



EMERGING

2

FRANCHISOR

0

CONFERENCE

2

NOVEMBER 2-4

2

Nashville, TN



**Meg Roberts, CFE,
CEO & President, The Lash Lounge**

2022 Emerging Franchisor Conference Task Force

- **David Bloom, CFE**, Chief Development Officer & Operating Officer, Capriotti's and WingZone
- **Bill DiPaolo**, Chief Operating Officer, Ballard Brands
- **Talia McDougall**, VP of Operations, Any Lab Test Now, Inc.
- **Meg Roberts, CFE**, CEO & President, The Lash Lounge
- **Andrew Thengvall**, Chief Development Officer & Chief Legal Officer, Freddy's
- **Larisa Wagela, CFE**, Vice President, Marketing, Ziebart International Corporation
- **Josh Wall**, Chief Growth Officer, Unleashed Brands
- **Shannon Wilburn, CFE**, Co-Founder, Advisory & Mentoring, Just Between Friends

TITLE SPONSORS



Wifi

Network Name: **EFC2022**

Password: **franmetrics**

#IFA_EFC2022

NEED A NEW PROFESSIONAL HEADSHOT?

On Thursday and Friday, there will be a free headshot station setup for you to get glammed up and take a new photo!
It will be open during the sponsor tabletop hours.

Sponsored by:

THE **ENTREPRENEUR'S**  **SOURCE**®
Career Ownership Coaching®

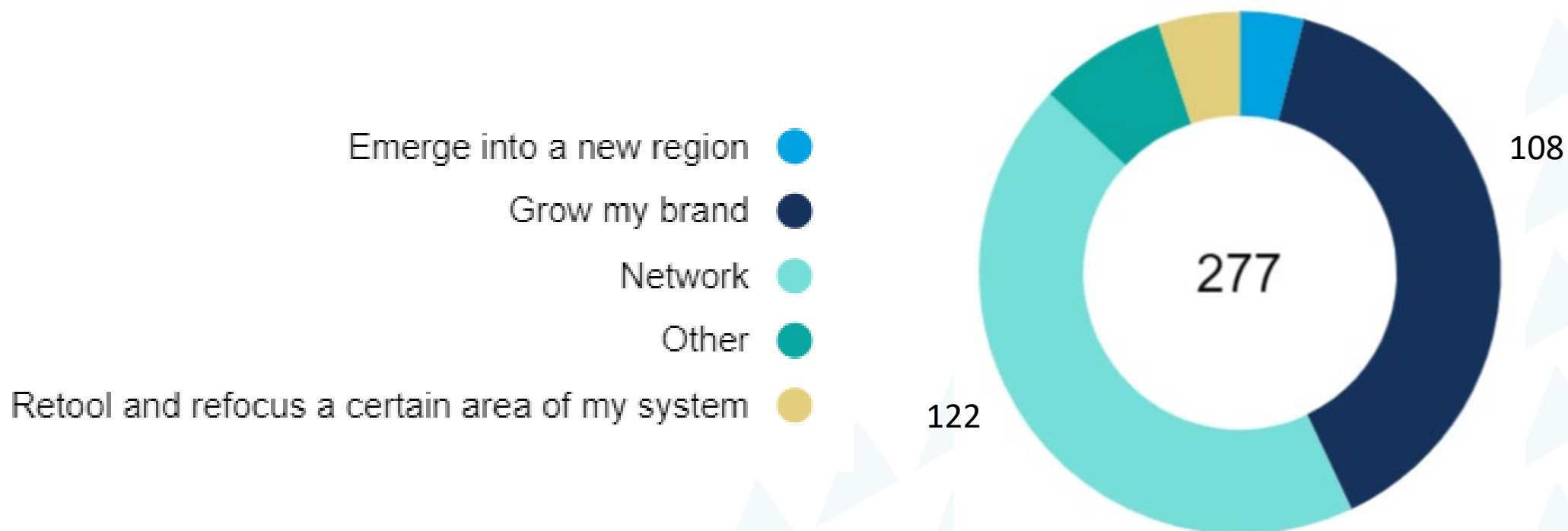
IFA 2023 Convention Giveaway!

*1 lucky winner
receives FREE
registration*



*10 runners up
will receive
\$100 discount*

Why Are You Attending?





EMERGING

2

FRANCHISOR

0

CONFERENCE

2

NOVEMBER 2-4

2

Nashville, TN

5 Milestones of a Successful Franchising Journey



EMERGING	2
FRANCHISOR	0
CONFERENCE	2
NOVEMBER 2-4	2

Nashville, TN





MICHAEL O. BROWNING, JR.

Founder & CEO

Unleashed Brands



**EY Entrepreneur
Of The Year®**



IAAPA | **YOUNG PROFESSIONAL
OF THE YEAR AWARD**

DALLAS BUSINESS JOURNAL

**40
UNDER 40**



FWinc.
Entrepreneur of Excellence

MY FRANCHISING JOURNEY



Start of Urban Air
Trampoline Park

2011

2014

2017

2018

2020

2020

2021

2022

MY FRANCHISING JOURNEY



Start of Urban Air Trampoline Park



Conversion to Adventure Park



Covid

2011

2014

2017

2018

2020

2020

2021

2022

Start of Franchising



Private Equity & Team



MY FRANCHISING JOURNEY



Start of Urban Air Trampoline Park

2011

2014

Start of Franchising



Conversion to Adventure Park

2017

2018

Private Equity & Team



Covid

2020

2020

Launch of Unleashed Brands



Acquisitions

2021

2022

Acquisitions





THE WORLD'S FIRST YOUTH ENRICHMENT PLATFORM

6 World-Class Franchise Brands

1,000+ Franchise Locations

14 Countries

25+ Millions Visits Per Year

20,000+ Team Members Employed

\$1B+ System-Wide Revenue in 2023





UNLEASHED BRANDS WHY....

Impact the lives of kids by helping them learn, play and grow through fun, engaging and inspiring experiences.

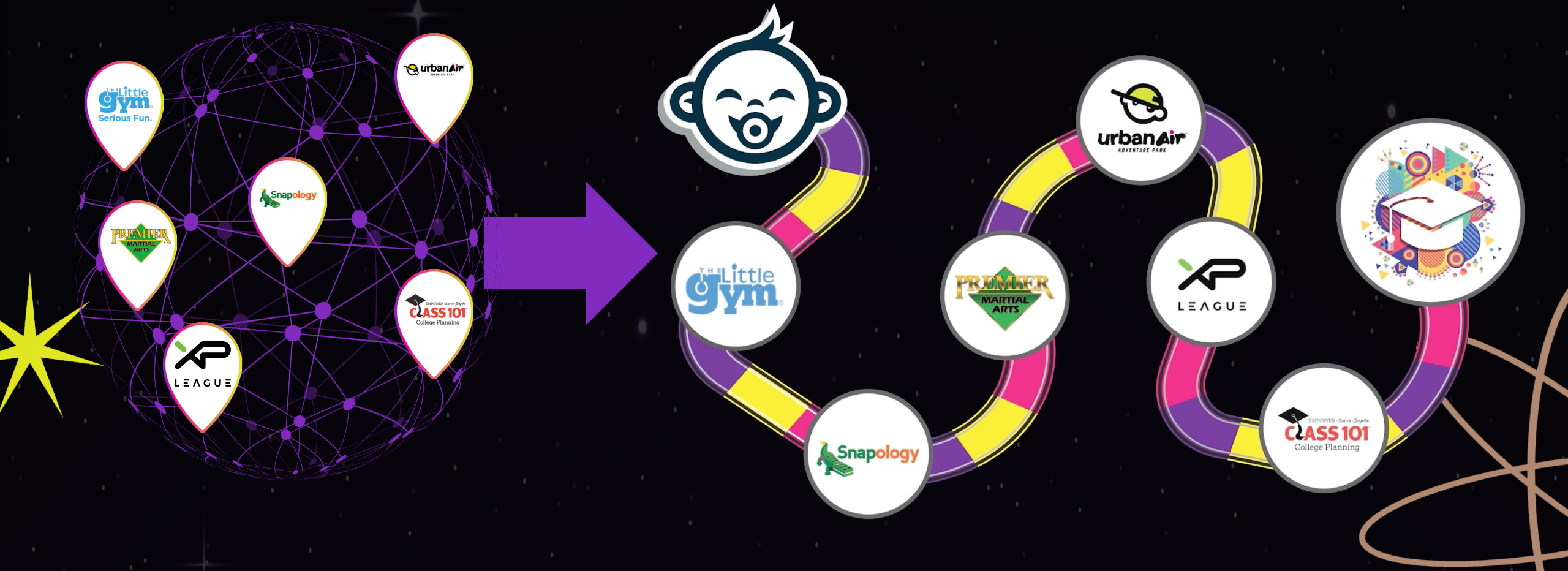


SEAMLESS ENRICHMENT JOURNEY

LEARN

PLAY

GROW



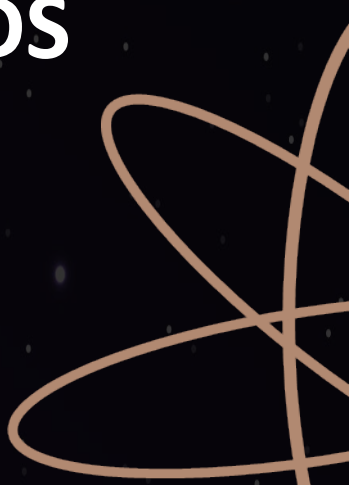




EVERY KID HAS...



EVERY DESTINY MATTERS TO UNLEASHED BRANDS

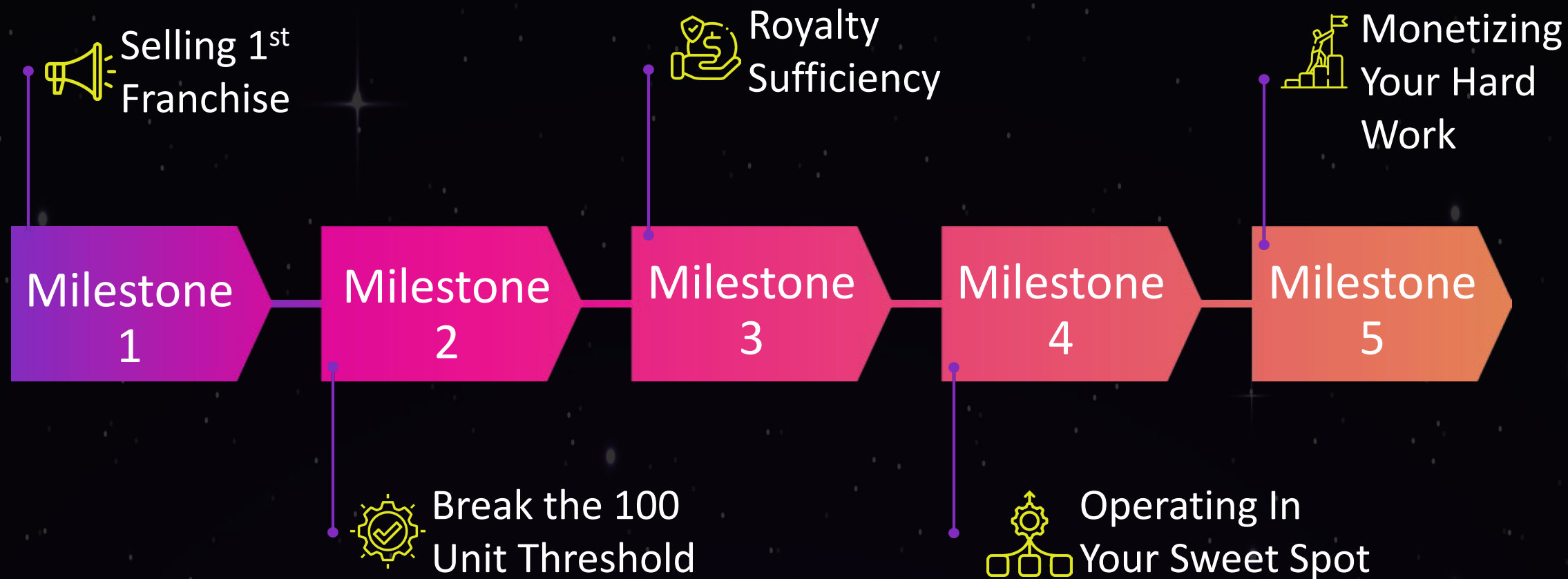




5 FRANCHISE MILESTONES



5 FRANCHISE MILESTONES





5 FRANCHISE MILESTONES





“Begin With The End In Mind.”

- Dr. Stephen R. Covey



MONETIZING YOUR HARD WORK

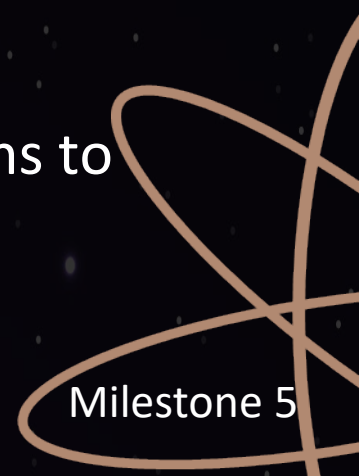


Begin with the end in mind....

STRATEGIC SALE - Sell a portion of your business based on a multiple of EBITDA for cash at closing to a strategic partner (like Unleashed Brands or private equity)

DIVIDEND RECAP – Secure debt using the company's balance sheet based on a multiple of EBITDA and make a dividend payment to the shareholders

CASH DISTRIBUTIONS – Use the company's cashflow from operations to make distributions to the shareholders





MONETIZING YOUR HARD WORK



NO MATTER THE PATH YOU NEED....

SCALED FOOTPRINT

Grow unit count nationally using sophisticated Franchise Operators willing to invest in multiple units

CASH FLOW

Create free cashflow by limiting capital expenditures through the franchise model

RECURRING REVENUE

Build a diversified, stable recurring revenue stream through royalties, rebates and a vertically integrated supply chain

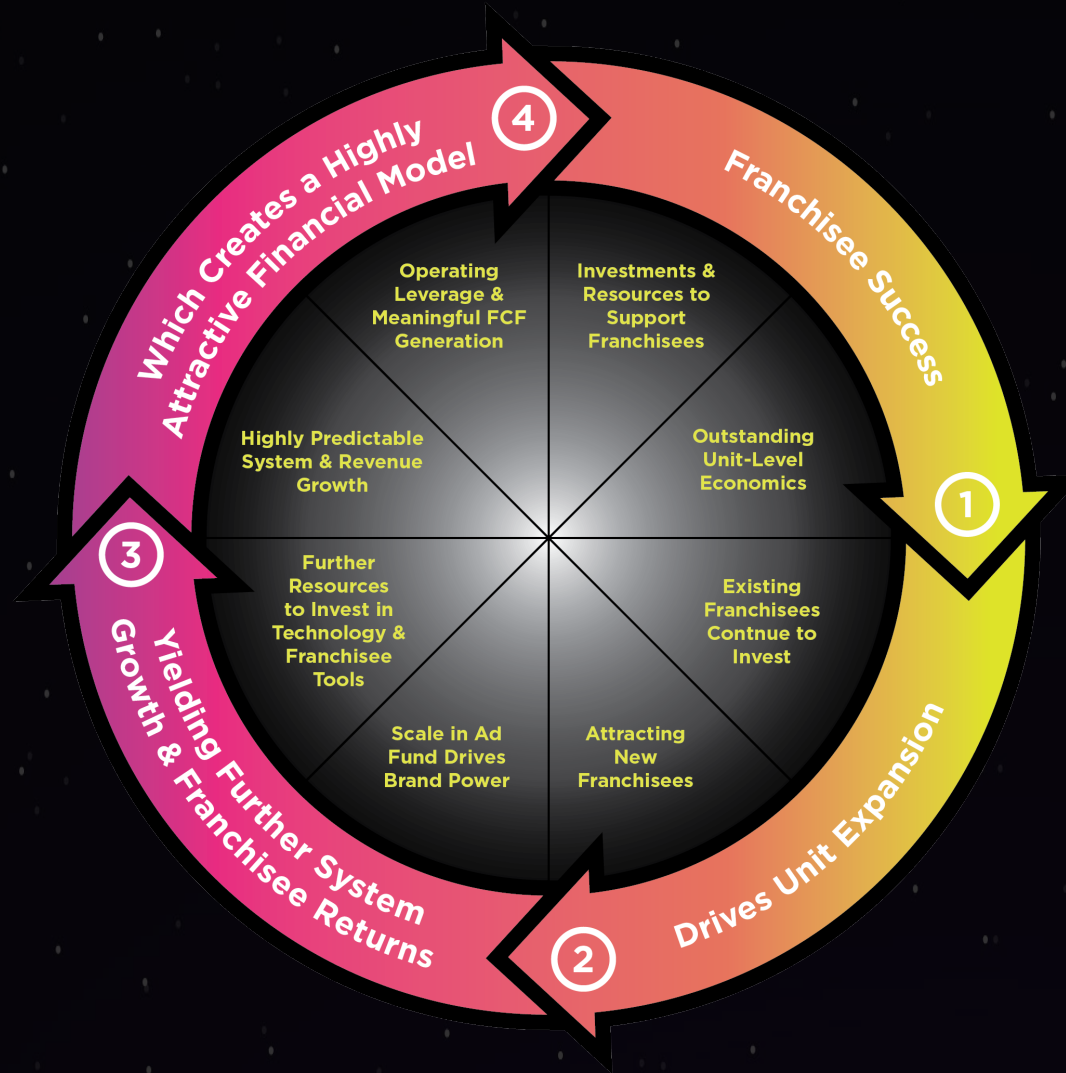
INFRASTRUCTURE

Build the team, systems, procedures and infrastructure to support the footprint of business to create operating leverage

The best businesses are bought not sold....



MONETIZING YOUR HARD WORK



Measuring Success

- ✓ Franchisee Economics
- ✓ Unit Growth
- ✓ Franchisee Pipeline/Mix
- ✓ Same Store Sales Growth
- ✓ Marketing Fund Size/Growth
- ✓ Recurring Revenue Mix
- ✓ EBITDA Margin Expansion/Operating Leverage
- ✓ FCF Generation/Conversion
- ✓ Franchisee Satisfaction (FBR)

5 FRANCHISE MILESTONES



Selling 1st
Franchise

Milestone
1



SELLING YOUR FIRST FRANCHISE



Franchise Disclosure Document

Item 5 – Initial Fees
Item 7 – Est. Initial Investment
Item 11 – Advertising
Item 12 - Territory
Item 19 – Financial Performance

Sales & Development Process

In-House vs Brokers and/or FSO

Process

Education
Qualifying Qualitative
Qualifying Quantitative
Discovery Days
Close

Days to first dollars: Hold the Franchisees hand every step of the Development process

Training & Operations Manual

NOTHING should be left up to the Franchisee to figure out

Brand Standards & KPIs protect the brand

Outlining Compliance Process
Coach them UP or OUT



SELLING YOUR 1ST FRANCHISE



Franchise Disclosure Document

Item 5 – Initial Fees
Item 7 – Est. Initial Investment
Item 11 – Advertising
Item 12 - Territory
Item 19 – Financial Performance

Sales & Development Process

In-House vs Brokers and/or FSO

Process

Education
Qualifying Qual & Quant
Discovery Days
Close

Days to first dollars: Hold the Franchisees hand every step of the Development process

Training & Operations Manual

NOTHING should be left up to the Franchisee to figure out

Brand Standards & KPIs protect the brand

Outlining Compliance Process
Coach them UP or OUT



SELLING YOUR 1ST FRANCHISE



Franchise Disclosure Document

Item 5 – Initial Fees
Item 7 – Est. Initial Investment
Item 11 – Advertising
Item 12 - Territory
Item 19 – Financial Performance

Sales & Development Process

In-House vs Brokers and/or FSO

Process

Education
Qualifying Qualitative
Qualifying Quantitative
Discovery Days
Close

Days to first dollars: Hold the Franchisees hand every step of the Development process

Training & Operations Manual

NOTHING should be left up to the Franchisee to figure out

Brand Standards & KPIs protect the brand

Outlining Compliance Process
Coach them UP or OUT

5 FRANCHISE MILESTONES



Break the 100
Unit Threshold



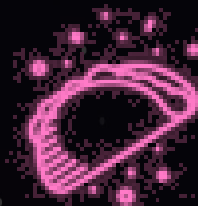
BREAK THE 100 UNIT THRESHOLD



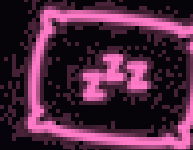
Only 15% Of Franchisors reach over 100 Units

It's not about the number....

- Your vision is coming to life
- Stay lean living off Franchise Fees
- Start building infrastructure
- Optimize consumer marketing strategy
- Recruit Franchisees to become multi-unit operators



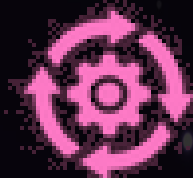
EAT



SLEEP



GRIND



REPEAT



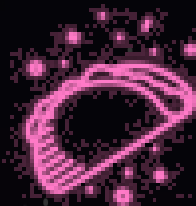
BREAK THE 100 UNIT THRESHOLD



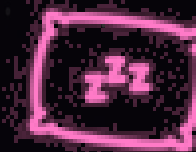
Only 15% Of Franchisors reach over 100 Units

It's not about the number....

- Your vision is coming to life
- Stay lean living off Franchise Fees
- Start building infrastructure
- Optimize consumer marketing strategy
- Recruit Franchisees to become multi-unit operators



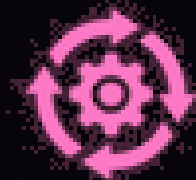
EAT



SLEEP



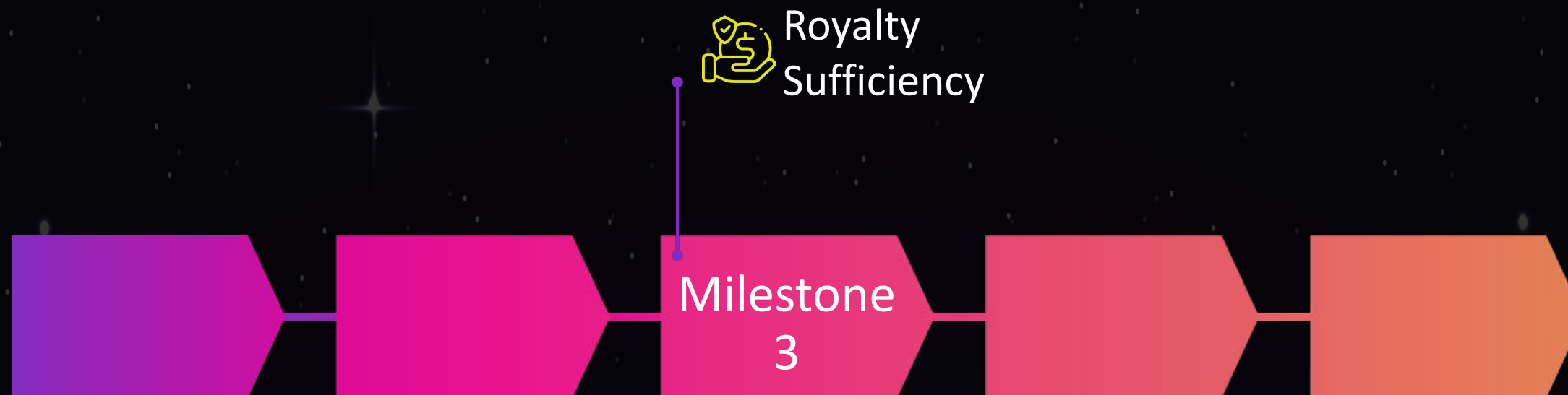
GRIND



REPEAT



5 FRANCHISE MILESTONES





ROYALTY SUFFICIENCY



DEFINITION: Your royalty fees cover the operating expenses of the Franchisor.

- HUGE ACCOMPLISHMENT! CELEBRATE!
- No longer dependent on initial Franchise Fees to cover overhead
 - Now is a good time to invest in capital projects, infrastructure and systems to better serve your Franchisees
- Allows you to be more selective with your Franchise candidates

Now the time to GROW your team...INCREASING OPEX





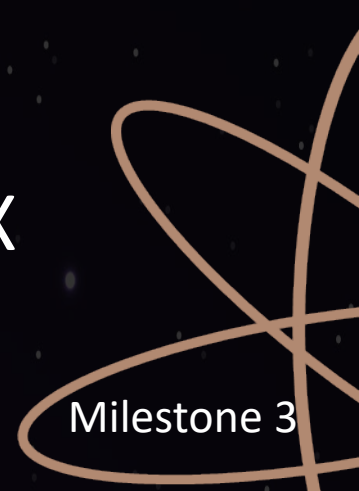
ROYALTY SUFFICIENCY



DEFINITION: Your royalty fees cover the operating expenses of the Franchisor.

- HUGE ACCOMPLISHMENT! CELEBRATE!
- No longer dependent on initial Franchise Fees to cover overhead
 - Now is a good time to invest in capital projects, infrastructure and systems to better serve your Franchisees
- Allows you to be more selective with your Franchise candidates

now the time to GROW your team...INCREASING OPEX





5 FRANCHISE MILESTONES



Milestone
4



Operating In
Your Sweet Spot



OPERATING IN YOUR SWEET SPOT



The Sweet Spot: Working on what only YOU can do AND what YOU like to do

1

Franchise
Sales

2

Design &
Construction

3

Marketing

4

Support &
Compliance

5

Legal

6

Technology

7

Human
Resources

8

Finance &
Accounting





OPERATING IN YOUR SWEET SPOT



The Sweet Spot: Working on what only YOU can do AND what YOU like to do

1

Franchise
Sales

2

Design &
Construction

3

Marketing

4

Support &
Compliance

5

Legal

6

Technology

7

Human
Resources

8

Finance &
Accounting



Fire yourself from roles not in your
sweet spot and hire an expert.



OPERATING IN YOUR SWEET SPOT



My Sweet Spot: Casting vision, creating strategies raising capital and leading people

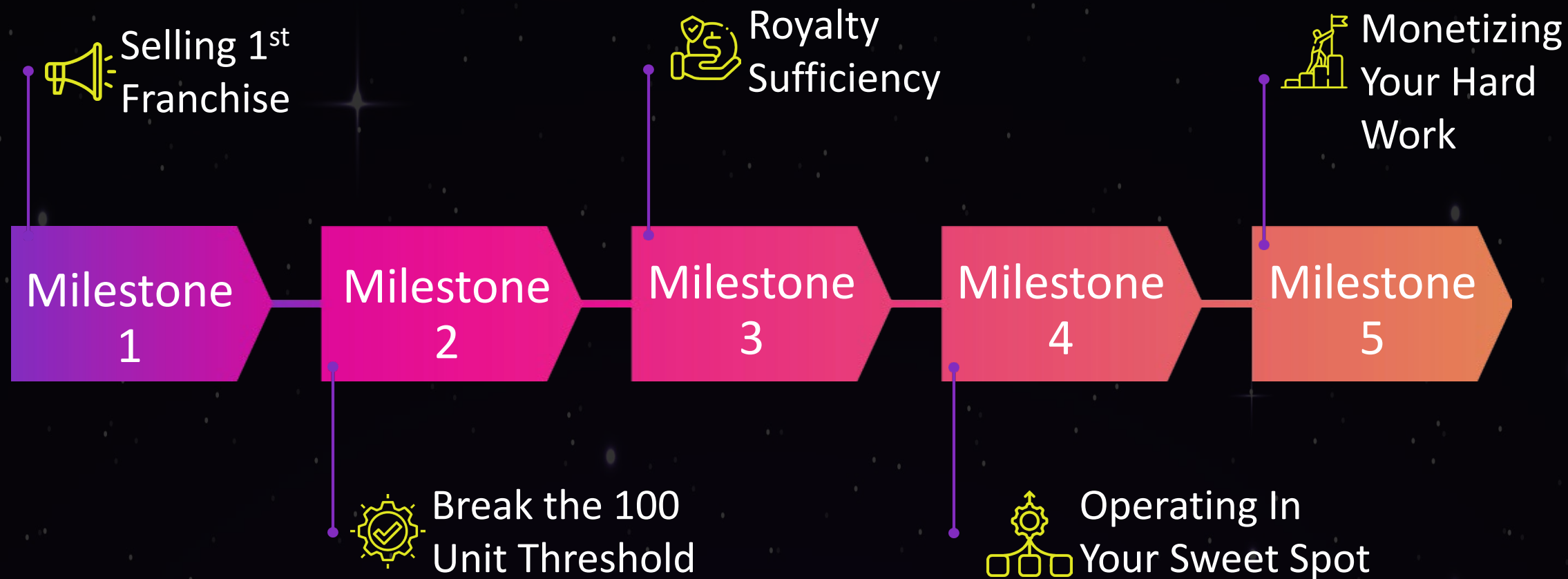


"You can have control or
growth....
But you can't have both."

- Craig Groeschel



5 FRANCHISE MILESTONES





5 KEYS TO SUCCESS

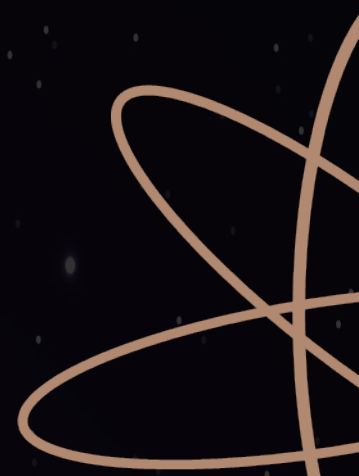


1) KNOW YOUR WHY

People don't buy what you do they buy why you do it!



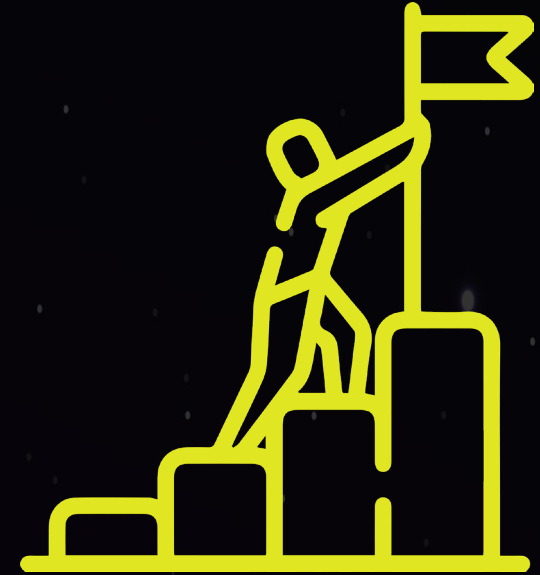
Our customers & team want a company that sells good products & services, and does good in the community



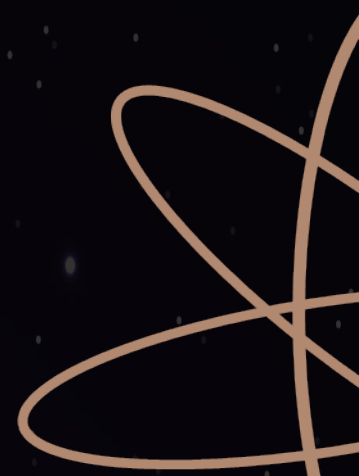


2) EMBRACE HARD

- **FRANCHISING IS HARD!**
- The moment we embrace hard, it no longer is hard
- Everything worthwhile is up hill!
- Shortcuts don't payoff



Are you going to wing it or work for it?





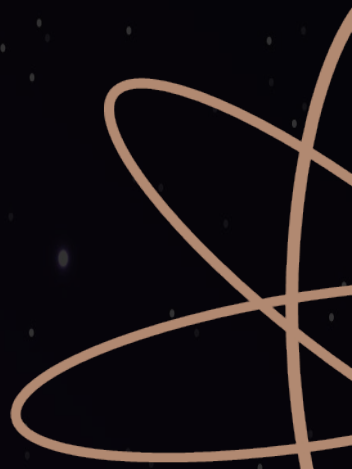
Winners and losers have the
same goals.



2) EMBRACE HARD

- Everyone wants to:
 - Break the 100-unit threshold
 - Become royalty sufficient
 - Operate in their sweet spot
- But not everyone wants to put in the work on their habits and Process

The secret to all victory lies in the organization of the non-obvious



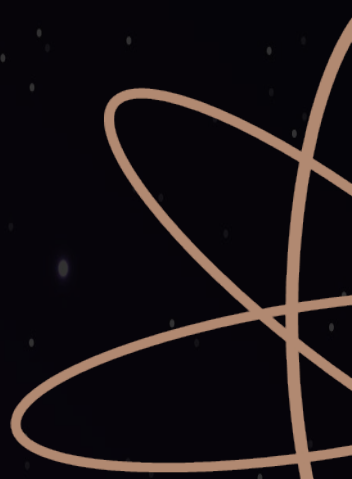


3) PURSUE PERFECTION

You are not in business to be average; you are in business to be exceptional.

- EXCEPTIONAL services, Products & Experiences for your Customers.
- EXCEPTIONAL work environments for your Team.
- EXCEPTIONAL businesses for your Franchisees.

Get on the Relentless Pursuit of Perfection
to which you will never achieve.



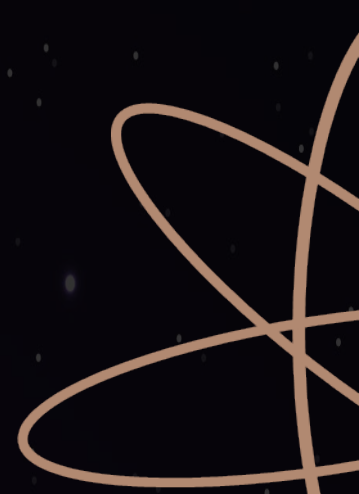


3) PURSUE PERFECTION

You are not in business to be average; you are in business to be exceptional.

- EXCEPTIONAL services, Products & Experiences for your Customers.
- EXCEPTIONAL work environments for your Team.
- EXCEPTIONAL businesses for your Franchisees.

Get on the Relentless Pursuit of Perfection
to which you will never achieve.

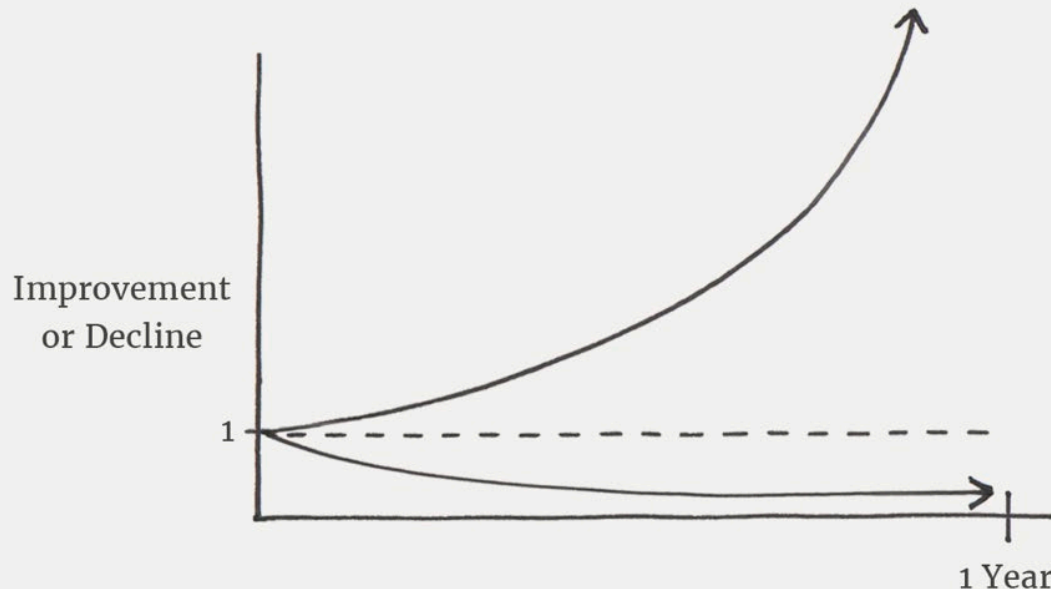


3) PURSUE PERFECTION



The Power of Tiny Gains

1% better every day $1.01^{365} = 37.78$
1% worse every day $0.99^{365} = 0.03$



If you improve by
1% daily, then you
will be 37x better at
the end of 1 year

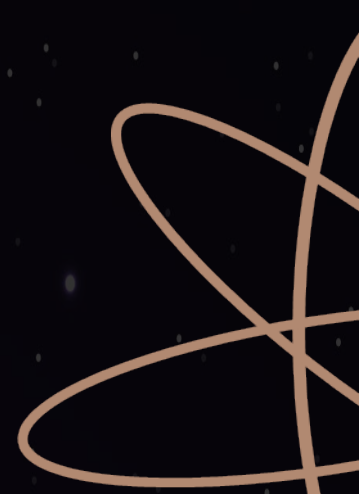


3) PURSUE PERFECTION

How Can You Improve Each Area Of Your Business?

Franchise Sales	Design & Construction	Marketing	Operations Compliance
Legal	Technology	Human Resources	Finance & Accounting

Improve 1% daily in each area



4) ENJOY THE JOURNEY



The Journey Never Ends



4) ENJOY THE JOURNEY



Problem

Problems are just mile markers on the road to your destiny





4) ENJOY THE JOURNEY



If it was easy everyone would be doing it

YOUR PLAN.



Selling 1st
Franchise



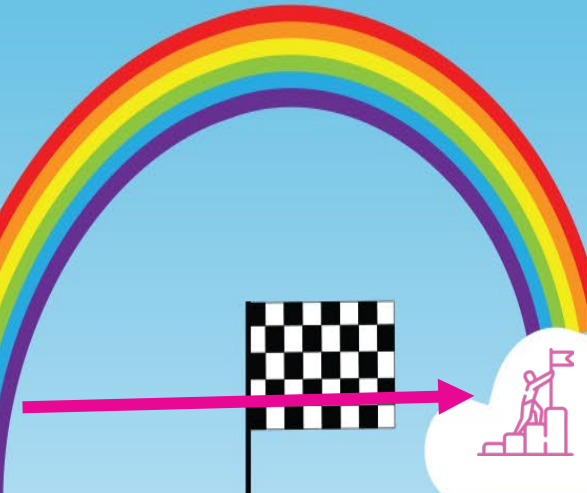
Break the 100
Unit Threshold



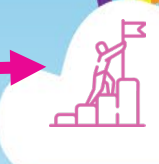
Royalty
Sufficiency



Operating In
Your Sweet Spot



Monetizing Your
Hard Work



"There is no such thing as two
good consecutive days in a
leader's life."

- John Maxwell

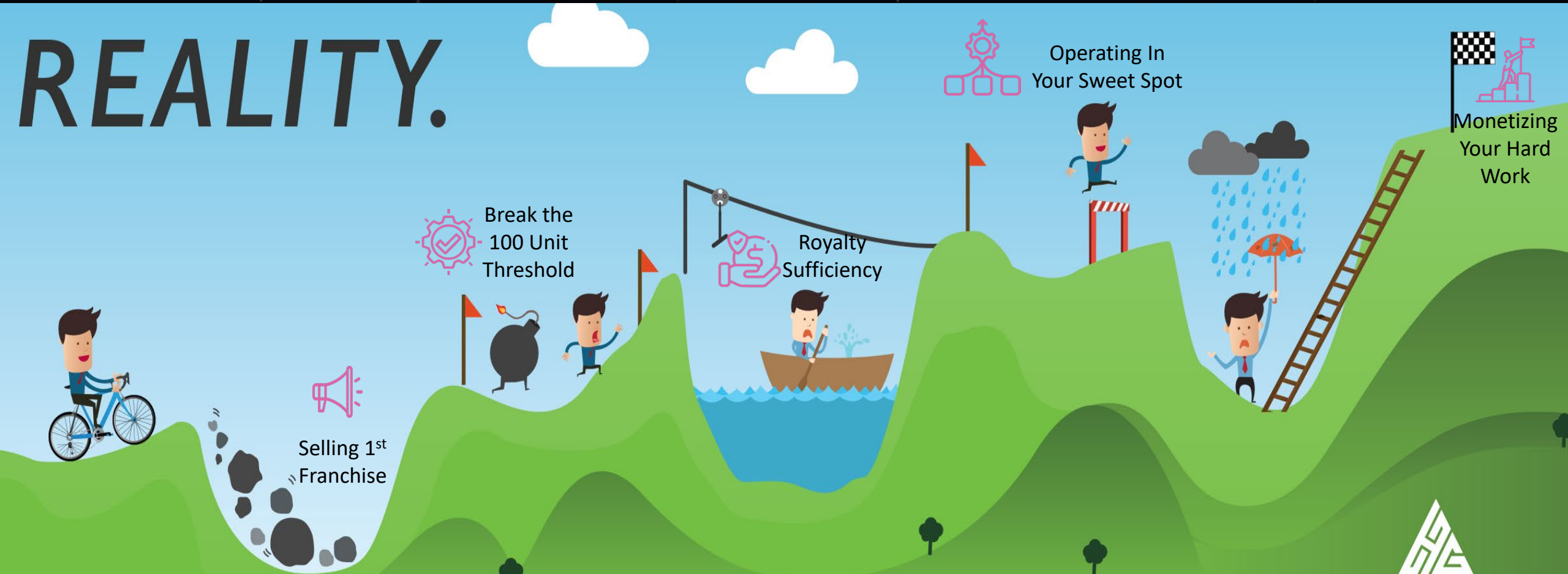


4) ENJOY THE JOURNEY



Hundreds of Mile Markers You Must Cross

REALITY.

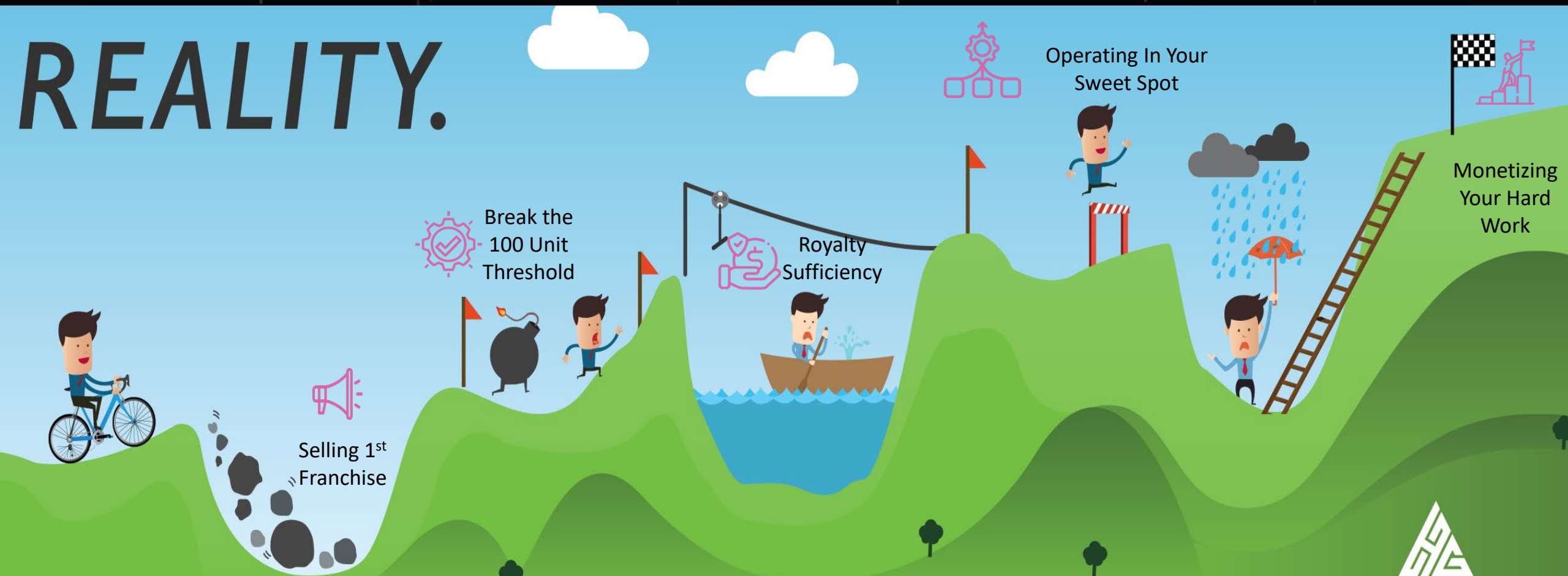




4) ENJOY THE JOURNEY

Hundreds of Mile Markers You Must Cross

REALITY.





5) DON'T QUIT

The Most Powerful Outcomes are Delayed



Plateau of Latent Potential

The lag time between when you think it should happen and when it actually happens.



5) DON'T QUIT

The Most Powerful Outcomes are Delayed



- Every Bank, Investor, Landlord told me I was crazy
- I had no Franchise experience
- I was banned from the International Association of Trampoline Parks for challenging the status quo
- I was told our business would not survive COVID
- I was told starting the world's First Youth Enrichment Platform was crazy

5) DON'T QUIT



- Will it be easy? *NO*
- Will you be misunderstood? *YES*
- Will you be called CRAZY? *YES*
- Will you feel like a square peg in a round hole? *YES*

Greatness is just around the corner



5 Franchise Milestones



Selling 1st Franchise



Break the 100 Unit
Threshold



Royalty Sufficiency



Operating In Your Sweet
Spot



Monetizing Your Hard
Work

5 Keys to Success

- 1) Know your why
- 2) Embrace hard
- 3) Pursue perfection
- 4) Enjoy the journey
- 5) Don't quit

Q & A



Business Headwinds and Tailwinds: Turning Opportunities into your Brand Success Story



EMERGING	2
FRANCHISOR	0
CONFERENCE	2
NOVEMBER 2-4	2

Nashville, TN



**Meg Roberts, CFE,
CEO & President,
The Lash Lounge**



**Rob Price, CEO
School of Rock**



**Steve White,
CEO, PuroClean**



**Christina Russell, CFE,
CEO, Radiance Holdings**

What's Up Next?

- 6pm-7pm, Happy Hour: HQ Beercade Nashville, 114 2nd Ave S
 - Meet in lobby at 5:45pm to walk over.
- Thursday breakfast: 7:45am-8:15am in foyer with sponsors.

Franchisor & Franchisee Attendees

- Thursday Sponsored Dine Arounds: If you registered, there is a label on the back of your name badge for location. If you don't see this and would like to attend, please go to registration desk.



EMERGING

2

FRANCHISOR

0

CONFERENCE

2

NOVEMBER 2-4

2

Nashville, TN