Mr. Patinkin is Co-Founder of Double P Corporation, a multi-unit snack food franchise company based in Chicago. Double P currently owns and operates over 80 Auntie Anne's Pretzel's, Cinnabon and Red Mango Frozen Yogurt stores in eight states, and is the Master Franchisee of Auntie Anne's Pretzel's in Canada. Mr. Patinkin is a Board member of the IFA, and chairs the IFA's International Committee. He graduated from Beloit College in 1979 with a degree in Economics, and is married with three grown children.

Jayson Pearl, CFE

Jayson Pearl launched ServiceScore™ to help franchisees get more customers and employees through increased call conversion. By reviewing and scoring actual inquiry calls, ServiceScore delivers actionable reports along with strategic insights to help improve conversion rates, customer service and marketing ROI. Prior to ServiceScore™, Mr. Pearl was responsible for creating and implementing brand development strategies with the leading home care franchisor, BrightStar Care®, where he led cross-functional teams responsible for marketing, operations, national accounts, and the client experience for 325 BrightStar Care® locations in 38 States. Mr. Pearl brings 30 years of franchise leadership in marketing and operations for regional and national brands. He earned his MBA from the University of Wisconsin, Milwaukee, is a Certified Senior Advisor (CSA), Certified Franchise Executive (CFE) and Net Promoter Certified Professional.



Matt Phillips, CFE

Matt Phillips is the President and Chief Marketing Officer for AdvantaClean Systems Inc. Mr. Phillips took his first leap into business ownership when he started his first home service franchise at the age of 25. He went on to build and sell two more franchise concepts in home

services for the next 15 years, including Five Star Painting to The Dwyer Group in 2015. Mr. Phillips is a member of the Board of Directors of VetFran and the IFA Convention Committee.



Paul Pickett

Paul Pickett is Chief Development Officer for Wild Birds Unlimited. He joined the WBU team as the first full time employee in 1989 shortly after graduating with his Master's Degree in Biology/Ornithology from the University of North Dakota. He has more than 25 years of experience in working with potential franchisees as they join the WBU team, manages all of the real estate and legal responsibilities for the WBU system and plays a role in the operational side of the business, including managing franchisee compliance.

Jeff Platt

Jeff Platt graduated from Olin Business School at Washington University in St. Louis in 2006 with a BS in Marketing and Entrepreneurship. While still in school, Mr. Platt opened the second Sky Zone location in Chesterfield, MO. Passionate about bringing the concept of "active fun" to more people, after two and a half years learning the business, Mr. Platt opened the third location in Sacramento in 2008, and began franchising in 2009. Mr. Platt has been serving as the President & CEO of Sky Zone since 2011, and has led the effort to expand Sky Zone into a global brand operating in 9 countries with more than 180 locations, and \$300m+ in global revenue. Mr. Platt's focus on people and innovation has helped land Sky Zone as one of the Top Places to work by *Forbes Magazine*, Los Angeles's fastest growing private companies, and ranked on *INC's* franchise 500/5000 list 7 years in a row. Additionally, Mr. Platt is a founding member and sits on the Board of Directors for the International Association of Trampoline Parks (IATP).

Todd Recknagel, CFE

After obtaining his MBA in finance at the Eli Broad School at MSU and stints in commercial and investment banking, Todd Recknagel went on to lead and grow a number of companies. Some of those roles and companies included: managing partner of a boutique investment bank which became an INC 500 winner, CEO and owner/franchisee of a national restaurant franchise system which became the largest franchisee in the system (sold to Kahala Corporation 2003), CEO of the largest and number 1 rated franchisor in the handyman category (sold to the Dwyer Group 2015) and CEO of the largest energy efficiency products and program supplier in the country (sold to Kohlberg & Company 2015). Mr. Recknagel also was partner and board member of the fastest growing service company in the automotive segment (sold to Roark Capital 2016), and currently is invested in a number of private equity transactions including one of the largest multi-unit operators of the leading brand in the massage category - Massage Envy. He continues to seek new investments and has partnered or invested in over 63 transactions with over \$220 million in gains for private equity investors.



Tyrell Reed

Tyrell Reed joined the Fuzzy's Taco Shop operations team in 2015 as a Franchise Support Consultant. Working his way from prep cook to Director of Operations, and later franchisee with Tampa based Westshore Pizza & Cheesesteaks. In his 15 plus years of experience, Mr. Reed

has been often regarded as a versatile and adaptive leader, a true team player, and a fearless learner.

Cordell Riley, CFE

Cordell Riley is the Founder and President of Tortal Training, a leading provider of training solutions in the franchise industry. He is a 20-year franchise veteran and a Certified Franchise Executive. Before Tortal, Mr. Riley was with Driven Brands in various operations and training roles with increasing levels of responsibility. He currently serves on the Supplier Board for the International Franchise Association. He also has served on the Educational Foundation and Board of Governors of Certified Franchise Executives.

Gary Robins

Gary Robins currently owns and operates 55 Supercuts Hair Salons in multiple states. Prior to his current business, he could be considered a serial entrepreneur, owning and operating businesses in retail entertainment, food service and the travel industry. Mr. Robins currently serves on the Board of Directors of the Supercuts Franchisee Association, the Board of Directors of the Coalition of Franchisee Associations and is past President of the Philadelphia Chapter of the World Entrepreneurs Organization. He earned a Bachelor of Science from Drexel University in 1985.

Adam Robinson

Adam Robinson is Co-Founder and CEO of Hireology, a venture-backed hiring and talent management platform named a Top 50 Best Workplace by *Inc.*, a Top Company Culture by *Entrepreneur*, and #94 in 2016 and #332 in 2017 on the Inc. 500 list of America's fastest-growing private companies. He's the author of *The Best Team Wins: Build your Business Through Predictive Hiring*, the host of *The Best Team Wins* Podcast, and a weekly columnist for *Inc.* Mr. Robinson was named a top 25 Industry Game Changer by *Workforce* and in 2017 was a finalist for E&Y Entrepreneur of the Year.



Ash Robinson

Ash Robinson is the CEO at FIT4MOM™, the nation's largest mom-focused wellness brand operating in over 1800 locations nationwide, and the owner of the local FIT4MOM franchise in Chattanooga, TN. As the founder of bon.fire culture consulting firm, she advocates for the health, well-being and leadership contribution of each person she meets. At age 28, Ms. Robinson sold her second entrepreneurial venture to a public company. Rising to become the Chief Operating Officer within that company, she learned how to weave new professional management skills with her entrepreneurial spirit. The result of these unique experiences was the creation of her consulting firm bon.fire, where she has helped companies reach record-breaking performance and inspired hundreds of executives and entrepreneurs to achieve organic exponential growth. She contributes to the next generation of values-centered leaders through her work as a Board Member at Heart of Leadership, a 501c3 organization that helps intergenerational groups of leaders lead from their values and natural strengths.

Kelly Roddy, CFE  

Kelly Roddy was named President of Schlotzsky's in December 2007, and since then he has built a strong management team, introduced new programs and launched a system wide rebranding effort, all of which have helped lead to five years of consecutive sales growth. He joined the company from H-E-B®, a 106-year-old retailer with more than 315 locations throughout Texas and Mexico. While at H-E-B, Mr. Roddy served as Director of Sales and Marketing and later became Director of Retail Operations. Before his tenure at H-E-B, he was Vice President and Executive Director of New Business Development for Scholastic Corporation, the renowned national book publisher, distributor and retailer. Prior to that, he spent eight years with Wal-Mart Stores Inc. in a variety of positions. Mr. Roddy currently serves as a director on several boards, including Baylor's Marketing Board, Hankamer School of Business Board and the Caritas Board, among others.

Farrah Rose

Farrah Rose is Director of International Franchising for The International Franchising Centre, and has unrivalled experience in international franchising, as she has been operating in this field since 1984. Initially working for major corporations, such as Burger King and Arcadia Group Plc, Ms. Rose began advising businesses as a consultant in 1996. During this time, she has worked with organizations of all types from family businesses to major PLC companies and high-profile brands, helping them to expand their businesses into global markets. A long-standing member of the British Franchise Association, Ms. Rose has worked closely with non-profit organizations such as the Department of Trade and Commerce in Guernsey, UKTI retail London, and was the advisor on international franchising and licensing to a Maltese Government body, commissioned by the Commonwealth Secretariat.

Michelle Rowan, CFE

Michelle Rowan is the President and COO of Franchise Business Review, a market research and consulting company. At FBR, she has worked with over 1,100 franchise systems in the last 12 years measuring franchisee, employee and customer satisfaction, as well as franchise relations issues. She is an active member of the International Franchise Association, is a Certified Franchise Executive, and sits on the Convention Committee, Women's Franchise Committee and Leadership Conference Task Force. Ms. Rowan is also a mentor to business students at her alma mater, the University of New Hampshire.

Karen Satterlee, CFE

Karen Satterlee is Senior Vice President & Assistant General Counsel, Development Americas for Hilton Worldwide Holdings LLC and is responsible for the Franchise, Management, and Contract Administration functions for Hilton in the Americas, including managing a team of 40 attorneys and paraprofessionals. Key responsibilities include providing strategic advice and overseeing legal services to the corporate development function, overseeing Hilton's global franchise regulatory releases, managing outside counsel and partnering with senior business executives to meet annual development targets. Ms. Satterlee is the Immediate Past Chair of the American Bar Association's Forum on Franchising's Governing Committee, and is a member of the International Franchise Association's Board of Directors. She was recently appointed to the advisory committee of The North American Securities Administrators

Association. Ms. Satterlee is a former member of the Board of Trustees for the International Franchise Association's Educational Foundation and the Board of Governors for the Institute of Certified Franchise Executives.

Michael Seid, CFE

Michael Seid is the Founder and Managing Director of MSA Worldwide ("MSA") a provider of domestic and international franchise advisory services. During his professional career, he has been a senior operations officer, financial executive, consultant for companies within the franchise, retail, restaurant, hospitality, healthcare, education and service industries. Mr. Seid has consulted both domestically and internationally for emerging and established companies. MSA provides strategic and tactical services for emerging and mature brands including the design and development of emerging franchise systems, the restructuring of mature franchisors, litigation support, manuals and training programs, franchise marketing and expansion strategies, franchisee relations, crisis management, and M&A support services. He is the author of *Franchising for Dummies* with the late Dave Thomas, Founder of Wendy's International and *Franchise Management for Dummies* with Joyce Mazero, Partner, Gardere. Mr. Seid has been a member of the Board of Directors of the IFA for over thirteen years and have served on its Executive Committee. He has chaired or served on several IFA committees and task forces including Social Sector Franchising, Finance Audit and Budget Committee, Educational Foundation, VetFran, Research, FranPAC and Affinity Program. He was legislatively appointed and currently serves on the State of Connecticut's Low Wage Employer Advisory Board. Mr. Seid serves on the Board and Executive committee of the HealthStore Foundation and One Family Health where he also serves as Chief Concept Officer. CFWshops and One Family Health are Social Franchisors established to provide clinical services and essential medicines in Sub Saharan Africa. He is a member of The Ohio State University's Global Water Institute board developing a system for well water distribution in Tanzania and recently completed the development of a birthing center franchise system in Ghana for PharmAccess in the Netherlands.

Jonathan Shaw

Jonathan Shaw is the Owner and CEO of Lemon Tree Development, the franchisor of Lemon Tree Family Hair Salons. He is also a third-generation owner of Salon Development Corporation, a chain of value priced, family hair salons located predominately in NY, NJ and CT. Both companies are headquartered in East Hanover, New Jersey. In 1989, he became the first NJ franchisee and area developer of Boston Chicken (now Boston Market).

Jon Shell

Jon Shell joined The Dwyer Group as Chief Financial Officer (CFO) in 2015. He most recently had been a CFO of Smokey Bones Bar and Fire Grill where he was responsible for accounting, finance, IT, risk management, new restaurant development, facilities, purchasing, and supply chain functions. Prior to Smokey Bones, Mr. Shell worked with Sun Capital Partners Performance Improvement team, where he provided interim management, financial, restructuring, and operational expertise to various companies and developed initiatives to drive operational and working capital improvements.

Suk Singh

Suk Singh is the Executive Vice President and Global Chief Development, Franchising & International Officer for Bloomin' Brands. He is responsible for leading the worldwide development efforts for Bloomin' Brands, including real estate, design and construction, and facilities maintenance. Mr. Singh's responsibilities also includes capturing new growth through various ownership models, including franchise, for our global business. In addition, he has oversight for other company-led operations in Hong Kong and China, as well as working with our franchise partners globally. Mr. Singh is widely recognized as the pre-eminent development executive in the restaurant industry. Prior to joining Bloomin' Brands, he served as Chief Development Officer for Darden Restaurants. He also served in development, real estate and construction leadership roles for the Burger King Corporation and Pearl Vision. Mr. Singh earned a bachelor's degree in Urban Estate Management from the University of Glamorgan in Pontypridd, Wales. He is a Past Trustee of the Board of Trustees of the International Council of Shopping Centers (ICSC), a member of the Royal Institution of Chartered Surveyors and a member of the International Association of Corporate Real Estate Executives.



Jim Squire, CFE

Jim Squire is Executive Vice President and CDO at Firestorm, overseeing franchise development and alternative channel expansion for the brand. Firestorm is a national franchise company specializing in crisis management, vulnerability analysis/threat assessment, and business continuity. Mr. Squire also serves as President and CEO of Franchise Marketing Advisors, LLC, a broad-based franchise development consulting practice. Prior to Firestorm and FMA, he was a senior executive with such well-known franchise brands as HoneyBaked Ham, Great American Cookies, Arby's, Day's Inns and Howard Johnson. Passionate about franchising as the "great American dream", Mr. Squire is involved in the following national franchise industry boards and committees: Founding Chairman of the Board of Governors of the Institute of Certified Franchise Executives, member of the Board of Trustees of the International Franchise Association's Educational Foundation and recipient of the Foundation's highest honor, the William Rosenberg Leadership Award, member of IFA's Franchisor Forum and the Franchise Relations and Membership Committees and former member of the IFA Board of Directors.

Chuck Stempler

Charles "Chuck" Stempler is a multi-unit AlphaGraphics franchisee in Seattle, WA. He is an active member of the IFA Franchise Action Network, notably in his efforts to promote the value of franchising in his community and participating as a plaintiff in the IFA lawsuit against the City of Seattle's discriminatory wage law. Before becoming a franchisee in 2001, Mr. Stempler held numerous executive positions with leading apparel manufacturing companies. He earned his bachelor's and master's degrees at the University of Pennsylvania. Mr. Stempler participates in several organizations, including serving as Board President of the Holocaust Center for Humanity, Board Chairman of the Humane Society of Seattle/King County, Board Member at Seattle Arts and Lectures, Chairman of the Belltown Business Association and President of the Portofino Homeowners Association.



Bryon Stephens

Bryon Stephens is the President and CDO of Marco's Pizza (Marco's Franchising LLC), a nearly half billion-dollar brand operating over 850 restaurants from coast to coast in the United States and in four countries. As President, Mr. Stephens' focus is on strategic alignment of operations, marketing, supply chain, finance and development to accomplish bold sales and growth goals, as well as maintain high benchmarks for product quality and guest satisfaction. Mr. Stephens joined Marco's in 2004 as Vice President of Development with a reputation in the franchising world as an innovator, earned during his years with YUM! Brands, Inc., and Yorkshire Global Restaurants. As VP of Development, he is credited with Marco's rapid growth from 123 stores in three states, to putting the company on its current path to 1000 stores by the end of 2018. Also during Mr. Stephens' tenure with Marco's, system wide sales increased by close to \$400 million, unit profitability has increased dramatically, and over 1800 new stores have been signed into the system. Before being named President in 2014, he was Marco's Chief Operating Officer responsible for Marco's rapid growth, sales and operations for the brand. Additionally, Mr. Stephens is the Marco's Culture Champion, having introduced the framework of an Accountability Culture to the entire system including corporate and franchise arms.



Dan Steward

Dan Steward is President & CEO, Pillar To Post Home Inspectors operating nearly 600 franchisees across USA and Canada. Pillar To Post is ranked #68 in the 2018 Entrepreneur Top 500, and Mr. Steward has lead PTP since 2004.

Eric Stites, CFE

Eric Stites is the CEO of Franchise Business Review, the leading market research and consulting firm specializing in franchisee satisfaction and performance. He has been an IFA member for over 15 years, and currently serves as Chairman of the VetFran Committee, as well as being an active member of the Franchise Relations Committee.

Michael Sukenik

Michael "Misha" Sukenik is Legal Director and Chief Legal Officer, Latin America/Caribbean for Kentucky Fried Chicken (KFC) and Pizza Hut, two of Yum! Brands, Inc.'s marquee restaurant brands. In this role, Mr. Sukenik oversees legal affairs and compliance for a business unit spanning forty countries and legal regimes, serving on the executive leadership teams for each brand. Concurrently, he serves as Senior Counsel for the global KFC and Pizza Hut businesses across six continents and 120 countries, partnering with cross-functional leaders on a wide variety of sensitive business issues, including M&A, marketing/advertising, licensing, compliance and FCPA, governance, IT, data privacy, private equity, master franchising, and brand protection. Before joining Yum!, Mr. Sukenik practiced with Gibson Dunn & Crutcher LLP in Dallas. Previously, he served as a law clerk to the Honorable Marjorie O. Rendell of the United States Court of Appeals for the Third Circuit. Mr. Sukenik is a graduate of the University of Chicago Law School and Northwestern University.

Rissy Sutherland

Rissy Sutherland is Chief Strategy Officer at ARCpoint Labs, and has been in the franchising and automotive industry for over 20 years. She was the Co-Founder and COO of Honest-1 Auto

Care, LLC, a position she held from April, 2008 – March 2016. Ms. Sutherland has spent her entire career, and, in fact, most of her life, in the franchising industry. Ms. Sutherland has extensive experience in automotive, medical, child focused and maid service franchise operations, marketing, multiunit and training experience. Prior to starting Honest-1, she served as Director of Training and Vice President of Operations and Training for Moran Industries, Inc. While she was running repair shops, Ms. Sutherland earned her Master's Degrees in Human Resources Development and Training from Clemson University. She also serves as a Consulting COO and CEO for multiple franchise companies in the children's, medical, service and maid service industries. She consults these companies on how to develop training, franchise sales systems, operational support, marketing plans, franchise communications and strategic planning for their companies and franchisees. Ms. Sutherland has served on the Editorial Board of Advisors for *Ratchet and Wrench* magazine, as well as a writer for the magazine. She gives back by serving on many boards for foster care, big brother big sisters and Women in Business.

Stacy Swift

Stacy Swift has over 28 years of small business ownership, management, sales and marketing experience. She has owned several franchised businesses, in addition to her current FranNet franchises. Ms. Swift opened her first FranNet office in Denver, Colorado in 1996, and has since expanded with 3 additional offices covering 5 western states. In addition, she has served on the FranNet Board of Directors for 12+ years and as Chairman of the FranNet Franchisee Advisory Council for over 10 years. Ms. Swift conducts free franchise information and business ownership seminars throughout the region in partnership with career transition firms, the SBA, Small Business Development Centers, SCORE, and regional libraries.

Jeffrey Tews

Jeffrey Tews and his wife have been BrightStar Care franchisees since September 2006. They currently are BrightStar multi-unit franchisees operating four territories in seven counties in South Central Wisconsin with 350 employees. They also are single branch franchisees with Mr. Handyman in the Madison area. They are the first franchisees of a new brand, BrightStar Senior Living which provides assisted living and memory care support. Mr. Tews and his wife have twice been named BrightStar's Franchisees of the Year. He was the first co-chair of the BrightStar Franchise Advisory Committee and is a current chair of the IFA Franchisee Forum where he has served on the IFA Board of Directors and Executive Committee for the past two years. Prior to becoming a franchisee, Mr. Tews earned an MBA from the University of Minnesota and served as a corporate customer service executive for 33 years at US West and Qwest Communications for 28 years and finished his corporate career as a Senior Vice President at US Bank.

Therese Thilgen

Therese Thilgen is Co-Founder and President of Franchise Update Media Group. Founded in 1988 by Mrs. Thilgen and her husband Gary Gardner, Franchise Update Media Group (FUMG) has grown to one of the most recognizable multi-media companies in franchising, producing popular websites, magazines, digital properties, research and conferences for the franchising industry. She was the recipient of the 2015 International Franchise Association's Bonny LeVine Award which recognizes a female in franchising who is a role model and mentor for women through their business and professional accomplishments within franchising and beyond. By

design, women leaders are represented on all of FUMG advisory boards and represent 50 percent of the company's team members. She and her husband owned a franchise, launched a health care job journal, and she also worked as a vice president of a franchise brand for 7 years before launching Franchise Update Media. She has served on numerous non-profit advisory boards and received her BS from Santa Clara University.

Paul Thompson

Paul Thompson started out as a chartered surveyor, but adventure soon called and he took his family to a Caribbean island to live out his dream of working as a master diving instructor. Unfortunately for them (but fortunately for Water Babies everywhere), an out-of-season hurricane destroyed the village they were living in and forced the family back to the UK. As a stay-at-home dad for a couple of years on their return, Mr. Thompson soon discovered the importance of structuring the day and finding interesting, fun and educational things to do with his baby daughter. So he took her swimming one day...and the rest is history. The family relocated to Yorkshire where Mr. Thompson and his wife began Water Babies in 2002, working from a high-tech desk (the top of a fridge) with one old phone and a staggering £5,000 start-up investment. But within a month, Water Babies had 100 customers and, not long afterwards, a franchise network. Mr. Thompson is hands-on with the business, insisting on the highest standards in everything: for several years, he personally trained every single one of our hundreds of teachers. At one point, he was solely responsible for dipping every single baby in our thousands and thousands of underwater shots. Mr. Thompson now takes a more strategic, overview role at Water Babies, which has a network turnover of more than £25 million, and teaches more than 50,000 babies and toddlers around the world to swim every week.



Frank Todisco

Frank Todisco has been with ServiceMaster since February of 2016. In December 2017, he was promoted to Senior Director, National Accounts. Prior to that, Mr. Todisco was the Area Manager for the eastern half of the country, overseeing the field support team. Prior to joining ServiceMaster, Mr. Todisco held several leadership positions within the financial services industry. He has served on the Stonington, Connecticut Board of Education for the last 6 years and has been the Chair for the last 4 years.

Alexander Tuneski, CFE

Alexander Tuneski is an Of Counsel at DLA Piper (US) LLP specializing in franchise law. He counsels franchisors and licensors domestically and internationally in a broad range of transactional and regulatory matters, including assistance establishing and expanding franchise systems in the U.S. and abroad, guidance regarding compliance with federal, state, and international franchise statutes, advice related to managing franchise relationship issues, and counseling related to the acquisition or sale of franchise systems. He has earned a B.A. with Distinction in All Subjects from Cornell University, a J.D. from the University of Virginia School of Law, where he graduated as a member of the Order of the Coif, and a Certificate of Franchise Management from Georgetown University. He also is a Certified Franchise Executive and has been recognized as a "Legal Eagle" by *Franchise Times* magazine, as a Washington, DC "Super Lawyer" in the area of Franchise/Dealership Law by *Super Lawyers* magazine, and as a Franchise Legal Player by 1851 Franchise magazine.



Kurt Ullman, CFE

Kurt Ullman joined Massage Envy Franchising LLC as Vice President, International in October 2017. With 25 years of experience in international franchise development and management, Mr. Ullman worked previously with brands such as The UPS Store/Mail Boxes Etc., Tasti D-Lite, Planet Smoothie, Amazing Lash Studio and others, and as a consultant with Edwards Global Services. His work has resulted in international master franchise transactions for 96 countries and the related development of over 1,200 franchised locations outside the United States. In addition to his corporate duties, Mr. Ullman serves as Vice-Chairman of the Tennessee District Export Council (TN DEC) and is an active member and contributor to the International Franchise Association (IFA). Mr. Ullman holds a Bachelor of Arts in Communication from the University of California, San Diego.

Rory Vaden

Rory Vaden is Co-Founder of Southwestern Consulting™, *New York Times* bestselling author of *Take the Stairs and Procrastinate On Purpose*, an internationally acclaimed keynote speaker, and the world's leading expert on self-discipline, overcoming procrastination, and taking action to create exponential results. "Self-Discipline Strategist", Mr. Vaden, speaks to audiences around the world about how they can leverage self-discipline to overcome procrastination, take action and achieve their goals in life. His first book *Take the Stairs* is a #1 *Wall Street Journal*, #1 *USA Today*, and #2 *New York Times* bestseller, and it has been translated into 11 different languages. As an entrepreneur, he is the Co-founder of Southwestern Consulting™, an 8-figure global consulting practice with more than 100 team members that helps clients in more than 40 countries to grow their business and provide a better customer experience. Additionally, Mr. Vaden is the Founder of the Center for the Study of Self-Discipline where his insights on overcoming procrastination, taking action and creating exponential results have been featured on many new networks and in many magazines. Mr. Vaden's newest book is called *Procrastinate on Purpose: 5 Permissions to Multiply Your Time*, and was also an instant National Bestseller.



Mark Vanase

Mark Vanase, ServiceMaster Restore's Director of Field Operations, started his career at ServiceMaster in 1996. He leads a field team that supports franchisees across the U.S. who quickly return homes and businesses back to normal after disaster strikes. Mr. Vanase is excited and honored to receive his CFE designation at the convention this week.

Debra Vilchis

Debra Vilchis is COO of Fishman Public Relations, a national PR agency that specializes in PR and content marketing for franchise brands. A former journalist, Ms. Vilchis has been working in franchise industry PR for more 18 years. Since joining Fishman PR in January of 1999, she has crafted and executed PR campaigns that have generated national and local media coverage for hundreds of franchise brands. She has also implemented content marketing strategies to drive franchise opportunity leads and sales. Ms. Vilchis manages crisis communications for Fishman PR and frequently hosts media interview training workshops for both franchise executives and franchisees. As a journalist, Ms. Vilchis covered the Illinois legislature for the *Associated Press*. Previously she reported on municipal news and business for *The Daily Herald* Chicagoland newspaper, and served in editorial positions with the American Academy of Pediatrics and the

National Safety Council. She holds a Master of Arts in Journalism from the University of Illinois and a Bachelor of Arts in Journalism from Northern Illinois University.

Greg Vojnovic, CFE



Greg Vojnovic is responsible for franchisee recruitment and sales, franchise and company development, real estate, construction, design and equipment for Arby's Restaurant Group. Prior to joining ARG, Mr. Vojnovic held the position of Chief Development Officer at Popeyes® Louisiana Kitchen, where he was responsible for franchise and company development, real estate, construction, design, equipment and franchisee recruitment activities. Before joining Popeyes, he held leadership positions in restaurant development as Vice President of Development at Huddle House and Director of Franchise Development at Maggie Moo's. Mr. Vojnovic previously led the Atlanta-based Bridgetown Grill chain, a Caribbean-themed concept that received Hot Concept of the Year recognition from Restaurants & Institutions and Chain Leader, and more than 40 "Best of Atlanta" awards. He also held development positions at Denny's, as well as Arby's for more than five years in the 1990's. Mr. Vojnovic is an active member of the IFA and a board member of the VetFran program.

Charles Watson, CFE



Charles Watson is Chief Development Officer of Tropical Smoothie Café and Tin Drum Asian Kitchen. He is responsible for all aspects of Franchise Development, Real Estate, Design & Construction and Franchise Administration for both brands. A veteran hospitality professional, Charles has worked for several hospitality-related companies including Wyndham Hotels & Resorts, Intercontinental Hotels Group (IHG), US Franchise Systems, Inc. (USFS) and Hospitality Real Estate Counselors (HREC). Mr. Watson is a graduate of The Hotel School at Cornell University (BS), and also holds a MBA from The Terry School of Business at The University of Georgia.

Robyn White



Robyn White is the Director of Field Support for Children's Lighthouse Franchise Company, a family-owned early learning school system which utilizes a nationally accredited, proprietary curriculum and programs for early learning. She has over 20 years of experience in training, sales, franchise relations and operations, management and operational support. Her role is to help franchisees successfully open and operate their schools, while continuing to provide support to the ongoing success of operating locations. Along with working with franchisees, she works closely with her field based consultants to provide mentoring, consulting, brand reinforcement and quality checks.

Norm Willardson, CFE



Norm Willardson is the Senior Director of Operations for Great Clips, Inc. He joined Great Clips in 2002, and has 32 years of franchise industry experience. Mr. Willardson provides strategic direction and visionary thinking to the Operations team and other key leaders in the organization focused upon franchisee profitability. In addition, Mr. Willardson is responsible for driving

system performance through the development, planning, implementation and execution of operational processes, franchise relationship management, and the development of the Operations team.



Ralph Yarusso, CFE

Ralph Yarusso is CDO of FullSpeed Automotive and COO, Franchising for Grease Monkey International - responsible for operations, training and business development since 2013. Previously, he worked with Drive Brands for 5 years, with his last role there being COO of Meineke. He has 30 years of franchising experience on both sides of the franchise model. Mr. Yarusso is a former multi-unit franchisee - 15 centers during 23 years - with Meineke. He was Chairman of the Meineke National Franchise Council. Mr. Yarusso is a former winner of IFA's Franchisee of the Year award, and a member of the IFA Franchisee Forum and VetFran Committees.



Doug Zarkin

Recognized as a global strategic retail and brand marketing expert, during the course of his career Doug Zarkin has earned an impressive array of honors for his marketing and brand building work including a Two-Time Effie Award Winner for Health Care Services Marketing. In 2012, Mr. Zarkin joined Luxottica as the Vice President and Chief Marketing Officer for their global optical franchise business Pearle Vision, where he currently leads the transformation of the brands' global strategic marketing, e-commerce, visual merchandising, product promotion and store design functions. His work at Pearle Vision is the subject of a Harvard Business Case Study on the topic of brand rejuvenation.