As an emerging franchisor with 100 units or less in your system, this recommended agenda is a great place to get started with determining how to spend your time and get the most value out of your investment in joining us this February for IFA’s 2021 Virtual Annual Convention!

If you can’t make a session or are having a hard time deciding between some of the simultaneous sessions, we have you covered. All sessions will be recorded and made available to fully registered attendees for 3 months after the Convention ends!

Information within this agenda is subject to change. To see the most up-to-date information on these and all of your available options, view the full agenda at franchise.org/convention. Questions? Email events@franchise.org.

**BONUS PRE-SESSION**

**WEDNESDAY, FEBRUARY 10**

1:00-2:30 pm  Emerging Franchisor Bootcamp

This exclusive workshop provides participants with learnings from the best in franchising through peer and mentor input to solve business issues emerging franchisor attendees bring to the table. This input will also help participants more effectively choose convention sessions and events that will further help them solve important issues. The Emerging Franchisor Bootcamp is an additional cost of $50 USD and open to franchisors with 100 units or less. Attendees will receive 75 CFE education credits.

**THURSDAY, FEBRUARY 11**

1:00-4:00 pm  Annual Leadership Conference

*The Power of Resiliency: Leading Forward*

The 21st Annual Leadership Conference features franchise leaders who inspire others amidst adversity and juggle work and family in unique and unfamiliar ways. Through a “Leaders on the Spot” panel featuring franchise executives sharing the shift in business they had to accommodate and a collaborative case study exercise, this event highlights those who lead forward into opportunity and empower teams to forge ahead, while staying true to their brand’s purpose. Join this can’t miss IFA convention event for real-life examples of greatness, integrity, and growth. The Annual Leadership Conference is an additional cost of $75 USD and open to fully registered convention attendees only. Attendees will receive 75 CFE education credits.

**WEEK 1**

**TUESDAY, FEBRUARY 16**

10:00-11:30 am  Virtual Tradeshow Open

All registered attendees are welcome to browse the virtual aisle and take a look at the latest and greatest in products, services and systems available from our exhibitors! The IFA Exhibit Hall offers something for everyone. Through the virtual platform, you will be able to view detailed information on each exhibiting company about what they can provide to your business, and you have the opportunity to live chat with a company representative if you would like more information! Interactive games will also be hosted along with opportunities to win badges for meaningful engagement activities – both resulting in chances to win prizes!

1:00-2:00 pm  Welcome & General Session: The Practice: Shipping Creative Work

Please join author, blogger, podcaster, coach and entrepreneur, Seth Godin, as he opens the IFA 2021 Convention with his talk based on his latest best-selling book, The Practice. Seth will argue that Creativity matters more than ever, and each of us is being called on to be a Creative. A professional, able to conjure original thought on command. We tweet, we run meetings, we write. We invent and share ideas. Mostly, we’re in a race to find our voice, change the culture and make an impact that we can be proud of. Along the way, we’ve also been brainwashed into believing that creativity is a gift, something mysterious that the muse hands to a few select people. We’re not to look at it too closely or it might disappear. Nonsense. Creative is a choice. This will be an unforgettable session you can’t afford to miss!
2:00-3:15 pm  Virtual Tradeshow Open

Don’t miss out on your second opportunity to learn more about the latest and greatest in products, services and systems available from our exhibitors, and to chat one-on-one with representatives from exhibiting companies on how exactly they can help your business! Don’t forget to collect badges for a chance to win a prize!

3:15-4:15 pm  Breakout Sessions

While there is no breakout session during this time that is strictly targeted to Emerging Franchisors, there are still other sessions that will provide timely takeaways to ignite business growth. Topics include:

- Brand Experience in a Post-COVID World: How the Shift to Digital Accelerated and Expanded Over the Course of the Pandemic
- Evaluating/Re-Igniting Your Franchise Sales Process
- Local Marketing for Franchisees on a Limited Budget
- Successful International Expansion: Preparation and Execution
- Testing, Vaccine, Now What?
- The Three C’s That Drive Franchise Success (Communication, Culture & Candor) — Presented by the Franchise Relations Committee

4:30-5:30 pm  Happy Hour — You Choose! Networking Hour or Business Solution Roundtables

Get to know your fellow attendees during the first Happy Hour of IFA's 2021 Virtual Convention. Ignite your year by meeting up with peers in small collaborative networking rooms where you can connect and grow your list of contacts. Or ignite your professional development by joining certain rooms that will feature important topics of the day facilitated by leading experts. Stay tuned for our list of hot topics and facilitators. Attendee RSVP required.

OR

Group Activity

Check back soon for more information on what this group activity will include, but we can guarantee you will grow your franchise knowledge and network by attending! Attendee RSVP required.

THURSDAY, FEBRUARY 18

10:00-11:30 am  Virtual Tradeshow Open

Take this time to continue learning about all the great products and services our exhibitors have to offer you and your business!

1:00-2:15 pm  General Session: Leading Through Uncertainty

According to Nadja West, the most essential quality in a great leader is empathy — where “leading is all about the team
people you lead.” This is especially true in times of crisis and uncertainty. A trailblazer in female leadership, Lieutenant General (ret) Nadja West is the 44th Army Surgeon General and the former Commanding General of U.S. Army Medical Command. She is the first African American woman 3-star General in the Army’s history, and currently highest-ranking woman to ever graduate from West Point. In this presentation, Nadja draws on her over 20 years of experience in executive leadership, crisis management, and disaster response to provide effective leadership tactics during difficult times. Sharing her career lessons-learned, West demonstrates that good leadership and a loyal team come from strong communication, truly understanding your people, treating them with respect, and leading with empathy, particularly through hard times.

2:30-3:00 pm  General Session

Empowering content and inspiring speakers for this session will be announced soon!

OR

2:30-3:15 pm  Coffee Talk with the IFA Board

Grab a cup of coffee and connect with members of the IFA Board of Directors in our small discussion rooms where you will have the opportunity to network and take part in a candid round robin “Ask Me Anything” session. Our Board members are excited to meet with smaller groups of IFA members to help answer questions, solve problems, share thought leadership and talk about lessons learned in 2020. Attendee RSVP required.

3:30-3:45 pm  Hot Topics

Join these 15-minute hard-hitting sessions presented by members of our supplier community on a wide-range of hot topics from marketing, sales, customer service, growth strategies, impact of COVID on franchisee relations, communications, operations and more!

3:50-4:45 pm  General Session: Virtual Restaurants — Disruption or Distraction?

The virtual restaurant space has quickly become an area of major interest by Main Street and Wall Street, particularly during the COVID pandemic. This panel will detail the myriad of different models and the meteoric rise of “Ghost” Kitchens to uncover whether these are true disruptions or merely a mirage.

---

WEEK 2

MONDAY, FEBRUARY 22

2:00-3:30 pm  Franchisor C-Suite Think Tank & Idea Exchange

Come to this session with the one burning issue or top challenge you face as the leader of your company. Attendees will be broken out into small collaborative rooms to brainstorm solutions, share best practices, and ideas to address these challenges in a “group scoop” fashion. Several of these challenges and potential solutions will be reported out to the group live, as well as captured, and then emailed afterward to all participants. This session is limited to franchisor c-suite executives only. Attendee RSVP required.

TUESDAY, FEBRUARY 23

11:15-11:45 am  General Session: Freaky Fast! The Journey of Building a Multi-Billion Dollar Brand

Jimmy John’s is one of America’s best-known Gourmet Sandwich shops, but how did it happen? Founder, Jimmy John Liautaud, has often said he is living the American Dream and during IFA’s 2021 Convention, he’ll tell you why. Join us and hear from the enigmatic Jimmy John Liautaud himself about his unique journey — what mistakes did he make, what are some of the lessons he learned, what challenges and opportunities did he seize upon and what is his best bit of advice to anyone looking to grow their franchise business now and in the future?

11:45 am-1:00 pm  Virtual Tradeshow Open

Continue learning about all the great products and services our exhibitors have to offer you and your business! Don’t forget to participate in the hosted games and to collect activity badges for a chance to win a prize!

1:00-2:15 pm  General Session: The Power of Adaptability: Stories from Brands Who Successfully Navigated Change During COVID-19

When you’re finished changing, you’re finished. Ben Franklin’s quote resonates now more than ever. Franchise brands that adapt and are creative in their approach are the ones that are most often successful. If 2020 taught those of us anything, it is that change is constant and will always be rapid. Many franchise brands were able to adapt successfully to the circumstances brought on by the COVID-19 pandemic. Their response was born out of the need to succeed and grow in the most challenging economic environment of our lifetime and could only be achieved by the franchisor and franchisee coming together. Join CEOs and franchisees from leading brands to learn how they recognized the immediate needs and changes that had to be made, what tactics they employed, how quickly they were able to hit the ground running, what lessons they learned along the way, and what were the results. Are these changes here to stay? What’s on the horizon?

REGISTER AT FRANCHISE.ORG/CONVENTION
2:30-3:15 pm General Session: Economic and Financial Market Outlook

Jeff Mortimer, Director of Investment Strategy at BNY Mellon Wealth Management, will share insights on the complex relationship between investor behavior and the economy and financial markets. During this unprecedented time, today’s headlines focus on the most immediate issues, but investors must keep an eye on the longer term. With a broadened understanding of the economy, intersection of markets and business cycles, and trends in M&A, you will gain unique perspective into building a portfolio designed to leverage opportunity and avoid risk in the years ahead.

OR

2:30-3:45 pm Problem-Solving Sessions

What is keeping you up at night? 2020 has arguably been one of the hardest years in our lifetime and the franchise business model has been tested. Join small collaborative breakout rooms where you, the attendee, will drive the content. Bring one burning challenge you are facing that you would like to hash out together with your peers in your same area of business; Walk away with at least one tactical solution to that problem. Thought leadership, best practices and practical advice will be center stage during these problem-solving sessions led by experts in the industry.

WEDNESDAY, FEBRUARY 24

10:00-11:30 am Virtual Tradeshow Open

Continue learning about all the great products and services our exhibitors have to offer you and your business!

12:15-1:10 pm General Session: Stories of Survival: War Stories from Franchisors Deep in the Trenches of the Pandemic’s Impact

Many sectors of the franchising community were extremely hard hit due to the COVID-19 pandemic and resulting economic challenges while others found their sales on the rise. Join us for this candid Q&A session with three franchisor brand CEOs who have faced daunting times with unforeseen shutdowns, shifts in consumer confidence and new safety protocols limiting business operations throughout the system. How did they lead through these adverse times? What has been the impact on their brand? How have they supported their franchisees? What was the hardest point of the pandemic for their brand? What tactics are they employing to continue to survive and grind it out? As we begin 2021, what do they see as the outlook for their business? Amidst challenges, there is opportunity, hope and the ability to ignite a fire to continue forward. Join our panel as they share their inspiring war stories and leadership tactics.

1:15-2:15 pm Breakout Sessions

We recommend that you attend the below breakout session during this time.

Finding the Right Candidate is Integral to Smart Growth: How to Develop the Profile of a Successful Franchisee for Your System

Our session will provide you with a step-by-step method of developing a prospective franchisee target profile. Our steps will include taking into account the basis industry requirements of financial strength, operational ability and business savvy. We’ll also help you to identify the profiles of existing franchisees that can be red flags and lead you to making better franchisee selections in the future. The speakers will also lead an interactive discussion with each other and address audience members experiences, questions, and difficulties they are facing.

2:30-3:30 pm Breakout Sessions

While there is no breakout session during this time that is strictly targeted to Emerging Franchisors, there are still other sessions that will provide timely takeaways to ignite business growth. Topics include:

- All Things PPP
- Beyond Engagement: Driving a High-Performance Culture
- The Franchisee Profile - A Critical Factor to Success

4:00-5:00 pm Happy Hour — You Choose! Networking Hour or Business Solution Roundtables

Get to know your fellow attendees during the first Happy Hour of IFA’s 2021 Virtual Convention. Ignite your year by meeting up with peers in small collaborative networking rooms where you can connect and grow your list of contacts. Or ignite your professional development by joining certain rooms that will feature important topics of the day facilitated by leading experts. Stay tuned for our list of hot topics and facilitators. Attendee RSVP required.

OR

Group Activity

Check back soon for more information on what this group activity will include, but we can guarantee you will grow your franchise knowledge and network by attending! Attendee RSVP required.

THURSDAY, FEBRUARY 25

10:00-11:30 am Virtual Tradeshow Open

Continue learning about all the great products and services our exhibitors have to offer you and your business! Interactive games will continue to be hosted during the tradeshow sessions! Make sure to attend for the chance at some great prizes!

REGISTER AT FRANCHISE.ORG/CONVENTION
1:00-1:45 pm General Session

Empowering content and inspiring speakers for this session will be announced soon!

OR

1:00-2:00 pm Roundtable Discussions

Join small collaborative breakout rooms with some of franchising’s top leaders and experts for informal discussions on a wide range of critical topics facing franchise businesses. Franchisor executives and members of the Supplier Forum will facilitate these open forum discussion rooms where you’ll gather innovative business solutions and fundamental tips that speak directly to the issues being faced by franchisors as we lead out of the effects of COVID-19 and the social and economic crises experienced in 2020. Please stay tuned for topics and facilitators to be announced - there will be topics geared specifically towards emerging franchisors. Attendee RSVP required.

2:15-3:30 pm Virtual Tradeshow Open

Don’t miss your last chance to browse the virtual tradeshow aisles and get a glimpse at the latest and greatest in products, services and systems available from our exhibitors, and your final chances at some great prizes! The IFA Exhibit Hall offers something for everyone. Through the virtual platform, you will be able to view detailed information on each exhibiting company about what they can provide to your business, and you have the opportunity to live chat with a company representative if you would like more information!

3:30-4:30 pm Closing General Session: Think Like a Monk: Train Your Mind for Peace and Purpose Every Day

In his riveting talk based on his best-selling book, Think Like a Monk, Jay Shetty, social media superstar and host of the #1 health and wellness podcast On Purpose, distills the timeless wisdom he learned as a monk into practical, daily steps anyone can take to live a happier, more meaningful life. Jay will also share how he built a worldwide coaching brand, was named to the Forbes 2017 list of 30 under 30 and now has more than 28 million Facebook followers, 8 million YouTube views and over 7.5 million Instagram followers in a matter of just a few years. Join us for this one-of-a-kind talk that will help you identify the skills and tools to breakthrough negativity and anxiety, overthinking and people’s expectations to become a more compassionate, courageous and determined version of yourself — and why it’s a necessity, not a choice in our fast-paced, stressed out world.

BONUS CONTENT

IFA is the only one that can bring you key stakeholders in franchising and the Administration to share the latest news and information around policy impacts from COVID-19 including the following sessions:

- Testing, Vaccine, Now What?
- COVID-19 Relief Tax Impacts
- Labor Implications in the New Political Landscape
- All Things PPP

Those who are fully registered for the 2021 Virtual Annual Convention and who attended sessions each day, will receive 300 CFE education & 100 CFE participation credits.

REGISTER AT FRANCHISE.ORG/CONVENTION

REGISTER