

TOGETHER

WE

ARE

FRANCHISING

IFA2018
CONVENTION

FEBRUARY 10–13, 2018

PHOENIX CONVENTION CENTER
& SHERATON GRAND PHOENIX
PHOENIX, AZ

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**REGISTER
NOW!**

WWW.FRANCHISE.ORG/CONVENTION

"It's my first IFA [annual convention], I'm a new member and the people have been so willing to share, even our closest competitor. I'm grateful to be here."

Viktoria Kazsamer
Franchise Director
United Water Restoration Group

"We were able to make really great connections with some suppliers who can help us grow our business, so that was quite valuable. The opportunity to meet with these guys is always important for our business."

Marcos Moura
Chief Development Officer
Amada Senior Care

"This is a must-attend conference, incredible attendees, incredible content, incredible speakers. Those who attend here are absolutely focused on sharing what they know with others – amazing."

Greg Snyder
Associate Vice President Business Partnerships
CapitalOne

Who Will You Meet?

Franchisor Attendee Job Type*

25%

C-Suite Executives

25%

Franchise Development and Sales Executives

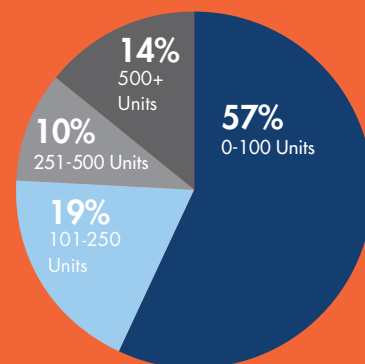
12%

Marketing and Technology Executives

7%

Operations Executives

Franchisor Attendance by System Size*



Franchisor Attendance by Industry



* Breakdown from 2017 Convention

franchise.org/convention



Dear Colleagues,

I am excited to invite you to sunny Phoenix, Arizona to join thousands of your fellow business leaders in franchising at IFA's 58th Annual Convention — IFA2018! Mark your calendars now for February 10-13, 2018, you don't want to miss the premier franchising event of the year.

The world of franchising is changing rapidly. Now more than ever, the franchising community needs to band together and fortify the franchise business model. It's time for us to challenge the status quo and foster an industry-wide culture of true innovation. If we don't protect, enhance and promote the business model, someone else will.

The IFA 2018 Annual Convention is your opportunity to be a part of the franchising family, share your story, connect with peers and learn from leading subject-matter experts in various formats that can help increase profitability and transform your business. Endless solutions and services to improve the bottom line, unique experiences that you'll remember, educational tracks tailored to your line of work — all of this and much more at IFA2018.

You'll get a glimpse into the future of franchising as young entrepreneurs pitch business plans to Shark Tank star Daymond John, founder and CEO of FUBU, who is serving as a special guest judge for the Franchise Education and Research Foundation's NextGen in Franchising Global Competition. Disruptive presentations from keynote speakers and industry veterans focused on transformational trends will provide insights on how to develop your business and personal brand. Music Paradigm, a business development exercise involving a live professional orchestra, will lead an unforgettable session, unlike anything ever experienced at an IFA Convention.

IFA2018 will also witness the return of the Emerging Franchisor Bootcamp, which offers up-and-coming brands with 100 units or less the chance to see how franchise companies grow through the emerging phase, and meet with executives who will share tips on how to avoid the typical mistakes in getting to critical mass. Space is limited to 500 franchisors and the inaugural event at IFA2017 was sold out months in advance, so register early to secure your spot at the 2018 Emerging Franchisor Bootcamp.

IFA's Convention Committee is hard at work focusing on creating an experience for each and every attendee that is sure to offer a phenomenal return on investment. There are also some surprises that will be rolled out over the coming months, so stay tuned!

IFA2018 will focus on positive, inspirational and timely messages that will have a long-lasting impact on your business. Join us as we chart the future of franchising, together!

*Together, We Are Proud Entrepreneurs and Job Creators.
Together, We Are Community and Family.
Together, We Are Driving Innovation and Creating Growth.
Together, We Are Franchising.*

Shelly Sun, CFE

CEO & Founder, BrightStar Franchising, LLC
IFA Chairwoman of the Board
Convention Committee Chair

2018 Convention Committee

We extend our sincere thanks to our volunteer members for assisting us in developing a relevant and dynamic convention program that speaks to the needs of our diverse franchise audience.

CHAIR: Shelly Sun, CFE, CEO & Founder, BrightStar Franchising, LLC; IFA Chairwoman of the Board

VICE CHAIR: Liam Brown, President, Franchising, Owner Services and MxM Select Brands, North America, Marriott International

Susan Beth, CFE, COO, NRD Capital

Joel Buckberg, Shareholder, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

Alvar Centers, CFE, Strategic Accounts and Partnerships, Qvinci Software LLC

Charlie Chase, President & CEO, First Service Brands

Stephen Dixon, CFE, CDO, Children's Lighthouse Learning Centers

Chris Dull, CFE, President & CEO, Global Franchise Group, LLC

Mara Fortin, Owner, Nothing Bundt Cakes, San Diego, CA

Steve Greenbaum, CFE, Consultant, MBE Worldwide & IFA Past Chair

Tamra Kennedy, Franchisee Owner - Taco John's, Twin City TJ's, Inc.

Dan Monaghan, Managing Partner, Clear Summit Group

Mary Ann O'Connell, CFE, President, FranWise®

Matt Phillips, CFE, President, AdvantaClean Systems, Inc.

Michelle Rowan, CFE, President, Franchise Business Review

Karen Satterlee, CFE, VP & Senior Counsel, Hilton Worldwide

Michael Seid, CFE, Chief Concept Officer, CFWshops

Jim Squire, CFE, EVP & CDO, Firestorm

Tony Valle, CFE, Founder & CEO, ELM Performance Group

SPONSORS THANK YOU TO OUR SPONSORS (at press time)



GARDERE



SCHEDULE-AT-A-GLANCE

Friday, February 9, 2018

7:30 am – 10:00 am	ICFE Registration Desk
9:00 am – 5:00 pm	Concurrent ICFE Special Sessions*
11:00 am – 4:00 pm	Franchising Gives Back*

Saturday, February 10, 2018

7:00 am – 7:30 pm	Registration
7:30 am – 9:00 am	Finance Committee
8:00 am – 5:00 pm	International Lounge
8:00 am – 5:00 pm	Franchisee Hospitality Lounge
8:00 am – 9:30 am	Franchisor Forum
8:00 am – 10:00 am	Diversity Institute Advisory Board
8:00 am – 10:00 am	Marketing & Innovation Committee
8:00 am – 10:00 am	Membership Committee
8:00 am – 10:00 am	VetFran Committee
8:30 am – 10:30 am	Women's Franchise Committee
8:30 am – 4:30 pm	NextGen Orientation & Accelerator Session (for winners & advisors)
9:00 am – 5:00 pm	Concurrent ICFE Special Sessions*
9:30 am – 11:30 am	IFA Executive Committee Meeting
10:00 am – 12:00 pm	Franchise Relations Committee
10:00 am – 12:00 pm	Franchising in the Social Sector Task Force
10:00 am – 4:30 pm	NextGen Scholarship Winners Meeting
11:30 am – 12:45 pm	Past Chairmen's Council
11:30 am – 5:45 pm	Annual Leadership Conference*
1:00 pm – 5:00 pm	IFA Board of Directors' Meeting
3:00 pm – 4:00 pm	Supplier Forum Orientation
4:15 pm – 5:15 pm	New Member & First-Time Attendee Orientation
5:00 pm – 6:00 pm	NextGen Reception (by invitation only)
5:15 pm – 6:15 pm	New Member & First-Time Attendee Reception
6:30 pm – 8:00 pm	The Buzz

Sunday, February 11, 2018

7:00 am – 7:00 pm	Registration
7:30 am – 8:00 am	SF Advisory Board & Membership Meeting
7:00 am – 8:30 am	Prayer Breakfast*
8:00 am – 5:00 pm	International Lounge
8:00 am – 5:00 pm	Franchisee Hospitality Lounge
8:30 am – 10:00 am	SPECIALTY SEMINARS <ul style="list-style-type: none"> How Social Franchises are Addressing Complex Problems in the Developing World Jump Start Your Franchise Development – Developing a Winning Strategy with Diversity & Inclusion How to Recruit Veterans to Grow Your Brand with New Successful Leaders and Franchisees

8:30 am – 11:30 am SUMMIT PROGRAMS

- Digital Marketing & Innovation Summit
- Elements of Successful Franchising
- Financial Summit
- Franchise Development/Sales Summit
- Franchise Relations Summit
- International Summit – Track One
- International Summit – Track Two
- Joint Employer Issues Summit
- Operations Summit

8:30 am – 11:30 am NextGen Competition—Round One

10:00 am – 11:30 am MINI SUPER SESSIONS

- Franchising at the Speed of Trust: Tools to Leverage and Operationalize the One Thing that Changes Everything
- Procrastinate on Purpose: The 5 Permissions You Need to Say No
- Franchise Success is Built on Knowing Who You Are

11:15 am – 12:30 pm Lunch Buffet Available

12:00 pm – 12:45 pm FranPAC VIP Event*

1:00 pm – 2:45 pm OPENING GENERAL SESSION

3:00 pm – 4:30 pm

CONCURRENT SESSIONS

- Best Practices for Effective Financial Performance Representation Under New Item 19 Standards
- Best Practices of Franchise Business Consultants: Effectively Providing Constructive Feedback and Sharing Systemwide Successes to Encourage Change
- Beyond Validation: Using Franchisee Satisfaction Data to Build a Stronger Brand**
- Communicating Big Change in Your Franchise System**
- Creating a Positive Culture: Vision Statements, Core Values – How Do You Establish and Maintain as Your System Grows, and New Staff and Franchisees are Added?*
- C-Suite Think Tank/Forum Exchange
- Driving Franchise Growth in this Age of Disruption—Understanding the Changing Landscape of Franchise Development and Today's Strategies of Success**
- EOS and Traction FOR FRANCHISORS: Get a Grip on Your Business
- How and When Should You Target Multi-Unit Franchisee Owners
- Metric Matters: Identifying and Implementing the Key Drivers of Unit Profitability
- Systematize Everything! What Got You Here, Won't Get You There. How Brand Consistency and a Culture of Continual Improvement Accelerated Franchise Network Growth**
- The KPIs and Analytics that Matter – How to Measure Content Marketing Programs
- The Power of the Franchisee Voice: Effective Advocacy in DC
- Thriving in an Uncertain World
- Unit Level Economics – The Cupid's Arrow of Franchising**

4:30 pm – 8:00 pm

Chairwoman's Reception with Exhibitors

4:45 pm – 5:45 pm

CFE Celebration with Graduates (by invitation only)

4:45 pm – 6:00 pm

Franchisee VIP Meet & Greet

4:45 pm – 6:15 pm

Legal Legislative Committee

4:45 pm – 6:30 pm

International Committee Meeting

8:00 pm – 9:30 pm

International Reception

Monday, February 12, 2018

7:00 am – 6:00 pm

Registration

7:30 am – 9:00 am

Power Breakfast with Exhibitors

8:00 am – 5:00 pm

International Lounge

8:00 am – 5:00 pm

Franchisee Hospitality Lounge

9:20 am – 11:30 am

SUPER SESSION WITH MUSIC PARADIGM

11:45 am – 1:15 pm

Networking Lunch with Exhibitors

11:45 am – 1:15 pm

Franchisee Forum

11:45 am – 1:15 pm

EF Board of Trustees & Strategic Planning

1:30 pm – 3:00 pm

CONCURRENT SESSIONS

- Beyond Validation: Using Franchisee Satisfaction Data to Build a Stronger Brand**
- Case Studies in International Growth
- Communicating Big Change in Your Franchise System**
- Creating a Positive Culture: Vision Statements, Core Values – How Do You Establish and Maintain as Your System Grows, and New Staff and Franchisees are Added?*
- Driving Franchise Growth in this Age of Disruption—Understanding the Changing Landscape of Franchise Development and Today's Strategies of Success**
- EOS and Traction FOR FRANCHISEES: Get a Grip on Your Business
- Executing a Strategic Brand Refresh
- How to Engage your Franchisee Convention Attendees and Non-Attendees
- How to Use Census Data to Grow Your Business
- Know Before You Go: Tailoring Your Visit to a Specific Franchisee's Needs
- Systematize Everything! What Got You Here, Won't Get You There. How Brand Consistency and a Culture of Continual Improvement Accelerated Franchise Network Growth **
- Tools, Tips and Techniques for Finding, Hiring and Retaining Top Talent (For Franchisees)
- Unit Level Economics – The Cupid's Arrow of Franchising**
- What Every Franchisor Must Know About the New Revenue Recognition Rules – Understanding and Navigating ASC 606

3:20 pm – 5:05 pm

Business Solution Roundtables

3:30 pm – 5:00 pm

NextGen InnerVation Lab* (by invitation only)

5:15 pm – 6:15 pm

International Attendees Networking Event

5:15 pm – 6:45 pm

ICFE Board Meeting

5:15 pm – 7:15 pm

Reception with Exhibitors

8:00 pm – 11:00 pm

The Bash

Tuesday, February 13, 2018

7:30 am – 12:00 pm

Registration

8:00 am – 9:45 am

Continental Breakfast with Roundtables (breakfast available at 7:30 am)

10:15 am – 12:15 pm

CLOSING GENERAL SESSION WITH BRUNCH (brunch available at 9:45 am)

12:15 pm

Convention Officially Adjourns

12:45 pm – 4:30 pm

Emerging Franchisor Bootcamp* (post-convention workshop which is open to the first 500 franchisors with 100 units or less to sign up.)

*Separate fee and/or separate registration required.

** This session will be offered during both concurrent breakout session time slots.

First time attending IFA's Annual Convention?

What are the must-attend events? How do I know what sessions are best to attend for my business needs? Where is the best place to meet and network with other attendees? We have those answers for you here! Just follow the three steps below, and you'll be sure to leave knowing you took advantage of all that this convention has to offer.

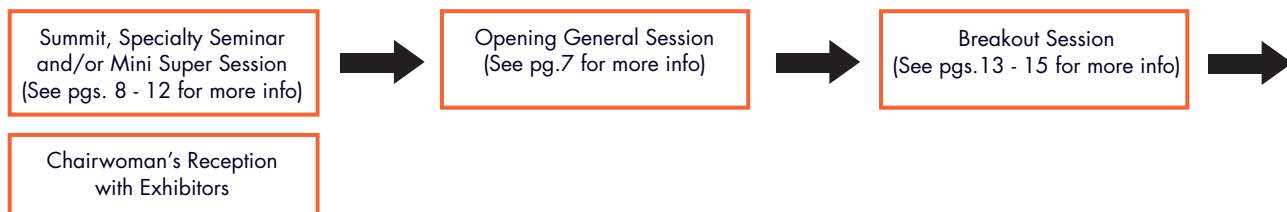
- 1 Study the entire convention program schedule on our website or in this brochure, as well as the suggested schedules by focus track on our convention web page.
- 2 Download our convention mobile app.
- 3 When you arrive in Phoenix, make sure you stop by our registration desk to pick up your badge and final show guide. Depending on when you check-in, you can head to your first event. There are many networking and educational opportunities at the 2018 Annual Convention. Check out the roadmap below for which events we recommend you attend to help you with planning, and let the fun begin!

First-Time Attendee Roadmap

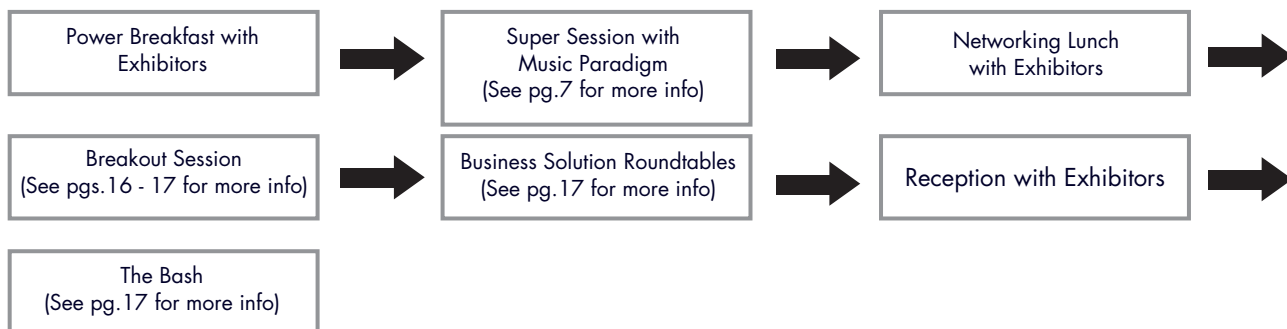
Saturday, February 10



Sunday, February 11



Monday, February 12



Tuesday, February 13



"Looks like I should plan to attend everything!" Close to it! There is so much to see and do, so many people to network with, so many connections to be made – bring lots of business cards - and so many things to learn. It really is about finding the right events and sessions for your business needs. IFA staff are always available before the convention, as well as on-site, for any questions you may have. We know you'll find IFA's Annual Convention to be an event you will want to attend each year!

2018 General Sessions: Featured Presentations

Our general session programming will feature high-quality content to propel franchising forward and further unify our great community.

Sunday, February 11



We will kick-off our 58th annual flagship event with a powerhouse keynote speaker who will set the stage for an exciting, dynamic and unforgettable convention experience. A world-class thought leader will provide learnings that will have a direct impact on the future of your franchise business – stay tuned for more information coming soon! In addition, our Chairman of the Board, **Shelly Sun**, and President & CEO, **Robert Cresanti**, will address the audience with “state of the association” updates so you know exactly what is happening within the industry, and what IFA is doing to help strengthen and protect your business.

Monday, February 12



MUSIC PARADIGM

Join us for what is sure to be an awe-inspiring session with Music Paradigm. Unlike anything offered at IFA Convention before, this presentation will leave you and members of your team with a renewed sense of purpose.

SO WHAT IS MUSIC PARADIGM?

Music Paradigm is an engaging and unforgettable experiential learning experience which places the audience amidst a live professional orchestra to simulate business challenges using music as a metaphor. Under the leadership of Maestro Roger Nierenberg, exercises between conductor and musicians demonstrate leadership lessons in an authentic way that speaks to the importance of teamwork, responsibility, effectiveness and unity in any type of organization, but in our case, the franchise system. In a highly customized and interactive session, your attention will be drawn to fascinating and unexpected organizational dynamics within the orchestra that have a direct correlation to your own business, and will teach you how to foster a culture of high-performing teams that produce remarkable results. Leading companies all over the world, including many successful franchise brands, have enlisted Music Paradigm for their own training exercises with astounding results.

The CEO and President of Cushman & Wakefield had this to say about Music Paradigm:

“You far exceeded my expectations. . . the music, the orchestra, and your use of this medium to promote the importance of leadership, responsibility and teamwork were extraordinary.”

While the CEO and President of Northrup Grumman had this to say:

“This was probably the single most effective group experience they’ve ever had in a business management off-site.”

For more information about this extremely unique educational experience that will keep you on the edge of your seat, visit www.musicparadigm.com.

Tuesday, February 13

What is the next big idea that will transform the way we do business?

Join us on Tuesday morning to take part in an exciting new general session format that will not only entertain and keep your interest, but will deliver high-value content. During our closing event, IFA will feature several rapid-fire, high-energy, presentations by franchisors that share **“TRANSFORMATIONAL STORIES IN FRANCHISING.”** We need to face it, what’s worked in the past may not work in the future – the world is changing at such a rapid pace that we have no choice but to change with it and **disrupt** the way we normally look at operating our businesses. We invite you to imagine the world-renowned TED Lecture Series featuring presentations that are no more than 15-minutes each. Hear from **Dale Carnegie’s CEO, Joe Hart**, about One Carnegie – an initiative to open up an unprecedented new level of transparency and cooperation between corporate offices and their franchise network; **InXpress’ CEO, Dustin Hansen**, about how they innovated and created a breakthrough in Franchise Development by using existing franchisees as both Development Directors for recruitment and as Field Consultants for onboarding; and **Ben & Jerry’s Global Senior Manager of Operations and Training, Colette Hittinger**, about Ben & Jerry’s Core Academy – an initiative to make the entry level jobs in their scoop shops as impactful and foundational as possible to build future leaders.

AND NOT TO BE MISSED: the NextGen Global Competition is back by popular demand!

From more than a thousand applications, twenty young entrepreneurs have been selected to compete in the NextGen Global Competition during the IFA Annual Convention. **Shark Tank** star **Daymond John** will lead a panel of judges for the final round of the Global Competition on Tuesday, Feb. 13, when the top three finalists pitch their concepts for cash prizes and potential investments from judges and attendees. Daymond is a serial entrepreneur, CEO, award-winning businessman, and founder of billion-dollar company FUBU who can be seen on ABC’s three-time Emmy Award winning series, *Shark Tank*.

NextGen
A NEW GENERATION IN
FRANCHISING



**Shark Tank star
Daymond John**

SATURDAY HIGHLIGHTS

11:30 am - 5:45 pm

Annual Leadership Conference



Leadership: The Formula for Success

This year's Annual Leadership Conference will feature a keynote presentation from **Don Fox**, CEO of Firehouse Subs, sharing his formula for success and what franchisors and franchisees need to do to be successful. We'll also hear from our "Brass Tacks Council" a panel discussion made up of experienced senior-level franchise executives sharing insights, tools and best practices in leadership and business development. The panel will be moderated by the Women's Franchise Committee Vice Chair, **Marisa Faunce**, Partner, Plave Koch, and include **Susan Boresow, CFE**, President, TITLE Boxing Club, **Christina Russell, CFE**, President, Camp Bow Wow and **Sean Falk, CFE**, Owner, Great American Cookies & Pretzelmaker of Huston, TX. Prior to closing out the day with a networking reception, we'll discuss a real-world case study of an actual franchise system— the system in question will remain a mystery until the end of the event! Drawing on the content of the day, groups will be charged with arriving at solutions to address the challenge presented. Conclusions will be shared and the mystery case study will be revealed at the end.

Your attendance at the Annual Leadership Conference will earn you 100 Educational Credits towards completion of the Certified Franchise Executive (CFE) accreditation.



The Annual Leadership Conference is open to all fully-registered Convention attendees for an additional \$125 per person. Lunch, presentations and reception are all included in the registration fee.

5:15 pm – 6:15 pm

New Member & First-Time Attendee Reception

New IFA members and first-time convention attendees are invited to get acquainted with their franchise community colleagues, meet their Ambassador and other IFA Leaders and find out how to make the most of their IFA membership and Convention experience!



THE BUZZ

6:30 pm – 8:00 pm

The Buzz

Join us for good food, drinks and live music to help us kick off the start of IFA2018 with a bang! Don't miss the first opportunity to network and have fun with your peers at The Buzz!

SUNDAY HIGHLIGHTS

7:00 am – 8:30 am

Prayer Breakfast

A non-denominational event, the Prayer Breakfast is a great way to start the day with music, reflection, inspirational speakers and food for both body and mind. Jump start the day of concurrent educational sessions, networking engagements and high-powered business meetings with a bit of reflection. The Prayer Breakfast is offered on a complimentary basis to the first 400 fully-registered convention attendees on a first-come, first-served basis (advance registration is requested).

8:30 am – 10:00 am

Specialty Seminars

How Social Franchises are Addressing Complex Problems in the Developing World

(This seminar is relevant to all system sizes.)

Developed by the Social Sector Task Force



This interactive panel and audience discussion will examine commercial franchise approaches to complex issues in the developing world.

- The issues faced by OSU's Global Water Institute in re-establishing well water, local delivery and seasonality issues in Tanzania are unique and difficult. Franchising instead of classic NGO models was chosen because of the promise of consistent quality and sustainability.

- The structure of the GWI franchise offering and approach will be examined. In this session, the audience, based on their experience in commercial franchising, will be challenged to look at the issues GWI is facing, and recommend changes to their adopted strategy.

Moderator: **Michael Seid, CFE**, Managing Partner, MSA Worldwide and Chair, IFA Social Sector Task Force

Speaker: **Marty Kress**, Executive Director, The Ohio State University Global Water Institute

Jump Start Your Franchise Development – Developing a Winning Strategy with Diversity & Inclusion

(This seminar is relevant to all system sizes.)

Developed by the Diversity Institute Advisory Board

This specialty workshop will explore the state of diversity in franchising and provide an overview of the changing demographics in the United States. If you are looking to grow your brand, expand your customer base and increase earnings potential, this is the session for you. Panelists will include a representative from a leading national organization, a successful diverse franchisee and a franchise system which has implemented a great strategy for finding and attracting diverse candidates.

Moderator: **Earsa Jackson, CFE**, Partner, Strasburger & Price, LLP

Speakers: **Dawn Chase**, Director, Diversity and Inclusion, NAACP; **John "JD" Draper, CFE**, CEO, Viridian Group, LLC; **Larry Hughes**, VP, Franchise Systems, 7-Eleven, Inc.

How to Recruit Veterans to Grow Your Brand with New Successful Leaders AND Franchisees

(This seminar is relevant to all system sizes.)

Developed by the VetFran Committee



We are all looking for strong leaders to help us grow our brands, respectively. Great brands begin and grow with great people. This is a new and emerging source for leaders that is often overlooked! Whether it be in senior management, operations, technology or other areas of responsibility, this panel spotlights several examples of brands who have recruited and gained great leaders as employees from the veteran ranks, and the specific processes and actions taken to achieve their results. Hear about key tools, programs and resources to help you find more of the right leaders for your brand, along with a refresher on new tools to help you tap into the growing number of military veterans looking for the right franchise opportunity!

Moderator: **Eric Stites, CFE**, CEO, Franchise Business Review

Speakers: **Chris Adkins, CFE**, VP, Franchise Sales, The UPS Store;

Reed Nyffeler, CEO, Signal 88 LLC

8:30 am – 11:30 am

Summits

27th Annual Elements of Successful Franchising

(This summit is relevant to all system sizes.)

- What are the trends franchisors will be facing?
- Regulatory Update: the latest on employment and other regulatory challenges impacting franchisees, franchisors and the franchise relationship.
- Maintaining a solid franchisor/franchisee relationship in good times and in bad.
- International growth amid political uncertainty.
- Continuing challenges facing franchisors and franchisees.

Speakers: **Liam Brown**, President, Franchising, Owner Services and MxM Select Brands, North America, Marriott International; **Richard Greenstein, CFE**, Partner & Chairman, Franchise and Distribution Practice, DLA Piper LLP (US); **Tom Kaiser**, Associate Editor, Franchise Times Corp.; **Rick Morey, CFE**, Partner, DLA Piper LLP (US)

Digital Marketing & Innovation Summit

(This summit is relevant to all system sizes.)

Developed by the Marketing and Innovation Committee

The Digital Marketing & Technology Summit will address the latest trends in digital marketing and the tools that franchise companies need in today's ever changing marketing landscape. You will learn from leading experts and your peers about what is working in franchise marketing campaigns and what isn't. Case studies from franchising's leading companies will be presented followed by over 40 solution roundtables where you can learn more tools-of-the-trade in an intimate setting. If you are a marketing or technology professional, you won't want to miss this popular summit.

Featured Keynote Speaker: **Doug Zarkin**, VP & Chief Marketing Officer, Pearle Vision

Financial Summit

Part 1: Financing Strategies for Emerging Brands

(This session is most relevant to systems with 0 – 100 units.)

This interactive session will address the specific needs and challenges of emerging franchise brands in helping their franchisees access efficient financing. The first 30 minutes will feature a diverse set of panelists discussing the state of franchise financing, and the final hour will dive into a curated workshop focused on your brand's data. Areas of discussion will include:

- Key metrics lenders focus on.
- What your FDD says about your brand.
- How to prepare franchisees for multi-unit growth.

Moderator: **Ron Feldman, CFE**, CDO, ApplePie Capital, Inc.

Speakers: **Mara Fortin**, Owner, Nothing Bundt Cakes, San Diego, CA;

Dave Jackson, Director, SBA Lending, Fifth Third Bank;

Renuka Salinger, VP, Franchise Development, Camp Bow Wow;

Part 2: Financing Strategies for Growth Brands

(This session is most relevant to systems with 101+ units.)

This interactive session will focus on how established brands who are in high-growth mode can optimize their lending relationships and directly address the financing challenges of their multi-unit franchisees. We will review the state of franchise financing with a diverse set of panelists in the first 30 minutes, and the final hour will dive into Liquidity Challenges in growing franchisees.

- Financial Statement Presentation
- Dedicated Lender Relationships

Moderator: **Randy Jones**, Partner, ApplePie Capital, Inc.

Speakers: **Madison Jobe**, CDO, Wingstop Restaurants; **Lex Lane**, SVP, Sales, Franchise Lending, City National Capital Finance; Franchisee, Wingstop; **Brian Sommers, CFE**, VP, Franchise Development, Jersey Mike's Subs; **Johnny Weber**, Area Developer, Sport Clips, Inc.

Franchise Development/Sales Summit

Part 1: Lead Generation – What's Working/Cutting Through the Noise

(This session is relevant to all system sizes.)

Today's crowded marketplace presents challenges in attracting franchise candidates and driving them to your franchise opportunity website. To increase the flow of qualified leads, franchisors have to be more creative in their marketing and sales approach, utilizing a variety of digital advertising, social media strategies, content marketing, text messaging and grassroots campaigns. Is LinkedIn still the most effective social media platform for franchise sales, or are new, targeted approaches on Facebook generating more qualified leads? In this interactive session, attendees will first hear from a panel of three leading franchisors that are using innovative franchise sales and marketing techniques resulting in higher closing effectiveness. Following the panel, attendees will break out into roundtables to share key takeaways and discuss how to apply the winning sales strategies to their own franchise system.

Moderator: **Brad Fishman, CFE**, CEO, Fishman PR

Speakers: **Michael Haith**, CEO, Teriyaki Madness; **Scott Mortier**, EVP, Business Development, Dental Fix RX; **Nick Neonakis**, CEO & Founder, The Franchise Consulting Company, Inc.

Part 2: Preparing for Millennial Franchisees – Altering Your Sales Program to be Flexible in Attracting This Large Pool of Prospects

(This session is relevant to all system sizes.)

No longer is franchise ownership reserved for a small demographic of high-net-worth individuals or executives from corporate America. Growing up in a post-recession era, millennials are wary of traditional corporate jobs and more interested in alternatives like franchising. Despite media-fed negative stereotypes, franchisors are finding millennials to be among their most energetic and high-performing franchisees. So how do franchisors attract these industrious, adaptable and passionate young prospects? In this interactive session, attendees will hear not only from franchisors who have successfully attracted millennials into their system, but also from millennial franchisees themselves. Next, attendees will break out into roundtables to examine their learnings and share best practices to take back to their systems.

Moderator: **Debra Vilchis**, COO, Fishman PR

Speakers: **Rick Howard**, Director, Franchise Sales and Real Estate, Massage Envy Franchising LLC; **Devan Kline**, President & CEO, Burn Boot Camp; **Frank Milner, CFE**, President, Tutor Doctor Systems, Inc.

Part 3: Emerging Brands, Not All Franchise Candidates Are Created Equal – Evaluating and Accepting Only the Best Candidates into Your System

(This session is most relevant to systems with 0 – 100 units.)

Eager to grow, the most common mistake emerging franchise brands can make is lack of selectivity in franchise recruitment. But recruiting the wrong franchisees can cause irreparable damage, including financial loss, time, resources and worst of all, damaging your reputation. In this eye-opening session, hear from franchisors who learned the selectivity lesson the hard way, as well as from those who are doing it right with stringent and innovative screening methods. Following the dynamic panel, attendees will join their peers in roundtable discussions to evaluate key takeaways from the panel, and how they can begin to employ more robust screening in their own systems to weed out potential risky candidates and increase the likelihood of recruiting high performers.

Moderator: **Adam Robinson**, Co-Founder & CEO, Hireology, Inc.

Speakers: **Brian Miller, CFE**, COO, Patrice & Associates Franchising, Inc.; **Ashley Morris**, CEO, Capriotti's Sandwich Shop, Inc.; **Bryon Stephens**, President & CDO, Marco's Pizza

Franchise Relations Summit

(This summit is relevant to all system sizes.)

Developed by the Franchise Relations Committee, the Franchisee Forum and the Franchisor Forum

Maintaining Relevant Support Throughout The Franchisee Journey

It is well known that the needs of franchisees evolve as they move through their franchising journey from idealistic rookies to seasoned veterans. Healthy franchise relations depend on franchisors understanding how to provide relevant, responsive support to franchisees at the different stages of this journey, and for franchisees to also understand how to constructively engage with their franchisor as their confidence and experience grows. This year's Franchise Relations Summit will bring the franchisee journey to life, using a high energy, interactive format where franchisors, franchisees and advisors will learn:

- How to identify the six stages of the franchisee journey - Investigation, Initiation, Perspiration, Consolidation, Maturation and Reformation.

- The unique needs of franchisees at each stage and the importance of maintaining relevant support.
- Proven strategies, tips and best practices on how different franchisor departments can best support franchisees at each stage.
- Research insights on how the franchisee journey is evolving in the North American franchising sector and the implications for creating engaged franchisees and healthy franchise relations.
- How to harness the experience of longer tenure franchisees, and how to help mature franchisees stay green and growing.

Not only will you hear from leading franchisor executives, experts and franchisees in short, sharp panels and case studies, you will also have the opportunity to share YOUR experience with other participants on what franchisee support works best through facilitated small group discussions. Expect to leave this year's Franchise Relations Summit enthused and inspired with lots of practical, fresh ideas.

International Summit - Track 1

(For companies considering or new to international franchising with 26+ units.)

Developed by the International Committee

Part 1: Preparing to Go International

Know Before You Go: Practical Considerations in International Franchising

- Assessing your company's readiness to go international.
- Steps to take before going international.
- Determining the ideal structure for the franchise offering.
- Understanding the legal and regulatory landscape.
- Best practices for franchisee selection.
- Operational issues in franchising abroad.
- Exit strategies.

Moderator: **Karen Satterlee, CFE**, Vice President & Senior Counsel, Hilton Worldwide

Speakers: **Alex Bingham**, COO & Senior Vice President, The Little Gym International, Inc.; **Susan Grueneberg**, Partner, Snell & Wilmer, LLP; **Larry Oberly, CFE**, VP, Global Development, RE/MAX, LLC

Part 2: International Market Selection & Analysis

Experienced practitioners will share practical and case study based ways to choose the international markets that will yield the highest ROI for your franchise.

Moderator: **David Humphrey**, CEO, ECP-PF Holdings Group, Inc.

Speakers: **Kay Ainsley, CFE**, Managing Director, MSA Worldwide; **Perry Maisonneuve**, Principal, Northern Lights Franchise Consultants Corp; **Rogelio Martinez**, President, Fast Cloud Consulting

International Summit - Track 2

(For companies already engaged in international franchising with 101+ units.)

Developed by the International Committee

Part 1: Structural Considerations for Supporting International

This session will explore organizational requirements needed to properly grow, support and expand an international franchise network.

Moderator: **Ned Lyerly, CFE**, President, International, CKE Restaurants Holdings, Inc.

Speakers: **Libby Junker**, VP, International Support, Anytime Fitness LLC; **Larry Kruguer**, President, International, Wingstop Restaurants

Part 2: International Market Valuation: How to Determine Franchise Fees

- The different methods of market valuation.
- How to find and use market data.
- Calculating cost recovery.
- Setting initial fees and royalties.

Moderator: **Edward Levitt, CFE**, Partner, Dickinson Wright LLP

Speakers: **Fernando Lopez de Castilla**, Founding Partner, Grupo Nexo Franquicia; **Farah Rose**, Director, International Franchising, The International Franchising Centre; **Kurt Ullman, CFE**, EVP, International Development, Amazing Lash Studio Franchise LLC

Joint Employer Issues Summit

(This summit is relevant to all system sizes.)

Part 1: Is Joint Employer Finished?

Much has changed about joint employment liability during the first year of the Trump Era in the state, national and international arenas. Come learn the latest about how joint employment liability is changing, for the better and worse for franchising, and how the IFA is fighting back against the policy in state capitals, in Washington, DC and around the globe.

Moderator: **Michael Layman**, VP, Regulatory Affairs, IFA

Part 2: What Specifically Do Franchise Businesses Need to Do About Joint Employer in 2018?

If you still have joint employer questions after Part 1, you will receive specific compliance answers in Part 2. This panel will focus on precisely how franchise businesses are coping with joint employer concerns in the extremely volatile and uncertain business environment in 2018. Whether you are a franchisor, franchisee or supplier, this session is for you.

Speakers: **Joyce Mazero**, Partner, Co-Chair Global Supply Network Industry Team, Gardere Wynne, Sewell LLP; **Danny Mormino, CFE**, Division VP, INFINITI HR; **Alexander Tuneski**, Of Counsel, DLA Piper (US) LLP

Operations Summit

Scaling for Success

The core of every franchise system is great operations. But what it takes to support those operations and support your franchisees changes as you grow. In this summit, we will address the building blocks for a scalable system that is poised for growth. Expert peers will share their most effective tools, methods and technology solutions and report on the results. Small groups will tackle individual needs while the peers, serving as mentors and guides, will share their experiences and guidance. Each attendee will receive a "toolkit" to take back and implement.

Summit Moderators: **Mary Ann O'Connell, CFE**, President, FranWise®; **Marcia Mead**, Head of Franchise Relations, Naranga

Part 1: Learn How to Hire and Retain Great Talent – from the Beginning

(This session is most relevant to systems with 0 – 100 units.)

- When do you add to your corporate team?
- What roles are filled first?
- What attracts top talent to a new brand?

- How do you retain the best?

Speakers: **Clarissa Bradstock**, CEO, Any Test Franchising, Inc.; **David Lewis**, VP, Franchising, Express Services, Inc.; **Ash Robinson**, CEO, FIT4MOM

Part 2: As the System Grows, so Must Its Training Program

(This session is most relevant to systems with 0 – 250 units.)

Emerging brands will learn:

- How to evaluate your brand's training needs.
- What makes a great trainer?
- Field, classroom and group training – use the right format.
- The tools and technology that let you scale faster without losing effectiveness.

Speakers: **Sandy Craven**, Director, Training, Sport Clips, Inc.; **Cordell Riley, CFE**, President, Tortal Training

Part 3: Even the Most Established Brand Needs to Review Operational Support to Keep Its Edge

(This session is most relevant to systems with 250+ units.)

Emerging brands will learn:

- What are the tools, protocols and resources that are most effective?
- How to have support keep pace with the growing sophistication of the franchisees.
- How to add, change and discontinue support functions with minimal disruption.

Speakers: **Marianne Murphy, CFE**, VP, Brand Experience, NFD, Floor Coverings International; **Norm Willardson, CFE**, Senior Director, Business Services, Great Clips, Inc.

8:30 am – 11:30 am

NextGen Competition – Round One

NextGen
A NEW GENERATION IN
FRANCHISING

Please join us as 20 NextGen in Franchising Global Competition winners present their business concepts and plans to a panel of seasoned CEOs and executives for a chance to be selected as one of three Grand Prize finalists. The three Grand Prize finalists will go on to the NextGen Competition final round during the Closing General Session on Tuesday.

The NextGen in Franchising Global Competition engages young entrepreneurs who are seeking careers and business opportunities in the franchising industry. By providing individuals from around the world with networking opportunities, constructive feedback and a closer look into key components of the franchise process, NextGen is helping entrepreneurial dreams come true.

“It's been fantastic, it's my fourth IFA and you can definitely expect me back next year!”

Lisa C. Henke
CIO
Celebree Learning Centers

2018 Mini Super Sessions

SUNDAY, FEBRUARY 11, 10:00 AM – 11:30 AM



Franchising at the Speed of Trust: Tools to Leverage and Operationalize the One Thing that Changes Everything

Guest Speaker: **Stephen M.R. Covey**, Franklin Covey

A successful franchisor/franchisee relationship is based on the credibility of a system and a brand, and is characterized by a long-term relationship of high-trust.

Back by popular demand, this all-new interactive and engaging presentation led by Stephen M.R. Covey, the world's leading authority on trust in business, will highlight 3 "Big Ideas" on trust and franchising. It will reveal how low-trust, "counterfeit" behavior can undermine performance and can be at the root of many organizational and franchise challenges. Attendees will also learn and understand what

natural strengths they have which have allowed them to build high-trust relationships in the past, as well as specific, actionable areas they can focus on to move the needle on their ability to create and maintain trust.

3 Big Ideas:

1. Trust is a hard-edged, economic driver.
2. Trust is the most effective form of currency in high performing, high value franchise relationships.
3. Trust is a skill—this is something you can do something about, now.



Procrastinate on Purpose: The 5 Permissions You Need to Say No

Guest Speaker: **Rory Vaden**, Southwestern Consulting

Is Your Workload Overwhelming?

- If you are required again and again to do more with less...
- If you feel like the faster you work, the further you and your team fall behind...
- If you've noticed that it's impossible to stay caught up but competitors are not backing down....
- If you have great ideas that you never have time to implement and execute...
- If you're working harder than ever before, but you still have dozens of unanswered emails...

These challenges face even the most experienced executives, entrepreneurs, managers and top producers who have a track record of success but are battling just to stay afloat on performance.

Best-selling author, Rory Vaden, and Southwestern Consulting have conducted research on Priority Dilution™ – often misunderstood, the root cause has nothing to do with efficiency, and everything to do with how leaders define and act on priorities. The challenge is that few organizations and leaders have an executable strategy for how to focus on what is "right" – especially when they're working frantically just to keep up with the day-to-day. During Rory's cutting-edge program, you will:

- Rethink your calendar.
- Get control of all your workflow.
- Procrastinate strategically in order to protect your priorities.
- Shift your thinking from urgent to relevant.
- Redefine how you prioritize.
- Stop focusing on time management and start training on self-management.



Franchise Success is Built on Knowing Who You Are

Guest Speaker: **Walter Bond**, Walter Bond Seminars Inc.

Walter Bond, Hall of Fame speaker and Top 20 Franchise Speaker, is back by popular demand. This mini super session is guaranteed to be standing room only...again. Seen as a catalyst for business acceleration, determining "who you are" or as Walter likes to call it, "finding your mousetrap," is an encore to his powerful message "Franchise Harmony"—delivered to IFA attendees in 2015. In this all-new workshop, Walter will help you find your core business so you can determine your special niche, focus on the correct vision for your particular brand and make your system stand out to both franchisees and customers because YOU KNOW WHO YOU ARE. Walter will share insights from research and case studies of how great brands (which are experiencing

rapid growth and a loyal customer-base) are built, using a **mousetrap** as a metaphor.

- Understand why most brands have no clue of who they are and what they do.
- Know exactly who you're "A" client is and how to find them.
- How to attract more franchisees.
- How to energize your internal customer and reduce apathy and attrition.
- Understand the genesis of brand loyalty and how to create it.
- How to break away from your pack of competitors.
- How to master the marketing game and differentiate your niche.

Sunday Afternoon Breakouts

Programming for breakout sessions are identified by area of focus, and content will be delivered in a variety of session design formats including panel discussions, case studies and audience exercises.

Field Support/Field Consultants Track

1) Best Practices of Franchise Business Consultants: Effectively Providing Constructive Feedback and Sharing Systemwide Successes to Encourage Change

(This session is relevant to all system sizes.)

The franchisee field support role, sometimes referred to as Franchise Business Consultants (FBC's), is one of the most difficult roles in all of franchising. FBC's are asked to be friend and foe, teacher and enforcer all while balancing both the interests of franchisee and franchisor. This session will address best practices on style and content of field visits, the most important information to be covered on visits, communication tactics and varying visit content and follow-up based on franchisee tenure and performance. With a foundation of collaboration and advancing the brand, everyone can win!

Moderator: Susan Beth, CFE, COO, NRD Capital

Speakers: Sean Falk, CFE, Owner, Great American Cookies/Pretzelmaker of Houston, TX; Merrick McKinnie, President, SD Holdings; Tyrell Reed, Franchise Support Consultant, Fuzzy's Taco Shop; Robyn White, Director, Field Support, Childrens Lighthouse Learning Centers

Finance Track

2) Unit Level Economics – The Cupid's Arrow of Franchising*

(This session is relevant to all system sizes.)

Nothing is more impactful on the franchise sales process or ongoing system satisfaction than strong unit economics. As units open, a franchisor must constantly identify, evolve and attempt to replicate its "highly efficient" unit(s) and then segregate system-wide results in Item 19 to magnify points of differentiation between competing business models. Sharing system-wide metrics for benchmarking has proven to be the single biggest catalyst for improving individual unit performance and improving the franchise relationship. Learn how the fastest growing companies are making franchisee performance part of their DNA, and hear a large multi-unit franchisee's perspective on the most relevant and useful types of benchmarking data.

Moderator: Rocco Fiorentino, CFE, President & CEO, PrimoHoagies

Speakers: Sam Ballas, CFE, President & CEO, East Coast Wings + Grill; Michael Miller, Chairman, Brightway Insurance; Gary Robins, Franchisee, Supercuts

Franchise Development/Sales Track

3) Beyond Validation: Using Franchisee Satisfaction Data to Build a Stronger Brand*

(This session is relevant to all system sizes.)

- Survey tools for measuring franchisee satisfaction.
- Using survey results to identify areas of system strength and weakness.
- Setting priorities, evaluating initiatives and benchmarking progress with survey data.

- Using video testimonials from franchisees about success, growth and support.
- Effective use of satisfaction survey data in franchise development.

Moderator: Joel Buckberg, Shareholder, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

Speakers: Chris Grandpre, Chairman & CEO, Outdoor Living Brands, Inc.; Jeff Johnson, Founder & CEO, Franchise Research Institute; Mike McCoy, CFE, VP, Franchise Development, FOCUS Brands Inc.

4) Driving Franchise Growth in this Age of Disruption—Understanding the Changing Landscape of Franchise Development and Today's Strategies of Success*

(This session is most relevant to systems with 0 – 100 units.)

We are living in changing times, where winners and losers are changing places faster than ever. Franchise development and system growth have not been immune to these forces of disruption. In fact, the very things that worked in years past represent significant barriers to success today. Unfortunately, many franchise development departments are plotting their strategies by looking in the rear view mirror, instead of seeing the changes in the road ahead. In this session, we will examine the common barriers to growth in franchise systems, the franchise development principles driving growth today and the changing landscape of lead generation.

Moderator: Dan Monaghan, CFE, Managing Partner, Clear Summit Group

Speakers: Lori Kiser-Block, CFE, Managing Partner, The Decide Group; Joe Mathews, CFE, CEO, Franchise Performance Group

5) How and When Should You Target Multi-Unit Franchisee Owners

(This session is most relevant to systems with 101+ units.)

When is the right time to pursue multi-unit operators to help your franchise grow? What are the best ways to advertise your opportunity to them? Tactics, messaging, etc.?

Moderator: Therese Thilgen, CEO & Co-Founder, Franchise Update Media

Speakers: Charles Watson, CFE, CDO, Tropical Smoothie Café; Steve Dunn, CFE, SVP & Chief Global Development Officer, Denny's, Inc.

Franchise Relations Track

6) Communicating Big Change in Your Franchise System*

(This session is relevant to all system sizes.)

Developed by the Franchise Relations Committee

This session will cover how to effectively communicate a big change (ex. rebranding or software change) to the franchise system for efficiency and buy in. During this session attendees will walk away with the following steps:

- How to start the plan.
- How to update the plan.
- Steps to communicating big change.
- Follow-up to the plan.

You'll see samples of plans and discuss actual implementation of cases, as well as hear from franchisees and franchisors who have been through this process.

Moderator: Rissy Sutherland, Chief Strategy Officer, ARCpoint Labs

Speakers: Shane Evans, Co-Founder & President, Massage Heights; Jamie Izaks, CFE, President, All Points Public Relations, LLC; John Krebser, Owner & Operator, The UPS Store, Charleston, SC; Joe Lewis, Vice President & General Counsel, Smoothie King Franchises, Inc.

Franchisees/Operators Track

7) The Power of the Franchisee Voice: Effective Advocacy in DC Developed by the Franchisee Forum

Come hear why it's important for franchisees to speak up politically and have a voice in shaping legislation that affects them. Our panel will explain why franchisee advocacy is vital and give tips for ways you can get involved today!

Moderator: **Mara Fortin**, Owner, Nothing Bundt Cakes, San Diego, CA

Speakers: **Rob Branca**, President, Dunkin' Donuts of Worcester, MA; **Aziz Hashim**, Managing Partner, NRD Capital; **Justin M. Klein**, Partner, Marks & Klein, LLP

8) Metrics Matters: Identifying and Implementing the Key Drivers of Unit Profitability (For Franchisees) Developed by the Franchisee Forum

Join the experts from Profit Mastery in this powerful 90-minute session that will answer the important question: How Do Metrics Impact Profits?

For the first 30 minutes of the presentation, we will focus on the four key drivers of unit profitability that are common across every network, and we will share what other networks are doing successfully. Attendees will then break out into three separate groups based on franchise model: QSR, B2B and Service. In each of the three sessions, attendees will work through a case study to identify a specific process that is unique and critical to your specific group.

We will have time for Q&A at the end of the program. This will be the most valuable (and profitable!) 90 minutes that you will spend at Convention.

Speakers: **Rod Bristol**, CFE, Executive Vice President, Profit Mastery; **Lisa Hafetz**, Performance Group Facilitator Manager, Profit Mastery; **Steve LeFever**, CFE, Chairman, Profit Mastery

International Track

9) Thriving in an Uncertain World

(This session is most relevant to systems with 101+ units.)

Developed by the International Committee

Franchises expanding globally do so amidst increasing instability and uncertainty. Many franchise companies from the most developed economies have never had to navigate this level of political, social and economic turmoil. Global leaders that have built successful franchises while navigating instability will share their experiences and insights. Hear war stories and learn strategies to navigate and thrive in today's world.

Moderator: **William Edwards**, CFE, CEO, Edwards Global Services

Speakers: **Trevor Brocklebank**, CEO Emeritus (UK), Home Instead Senior Care; **Michael Sukenik**, Chief Legal Officer, Latin America and Caribbean & Global Senior Counsel, Yum! Brands, Inc.

Legal Track

10) Best Practices for Effective Financial Performance Representations Under New Item 19 Standards *(This session is relevant to all system sizes.)*

Financial Performance Representations (FPRs) done well, are a useful and effective sales tool. FPRs can also create liability if not done

carefully and consistent with the standards governing Item 19. Those standards changed this year, and brands are adjusting their Item 19 disclosure as a result. This session will address best practices and strategies for effective and compliant FPRs, as well as some of the risks and pitfalls and how to avoid them. Using examples, the panel will discuss effective FPRs, changes under the new standards, pitfalls to avoid, and ways improve and enhance FPRs while remaining compliant with the new standards.

Speakers: **Jania Bailey**, CFE, CEO, FranNet Franchising, LLC; **Leonard MacPhee**, Partner, Co-Chair Global Supply Network Industry Team, Gardere Wynne Sewell, LLP; **Todd Peterson**, VP, Franchise Development, Twin Peaks Restaurants

Marketing Track

11) The KPIs and Analytics that Matter – How to Measure Content Marketing Programs

(This session is relevant to all system sizes.)

Everyone talks about impressions, ROI, traffic, bounce rate, etc. There are so many KPIs and analytics out there. How do you cut through the noise and figure out what is most important for your brand? Learn from the experts.

Moderator: **Matt Phillips**, CFE, President & CMO, AdvantaClean Systems, Inc.

Speakers: **David Chapman**, Founder & CEO, 919 Marketing Company; **Pam Harper**, EVP, Franchise Marketing, Scorpion Franchise; **Marty McDonald**, VP, Strategic Sales and Channel Development, V Digital Services

Operations Track

12) Systematize Everything! What Got You Here, Won't Get You There. How Brand Consistency and a Culture of Continual Improvement Accelerated Our Franchise Network Growth*

(This session is relevant to all system sizes.)

This dynamic session will discuss how some of today's biggest franchise brands, created a template for success, fast tracking their franchise systems growth. Panelists are pioneers in their fields and will share their experience without sugar coating the challenges they faced. Every franchise brand is potentially vulnerable to failure as they experience growth. Some pioneers learned the hard way, while other founders left little to chance— helping create a template for the success for their franchisees. Come learn from their experiences.

Moderator: **Gary Goerke**, CFE, CEO, Clarity Voice

Speakers: **Mike Bidwell**, CFE, President & CEO, The Dwyer Group; **Barb Moran-Goodrich**, CFE, CEO & Co-Founder, Moran Family of Brands; **Jeff Platt**, CEO, Sky Zone Franchise Group LLC; **Ken Switzer**, CFO, Marco's Pizza

General Track

13) Creating a Positive Culture: Vision Statements, Core Values – How Do You Establish and Maintain as Your System Grows, and New Staff and Franchisees are Added?*

(This session is most relevant to systems with 0 – 100 units.)

Culture and values exist in every organization, whether initiated and curated by leadership, or as the result of neglect. Whether positive or negative, company culture can have a significant impact on productivity. Join this panel session to understand why franchise organizations are even more dependent on a positive culture than other business models, and learn how your franchise mission

statement, vision statement and core values contribute to your company culture. Take away practical ideas, tools and tactics for creating and maintaining a positive culture that drives profitability. Attendees should bring their Vision/Mission Statements to participate in a group exercise.

- Many franchisees “hitch their wagon” to the brand’s vision, only to end up disengaged down the road. Learn how individual franchisee vision planning can increase performance and engagement.
- Based on an informal poll conducted, respondents said if less than 60% of your company can recite your core values, you are below average and may want to work on increasing visibility. Learn tactics for communicating your organization’s core values more effectively.
- You can initiate culture and direct it to a point, but it will also evolve and develop on its own. Learn what you can do to actively manage and shape it to the degree possible.
- Values and culture are typically qualitative aspects of a company. Learn ways to quantify these things to observe their growth and effects.
- Some franchise systems have a non-cohesive franchisee community that either doesn’t communicate much or feels more like they’re competing than working toward the same goal. Learn steps you can take to fix issues like these and create a more positive and productive culture.
- Shifts in leadership, ownership changes, as well as outside forces (i.e. economic downturns) can have a negative effect on culture and values. Learn how to communicate changes and get/keep franchisee buy-in to minimize risk.

Moderator: **Michelle Rowan, CFE**, President & COO, Franchise Business Review

Speakers: **Evan Hackel, CFE**, Founder & CEO, Ingage Consulting; **Roger McCoy, CFE**, Franchise Business Consultant, Direct Energy; **Paul Pickett**, CDO, Wild Birds Unlimited, Inc.; **Dan Steward**, President & CEO, Pillar To Post Home Inspectors, A FirstService Brands Company

14) C-Suite Think Tank/Forum Exchange

(This session is relevant to all system sizes.)

This session is limited to Franchisor CEOs, Presidents, and COOs.

Come to this session with the 2 to 3 “burning issues” or top challenges you face as the leader of your company. These issues will be collected as the session begins. Then the attendees will brainstorm solutions, share best practices and ideas to address these challenges in a “group scoop” fashion. These potential solutions will be reported out to the group live, as well as captured and then emailed afterwards to all participants.

Session Moderator: **Catherine Monson, CFE**, CEO, FASTSIGNS International, Inc.

General Track

15) EOS and Traction FOR FRANCHISORS: Get a Grip on Your Business

(This session is relevant to all system sizes.)

Are You Running Your Business or is it Running You?

If you’d like to be in more control of your organization, you’re not alone. As thousands of business leaders have discovered, the key to faster growth, bigger profits, more loyal customers and fewer frustrations is EOS®. EOS (Entrepreneurial Operating System) is a comprehensive business system with real, simple and practical tools.

This presentation helps participants learn to implement a simple “way of operating” that helps leadership teams clarify, simplify and achieve their vision.

Leaders looking for a silver bullet or the next “flavor of the month” need not attend. In this value-packed workshop, attendees learn to see their businesses in a whole new light and to achieve better results through strengthening the Six Key Components™ of a truly great organization. The outcome creates alignment and synchronizes all the pieces of your business to produce the results you want.

Attendee Value and Takeaways:

- Review the Six Key Components of top companies: Vision, People, Data, Issues, Process and Traction.
- Learn a powerful tool to clarify and achieve your vision.
- Work with two simple tools that will get the right people in the right seats.
- Build the right company scorecard to deliver an absolute pulse on your business.
- Master practical tools that successful entrepreneurs use to get more done.

Speaker: **Tom Bouwer**, Co-Author, *What The Heck is EOS?* & Certified EOS® Implementer, ProfitWorks LLC

8:00 pm – 9:30 pm

International Reception

Network with leaders in international franchising to make connections and learn about trends and developments in franchising across borders. Attendees will be key players in international franchising including, international investors, high-level franchisor executives and U.S. Commercial Service staff. All fully registered Convention participants are welcome to attend.

“ There is great networking and great opportunities to socialize and meet with others, not just within our vertical but others experiencing similar challenges.”

Heather Anderson

Director, Marketing
The Little Gym International

“ We’ve really developed, in the last 48 hours, some new and good ideas on refining our sales process based on what we’ve learned here.”

Chris Scott

Founder
Skoah

MONDAY HIGHLIGHTS

1:30 pm – 3:00 pm

Monday Afternoon Breakouts

Programming for breakout sessions are identified by area of focus, and content will be delivered in a variety of session design formats including panel discussions, case studies and audience exercises.

Field Support/Field Consultants Track

1) Know Before You Go: Tailoring Your Visit to a Specific Franchisee's Needs

(This session is relevant to all system sizes.)

No two franchisees are the same. They have differing skill sets, life experiences and goals which contribute to making each business unique. Why would you support them the same? In this interactive session you will learn why differentiated support is critical to the long term success of a franchise network. We will explore how to discover the unique needs of a franchisee and why individualized support creates the best possible conditions for profitable, sustained growth.

Finance Track

2) What Every Franchisor Must Know About the New Revenue Recognition Rules – Understanding and Navigating ASC 606

(This session is relevant to all system sizes.)

The revenue recognition topic is now truly upon the franchising community and business model. The new revenue recognition standard will impact all franchisors – large and small. Attendees will learn the latest updates and guidance on ASC 606 from a panel of leaders from the legal and accounting world, as well as a franchisor who is addressing the revenue recognition topic head-on. *This presentation is geared for all Finance and C-level executives.*

Moderator: **Jay Duke**, National Franchise Industry Leader & Managing Partner, BDO USA, LLP

Speakers: **Aaron Chaitovsky, CFE**, Franchise Accounting and Consulting Practice Leader, Citrin Cooperman; **Joe Dunn, CFE**, Partner, FisherZucker LLC; **Angela Newell**, National Assurance Partner, BDO USA, LLP; **Jon Shell**, CFO, The Dwyer Group

3) Unit Level Economics – The Cupid's Arrow of Franchising*

(Repeat Session. Please see pg. 13 for full listing.)

Franchise Development/Sales Track

4) Beyond Validation: Using Franchisee Satisfaction Data to Build a Stronger Brand*

(Repeat Session. Please see pg. 13 for full listing.)

5) Driving Franchise Growth in this Age of Disruption—Understanding the Changing Landscape of Franchise Development and Today's Strategies of Success*

(Repeat Session. Please see pg. 13 for full listing.)

Franchise Relations Track

6) Communicating Big Change in Your Franchise System* *(Repeat Session. Please see pg. 13 for full listing.)*

Franchisees/Operators Track

7) EOS and Traction FOR FRANCHISEES: Get a Grip on Your Business

Developed by the Franchisee Forum

As a franchisee, if you'd like to be in more control of your organization, you're not alone. Many franchisees get caught up in the day-to-day, fighting fires (with little time to think). It doesn't have to be this way. As thousands of business leaders have discovered, the key to faster growth, bigger profits, more loyal customers and fewer frustrations is EOS®. EOS (Entrepreneurial Operating System) is a comprehensive business system with real, simple and practical tools. This presentation helps participants learn to implement a simple "way of operating" that helps teams clarify, simplify and achieve their vision.

Attendee Value and Takeaways:

- Understand the Six Key Components of top companies: Vision, People, Data, Issues, Process and Traction.
- Learn a powerful tool to clarify and achieve your vision.
- Work with two simple tools that will get the right people in the right seats.
- Build the right company scorecard to deliver an absolute pulse on your business.
- Master practical tools that successful entrepreneurs use to get more done.

Speaker: **Tom Bouwer**, Co-Author, *What The Heck is EOS?*, & Certified EOS® Implementer, ProfitWorks LLC

8) For Franchisees - Tools, Tips and Techniques for Finding, Hiring and Retaining Top Talent

Developed by the Franchisee Forum

While the ability to hire high-quality hourly employees, is often a franchisor's problem, it is always a franchisee's pain. This interactive, engaging session delivers the high content take-aways and pain relief you're looking for.

Speaker: **Mel Kleiman**, President, Humetrics Inc.

International Track

9) Case Studies in International Growth

(This session is relevant to all system sizes.)

Developed by the International Committee

Hear the stories of and learn lessons from franchises that have grown successfully outside home borders.

Moderator: **Matthew Patinkin**, Owner, Auntie Anne's Pretzels, Double P Corporation

Speakers: **Juan Corvinos**, VP, Latin American and Caribbean, Hilton; **Suk Singh**, EVP, Global Chief Development & Franchising Officer, Bloomin' Brands, Inc.; **Paul Thompson**, Founder & Chairman, Water Babies

Marketing Track

10) Executing a Strategic Brand Refresh

(This session is most relevant to systems with 101+ units.)

Your brand is not your logo and color palette. Branding should consist of a strategic process that includes defining, articulating and maintaining your core values and differentiators in a way that resonates with your target audience and is meaningful to them. This session will discuss the key elements necessary to execute a brand refresh successfully.

Operations Track

11) Systematize Everything! What Got You Here, Won't Get You There. How Brand Consistency and a Culture of Continual Improvement Accelerated Our Franchise Network Growth*

(Repeat Session. Please see pg. 14 for full listing.)

General Track

12) Creating a Positive Culture: Vision Statements, Core Values – How Do You Establish and Maintain as Your System Grows, and New Staff and Franchisees are Added?*

(Repeat Session. Please see pg. 14 for full listing.)

13) How to Engage Your Franchisee Convention Attendees and Non-Attendees

(This session is relevant to all system sizes.)

During this session, attendees will learn how top franchise brands are leveraging creative, experiential strategies to engage their franchisees and drive performance, and how to cascade critical messaging to stakeholders who were not able to attend the convention.

Moderator: **Steve Friedman**, President, Creative Producers Group
Speakers: **Paul Koulogeorge**, VP, Marketing, Advertising and PR, Goddard Systems; **Saronna Maldonado**, Director, Events, Sport Clips, Inc.

14) How to Use Census Data to Grow Your Business

(This session is relevant to all system sizes.)

Gather direct insight on what relevant census data is available to you, how to access the information and most importantly, how to leverage the data to make better decisions and plan for franchise growth.

Speakers: **Charles Brady, Jr.**, Branch Chief, Respondent Management and Promotion Branch, Economic Management Division, U.S. Census Bureau; **Darrell Johnson, CFE**, President & CEO, FRANData; **Kari Klinedinst**, Section Chief, Respondent Management and Promotion Branch, U.S. Census Bureau

“The content has been amazing, and I've learned so much and really had a chance to network with some great people.”

Patricia Perry
VP of Franchise
Blink Fitness

“I'm a first time attendee and it's been really interesting, a lot of meeting people, learning from them.”

Oliver Rosenberg
Vice President
America Inc.

3:20 pm - 5:05 pm

Business Solution Roundtables

Hosted by both franchise executives and Supplier Forum members, don't miss this unique opportunity to sit down at a roundtable of 10-12 people and exchange ideas, challenges, solutions and best practices with some of franchising's most accomplished CEOs, presidents and COOs. Pose questions and listen to their success stories, lessons learned and innovative business solutions. Discussion topics include such issues as franchise sales, credit/lending, operations, legal issues, branding, technology and more! Many attendees say that the Business Solution Roundtables are the most valuable and rewarding sessions offered at the Convention, so don't miss your chance to learn from franchise icons and thought leaders!

The roundtables will also be held over breakfast on Tuesday, February 13 from 8:00 am – 9:45 am.



ROUNDTABLES

8:00 pm – 11:00 pm

The Bash

Join us Monday evening for franchising's night out at The Bash! Make sure to network and mingle with fellow convention-goers at the last, official networking event of our 2018 Annual Convention. This must-attend, exclusive party will be held at local hot spot, **The Duce**. Featured on Food Network's *Diners, Drive-Ins and Dives*, this warehouse turned restaurant and bar offers attendees a feeling of The Windy City with splashes of a retro kitchen and diner – including a fully equipped outdoor Airstream turned bar! At The Bash, you can relax, wind-down and connect with old friends while also forging new relationships. You can't afford to miss the franchise party of the year!



THE BASH

TUESDAY HIGHLIGHTS

IFA2018
CONVENTION

EMERGING FRANCHISOR BOOTCAMP

BACK BY
POPULAR
DEMAND

400 CFE
CREDITS

TUESDAY, FEBRUARY 13, 12:45 PM – 4:30 PM

At this special half-day bootcamp taking place on February 13, you'll learn critical information to help grow your business from executives who have walked in your shoes. Founders of franchise companies who are willing to share with you the mistakes they made, what worked and what didn't to get them to critical mass. **Our inaugural 2017 bootcamp was SOLD OUT, so be sure to sign up now!**



This bootcamp is complimentary to fully-registered franchisors for Convention with 100 units or less. Attendees will receive complimentary CFE enrollment and guide book (a \$540 value!!), and **400 Bonus CFE Education Credits** to get them started on their quest to CFE designation.

We will cap the attendance at this session to the **first 500 franchisor participants** with 100 units or less to sign up, so make your plans now and register early before all the seats are gone!

REGISTER NOW!

WWW.FRANCHISE.ORG/CONVENTION

BOOTCAMP SCHEDULE

PART 2

APPLICATION & ACTION: EMERGING FRANCHISORS RECEIVE MENTOR AND PEER INPUT TO A KEY BUSINESS PROBLEM

PART 1

INSIGHTS AND LEARNING: KEYNOTE, INNERVATION LAB & GROWTH ROADMAP



Keynote Speaker:
DENA TRIPP, Co-Founder,
Nothing Bundt Cakes Franchising, Inc.

We will kick off our second annual bootcamp with a keynote speaker from a fast growing franchise brand.

Dena Tripp co-founded Nothing Bundt Cakes in 1997 and has overseen its growth as a national franchise concept from one location to more than 230, spanning 38 states. Dena serves as Chairman and actively works with the executive team in addition to operating four of her own bakeries in Las Vegas, NV and Orange County, CA.

InnerVation Lab

We are fortunate to be able to offer a special program segment hosted by The Shark Group, the team that works directly with *Shark Tank* and successful entrepreneur, **Daymond John**. During this unique exercise called the "InnerVation Lab," The Shark Group will work with attendees to foster innovative thinking on the following:

- A step-by-step process for making better business decisions.
- How to reduce the fear of failure – how to minimize the sting of failing.
- How to build lasting strategic partnerships (with franchisees).
- How to create ideas that you can act on immediately.
- How to evaluate which ideas you should invest your resources in.

Growth Roadmap

This bootcamp will be a roadmap presented by Ron Feldman featuring a presentation by FRANdata on the latest emerging brand data and benchmark for emerging franchisors to Recurring Revenue Self Sufficiency™ – the day when your royalty revenue covers your overhead! You will also meet executives who have walked in your shoes – founders of franchise companies willing to share the mistakes they made, what worked and what didn't to get them to critical mass. You will see how typical brands grow through the emerging phase, what healthy growth is and how growing too fast can be detrimental to the long-term future of your brand. Key areas of focus that will be discussed include:

- Development strategies from pure organic growth through the broker network model and outsourced sales models.
- What infrastructure is needed at specific milestones?
- How to get financing at the emerging phase.
- How Item 19 and transparency affect growth.

The problem-solving exercises will be facilitated by ICFE Board Member, Tony Valle of ELM Performance Group, and led by some of the most successful franchise experts in the industry. Content will be interactive, interesting and fun.

Confirmed Mentors to date include:

Rob Goggins, President, Great Clips, Inc.
Todd Recknagel, CFE, Chairman, National Envy Development, LLC
Nick Friedman, President, College Hunks Hauling Junk
Catherine Monson, CFE, CEO, FASTSIGNS International
Steve Greenbaum, CFE, Consultant, MBE Worldwide & Past Chair of the IFA
Ken Walker, CFE, Past Chairman, International Franchise Association
Jonathan Barnett, CFE, President & CEO, Oxi Fresh Franchising Co.
Mary Kay Liston, CFE, President, Five Star Painting
Mark Liston, CFE, President, Glass Doctor
Janina Bailey, CFE, CEO, FranNet Franchising, LLC
David Barr, Chairman, PMTD Restaurants
Jeff Sturgis, CDO, Fazoli's Franchising Systems, LLC
Carrie Evans, Director, Franchise Development, Chicken Salad Chick
Mike Isakson, CFE, Partner, Merry Maids of Edgemont, AR & Past Chair of the IFA
Greg Esgar, CFO, BrightStar Franchising, LLC
David Lewis, VP, Franchising, Express Services, Inc.
Steve Murphy, President, Franchising, Winmark Corporation
Candace Couture, CFE, Director, Franchise Sales, Planet Fitness
Scott Perry, CFE, CFO, Sport Clips, Inc.
Dan Monaghan, CFE, Managing Partner, Clear Summit Group
Barbara Moran-Goodrich, CFE, CEO & Co-Founder, Moran Family of Brands
Peter Holt, CFE, CEO, The Joint Corp.
Eric Simon, CFE, VP, Franchise Sales and Development, The Joint Corp.
Philip Schram, CFE, CDO, Buffalo Wings & Rings
Paul Pickett, CDO, Wild Birds Unlimited, Inc.
Mike Rotondo, CFE, CEO, Tropical Smoothie Cafe
Shelly Sun, CFE, CEO & Founder, BrightStar Franchising, LLC and IFA Chairwoman of the Board
Shane Evans, Co-Founder, President, Massage Heights, Elevated Brands
Tom Wood, President & CEO, Floor Coverings International
Art Coley, Jr., CFE, CDO, InXpress

REGISTER NOW!

WWW.FRANCHISE.ORG/CONVENTION



GENERAL INFORMATION (REGISTRATION, ATTIRE, MOBILE APP & MORE)

PRE-REGISTRATION

To register for all events described in this brochure, please visit franchise.org/convention and click on the registration link. Our pre-registration deadline is **January 26, 2018**. Registration after this date will be subject to a \$100 onsite processing fee. Once you have registered you will receive a confirmation packet via email. For questions, please call IFA's Conference Coordinator, Katie Neumann, at (202)662-0763 or events@franchise.org.

REGISTRATION FEES

IFA Franchisor/Supplier Member Registration Rates

1 – 3 registrants when registering together - \$1,050 per person

4 – 9 registrants when registering together - \$950 per person

10 + registrants when registering together - \$850 per person

Franchisor/Franchisee Package - \$2200 or \$550 per person

(includes one franchisor and three franchisees from the same system)

IFA Franchisee - \$600 per person

IFA Member Exhibitor - \$740 per person

Non-Member - \$2,300 per person

Spouse - \$500 per person *(includes evening social events only)*

Registration Fees* are per person and include:

- Entry into all convention general sessions and educational sessions including the Summits, Specialty Seminars and Mini-Super Sessions.
- Exhibits and evening networking events (includes food and beverage.)
- Educational session instruction and materials.
- Saturday's The Buzz Kick-Off Reception.
- Breakfast Monday & Tuesday.
- Lunch on Sunday & Monday.
- Monday's The Bash Reception (includes cocktail and food stations.)
- Brunch on Tuesday.
- Refreshment breaks.

*Pertains to full convention registration fees only. This excludes our Spouse Rate (applicable to evening social events only) and our Exhibit Hall Access badge rate (provides booth workers entry into the Exhibit Hall and The Buzz only).

The registration desk will be open at the following times:

Saturday, February 10, 7:00 am – 7:30 pm

Sunday, February 11, 7:00 am – 7:00 pm

Monday, February 12, 7:00 am – 6:00 pm

Tuesday, February 13, 7:30 am – 12:00 pm

ADDITIONAL EVENT FEES/INFORMATION

The Annual Leadership Conference on Saturday is an additional \$125 for fully registered convention attendees. The Prayer Breakfast on Sunday is offered on a complimentary basis to the first 400 fully registered convention attendees on a first-come, first-served basis.

The post-convention Emerging Franchisor Bootcamp is complimentary to franchisors with 100 units or less. Space is limited to the first 500 attendees to register for this event. To attend any of these optional events, you must be a fully registered convention attendee.



ATTIRE

"Business casual" attire is appropriate for all convention events. Please keep in mind that meeting rooms tend to be cool, so you may be more comfortable with a jacket. We also advise that you wear comfortable shoes. Jeans are discouraged except during exhibitor set-up and dismantle hours. In February, average daily temperatures in Phoenix are about 60 degrees Fahrenheit high and 48 degrees Fahrenheit low.

ICFE SPECIAL SESSIONS



Attendance at the ICFE Special Sessions Friday and Saturday is not included in the convention registration fee. There is a separate registration fee of \$600 for members, \$850 for non-members for these sessions. Go to franchise.org/certification or call Rose DuPont at (202) 662-0771 for more information.

STAY UP-TO-DATE BEFORE, DURING AND AFTER THE SHOW!

IFA will be offering a complimentary mobile app for Convention 2018 that will be available for download approximately 6 weeks before the event. Attendees can download the IFA EVENTS mobile app to an iPad, iPhone, Droid or use a hybrid-for-web-based app for blackberries and other web-enabled devices. Stay tuned for more information on how and when you can access the convention app as it becomes available! Visit franchise.org/convention often for new announcements and updates! To participate in the conversation on social media, be sure to use #IFA2018 in your posts prior to and during the convention.



Questions about Convention? Contact our Conferences Department at (202)662-0763 or events@franchise.org.

EXHIBIT HALL

Meet Your Next Business Partner!

The IFA Exhibit Hall offers something for everyone—accounting, business and legal services, financial services, insurance programs, marketing and public relations specialists, software and technology providers, human resources experts, franchise development resources and travel, hotel and special event services. Stroll the aisles for new ideas, inspiration and some fun while learning about products and services that can help you better achieve your business goals. Don't forget to enter the exciting door prize drawings held during official exhibit hours, and be sure to participate in our scavenger hunt for a grand prize of a three-night stay at the luxurious Ojai Valley Inn & Spa in Ojai, CA!

NEW
THIS
YEAR!

"GATEWAY TO A GRAND GIVEAWAY" SCAVENGER HUNT!

ACTION. ENGAGEMENT. PROMOTION.

We are excited to offer a new tool to:

- Increase your exposure to new customers.
- Bring attention to your booth.
- Create engagement through competition.

Exhibit Hall Schedule

Sunday, February 11

4:30 pm – 8:00 pm Chairwoman's Reception with Exhibitors

Monday, February 12

7:30 am – 9:00 am Power Breakfast with Exhibitors

9:00 am – 11:45 am Optional Hours

11:45 am – 1:15 pm Networking Lunch with Exhibitors

1:15 pm – 5:15 pm Optional Hours

5:15 pm – 7:15 pm Reception with Exhibitors

2018 IFA ANNUAL CONVENTION EXHIBITOR LIST (AT PRESS TIME)

1851 Franchise
5th Avenue Leads, LLC
919 Marketing Company
Adfinately
ADP, Inc.
American Express
Americaneagle.com
Apple Pie Capital
Aranco Productions
ARCPoint Labs
Arthur J. Gallagher & Co.
Ascentium Capital
Associated Luxury Hotels International
AssuredPartners - Franchise Insurance
Astley Gilbert Ltd.
Avitus Group
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC
Bank of America
BDO USA, LLP
Benetrends, Inc.
Berry Network
BizBuySell
BNI Global
BooXkeeping Corp.
Broadly.com
Bryan Cave, LLP
BuildASign.com
Buxton
Canadian Franchise Association
CareerPlug
Catalyst Commercial Group
Centermark by Web.com
Citirun Cooperman
Clarity Voice
Clayton Kendall
CloudTouch
Cockrell Enovation
Consolidated Concepts
Constant Contact, Inc.
Creative Producers Group
CruiseOne/Pollin Group, LLC
Curious Jane

CyberMark International
Darter Specialties/Get Company
Uniforms.com
DCV Franchise Group
Deliver Media
Dex Media
Digital West
Diversified Royalty Corp.
Divvy by Alexander's
dynamix group
E3 Local
Ecolab Inc.
ELEDlights.com
Entrepreneur Media, Inc.
F.C. Dadson, SIB, LLC
Faegre Baker Daniels LLP
Fast Cloud Consulting
Ferrara Jerum International
FGP Commercial Leasing
FisherZucker LLC
Fishman PR
Fort Worth Convention & Visitors Bureau
Forum Analytics, LLC
Franchise Business Review
Franchise Direct
Franchise Gator LLC
Franchise Growth Network
Franchise Opportunities Network
Franchise Payments Network
Franchise Times
Franchise Update Media Group
FranchiseBlast
FranchiseClique.com
FranConnect
FRANdata
FranFund, Inc.
Franklin Covey
Franpos
FranWise
FRM Solutions
FSV Payment Systems
Gbbis
Gray Plant Mooty

Guggenheim Retail Real Estate Partners, Inc.
Guidant Financial Group, Inc.
Heartland Commerce
HigherVisibility, LLC
Hireology, Inc.
Hot Dish Advertising
Hughes
Hylant Group
Identifi
IFPG-International Franchise Professionals Group
iFranchise Group
IFX Software & Strategies
IMN
Indevia Accounting
IndoorMedia
INFINITI HR
Infogroup
Initial Impression
The Internicola Law Firm, P.C.
Intrepid Direct Insurance
Intuit, Inc.
Keyser
Konnect Agency
LearningZen
LED Source
Lipscomb & Pitts Insurance, LLC
Listen360, Inc.
Littler Mendelson
Local Search Masters
LocalBiz360
Loomis
Lucidpress
Mail Shark
Main Street Hub
Marron Lawyers
Meet AC
Melian Labs Inc. dba MyTime
MFV Expositions
Modernistic
Morrow Hill
MPAY, Inc.
Mspark, Inc.
Mudlick Mail
MyPayrollHR.com
Naranga
NCR Corporation
NetSearch Digital Marketing
NetSpend, A TSYS Company
New Image Marketing Research, Corp.
Newmark Grubb Knight Frank
Nora Lighting
Northwood University
Online Image
Our Town America
Out of the Box Technology
Paragon Small Business Capital Group
Patriot Software
Paychex, Inc.
Paycom
Paycor
Pegasus Communication Solutions, Inc.
(PCS VOIP)
PinnacleSolvesHR
PODS
POSitive Technology

Precision Services Group
PrimePay
PrintComm/Marketing Impact
Profit Soup
ProfitKeeper
ProfitMastery
Proven Match
Punchorello
Qiigo, Inc.
Quattro Business Support Services
Qvinci
Randal Retail Group
ReachLocal, Inc.
Regency 360
Reliable Background Screening
RenewAlert
Reno Tahoe USA
Retail Solutions
Revolution Media
Rhino 7 Franchise Development Corporation
Ring Central
Royal Caribbean International
Safe Deposit Company Inc.
Scorpion
SEOSamba Corp
Servant Systems, Inc.
ServiceBridge, LLC
ShiftPilot.com
Siegel Financial Group
Sign Pro, Inc.
Signpost, Inc.
SiteSeer Technologies
SiteZeus
SLM - Facility Solutions Nationwide
SMB Franchise Advisors
Snagajob
SOCi, Inc.
Social Joey LLC
Sotos LLP
Stearns Bank N.A.
Surefire Social
Sympateco, Inc.
Tender Software Inc.
Tortal Training
The Treadstone Group, Inc.
Tsheets
Twin City Hardware
TSYS
United Community Bank
Universal Background Screening, Inc.
US Census Bureau
V Digital Services
Visualogistix
Wadsworth Design
The Wall Street Journal
WebPunch, LLC
Welcomemat Services
WestGuard Insurance Company DBA
Berkshire Hathaway Guard Insurance
Wiland, Inc.
Winmark Corporation
World Manager
Worldpay US, Inc.
Xplor, Inc.
Xpressdocs
ZeeWise, Inc.

BOOK
YOUR ROOM
NOW

HOTEL ROOM RESERVATIONS

We have room blocks at three properties in downtown Phoenix – **Sheraton Grand Phoenix**, **Renaissance Phoenix Downtown Hotel** and **Hyatt Regency Phoenix**. The deadline for booking your room at all convention hotels is **January 19, 2018** (or when the room blocks sell out, whichever comes first). All guests are responsible for submitting a credit card number as a guarantee at the time the attendee makes the reservation.

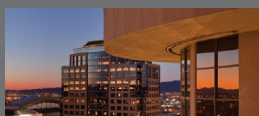
The room rates at each hotel are as follows:



Our Headquarter Hotel: Sheraton Grand Phoenix - \$249/night
340 North 3rd St., Phoenix, AZ
Make your reservations by calling 800-325-3535 or by [clicking here](#).



Renaissance Phoenix Downtown Hotel - \$259/night
100 North 1st St., Phoenix, AZ
Make your reservations by calling 800-309-8138 or by [clicking here](#).



Hyatt Regency Phoenix - \$239/night
122 North 2nd St., Phoenix, AZ
Make your reservations by calling 866-421-1442 or by [clicking here](#).

**Be sure to book your reservations for IFA2018 through the above website, or phone number. If you have any questions, please call our conferences department at 202-628- 8000. Don't be fooled by offers from third party sources indicating that they are officially booking rooms for the IFA2018 Convention - they are NOT affiliated with IFA or our Convention.*



The majority of convention events will occur at the Phoenix Convention Center with a few committee meetings and evening activities scheduled at our headquarters hotel, the Sheraton Grand Phoenix. All hotels are within walking distance of the Convention Center.

ABOUT PHOENIX

Phoenix is the capital of the southwestern U.S. state of Arizona. Known for its year-round sun and warm temperatures, it anchors a sprawling, multicounty metropolitan area known as the Valley of the Sun. It's known for high-end spa resorts, golf courses and vibrant nightclubs. Other highlights include the Phoenix Art Museum - Southwest's largest fine arts museum, the Desert Botanical Garden - displaying cacti and numerous native plants, and Camelback Mountain - a 1,200 foot tall panoramic view of the city and Phoenix Mountains Preserve.

For more information on Phoenix, things to do, how to get around town and exclusive deals for IFA Convention attendees, please [click here](#).

